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**ACCOUNTING**

**9706/32**

Paper 3 A Level Structured Questions

**March 2018**

MARK SCHEME

Maximum Mark: 150

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**Published**

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the March 2018 series for most Cambridge IGCSE<sup>®</sup>, Cambridge International A and AS Level components and some Cambridge O Level components.

**PUBLISHED****Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

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Question	Answer	Marks																																																																																								
1(a)	<p style="text-align: center;">Manufacturing Account for Marco for year ended 31 January 2018</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: right;">\$</th> <th style="width: 20%; text-align: right;">\$</th> <th style="width: 10%;"></th> </tr> </thead> <tbody> <tr> <td>Opening inventory of raw materials</td> <td></td> <td style="text-align: right;">40 000</td> <td></td> </tr> <tr> <td>Purchases of raw materials</td> <td style="text-align: right;">568 000</td> <td></td> <td></td> </tr> <tr> <td>Carriage inwards</td> <td style="text-align: right;">12 000</td> <td></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td>Returns outward</td> <td style="text-align: right;"><u>(23 000)</u></td> <td></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td>Net purchases</td> <td></td> <td style="text-align: right;"><u>557 000</u></td> <td></td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">597 000</td> <td></td> </tr> <tr> <td>Closing inventory of raw materials</td> <td></td> <td style="text-align: right;"><u>(42 000)</u></td> <td style="text-align: right;">(1) both</td> </tr> <tr> <td>Cost of raw materials consumed</td> <td></td> <td style="text-align: right;">555 000</td> <td></td> </tr> <tr> <td>Direct factory wages</td> <td></td> <td style="text-align: right;"><u>265 000</u></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td>Prime cost</td> <td></td> <td style="text-align: right;">820 000</td> <td style="text-align: right;">(1) OF</td> </tr> <tr> <td>Factory overheads</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Indirect factory wages</td> <td style="text-align: right;">159 000</td> <td></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td>Heating and lighting</td> <td style="text-align: right;">56 000</td> <td></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td>Machinery depreciation</td> <td style="text-align: right;">66 000</td> <td></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td>Rent and rates</td> <td style="text-align: right;"><u>72 000</u></td> <td style="text-align: right;"><u>353 000</u></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">1 173 000</td> <td></td> </tr> <tr> <td>Opening work in progress</td> <td style="text-align: right;">60 000</td> <td></td> <td></td> </tr> <tr> <td>Closing work in progress</td> <td style="text-align: right;"><u>(80 000)</u></td> <td style="text-align: right;"><u>(20 000)</u></td> <td style="text-align: right;">(1) both</td> </tr> <tr> <td>Cost of production</td> <td></td> <td style="text-align: right;">1 153 000</td> <td></td> </tr> <tr> <td>Factory profit</td> <td></td> <td style="text-align: right;"><u>288 250</u></td> <td style="text-align: right;">(1) OF</td> </tr> <tr> <td>Transfer price</td> <td></td> <td style="text-align: right;"><u>1 441 250</u></td> <td style="text-align: right;">(1) OF</td> </tr> </tbody> </table>		\$	\$		Opening inventory of raw materials		40 000		Purchases of raw materials	568 000			Carriage inwards	12 000		(1)	Returns outward	<u>(23 000)</u>		(1)	Net purchases		<u>557 000</u>				597 000		Closing inventory of raw materials		<u>(42 000)</u>	(1) both	Cost of raw materials consumed		555 000		Direct factory wages		<u>265 000</u>	(1)	Prime cost		820 000	(1) OF	Factory overheads				Indirect factory wages	159 000		(1)	Heating and lighting	56 000		(1)	Machinery depreciation	66 000		(1)	Rent and rates	<u>72 000</u>	<u>353 000</u>	(1)			1 173 000		Opening work in progress	60 000			Closing work in progress	<u>(80 000)</u>	<u>(20 000)</u>	(1) both	Cost of production		1 153 000		Factory profit		<u>288 250</u>	(1) OF	Transfer price		<u>1 441 250</u>	(1) OF	<b>12</b>
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1(c)	Realisation concept <b>(1)</b> Prudence concept <b>(1)</b>	<b>2</b>
1(d)(i)	It is important that Marco creates a provision for unrealised profit because:  IAS2 states that inventory is valued at the lower of cost and net realisable value, so unrealised profit should be removed from the inventory valuation otherwise profits <b>(1)</b> and current assets <b>(1)</b> will be overvalued. Realisation concept states that revenue should only be recorded in the business books of account when the goods have been sold for credit or cash <b>(1)</b> and prudence concept states that losses should be provided for as soon as they are anticipated but profits are not recorded until realised <b>(1)</b>	<b>4</b>
1(d)(ii)	Profit will be greater by \$30 000 <b>(1)</b> if there is no provision for unrealised profit. However this profit is overstated <b>(1)</b> as the inventories have not been adjusted for unrealised profit. <b>(1)</b> Any decision based on these levels of profit would be based on expectations of a higher profit which may not be achieved <b>(1)</b>	<b>4</b>

