

# 2

## Cost Concepts and Behavior

### Solutions to Review Questions

#### 2-1.

Cost is a more general term that refers to a sacrifice of resources and may be either an opportunity cost or an outlay cost. An expense is an outlay cost charged against sales revenue in a particular accounting period and usually pertains only to external financial reports.

#### 2-2.

Product costs are those costs that are attributed to units of production, while period costs are all other costs and are attributed to time periods.

#### 2-3.

Outlay costs are those costs that represent a past, current, or future cash outlay. Opportunity cost is the value of what is given up by choosing a particular alternative.

#### 2-4.

Common examples include the value forgone because of lost sales by producing low quality products or substandard customer service. For another example, consider a firm operating at capacity. In this case, a sale to one customer precludes a sale to another customer.

#### 2-5.

Yes. The costs associated with goods sold in a period are not expected to result in future benefits. They provided sales revenue for the period in which the goods were sold; therefore, they are expensed for financial accounting purposes.

#### 2-6.

The costs associated with goods sold are a product cost for a manufacturing firm. They are the costs associated with the product and recorded in an inventory account until the product is sold.

## 2-7.

Both accounts represent the cost of the goods acquired from an outside supplier, which include all costs necessary to ready the goods for sale (in merchandising) or production (in manufacturing).

The merchandiser expenses these costs as the product is sold, as no additional costs are incurred. The manufacturer transforms the purchased materials into finished goods and charges these costs, along with conversion costs to production (work in process inventory). These costs are expensed when the finished goods are sold.

## 2-8.

**Direct materials:** Materials in their raw or unconverted form, which become an integral part of the finished product are considered direct materials. In some cases, materials are so immaterial in amount that they are considered part of overhead.

**Direct labor:** Costs associated with labor engaged in manufacturing activities. Sometimes this is considered as the labor that is actually responsible for converting the materials into finished product. Assembly workers, cutters, finishers and similar “hands on” personnel are classified as direct labor.

**Manufacturing overhead:** All other costs directly related to product manufacture. These costs include the indirect labor and materials, costs related to the facilities and equipment required to carry out manufacturing operations, supervisory costs, and all other support activities.

## 2-9.

Gross margin is the difference between revenue (sales) and cost of goods sold. Contribution margin is the difference between revenue (sales) and variable cost.

## 2-10.

Contribution margin is likely to be more important, because it reflects better how profits will change with decisions.

## 2-11.

Step costs change with volume in steps, such as when supervisors are added. Semivariable or mixed costs have elements of both fixed and variable costs. Utilities and maintenance are often mixed costs.

## 2-12.

Total variable costs change in direct proportion to a change in volume (within the relevant range of activity). Total fixed costs do not change as volume changes (within the relevant range of activity).

**2-13.**

A value income statement typically uses a contribution margin framework, because the contribution margin framework is more useful for managerial decision-making. In addition, it splits out value-added and non value-added costs. Therefore, it differs in two ways from the gross margin income statement: classifying costs by behavior and highlighting value-added and non value-added costs. It differs from the contribution margin income statement by highlighting the value-added and non value-added costs.

**2-14.**

A value income statement is useful to managers, because it provides information that is useful for them in identifying and eliminating non value-added activities.

## Solutions to Critical Analysis and Discussion Questions

### 2-15.

The statement is not true. Materials can be direct or indirect. Indirect materials include items such as lubricating oil, gloves, paper supplies, and so on. Similarly, indirect labor includes plant supervision, maintenance workers, and others not directly associated with the production of the product.

### 2-16.

No. Statements such as this almost always refer to the full cost per unit, which includes fixed and variable costs. Therefore, multiplying the cost per seat-mile by the number of miles is unlikely to give a useful estimate of flying one passenger. We should multiply the *variable* cost per mile by 1,980 miles to estimate the costs of flying a passenger from Detroit to Los Angeles.

