

University of Eswatini
Department of Accounting and Finance
Supplementary/Resit 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 & Area under the Normal Distribution Curve

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

QUESTION 1

The management of YJJ Zippers Company is disappointed with the company's performance and is wondering what can be done to improve profits.

YJJ Zippers Company's statement of profit or loss for last month is given below:

Girihar Company Statement of profit or loss for one month ended 31 April 2020	
Revenue	E1,400,000
Less variable expenses	572,000
Contribution margin	828,000
Less fixed expenses	656,000
Operating profit	E172,000

By examining revenue and cost records, you have determined the following:

1. The company is divided into two sales regions – Gauteng and Eswatini. The Eswatini region recorded E600,000 in revenue and E 312,000 in variable expenses during April 2020; the remaining revenue and variable expenses were recorded in the Gauteng region. Fixed expenses of E120,000 and E108,000 are traceable to the Eswatini and Gauteng regions, respectively. The rest of the fixed expenses are common to the two regions.
2. The company sells two products – zippers and belts. Revenue of zippers and belts totalled E 200,000 and E450,000 respectively in the Eswatini region during April 2021. Variable expenses are 22% of the selling price for zippers and 58% for belts. Cost records show that E60,000 of the Eswatini region's fixed expenses are traceable to zippers and E80,000 to belts with the remainder common to the two products.

Required:

- i) Prepare segmented statements of profit or loss first showing the total company broken down between sales regions and then showing the Eswatini territory broken down by product line. Show both amount and percentage columns for the company in total and for each segment (20 marks)
- ii) Look at the statement you have prepared showing the total company, segmented by sales region. Which points revealed by this statement should be brought to the attention of management? (5 marks)
- iii) Look at the statement you have prepared showing the Eswatini region segmented by product lines. Which points revealed by this statement should be brought to the attention of management? (5 marks)

Total (30 marks)

QUESTION 2:

The Royal Swaziland Sugar Corporation Limited (RES) engages in the growing and milling of sugar cane; and manufacture of sugar and ethanol in Eswatini. The company is expanding its power generation capacity, and is planning to construct a new turbine. The activities, and their estimated completion times (in weeks) and immediate predecessor activities are provided in the table below to assist in planning for the project. Mr. N. Nkambule, the project manager has requested you to assist him planning this project.

Activity	Predecessor activity	Estimated duration (in weeks)		
		Optimistic (a)	Most likely (m)	Pessimistic (b)
A	--	1	2	3
B	--	2	3	4
C	--	1	2	3
D	B	2	4	6
E	A,D	1	4	7
F	C	1	2	9
G	E,F	3	4	11
H	G	1	2	3

Required:

- i) Determine the expected time and variance for each activity (8 marks)
- ii) Draw the network diagram. (5 marks)
- iii) Mr Nkambule would like to determine the earliest and latest start times for each activity and also slack for each activity. (5 marks)
- iv) Also, Mr Nkambule would like to 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 20 weeks? (4 marks)
- vi) What are the major differences between PERT and CPM? (5 marks)

Total (6*5 = 30 marks)

QUESTION 3

- (a) You have just completed constructing 10 one bedroom flats in Malkerns and you are currently working on a suitable price to charge each unit. You already have 7 one bedroom flats at KaShali in Manzini costing E2 500 each and 11 bedroom flats units at Nhlangano costing E1 400 per unit. They are similar and of the same size.

Required

Briefly explain FIVE factors that you have to consider when pricing your new flats in Malkerns. (10 marks)

- (b) The managers of DELL calculator believes that if unit price per financial calculator increase from E50 to E60, demand is going to fall from an annual demand of 600 to 520.

Required

- (i) Find the price elasticity of demand for the Dell calculators. (5 marks)
- (ii) Find the profit maximising mark-up, (5 marks)
- (iii) Find the profit maximising price for each calculator. (3 marks)
- (iv) State any TWO problems of a cost-plus pricing strategy (2 marks)

(Total: 25 marks)

QUESTION 4

AM bakers specialises in baking wedding cakes. It has 3 stoves and produce 15 cakes per week. Currently, the demand is 20 cakes per week. The following processes are involved in baking wedding cakes

1. Prepare and gather the ingredients
2. Mixing ingredients
3. Baking the cake in the oven
4. Packaging

Required:

Using the theory of constraints, discuss how AM bakers can increase the production level to meet the demand. (15 marks)

***** END OF MAIN EXAM QUESTION PAPER *****

Table of the standard normal distribution values ($z \leq 0$)

