



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF ACCOUNTING, ECONOMICS AND FINANCE

QUALIFICATION: BACHELOR OF ACCOUNTING	
QUALIFICATION CODE: 07BOAC	LEVEL: 7
COURSE CODE: GMA711S	COURSE NAME: MANAGEMENT ACCOUNTING 310
SESSION: JULY 2022	PAPER: THEORY AND CALCULATIONS
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINERS	S. Lishokomosi and L. Odada
MODERATOR:	A. Makosa

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions in blue or black ink only. NO PENCIL2. Start each question on a new page, number the answers correctly and clearly.3. Write clearly, neatly and show all your workings/assumptions.4. Round off only final answers to two (2) decimal places5. 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 made by the candidate 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]**

iTechArt has been the partner of choice for fast-growing start-ups and innovative companies since 2002, providing fully dedicated engineering teams and custom software solutions. Headquartered in New York, the company has over 200 active clients worldwide, with 90% operating on the frontier of emerging technologies and markets. Their forte is agile dedicated teams of engineers who leverage time-tested big data development services to help clients manage data more effectively and efficiently. The company is divided into Divisions that provide services to each other and also to external clients. The performance of the Divisional Managers is measured against profit targets that are set by central management.

During May 2022, the Consulting Division undertook a project for HP Enterprise. The agreed fee was N\$15 500 and the costs excluding data processing were N\$2 600. The data processing, which needed 200 hours of processing time, was carried out by the Data Processing (DP) division. An external agency could have been used to do the data processing, but the DP division had 200 chargeable skilled hours available in May 2022. The DP division provides data processing services to the other divisions and also to external customers. The budgeted costs of the DP division for the year ending 31 December 2022, which is divided into 12 equal monthly periods, are as follows:

Variable costs	N\$
Skilled labour (6000 hours worked)	120 000
Semi-skilled labour	96 000
Other processing costs	60 000
Fixed costs	240 000

These costs are recovered on the basis of chargeable skilled labour hours (data processing hours) which are budgeted to be 90% of skilled labour hours worked. The DP division's external pricing policy is to add a 40% mark-up to its total budgeted cost per chargeable hour. During May 2022, actual labour costs incurred by the DP division were 10% higher than expected, but other costs were 5% lower than expected.

REQUIRED	MARKS
a) Calculate the total transfer value that would have been charged by the DP division to the Consulting division for the 200 hours on its HP Enterprise project, using the following bases: <ol style="list-style-type: none"> i. Actual variable cost. ii. Standard variable cost + 40% mark-up. iii. Market price 	13

b)	Prepare statements to show how the alternative values calculated in answer to requirement (a) above would reflect in the performance measurement of the DP division and the Consulting division.	12
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QUESTION 2

[25 MARKS]

Northern Atlantic fishing is considering the acquisition of a vessel to boost its vessel fleet for its coastal operations in Namibia during 2022. A Dutch ship manufacturer has quoted a price equivalent to N\$11 million to manufacture and deliver the vessel to the company's specification. The company contracted a Dutch lawyer and Architect to draft the Agreement and design the specification of the ship to the tune of N\$1.5 million.

Profitability projections for the first three years of operations on the Namibian cost is as follows:

	2023	2024	2025
Profit before tax (in millions)	5	6.5	8

Depreciation of the vessel in profit before tax is calculated on straight-line at 10% per annum and the Tax Authority grants wear and tear tax allowances on straight-line method for a three-year period (i.e., 33.3% per annum). Tax payment: half payable in the year incurred and balance in the following year. Northern Atlantic fishing also holds rights to a quota to be harvested at the coast in West Africa valued at N\$8 million, which will require the use of a vessel. Due to the economic crunch its credit rating has deteriorated thus it is unable to borrow sufficient funds to acquire two different vessels for both operations. The finance team has determined that the West Africa fishing operation was going to yield cash profit after tax equivalent of N\$2 million in the first year, increasing to N\$2.8 million in the third year of operation. Absorbed/allocated overheads in the 2024 profit before tax amounts to N\$100 000. Corporate tax in Namibia is 32% and the cost of capital of the company is 15%.

REQUIRED		MARKS
a)	Calculate the Net Present Value (NPV) of the vessel	20
b)	Calculate the Payback Period of the project	3
c)	Highlight to the management of North Atlantic Fishing any TWO (2) disadvantages of Payback Period	2

QUESTION 3**[25 MARKS]**

SWZ is a manufacturing company that has many trading divisions. Return on Investment (ROI) is the main measure of each division's performance. Each divisional Manager's salary is linked only to their division's ROI. The following information relating to S division summarises the financial performance of the three years including the projected figures for 2023.

	2021	2022	2023
	N\$000	N\$000	N\$000
Turnover	400	400	400
Cost of sales	240	240	240
Gross profit	160	160	160
Other operating costs	120	104	98
Operating profit	40	56	62
Capital invested as at the end of the year	400	320	256

Other operating costs include asset depreciation calculated at the rate of 20% per annum on a reducing balance basis. The figures shown in the above table for the capital invested as at the end of the year is the net book value of the division's fixed assets. At the beginning of 2023, the Manager of the S division is considering investing in an additional machine to boost production capacity. The new machine will cost N\$100 000 with an expected life of five years depreciated using the same depreciation rate as the existing machinery on straight line method. The new machine will increase sales by 10% and costs by 3%. The divisional cost of capital is 8% per annum. The company has evaluated the investment and correctly determined that it has a positive Net Present Value (NPV) of N\$24 536.

REQUIRED		MARKS
a)	Calculate the return on investment (ROI) for three-year period (i.e., without the new investment).	3
b)	Calculate ROI for 2023 after considering the new investment and comment on whether Management of S Division will still go ahead with the new investment	11
c)	Using Residual Income (RI) comment on whether Management of S Division will go ahead with the new investment	11

QUESTION 4**[25 MARKS]**

Edward Co assembles and sells many types of radio. It is considering extending its product range to include digital radios. These radios produce a better sound quality than traditional radios and have a large number of potential additional features not possible with the previous technologies (station scanning, more choice, one touch tuning, station identification text and song identification. Edward Co is considering a target costing approach for its new digital radio product.

A selling price of N\$44 has been set in order to compete with a similar radio on the market that has comparable features to Edward Co's intended product. The board have agreed that the acceptable margin (after allowing for all production costs) should be 25%.

Cost information for the new radio is as follows:

Component 1 (Circuit board) – these are bought in and cost N\$4.10 each. They are bought in batches of 4 000 and additional delivery costs are N\$2 400 per batch.

Component 2 (Wiring) – in an ideal situation 25cm of wiring is needed for each completed radio. Wire costs N\$0.50 per metre to buy.

Other material – other materials cost N\$8.10 per radio.

Assembly labour – these are skilled people who are difficult to recruit and retain. Edward Co has more staff of this type than needed but is prepared to carry this extra cost in return for the security it gives the business. It takes 30 minutes to assemble a radio and the assembly workers are paid N\$12.60 per hour.

Overheads – variable overheads are absorbed on assembly hours totalling 228 000 per year. Total cost amount to N\$7 440 000 and total fixed costs is N\$2 880 000. Fixed production overheads are absorbed on an assembly hour basis based on normal annual activity levels. In a typical year 240 000 assembly hours will be worked by Edward Co.

REQUIRED		MARKS
a)	Briefly describe the target costing process that Edward Co should undertake	4
b)	Explain any four (4) benefits of adopting a target costing approach at such an early stage in the product development process to Edward Co	8
c)	Calculate the expected target cost gap per unit	13

END OF EXAMINATION PAPER



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2022 -05- 09

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