

University of Eswatini
Department of Accounting and Finance
Supplementary/Re-sit Exam Paper - Semester - II

Programme of Study : Bachelor of Commerce
Year of Study : Year Four / Level Six
Title of Paper : Advanced Management Accounting II
Course Code : ACF414/AC425/AC505
Time Allowed : 3 Hours.

- Instructions:
1. Total number of questions on this paper is four (4).
 2. Answer all the questions.
 3. The marks awarded for a question / part is indicated at the end of each question / part of question.
 4. Where applicable, submit all workings and calculations on the answer sheet alongside the case.
 5. Calculations are to be made to two decimal places of accuracy unless otherwise instructed.

Note: You are reminded that in assessing your work, account will be taken of accuracy of the language and the general quality of expression, together with the layout and presentation of your final answer.

Special requirement : Calculator and Normal Distribution tables.

This paper is not to be opened until permission has been granted by the invigilator.

QUESTION 1:

Shabangu Inc. a manufacturer of building products, mainly supplies the wholesale trade. It has recently suffered falling demand due to COVID-19 pandemic, and thus has spare capacity. It now perceives an opportunity to produce designer ceramic tiles for the home improvement market. It has already paid E0.5 million for development expenditure, market research and a feasibility study. The initial analysis reveals scope for selling 150,000 boxes per annum over a five year period at a price of E20 per box. Estimated operating cost, largely based on experience, are as follows: Cost per box of tiles (E) (at today's prices):

Material cost	8.00
Direct labour	2.00
Variable overhead	1.50
Fixed overhead (allocated)	1.50
Distribution, etc.	2.00

Production can take place in existing facilities although initial re-design and setup costs would be E2million after allowing for all relevant tax reliefs. Returns from the project would be taxed at 33 per cent.

Shabangu's shareholders require a nominal return of 14 per cent per annum after tax, which includes allowance for generally expected inflation of 5.5 per cent per annum. It can be assumed that all operating cash-flows occur at year ends.

Required:

- i) Assess the financial desirability of this venture in real terms, based on the net present value offered by the project.
Note: Assume no tax delay. Annuity Factor for 5 years at 8% is 3.993
(8 marks)
- ii) Briefly explain the purpose of sensitivity analysis in relation to project appraisal, indicating the drawbacks with this procedure.
(5 marks)
- iii) Determine the values of
 - a) Price;
 - b) Volume;
 at which the project's NPV becomes zero. **(12 marks)**
 Discuss your results, suggesting appropriate management action. **(5 marks)**
Total (30 marks)

QUESTION 2:

Manohar Equipment specialized in developing weed-harvesting machine that is used to clear small lakes of weeds. George Manohar, president of Manohar Equipment, is convinced that harvesting weeds is far better than using chemicals to kill weeds. Chemicals cause pollution, and the weeds seem to grow faster after chemicals have been used. George is contemplating the construction of a machine that would harvest weeds in narrow rivers and waterways. The activities, and their estimated completion times (in weeks) and immediate predecessor activities that are necessary to build one of these experimental weed-harvesting machines are listed in the accompanying table.

Activity	Predecessor activity	a	m	b
A	--	1	1	7
B	--	1	4	7
C	--	2	2	8
D	A	1	1	1
E	B	2	5	14
F	C	2	5	8
G	D,E	3	6	15

Required:

- i) Determine the expected time and variance for each activity (8 marks)
- ii) Draw the network diagram. (5 marks)
- iii) Determine the earliest and latest start times for each activity and also slack for each activity. (5 marks)
- iv) Determine the critical path for the entire project as well as the expected completion time for the total project (3 marks)
- v) What is the probability that the project will be completed in 15 weeks? (4 marks)
- vi) Define the meaning of slack and explain its importance in PERT. (5 marks)

Total (6*5 = 30 marks)

QUESTION 3:

The statement of Income for Alpha Inc. for last year is given below:

	Total	Unit
Sales revenue	E8,000,000	E160.00
Less Variable expenses	5,600,000	112.00
Contribution margin	2,400,000	48.00
Less Fixed expenses	1,680,000	33.60
Operating profit	720,000	14.40
Less Taxes (30%)	216,000	4.32
	E504,000	E10.08

The company had average operating assets of E 4,000,000 during the current year.

Required:

- i) Compute the company's ROI for the current period using the ROI formula stated in terms of margin and turnover.
For each of the following questions, indicate whether the margin and turnover will increase, decrease or remain unchanged as a result of the events described, and then compute the new ROI figure. Consider each question separately, starting in

- each case from the data used to compute the original ROI in Requirement (i) above.
- ii) By use of just-in-time, the company is able to reduce the average level of inventory by E 800,000. (The released funds are used to pay off short-term creditors.)
 - iii) The company achieves a cost saving of E64,000 per year by using less costly materials
 - iv) The company issues bonds and uses the proceeds to purchase E 1,000,000 in machinery and equipment. Interest on bonds is E 120,000 per year. Revenue remain unchanged. The new, more efficient equipment reduces production costs by E40,000 per year.
 - v) As a result of a more intense effort by sales people, revenue are increased by 20%, operating assets remain unchanged.
 - vi) Obsolete items of inventory carried on the records at a cost of E80,000 are scrapped and written off as a loss since they are un saleable
 - vii) The company uses E400,000 of cash (received on accounts receivable) to repurchase and retire some of its common inventory.