-z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
-0.0	0.50000	0.49601	0.49202	0.48803	0.48405	0.48006	0.47608	0.47210	0.46812	0.46414
-0.1	0.46017	0.45621	0.45224	0.44828	0.44433	0.44038	0.43644	0.43251	0.42858	0.42466
-0.2	0.42074	0.41683	0.41294	0.40905	0.40517	0.40129	0.39743	0.39358	0.38974	0.38591
-0.3	0.38209	0.37828	0.37448	0.37070	0.36693	0.36317	0.35942	0.35569	0.35197	0.34827
-0.4	0.34458	0.34090	0.33724	0.33360	0.32997	0.32636	0.32276	0.31918	0.31561	0.31207
-0.5	0.30854	0.30503	0.30153	0.29806	0.29460	0.29116	0.28774	0.28434	0.28096	0.27760
-0.6	0.27425	0.27093	0.26763	0.26435	0.26109	0.25785	0.25463	0.25143	0.24825	0.24510
-0.7	0.24196	0.23885	0.23576	0.23270	0.22965	0.22663	0.22363	0.22065	0.21770	0.21476
-0.8	0.21186	0.20897	0.20611	0.20327	0.20045	0.19766	0.19489	0.19215	0.18943	0.18673
-0.9	0.18406	0.18141	0.17879	0.17619	0.17361	0.17106	0.16853	0.16602	0.16354	0.16109
-1.0	0.15866	0.15625	0.15386	0.15151	0.14917	0.14686	0.14457	0.14231	0.14007	0.13786
-1.1	0.13567	0.13350	0.13136	0.12924	0.12714	0.12507	0.12302	0.12100	0.11900	0.11702
-1.2	0.11507	0.11314	0.11123	0.10935	0.10749	0.10565	0.10384	0.10204	0.10027	0.09853
-1.3	0.09680	0.09510	0.09342	0.09176	0.09012	0.08851	0.08692	0.08534	0.08379	0.08226
-1.4	0.08076	0.07927	0.07780	0.07636	0.07493	0.07353	0.07215	0.07078	0.06944	0.06811
-1.5	0.06681	0.06552	0.06426	0.06301	0.06178	0.06057	0.05938	0.05821	0.05705	0.05592
-1.6	0.05480	0.05370	0.05262	0.05155	0.05050	0.04947	0.04846	0.04746	0.04648	0.04551
-1.7	0.04457	0.04363	0.04272	0.04182	0.04093	0.04006	0.03920	0.03836	0.03754	0.03673
-1.8	0.03593	0.03515	0.03438	0.03363	0.03288	0.03216	0.03144	0.03074	0.03005	0.02938
-1.9	0.02872	0.02807	0.02743	0.02680	0.02619	0.02559	0.02500	0.02442	0.02385	0.02330
-2.0	0.02275	0.02222	0.02169	0.02118	0.02068	0.02018	0.01970	0.01923	0.01876	0.01831
-2.1	0.01786	0.01743	0.01700	0.01659	0.01618	0.01578	0.01539	0.01500	0.01463	0.01426
-2.2	0.01390	0.01355	0.01321	0.01287	0.01255	0.01222	0.01191	0.01160	0.01130	0.01101
-2.3	0.01072	0.01044	0.01017	0.00990	0.00964	0.00939	0.00914	0.00889	0.00866	0.00842
-2.4	0.00820	0.00798	0.00776	0.00755	0.00734	0.00714	0.00695	0.00676	0.00657	0.00639
-2.5	0.00621	0.00604	0.00587	0.00570	0.00554	0.00539	0.00523	0.00509	0.00494	0.00480
-2.6	0.00466	0.00453	0.00440	0.00427	0.00415	0.00403	0.00391	0.00379	0.00368	0.00357
-2.7	0.00347	0.00336	0.00326	0.00317	0.00307	0.00298	0.00289	0.00280	0.00272	0.00264
-2.8	0.00256	0.00248	0.00240	0.00233	0.00226	0.00219	0.00212	0.00205	0.00199	0.00193
-2.9	0.00187	0.00181	0.00175	0.00170	0.00164	0.00159	0.00154	0.00149	0.00144	0.00140
-3.0	0.00135	0.00131	0.00126	0.00122	0.00118	0.00114	0.00111	0.00107	0.00104	0.00100
-3.1	0.00097	0.00094	0.00090	0.00087	0.00085	0.00082	0.00079	0.00076	0.00074	0.00071
-3.2	0.00069	0.00066	0.00064	0.00062	0.00060	0.00058	0.00056	0.00054	0.00052	0.00050
-3.3	0.00048	0.00047	0.00045	0.00043	0.00042	0.00040	0.00039	0.00038	0.00036	0.00035
-3.4	0.00034	0.00033	0.00031	0.00030	0.00029	0.00028	0.00027	0.00026	0.00025	0.00024
-3.5	0.00023	0.00022	0.00022	0.00021	0.00020	0.00019	0.00019	0.00018	0.00017	0.00017

