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# Answers

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SECTION A

- 1 D
- 2 A
- 3 A
- 4 B
- 5 D
- 6 C
- 7 C
- 8 B
- 9 C
- 10 D
- 11 A
- 12 A
- 13 C
- 14 B
- 15 B
- 16 D
- 17 C
- 18 B
- 19 D
- 20 B

Workings for calculation MCQs:

- 10  $(£17,600 + 450 + 760 + 2,780 + 1,100)$
- 14  $\{£22/\text{unit} - 11.6 - [ (£7,200 + 16,400) \div 4,000 \text{ units}] \} \times 100 \div 22$
- 15  $[200 \text{ units} \times (£7.5 - 4.8)/\text{unit}]$
- 16  $[(630 \div 0.9 \text{ hours}) \times £12/\text{hour}]$
- 17  $\{ [£216,720 - (1,200 \text{ units} \times £2/\text{unit})] \div (24,000 - 1,200 \text{ units}) \}$
- 18  $\{£194,860 \div [11,400 + (1,200 \times 0.6) \text{ units}] \}$
- 20  $[£65,124 \div (30 \times 9 \times 15 \times 4 \times 0.6 \text{ customers})]$

**SECTION B**

**1 (a) Discounting cash flows**

The principle of discounting cash flows in capital investment project appraisal is on the basis that an amount of cash received sometime in the future is worth less than the same amount of cash received now. This is because of its earning capacity over time and is referred to as the time value of money.

**(b) Net present value**

Cash flows expected at different times over the life of a capital investment project are first estimated. The net present value method of capital investment project appraisal then requires the estimated cash flows to be discounted.

Discounting applies a factor to a future expected cash flow to reduce it to an equivalent value now. The factor applied will depend both upon the interest rate per time period and the number of time periods into the future when the cash flow is expected to occur. The higher the interest rate, and the greater the number of periods ahead, the lower will be the equivalent cash value now and vice versa.

The net present value method discounts all the cash flows (both inflows and outflows), expected to arise during the lifetime of the investment, using the required rate of return (cost of capital %) as the discount rate. A different factor will be applied to each period's net cash flow.

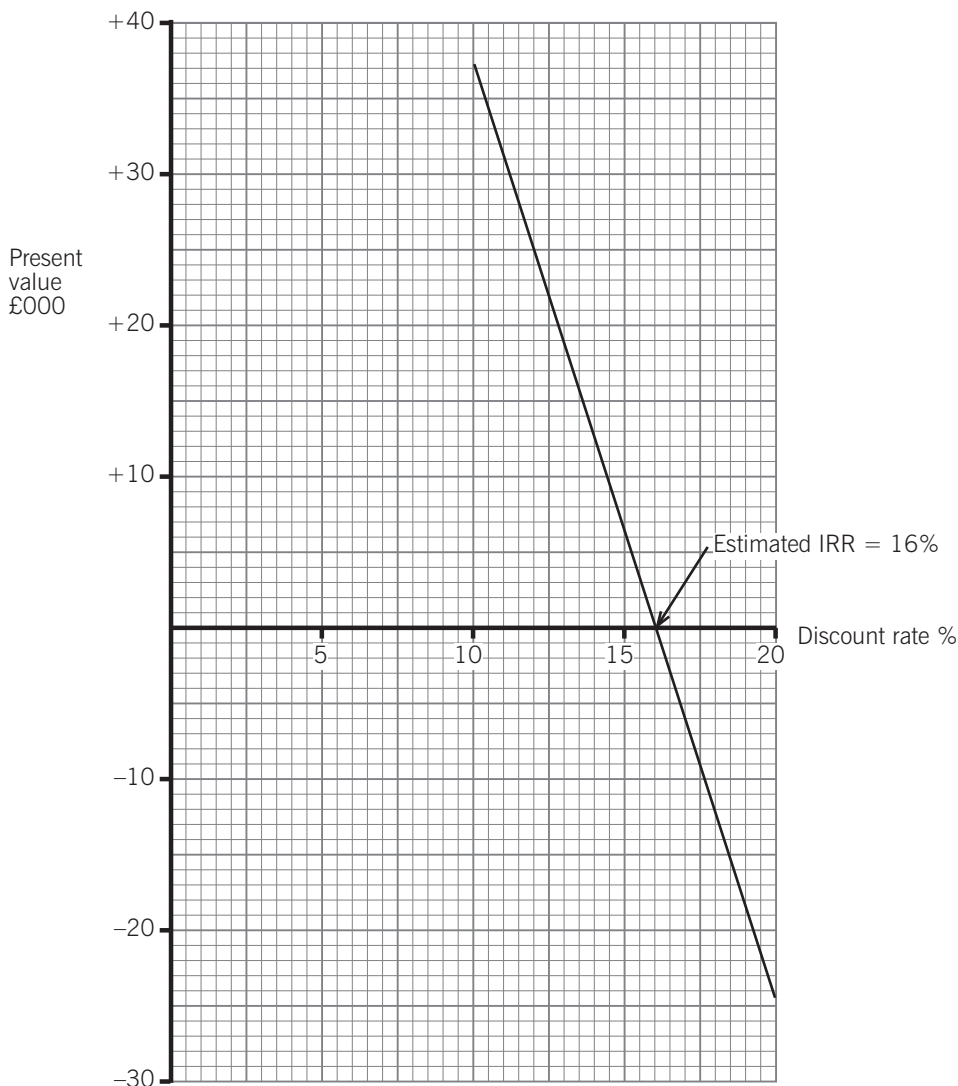
If the net total of the discounted cash flows (referred to as the net present value) is positive (i.e. if the present value of the cash inflows exceeds the present value of the cash outflows), the investment is acceptable. If it is negative, the investment is unacceptable.