Total (25 marks)

QUESTION 4:

Write **short note** on the following:

- i) Target costing and life-cycle costing with examples. **(10 marks)**
 - ii) The Economists' approach to pricing **(5 marks)**
- Total (15 marks)**

End of supplementary exam question paper

STANDARD NORMAL DISTRIBUTION: Table Values Represent AREA to the LEFT of the Z score.

Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
-3.9	.00005	.00005	.00004	.00004	.00004	.00004	.00004	.00004	.00003	.00003
-3.8	.00007	.00007	.00007	.00006	.00006	.00006	.00006	.00005	.00005	.00005
-3.7	.00011	.00010	.00010	.00010	.00009	.00009	.00008	.00008	.00008	.00008
-3.6	.00016	.00015	.00015	.00014	.00014	.00013	.00013	.00012	.00012	.00011
-3.5	.00023	.00022	.00022	.00021	.00020	.00019	.00019	.00018	.00017	.00017
-3.4	.00034	.00032	.00031	.00030	.00029	.00028	.00027	.00026	.00025	.00024
-3.3	.00048	.00047	.00045	.00043	.00042	.00040	.00039	.00038	.00036	.00035
-3.2	.00069	.00066	.00064	.00062	.00060	.00058	.00056	.00054	.00052	.00050
-3.1	.00097	.00094	.00090	.00087	.00084	.00082	.00079	.00076	.00074	.00071
-3.0	.00135	.00131	.00126	.00122	.00118	.00114	.00111	.00107	.00104	.00100
-2.9	.00187	.00181	.00175	.00169	.00164	.00159	.00154	.00149	.00144	.00139
-2.8	.00256	.00248	.00240	.00233	.00226	.00219	.00212	.00205	.00199	.00193
-2.7	.00347	.00336	.00326	.00317	.00307	.00298	.00289	.00280	.00272	.00264
-2.6	.00466	.00453	.00440	.00427	.00415	.00402	.00391	.00379	.00368	.00357
-2.5	.00621	.00604	.00587	.00570	.00554	.00539	.00523	.00508	.00494	.00480
-2.4	.00820	.00798	.00776	.00755	.00734	.00714	.00695	.00676	.00657	.00639
-2.3	.01072	.01044	.01017	.00990	.00964	.00939	.00914	.00889	.00866	.00842
-2.2	.01390	.01355	.01321	.01287	.01255	.01222	.01191	.01160	.01130	.01101
-2.1	.01786	.01743	.01700	.01659	.01618	.01578	.01539	.01500	.01463	.01426
-2.0	.02275	.02222	.02169	.02118	.02068	.02018	.01970	.01923	.01876	.01831
-1.9	.02872	.02807	.02743	.02680	.02619	.02559	.02500	.02442	.02385	.02330
-1.8	.03593	.03515	.03438	.03362	.03288	.03216	.03144	.03074	.03005	.02938
-1.7	.04457	.04363	.04272	.04182	.04093	.04006	.03920	.03836	.03754	.03673
-1.6	.05480	.05370	.05262	.05155	.05050	.04947	.04846	.04746	.04648	.04551
-1.5	.06681	.06552	.06426	.06301	.06178	.06057	.05938	.05821	.05705	.05592
-1.4	.08076	.07927	.07780	.07636	.07493	.07353	.07215	.07078	.06944	.06811
-1.3	.09680	.09510	.09342	.09176	.09012	.08851	.08691	.08534	.08379	.08226
-1.2	.11507	.11314	.11123	.10935	.10749	.10565	.10383	.10204	.10027	.09853
-1.1	.13567	.13350	.13136	.12924	.12714	.12507	.12302	.12100	.11900	.11702
-1.0	.15866	.15625	.15386	.15151	.14917	.14686	.14457	.14231	.14007	.13786
-0.9	.18406	.18141	.17879	.17619	.17361	.17106	.16853	.16602	.16354	.16109
-0.8	.21186	.20897	.20611	.20327	.20045	.19766	.19489	.19215	.18943	.18673
-0.7	.24196	.23885	.23576	.23270	.22965	.22663	.22363	.22065	.21770	.21476
-0.6	.27425	.27093	.26763	.26435	.26109	.25785	.25463	.25143	.24825	.24510
-0.5	.30854	.30503	.30153	.29806	.29460	.29116	.28774	.28434	.28096	.27760
-0.4	.34458	.34090	.33724	.33360	.32997	.32636	.32276	.31918	.31561	.31207
-0.3	.38209	.37828	.37448	.37070	.36693	.36317	.35942	.35569	.35197	.34827
-0.2	.42074	.41683	.41294	.40905	.40517	.40129	.39743	.39358	.38974	.38591
-0.1	.46017	.45620	.45224	.44828	.44433	.44038	.43644	.43251	.42858	.42465
-0.0	.50000	.49601	.49202	.48803	.48405	.48006	.47608	.47210	.46812	.46414

STANDARD NORMAL DISTRIBUTION: Table Values Represent AREA to the LEFT of the Z score.

Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
0.0	.50000	.50399	.50798	.51197	.51595	.51994	.52392	.52790	.53188	.53586
0.1	.53983	.54380	.54776	.55172	.55567	.55962	.56356	.56749	.57142	.57535
0.2	.57926	.58317	.58706	.59095	.59483	.59871	.60257	.60642	.61026	.61409
0.3	.61791	.62172	.62552	.62930	.63307	.63683	.64058	.64431	.64803	.65173
0.4	.65542	.65910	.66276	.66640	.67003	.67364	.67724	.68082	.68439	.68793
0.5	.69146	.69497	.69847	.70194	.70540	.70884	.71226	.71566	.71904	.72240
0.6	.72575	.72907	.73237	.73565	.73891	.74215	.74537	.74857	.75175	.75490
0.7	.75804	.76115	.76424	.76730	.77035	.77337	.77637	.77935	.78230	.78524
0.8	.78814	.79103	.79389	.79673	.79955	.80234	.80511	.80785	.81057	.81327
0.9	.81594	.81859	.82121	.82381	.82639	.82894	.83147	.83398	.83646	.83891
1.0	.84134	.84375	.84614	.84849	.85083	.85314	.85543	.85769	.85993	.86214
1.1	.86433	.86650	.86864	.87076	.87286	.87493	.87698	.87900	.88100	.88298
1.2	.88493	.88686	.88877	.89065	.89251	.89435	.89617	.89796	.89973	.90147
1.3	.90320	.90490	.90658	.90824	.90988	.91149	.91309	.91466	.91621	.91774
1.4	.91924	.92073	.92220	.92364	.92507	.92647	.92785	.92922	.93056	.93189
1.5	.93319	.93448	.93574	.93699	.93822	.93943	.94062	.94179	.94295	.94408
1.6	.94520	.94630	.94738	.94845	.94950	.95053	.95154	.95254	.95352	.95449
1.7	.95543	.95637	.95728	.95818	.95907	.95994	.96080	.96164	.96246	.96327
1.8	.96407	.96485	.96562	.96638	.96712	.96784	.96856	.96926	.96995	.97062
1.9	.97128	.97193	.97257	.97320	.97381	.97441	.97500	.97558	.97615	.97670
2.0	.97725	.97778	.97831	.97882	.97932	.97982	.98030	.98077	.98124	.98169
2.1	.98214	.98257	.98300	.98341	.98382	.98422	.98461	.98500	.98537	.98574
2.2	.98610	.98645	.98679	.98713	.98745	.98778	.98809	.98840	.98870	.98899
2.3	.98928	.98956	.98983	.99010	.99036	.99061	.99086	.99111	.99134	.99158
2.4	.99180	.99202	.99224	.99245	.99266	.99286	.99305	.99324	.99343	.99361
2.5	.99379	.99396	.99413	.99430	.99446	.99461	.99477	.99492	.99506	.99520
2.6	.99534	.99547	.99560	.99573	.99585	.99598	.99609	.99621	.99632	.99643
2.7	.99653	.99664	.99674	.99683	.99693	.99702	.99711	.99720	.99728	.99736
2.8	.99744	.99752	.99760	.99767	.99774	.99781	.99788	.99795	.99801	.99807
2.9	.99813	.99819	.99825	.99831	.99836	.99841	.99846	.99851	.99856	.99861
3.0	.99865	.99869	.99874	.99878	.99882	.99886	.99889	.99893	.99896	.99900
3.1	.99903	.99906	.99910	.99913	.99916	.99918	.99921	.99924	.99926	.99929
3.2	.99931	.99934	.99936	.99938	.99940	.99942	.99944	.99946	.99948	.99950
3.3	.99952	.99953	.99955	.99957	.99958	.99960	.99961	.99962	.99964	.99965
3.4	.99966	.99968	.99969	.99970	.99971	.99972	.99973	.99974	.99975	.99976
3.5	.99977	.99978	.99978	.99979	.99980	.99981	.99981	.99982	.99983	.99983
3.6	.99984	.99985	.99985	.99986	.99986	.99987	.99987	.99988	.99988	.99989
3.7	.99989	.99990	.99990	.99990	.99991	.99991	.99992	.99992	.99992	.99992
3.8	.99993	.99993	.99993	.99994	.99994	.99994	.99994	.99995	.99995	.99995
3.9	.99995	.99995	.99996	.99996	.99996	.99996	.99996	.99996	.99997	.99997