Table of the standard normal distribution values ($z \geq 0$)

z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.50000	0.50399	0.50798	0.51197	0.51595	0.51994	0.52392	0.52790	0.53188	0.53586
0.1	0.53983	0.54380	0.54776	0.55172	0.55567	0.55962	0.56356	0.56749	0.57142	0.57535
0.2	0.57926	0.58317	0.58706	0.59095	0.59483	0.59871	0.60257	0.60642	0.61026	0.61409
0.3	0.61791	0.62172	0.62552	0.62930	0.63307	0.63683	0.64058	0.64431	0.64803	0.65173
0.4	0.65542	0.65910	0.66276	0.66640	0.67003	0.67364	0.67724	0.68082	0.68439	0.68793
0.5	0.69146	0.69497	0.69847	0.70194	0.70540	0.70884	0.71226	0.71566	0.71904	0.72240
0.6	0.72575	0.72907	0.73237	0.73565	0.73891	0.74215	0.74537	0.74857	0.75175	0.75490
0.7	0.75804	0.76115	0.76424	0.76730	0.77035	0.77337	0.77637	0.77935	0.78230	0.78524
0.8	0.78814	0.79103	0.79389	0.79673	0.79955	0.80234	0.80511	0.80785	0.81057	0.81327
0.9	0.81594	0.81859	0.82121	0.82381	0.82639	0.82894	0.83147	0.83398	0.83646	0.83891
1.0	0.84134	0.84375	0.84614	0.84849	0.85083	0.85314	0.85543	0.85769	0.85993	0.86214
1.1	0.86433	0.86650	0.86864	0.87076	0.87286	0.87493	0.87698	0.87900	0.88100	0.88298
1.2	0.88493	0.88686	0.88877	0.89065	0.89251	0.89435	0.89617	0.89796	0.89973	0.90147
1.3	0.90320	0.90490	0.90658	0.90824	0.90988	0.91149	0.91308	0.91466	0.91621	0.91774
1.4	0.91924	0.92073	0.92220	0.92364	0.92507	0.92647	0.92785	0.92922	0.93056	0.93189
1.5	0.93319	0.93448	0.93574	0.93699	0.93822	0.93943	0.94062	0.94179	0.94295	0.94408
1.6	0.94520	0.94630	0.94738	0.94845	0.94950	0.95053	0.95154	0.95254	0.95352	0.95449
1.7	0.95543	0.95637	0.95728	0.95818	0.95907	0.95994	0.96080	0.96164	0.96246	0.96327
1.8	0.96407	0.96485	0.96562	0.96638	0.96712	0.96784	0.96856	0.96926	0.96995	0.97062
1.9	0.97128	0.97193	0.97257	0.97320	0.97381	0.97441	0.97500	0.97558	0.97615	0.97670
2.0	0.97725	0.97778	0.97831	0.97882	0.97932	0.97982	0.98030	0.98077	0.98124	0.98169
2.1	0.98214	0.98257	0.98300	0.98341	0.98382	0.98422	0.98461	0.98500	0.98537	0.98574
2.2	0.98610	0.98645	0.98679	0.98713	0.98745	0.98778	0.98809	0.98840	0.98870	0.98899
2.3	0.98928	0.98956	0.98983	0.99010	0.99036	0.99061	0.99086	0.99111	0.99134	0.99158
2.4	0.99180	0.99202	0.99224	0.99245	0.99266	0.99286	0.99305	0.99324	0.99343	0.99361
2.5	0.99379	0.99396	0.99413	0.99430	0.99446	0.99461	0.99477	0.99492	0.99506	0.99520
2.6	0.99534	0.99547	0.99560	0.99573	0.99585	0.99598	0.99609	0.99621	0.99632	0.99643
2.7	0.99653	0.99664	0.99674	0.99683	0.99693	0.99702	0.99711	0.99720	0.99728	0.99736
2.8	0.99744	0.99752	0.99760	0.99767	0.99774	0.99781	0.99788	0.99795	0.99801	0.99807
2.9	0.99813	0.99819	0.99825	0.99831	0.99836	0.99841	0.99846	0.99851	0.99856	0.99861
3.0	0.99865	0.99869	0.99874	0.99878	0.99882	0.99886	0.99889	0.99893	0.99896	0.99900
3.1	0.99903	0.99906	0.99910	0.99913	0.99916	0.99918	0.99921	0.99924	0.99926	0.99929
3.2	0.99931	0.99934	0.99936	0.99938	0.99940	0.99942	0.99944	0.99946	0.99948	0.99950
3.3	0.99952	0.99953	0.99955	0.99957	0.99958	0.99960	0.99961	0.99962	0.99964	0.99965
3.4	0.99966	0.99968	0.99969	0.99970	0.99971	0.99972	0.99973	0.99974	0.99975	0.99976
3.5	0.99977	0.99978	0.99978	0.99979	0.99980	0.99981	0.99981	0.99982	0.99983	0.99983