**(c) Workings:**

NPV at 10% = 261.3 – 224 = 37.3

NPV at 20% = 199.6 – 224 = (24.4)

Graph of investment project NPVs:



**2 (a)** Purchase quantity of Material X

$$\begin{aligned} \text{Usage} &= (0.72 \div 0.9) \times 26,000 \\ &= 20,800 \text{ kilograms} \end{aligned}$$

$$\begin{aligned} \text{Purchase} &= 20,800 - 1,000 \\ &= \underline{19,800 \text{ kilograms}} \end{aligned}$$

**(b) (i)** Economic order quantity of Material Y

$$\begin{aligned} &= \sqrt{[(2 \times 45 \times 120,000) \div 0.3]} \\ &= \underline{6,000 \text{ litres}} \end{aligned}$$

**(ii)** Reorder level of Material Y

$$\begin{aligned} &= [(120,000 \div 50) \times 1.5] + 2,500 \\ &= \underline{6,100 \text{ litres}} \end{aligned}$$

**(iii)** Annual ordering cost of Material Y

$$\begin{aligned} &= (120,000 \div 6,000) \times 45 \\ &= \underline{£900} \end{aligned}$$

**(iv)** Annual holding cost of Material Y

$$\begin{aligned} &= [(6,000 \div 2) + 2,500] \times 0.3 \\ &= \underline{£1,650} \end{aligned}$$

**3 (a) (i)** Contribution/sales ratio

$$\begin{aligned} \text{Contribution per unit} &= 200 - (120 + 16) \\ &= £64 \end{aligned}$$

$$\begin{aligned} \text{Contribution sales ratio} &= (64 \div 200) \times 100\% \\ &= \underline{32\%} \end{aligned}$$

**(ii)** Total fixed costs

Fixed costs = contribution at break-even point

$$\begin{aligned} \text{Therefore } £120,000 \times 0.32 \\ &= \underline{£38,400} \end{aligned}$$

**(b)** Contribution per unit = fixed costs ÷ break-even sales units

$$\begin{aligned} &= £39,000 \div 500 \text{ units} \\ &= \underline{£78 \text{ per unit}} \end{aligned}$$

**4 (a)** Reapportionment of service cost centre overheads

	Cost centre				
	P1	P2	P3	S1	S2
	£	£	£	£	£
Allocated & apportioned	176,860	96,250	134,770	42,150	37,400
Reapportionment:					
S2	7,262	9,078	18,155	2,905	<u>(37,400)</u>
S1	<u>15,769</u>	<u>11,264</u>	<u>18,022</u>	<u>(45,055)</u>	
	<u>199,891</u>	<u>116,592</u>	<u>170,947</u>		

Example workings:

Reapportionment of S2: P1 = £37,400 x 20 employees in P1 ÷ 103 total employees (excl S2 itself)

Reapportionment of S1: P1 = £45,055 x 4,970 MRNs ÷ 14,200 total MRNs

**(b) (i)** Production overhead absorption

	Cost centre		
	P1	P2	P3
Absorbed	8,250 m/c hrs at £24.60 = £202,950	8,440 lab hrs at £13.40 = £113,096	15,990 lab hrs at £10.80 = £172,692

(ii) Production overhead over/under absorption

	Cost centre		
	P1	P2	P3
Absorbed	£202,950	£113,096	£172,692
Actual	<u>£199,891</u>	<u>£116,592</u>	<u>£170,947</u>
	<u>£3,059 over absorbed</u>	<u>£3,496 under absorbed</u>	<u>£1,745 over absorbed</u>

				<i>Marks</i>
Section A 2 marks each question				40
<b>Section B</b>				
<b>1</b>	<b>(a)</b> why		2	
	<b>(b)</b> cash flow & discounting	2		
	NPV	2		
	decision	<u>2</u>	6	
	<b>(c) (i)</b> axes & labelling	3		
	plotting	<u>3</u>	6	
	<b>(ii)</b> estimate		<u>2</u>	16
<b>2</b>	<b>(a)</b> wastage	2		
	demand	1		
	stock adjustment	<u>1</u>	4	
	<b>(b) (i)</b> EOQ		4	
	<b>(ii)</b> weekly demand	1 <sup>1/2</sup>		
	lead time	1		
	safety stock	<u>1<sup>1/2</sup></u>	4	
	<b>(iii)</b> orders	2		
	value	<u>1</u>	3	
	<b>(iv)</b> av stock (excl safety)	1		
	safety stock	1		
	value	<u>1</u>	<u>3</u>	18
<b>3</b>	<b>(a) (i)</b> contribution per unit	1		
	ratio	<u>2</u>	3	
	<b>(ii)</b> fixed costs		3	
	<b>(b)</b> formula	1		
	application	<u>3</u>	<u>4</u>	10
<b>4</b>	<b>(a)</b> S2 reappportionment	4		
	S1 reappportionment	3	7	
	<b>(b) (i)</b> 1 for each		3	
	<b>(ii)</b> 1 for each figure	3		
	1 for each 'over'/'under'	<u>3</u>	<u>6</u>	<u>16</u>
				<u>100</u>