



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF ECONOMICS, ACCOUNTING AND FINANCE

QUALIFICATION: BACHELOR OF ACCOUNTING	
QUALIFICATION CODE: 07BOAC	LEVEL: 7
COURSE CODE: GMA711S	COURSE NAME: MANAGEMENT ACCOUNTING 310
SESSION: JUNE 2023	PAPER: THEORY AND CALCULATIONS
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINERS	Sydney Lishokomosi and Lameck Odada
MODERATOR	Alfred Makosa

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the FOUR (4) questions in blue or black ink only. NO PENCIL.2. Start each question on a new page, and number the answers correctly and clearly.3. Write clearly, and neatly and show all your workings/assumptions.4. Work with four (4) decimal places in all your calculations and only round off final answers to two (2) decimal places unless otherwise stated.5. Questions relating to this examination may be raised in the initial 30 minutes after the start of the examination. Thereafter, candidates must use their initiative to deal with any perceived error or ambiguities, and any assumptions the candidate makes should be clearly stated.

PERMISSIBLE MATERIALS

1. Silent, non-programmable calculators

THIS QUESTION PAPER CONSISTS OF 4 PAGES (excluding this front page and tables)

QUESTION 1**[25 MARKS]**

Twahafa Catering Services (hereafter TCS) runs a cafeteria situated on the ground floor of a large corporate office block in Windhoek. Each of the five floors of the building is occupied, and there are in total 1 240 employees. TCS sells lunches and snacks in the cafeteria. The lunch menu is freshly prepared each morning, and TCS must decide how many meals to make daily. As the office block is located in the city center, there are several other places around the building where staff can buy their lunch. The level of demand for lunches in the cafeteria is uncertain. TCS has analysed daily sales over the previous six months and established four possible demand levels and their associated probabilities. TCS produced the following payoff table to show the daily profits which could be earned from the lunch sales in the cafeteria:

		<i>Supply Level</i>			
<i>Demand Level</i>	Probability	450	620	755	960
	%	N\$	N\$	N\$	N\$
450	15	11 700	9 800	8 100	7 400
620	30	11 700	16 120	13 950	12 900
775	40	11 700	16 120	20 150	17 850
960	15	11 700	16 120	20 150	24 960

REQUIRED: Determine the optimal decision under each of the following decision criteria and show the level of the supply with the corresponding profit or loss		MARKS
a)	Maximax	2
b)	Maximin	2
c)	Minimax regret	10
d)	Expected Monetary Value (EMV)	2
e)	Expected Value of Perfect Information (EVPI)	9
TOTAL		25

QUESTION 2**[26 MARKS]**

Super Save needs to increase production capacity to meet the increasing demand for an existing product, 'super' used in food processing. A new machine, with a useful life of four years and a maximum output of 600 000 kilograms of super per year, could be bought for N\$800 000, payable immediately. The scrap value of the machine after four years would be N\$30 000. Forecast demand and production of super over the next four years are as follows:

Year	1	2	3	4
Demand (kg)	1.4 million	1.5 million	1.6 million	1.7 million

The existing production capacity for super is limited to one million kilograms per year, and the new machine would only be used for additional demand. The current selling price of super is N\$8 per kilogram, and the variable cost of materials is N\$5 per kilogram. Other variable costs of production are N\$1.90 per kilogram. Fixed costs of production associated with the new machine would be N\$240 000 in the first year of production, increasing by N\$20 000 per year in each subsequent year of operation.

Super Save pays tax one year in arrears at an annual rate of 30% and can claim capital allowances (tax-allowable depreciation) on a 25% reducing balance basis. A balancing allowance is claimed in the final year of operation. Super Save uses its after-tax weighted average cost of capital (WACC) of 10% when appraising investment projects.