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2(c)	In a joint venture one person may have the skills and another the contacts. (1) In this instance Raj has the selling contacts and can repair bicycles, whereas John is able to pay the overheads. (1)	<b>2</b>																																								
2(d)	<p>Raj appears to be doing most of the work repairing and selling the bicycles. (1) The bicycles purchased by John were not as profitable as the ones he purchased. (1) Raj purchased bicycles for \$990 plus repairs of \$160 = \$1150 but sold for \$1850 so profit of \$700 / 12 = \$58.33 each (1) whereas the bicycles John purchased only made a profit of \$30 (\$250 + \$120 = \$370 but sold for \$400). This is \$30 / 4 = \$7.50 each (1).</p> <p>It may be more beneficial for Raj to work on his own rather than enter into a partnership with John (1)</p> <p><b>Decision (1) plus 4 marks</b></p>	<b>5</b>																																								

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3(a)(i)	<p style="text-align: center;">R Limited</p> <p style="text-align: center;">\$</p> <p style="text-align: center;">Sales revenue</p> <p style="text-align: center;">Gross profit 50% / 45%</p> <p style="text-align: center;">Profit for the year</p> <p style="text-align: center;">Operating expenses</p>	<p style="text-align: center;">Joe Tu</p> <p style="text-align: center;">\$</p> <p style="text-align: center;">250 000</p> <p style="text-align: center;">112 500 (1)</p> <p style="text-align: center;">19 800</p> <p style="text-align: center;">92 700 (1) OF</p>	<b>4</b>
3(a)(ii)	<p style="text-align: center;">Sales revenue</p> <p style="text-align: center;">(\$1 500 000 + \$250 000) × 120%</p> <p style="text-align: center;">Gross profit</p> <p style="text-align: center;">Original gross profit (\$750 000 + \$112 500)</p> <p style="text-align: center;">Increase in gross profit</p> <p style="text-align: center;">Decrease in operating expenses</p> <p style="text-align: center;">(\$558 000 + \$92 700) × 30%</p> <p style="text-align: center;">Director's fee</p>	<p style="text-align: center;">\$</p> <p style="text-align: center;">2 100 000</p> <p style="text-align: center;">1 050 000</p> <p style="text-align: center;">862 500</p> <p style="text-align: center;">187 500 (1) OF</p> <p style="text-align: center;">195 210 (1) OF</p> <p style="text-align: center;">382 710</p> <p style="text-align: center;">(30 000) (1)</p> <p style="text-align: center;">352 710 (1) OF</p>	<b>4</b>
3(b)	<p>To reward the owner with the benefits of the increase in value over time of the assets. (1)</p> <p>The fair value of assets (1) forms the base of calculating the purchase consideration. (1)</p> <p><b>Max 1</b></p>		<b>1</b>

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3(c)	<p style="text-align: center;">R Limited Statement of financial position after acquisition</p> <p style="text-align: right;">\$</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Non-current assets</td> </tr> <tr> <td style="width: 60%;">Land and buildings <b>(W1)</b></td> <td style="text-align: right;">621 000 <b>(3)</b></td> </tr> <tr> <td>Plant and equipment</td> <td style="text-align: right;">308 000 *</td> </tr> <tr> <td>Goodwill <b>(W2)</b></td> <td style="text-align: right;">18 000 <b>(2)</b></td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">947 000</td> </tr> <tr> <td colspan="2">Current assets</td> </tr> <tr> <td>Inventory</td> <td style="text-align: right;">138 000 * <b>(1)</b></td> </tr> <tr> <td>Trade receivables</td> <td style="text-align: right;">159 000 **</td> </tr> <tr> <td>Cash and cash equivalents</td> <td style="text-align: right;">58 000 ** <b>(1)</b></td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">355 000</td> </tr> <tr> <td>Total assets</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">1 302 000</td> </tr> <tr> <td colspan="2">Equity and liabilities</td> </tr> <tr> <td colspan="2">Equity</td> </tr> <tr> <td>Ordinary shares of \$1 each</td> <td style="text-align: right;">950 000 <b>(1)</b></td> </tr> <tr> <td>Share premium</td> <td style="text-align: right;">30 000 <b>(1)</b></td> </tr> <tr> <td>Revaluation reserve</td> <td style="text-align: right;">28 000 <b>(1)</b></td> </tr> <tr> <td>Retained earnings</td> <td style="text-align: right;">132 000 <b>(1)</b></td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">1 140 000</td> </tr> <tr> <td colspan="2">Current liabilities</td> </tr> <tr> <td>Trade payables</td> <td style="text-align: right; border-top: 1px solid black;">162 000</td> </tr> <tr> <td>Total equity and liabilities</td> <td style="text-align: right;">1 302 000</td> </tr> </table> <p><b>W1:</b> \$454 000 <b>(1)</b> + \$139 000 <b>(1)</b> + \$28 000 <b>(1)</b> = \$621 000</p>	Non-current assets		Land and buildings <b>(W1)</b>	621 000 <b>(3)</b>	Plant and equipment	308 000 *	Goodwill <b>(W2)</b>	18 000 <b>(2)</b>		947 000	Current assets		Inventory	138 000 * <b>(1)</b>	Trade receivables	159 000 **	Cash and cash equivalents	58 000 ** <b>(1)</b>		355 000	Total assets	1 302 000	Equity and liabilities		Equity		Ordinary shares of \$1 each	950 000 <b>(1)</b>	Share premium	30 000 <b>(1)</b>	Revaluation reserve	28 000 <b>(1)</b>	Retained earnings	132 000 <b>(1)</b>		1 140 000	Current liabilities		Trade payables	162 000	Total equity and liabilities	1 302 000	<b>11</b>
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	1 140 000																																											
Current liabilities																																												
Trade payables	162 000																																											
Total equity and liabilities	1 302 000																																											



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3(c)	<p><b>W2</b></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td style="text-align: right;">\$</td> <td></td> </tr> <tr> <td style="padding-right: 20px;">Land and buildings</td> <td style="text-align: right;">139 000</td> <td></td> </tr> <tr> <td style="padding-right: 20px;">Plant and equipment</td> <td style="text-align: right;">14 000</td> <td></td> </tr> <tr> <td style="padding-right: 20px;">Inventory</td> <td style="text-align: right;">40 000</td> <td></td> </tr> <tr> <td style="padding-right: 20px;">Trade receivables</td> <td style="text-align: right;">36 000</td> <td></td> </tr> <tr> <td style="padding-right: 20px;">Trade payables</td> <td style="text-align: right;"><u>(67 000)</u></td> <td></td> </tr> <tr> <td></td> <td style="text-align: right;">162 000</td> <td style="text-align: right;">(1)</td> </tr> <tr> <td style="padding-right: 20px;">Purchase consideration</td> <td style="text-align: right;"><u>180 000</u></td> <td style="text-align: right;">(1)</td> </tr> <tr> <td style="padding-right: 20px;">Goodwill</td> <td style="text-align: right;"><u>18 000</u></td> <td></td> </tr> </table>		\$		Land and buildings	139 000		Plant and equipment	14 000		Inventory	40 000		Trade receivables	36 000		Trade payables	<u>(67 000)</u>			162 000	(1)	Purchase consideration	<u>180 000</u>	(1)	Goodwill	<u>18 000</u>		
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3(d)	<p>Responses could include:</p> <p>For the purchase:</p> <ul style="list-style-type: none"> <li>• Joe Tu's expertise / knowledge / experience brought to the business</li> <li>• Issuing shares to Joe Tu so that his personal interest is linked with the business</li> <li>• Synergy effect which has long-term benefit</li> <li>• Economy of scale</li> </ul> <p><b>Max 2</b></p> <p>Against the purchase:</p> <ul style="list-style-type: none"> <li>• Control is diluted</li> <li>• Interest in the company is diluted</li> <li>• May be friction between the directors</li> </ul> <p>Accept any reasonable alternative</p> <p><b>Max 2 and 1 Decision</b></p>	<b>5</b>																											