REQUIRED:		MARKS
a)	Calculate the Net Present Value (NPV) of buying the new machine and advise on the acceptability of the proposed purchase	20
b)	At a 20% discount factor, calculate the Internal Rate of Return (IRR) of buying the new machine to the nearest whole number.	6
TOTAL		26

QUESTION 3**[25 MARKS]**

Shilongo Leather Works (hereafter SLW) is a family-owned business conceived out of a great passion to craft durable products that would not only create an appreciated brand but also build the Shilongo family legacy. Launched in 1986, SLW is embedded with a rich history of tenacity and honesty that brought about the existence of a now renowned handcraft leatherworks company. The success of SLW is built on a foundation of expert leather knowledge with an ongoing focus on research and development, as well as ensuring staff is continually trained to be leaders in their field, ensuring the production of fit-for-purpose high-performance leather products. The manufacturing of leather goods goes from tanned leather to finished products. Most of the products are made from Kudu leather hence giving products a unique look.

SLW is considering launching a new, innovative product onto the Namibian market and is trying to decide on the right launch price. The product's expected life is three years. Given the high level of costs that have been incurred in developing the product, SLW wants to ensure that it sets its price at the right level and has therefore consulted a market research company to assist. The research, which relates to similar but not identical products launched by other companies, has revealed that at a price of N\$500, annual demand would be expected to be 25 000 units. However, for every N\$1 increase in selling price, demand would be expected to fall by 1 000 units, and for every N\$1 decrease in selling price, demand would be expected to increase by 1 000 units.

A forecast of the annual production costs which would be incurred by SLW in relation to the new product is as follows:

Annual production (units)	20 000	25 000	30 000	35 000
	N\$	N\$	N\$	N\$
Overheads	140 000	155 000	170 000	185 000
Direct labour	120 000	150 000	180 000	210 000
Direct material	240 000	300 000	360 000	420 000

REQUIRED		MARKS
a)	Determine the equation for the demand function (that is, the price as a function of quantity demanded. If $P = a - bx$, then $MR = a - 2bx$)	4
b)	Determine the Marginal Cost (MC)	5
c)	Calculate the optimum price	5
d)	Compute the maximum profit	8
e)	Identify any three (3) pricing strategies	3
TOTAL		25

QUESTION 4**[24 MARKS]**

National Academic Training College (hereafter NATC) is an organisation that provides private tuition courses in accounting and finance in Namibia. The courses are generally attended by individuals who work as bookkeepers for companies and who want to develop their practical skills. None of the attendees is aiming towards any professional qualification or examination. Courses are run on basic bookkeeping, value-added tax, payroll, credit control, company administration, and introduction to finance. Other courses, run on demand, are charged out at higher-than-normal rates for accounting and finance courses.

NATC has six branches nationwide with individual branch managers. The head office is situated in Windhoek and is responsible for company accounting, payroll, and inventory ordering activities. Individual branch managers have responsibility for all other areas of the business, such as pricing, product mix, and staffing. Each branch rents its premises (a national company policy), and staff numbers range from 4 in Walvisbay to 18 in Ondangwa. Staff are generally former accountants, bankers, and tax inspectors who concentrate on keeping courses practical and applicable to their customers.

To date, managers have always been appraised by Return on Investment (ROI) with a target return of 40%. Branches have regularly exceeded this target, and branch managers seem happy to be appraised in this manner. Sydney Lishokomosi, the company's main shareholder and Managing Director, recently visited all branches to promote corporate identity and inspect performance at a local level. He returned dismayed at the condition of some branch premises and feels overall that, although recent financial performance has been consistent with previous years, the company does not seem to have changed or developed since he last visited the branches five years ago. Sydney believes that he needs to change the appraisal method for branches to fit more closely with what he expects from the company. He wants the business to develop and grow and become the leading provider of business training in Southern Africa.

REQUIRED: <i>Consider each question independently.</i>		MARKS
a)	Outline any three (3) advantages and three (3) disadvantages of Return on Investment (ROI).	6
b)	Describe the balanced scorecard approach to performance measurement and how it might rectify NATC problems.	10
c)	Outline any two (2) possible performance measures which might be used in each area of the balanced scorecard by NATC	8
TOTAL		24

END OF EXAMINATION PAPER