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4(a)	<p>Responses could include:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> Shareholders  Principal  Master  Owners of the company  Entrust responsibilities to directors  Do not interfere with the daily operations of the company  Making decisions in general meeting relating to e.g. appointment of auditor </td> <td style="width: 50%; vertical-align: top;"> Directors  Agent  Steward  Management of the company  Accountable to shareholders  Conduct daily operations of the company  Making daily operating, financing and investing decisions </td> </tr> </table> <p>(1 mark) × 4 valid points  <b>Max 2 for each</b></p>	Shareholders Principal Master Owners of the company Entrust responsibilities to directors Do not interfere with the daily operations of the company Making decisions in general meeting relating to e.g. appointment of auditor	Directors Agent Steward Management of the company Accountable to shareholders Conduct daily operations of the company Making daily operating, financing and investing decisions	<b>4</b>																			
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4(b)	<p>Responses could include:</p> <ul style="list-style-type: none"> <li>• It is not required by law</li> <li>• Sole proprietor is the one who contributes capital and manages the business</li> </ul> <p>Accept any reasonable alternative</p> <p>(1 mark) × one valid reason</p>	<b>1</b>																					
4(c)	<table style="width: 100%; border: none;"> <tr> <td></td> <td style="text-align: right;">\$</td> <td></td> </tr> <tr> <td style="padding-left: 40px;">Original profit</td> <td style="text-align: right;">78 000</td> <td></td> </tr> <tr> <td style="padding-left: 40px;">Less : Inventory overvalued</td> <td style="text-align: right;">(16 000)</td> <td style="text-align: right;">(1)</td> </tr> <tr> <td style="padding-left: 40px;">Add : Cash dividend</td> <td style="text-align: right;">75 000</td> <td style="text-align: right;">(1)</td> </tr> <tr> <td style="padding-left: 80px;">Proposed dividend</td> <td style="text-align: right;">82 500</td> <td style="text-align: right;">(1)</td> </tr> <tr> <td style="padding-left: 40px;">Less : Rent undercharged</td> <td style="text-align: right;">(21 000)</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td style="padding-left: 40px;">Adjusted profit</td> <td style="text-align: right; border-top: 1px solid black;">198 500</td> <td style="text-align: right;"><b>(1) OF</b></td> </tr> </table> <p>Working  Inventory overvalued \$120 000 – \$104 000 = \$16 000  Rent undercharged (\$21 000 × 6) – \$105 000 (1) = \$21 000 (1)</p>		\$		Original profit	78 000		Less : Inventory overvalued	(16 000)	(1)	Add : Cash dividend	75 000	(1)	Proposed dividend	82 500	(1)	Less : Rent undercharged	(21 000)	(2)	Adjusted profit	198 500	<b>(1) OF</b>	<b>6</b>
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4(d)	<p>Responses could include:</p> <p>Stock valuation</p> <ul style="list-style-type: none"> <li>• Both FIFO and AVCO are permitted by IAS 2</li> <li>• Adoption of either method is an accounting policy</li> <li>• Accounting policy should be consistently applied</li> <li>• Accounting policy should not be changed for the sole purpose of increasing current year profit.</li> </ul> <p>Dividend</p> <ul style="list-style-type: none"> <li>• Dividend paid is distribution of profit, not expenses.</li> <li>• Dividend paid should be accounted for in the Statement of Changes in Equity</li> <li>• Proposed dividend is not regarded as liability</li> </ul> <p><b>(1 mark) × 6 valid points, 3 marks for each item</b></p>	<b>6</b>																														
4(e)	<p style="text-align: center;">Statement of Changes in Equity for the year ended 31 December 2017</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;"></th> <th style="width: 15%; text-align: center;">Share Capital \$</th> <th style="width: 15%; text-align: center;">Share Premium \$</th> <th style="width: 15%; text-align: center;">Retained Earnings \$</th> <th style="width: 20%; text-align: center;">Total \$</th> </tr> </thead> <tbody> <tr> <td>Balance at 1 January 2016</td> <td style="text-align: right;">500 000</td> <td style="text-align: right;">80 000</td> <td style="text-align: right;">94 000</td> <td style="text-align: right;">674 000</td> </tr> <tr> <td>Profit for the year</td> <td></td> <td></td> <td style="text-align: right;">198 500 <b>(1) OF</b></td> <td style="text-align: right;">198 500</td> </tr> <tr> <td>Dividend paid</td> <td></td> <td></td> <td style="text-align: right;">(75 000) <b>(1)</b></td> <td style="text-align: right;">(75 000)</td> </tr> <tr> <td>Bonus shares</td> <td style="text-align: right;">50 000</td> <td style="text-align: right;">(50 000) <b>(1)</b></td> <td></td> <td></td> </tr> <tr> <td>Balance at 31 December 2016</td> <td style="text-align: right; border-top: 1px solid black;"><u>550 000</u></td> <td style="text-align: right; border-top: 1px solid black;"><u>30 000</u></td> <td style="text-align: right; border-top: 1px solid black;"><u>217 500 <b>(1)OF</b></u></td> <td style="text-align: right; border-top: 1px solid black;"><u>797 500 000</u></td> </tr> </tbody> </table>		Share Capital \$	Share Premium \$	Retained Earnings \$	Total \$	Balance at 1 January 2016	500 000	80 000	94 000	674 000	Profit for the year			198 500 <b>(1) OF</b>	198 500	Dividend paid			(75 000) <b>(1)</b>	(75 000)	Bonus shares	50 000	(50 000) <b>(1)</b>			Balance at 31 December 2016	<u>550 000</u>	<u>30 000</u>	<u>217 500 <b>(1)OF</b></u>	<u>797 500 000</u>	<b>4</b>
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4(f)	<p>Responses could include:</p> <ul style="list-style-type: none"> <li>• True and fair view</li> <li>• Auditor is independent third party so more dependable</li> <li>• More credible documents</li> <li>• The bank may also request for other information, i.e. budgeted financial statements</li> <li>• Request a business plan</li> <li>• Bank may require collateral</li> </ul> <p>Accept any reasonable alternative 1 for decision</p> <p><b>(1 mark) × 3 valid points</b></p>	<b>4</b>																														

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5(a)	Budgetary control is the planning of the use of resources <b>(1)</b> including money through the use of budgets <b>(1)</b> to achieve an overall objective. <b>(1) max 2</b>	<b>2</b>																																							
5(b)	<p style="text-align: center;">Labour budget</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 15%; text-align: center;">Casting</th> <th style="width: 15%;"></th> <th style="width: 15%; text-align: center;">Polishing</th> <th style="width: 15%;"></th> <th style="width: 15%; text-align: center;">Finishing</th> </tr> <tr> <td></td> <td style="text-align: center;">\$</td> <td></td> <td style="text-align: center;">\$</td> <td></td> <td style="text-align: center;">\$</td> </tr> </thead> <tbody> <tr> <td>Production</td> <td style="text-align: right;">24 000</td> <td></td> <td style="text-align: right;">24 000</td> <td></td> <td style="text-align: right;">24 000</td> </tr> <tr> <td>Labour hours</td> <td style="text-align: right;">16 000</td> <td style="text-align: center;"><b>(1)</b></td> <td style="text-align: right;">6 000</td> <td style="text-align: center;"><b>(1)</b></td> <td style="text-align: right;">48 000</td> <td style="text-align: center;"><b>(1)</b></td> </tr> <tr> <td>Number of employees</td> <td style="text-align: right;">8</td> <td style="text-align: center;"><b>(1) OF</b></td> <td style="text-align: right;">3</td> <td style="text-align: center;"><b>(1) OF</b></td> <td style="text-align: right;">24</td> <td style="text-align: center;"><b>(1) OF</b></td> </tr> <tr> <td>Labour cost</td> <td style="text-align: right;">192 000</td> <td style="text-align: center;"><b>(1) OF</b></td> <td style="text-align: right;">48 000</td> <td style="text-align: center;"><b>(1) OF</b></td> <td style="text-align: right;">672 000</td> <td style="text-align: center;"><b>(1) OF</b></td> </tr> </tbody> </table> <p>Each employee works <math>50 \times 40 = 2000</math> hours a year</p>		Casting		Polishing		Finishing		\$		\$		\$	Production	24 000		24 000		24 000	Labour hours	16 000	<b>(1)</b>	6 000	<b>(1)</b>	48 000	<b>(1)</b>	Number of employees	8	<b>(1) OF</b>	3	<b>(1) OF</b>	24	<b>(1) OF</b>	Labour cost	192 000	<b>(1) OF</b>	48 000	<b>(1) OF</b>	672 000	<b>(1) OF</b>	<b>9</b>
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5(c)	<p>Hyung Min would find budgetary control beneficial to achieve the target profit because it would control <b>(1)</b> resources i.e. staff so correct number of staff <b>(1)</b> allocated to correct department <b>(1)</b> and not sitting around idle. <b>(1)</b></p> <ul style="list-style-type: none"> <li>• Plan <b>(1)</b> by allocating the right number of staff as needed <b>(1)</b> to keep labour costs down <b>(1)</b></li> <li>• communicate and coordinate <b>(1)</b> between production, sales and human resources <b>(1)</b> so right number of staff for the right department <b>(1)</b></li> </ul> <p>May also explain the following reasons:</p> <ul style="list-style-type: none"> <li>• Motivation to reach targets</li> <li>• Performance evaluation</li> <li>• Aids decision making</li> </ul> <p><b>((1) for each benefit plus (1) for explanation and relevance to Hyung Min) × 3</b></p>	<b>6</b>																																							

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5(d)	<p>With the casting department Hyung Min has an adverse efficiency variance of \$57 000. This means the workforce employed were not as efficient and spent more time than expected to produce the 28 500 vases. <b>(1)</b> this may be because they were not as skilled as expected <b>(1)</b> or the machinery kept breaking down <b>(1)</b> or there were other faults in the production line. Finally it could be because the quality of the material was less than expected and so took longer to use <b>(1)</b> <b>max 3</b></p> <p>In both the polishing and finishing departments there are adverse rate variances which means that Hyung Min paid out more money per hour than he expected to do. This may be because he employed employees with more skills in these departments. <b>(1)</b> Alternatively there may be a scarcity of labour in the area so more has to be paid to attract the workforce <b>(1)</b></p> <p><b>Overall max 4 (1)</b></p>	<b>4</b>
5(e)	<p>Overall total labour variance was favourable <b>(1)</b> by \$1500 <b>(1)</b>. Therefore it is not a cause of concern <b>(1)</b>. However, rate variance in finishing and efficiency in casting are quite high. Therefore take some action to reduce these <b>(1)</b>.</p>	<b>4</b>

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6(a)	<p>Net present value uses discounted rates to calculate the present value of future money <b>(1)</b> whereas the payback method does not. <b>(1)</b></p> <p>The net present value method considers all <b>(1)</b> the cash flows of a capital investment whereas the payback method just considers those cash flows up to the date of payback. <b>(1)</b></p>	<b>4</b>																																													
6(b)(i)	Payback is 3 years <b>(1)</b> and 2 months <b>(1)</b>	<b>2</b>																																													
6(b)(ii)	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">year</th> <th style="text-align: right;">net cash flow</th> <th style="text-align: right;">discount rate</th> <th style="text-align: right;">present value</th> <th></th> </tr> <tr> <th></th> <th style="text-align: right;">\$</th> <th></th> <th style="text-align: right;">\$</th> <th></th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">0</td> <td style="text-align: right;">(210 000)</td> <td style="text-align: right;">1</td> <td style="text-align: right;">(210 000)</td> <td></td> </tr> <tr> <td style="text-align: right;">1</td> <td style="text-align: right;">72 000 <b>(W1)</b></td> <td style="text-align: right;">0.926</td> <td style="text-align: right;">66 672</td> <td><b>(1) OF</b></td> </tr> <tr> <td style="text-align: right;">2</td> <td style="text-align: right;">72 000</td> <td style="text-align: right;">0.857</td> <td style="text-align: right;">61 704</td> <td><b>(1) OF</b></td> </tr> <tr> <td style="text-align: right;">3</td> <td style="text-align: right;">72 000</td> <td style="text-align: right;">0.794</td> <td style="text-align: right;">57 168</td> <td><b>(1) OF</b></td> </tr> <tr> <td style="text-align: right;">4</td> <td style="text-align: right;">72 000</td> <td style="text-align: right;">0.735</td> <td style="text-align: right;">52 920</td> <td><b>(1) OF</b></td> </tr> <tr> <td style="text-align: right;">5</td> <td style="text-align: right;">72 000</td> <td style="text-align: right;">0.681</td> <td style="text-align: right;">49 032</td> <td><b>(1) OF</b></td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">Net present value</td> <td style="text-align: right;"><u>77 496</u></td> <td><b>(1) OF</b></td> </tr> </tbody> </table> <p><b>W1</b> 210 000 / 35 = 6000 <b>(1)</b> per month × 12 = 72 000 <b>(1)</b> per year</p>	year	net cash flow	discount rate	present value			\$		\$		0	(210 000)	1	(210 000)		1	72 000 <b>(W1)</b>	0.926	66 672	<b>(1) OF</b>	2	72 000	0.857	61 704	<b>(1) OF</b>	3	72 000	0.794	57 168	<b>(1) OF</b>	4	72 000	0.735	52 920	<b>(1) OF</b>	5	72 000	0.681	49 032	<b>(1) OF</b>			Net present value	<u>77 496</u>	<b>(1) OF</b>	<b>8</b>
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<b>Question</b>	<b>Answer</b>	<b>Marks</b>
6(b)(iii)	<p>ARR Machine A                      <math>72\,000 - 210\,000 / 5 = 30\,000</math> profit <b>(1) OF</b> Cost of investment              <math>210\,000 / 2 = 105\,000</math> <b>(1)</b></p> <p>ARR = <math>30\,000 / 105\,000 \times 100 = 28.57\%</math> <b>(1) OF</b></p> <p>Machine B                      <math>51\,000 - 161\,500 / 4 = 10\,625</math> <b>(1)</b> Cost of investment              <math>161\,500 / 2 = 80\,750</math> <b>(1)</b></p> <p>ARR                              <math>10\,625 / 80\,750 \times 100 = 13.16\%</math> <b>(1) OF</b></p>	<b>6</b>
6(c)	<p><b>Decision (1) plus (4) for justification</b></p> <p>Machine A has a greater annual cash flow of \$72 000 compared to \$51 000. <b>(1)OF</b></p> <p>Machine A has the greater cash flows and expected life <b>(1)OF</b>, NPV <b>(1)OF</b>, ARR <b>(1)OF</b> and quicker payback. <b>(1)OF</b></p> <p>Daniyar should choose machine A <b>(1)</b> provided that it can be financed <b>(1)</b>.</p> <p><b>Max 5</b></p>	<b>5</b>