### 2-17.

Marketing and administrative costs are treated as period costs and expensed for financial accounting purposes in both manufacturing and merchandising organizations. However, for decision making or assessing product profitability, marketing and administrative costs that can be reasonably associated with the product (product-specific advertising, for example) are just as important as the manufacturing costs.

### 2-18.

There is no “correct” answer to this allocation problem. Common allocation procedures would include: (1) splitting the costs equally (25% each), (2) dividing the costs by the miles driven and charging based on the miles each person rides, (3) charging the incremental costs of the passengers (almost nothing), assuming you were going to drive to Texas anyway.

### 2-19.

The costs will not change. Your allocation in 2-18 was not “incorrect,” because the purpose of the allocation is not to determine incremental costs.

### 2-20.

Answers will vary. The major cost categories include servers (mostly fixed), personnel (mostly fixed), and licensing costs (mostly variable).

### 2-21.

Answers will vary. The major cost categories include servers (mostly fixed), personnel (mostly fixed), and legal costs (mostly fixed). There are only small variable costs for

Uber or Lyft. For the drivers, the costs of the vehicle and technology are mostly fixed. Vehicle operating expenses (fuel and maintenance) are mostly variable.

**2-22.**

Direct material costs include the cost of supplies and medicine. One possible direct labor cost would be nursing staff assigned to the unit. Indirect costs include the costs of hospital administration, depreciation on the building, security costs, and so on.

**2-23.**

Answers will vary. Common suggestions are number of students in each program, usage (cafeteria: meals; library: study rooms reserved; or career placement: interviews, for example), assuming usage is measured, or revenue (tuition dollars).

**2-24.**

No, R&D costs are relevant for many decisions. For example, should a program of research be continued? Was a previous R&D project profitable? Should we change our process of approving R&D projects? R&D costs are expensed (currently) for financial reporting, but for managerial decision-making the accounting treatment is not relevant.

**2-25.**

This question can create a good discussion of the different roles of financial and managerial accounting. An important issue is identifying the activities that are non value-added. These are almost certainly better known to the managers of the firm than to outsiders. These costs are also difficult to measure, meaning there are many different “reasonable” numbers that might be reported. Because managers have an interest in reporting favorable numbers (however favorable is defined), there is a potential for managerial bias in the reports.

A second reason is that most firms would be concerned about revealing potentially valuable competitive information.

## Solutions to Exercises

### 2-26. (15 min.) Basic Concepts.

- False. The statement refers to an expense. For example, R&D costs are incurred in expectation of *future* benefits.
- False. Variable costs can be direct (direct materials) or indirect (lubricating oil for machines that produce multiple products.)
- True. Each unit of a product has the same amount of direct material (same cost per unit), but producing more units requires more material (and more cost).

### 2-27. (15 min.) Basic Concepts.

Cost Item	Fixed (F) Variable (V)	Period (P) Product (M)
a. Depreciation on buildings for administrative staff offices	F	P
b. Cafeteria costs for the factory	F	M
c. Overtime pay for assembly workers	V	M
d. Transportation-in costs on materials purchased	V	M
e. Salaries of top executives in the company	F	P
f. Sales commissions for sales personnel	V	P
g. Assembly line workers' wages	V	M
h. Controller's office rental	F	P
i. Administrative support for sales supervisors	F	P
j. Energy to run machines producing units of output in the factory	V	M

### 2-28. (10 min.) Basic Concepts.

- Assembly line worker's salary. B
- Direct materials used in production process. P
- Property taxes on the factory. C
- Lubricating oil for plant machines. C
- Transportation-in costs on materials purchased P

**2-29. (15 min.) Basic Concepts.**

	Concept	Definition
<u>9</u>	Period cost .....	Cost that can more easily be attributed to time intervals.
<u>2</u>	Indirect cost.....	Cost that <i>cannot</i> be directly related to a cost object.
<u>10</u>	Fixed cost.....	Cost that does not vary with the volume of activity.
<u>8</u>	Opportunity cost .....	Lost benefit from the best forgone alternative.
<u>7</u>	Outlay cost .....	Past, present, or near-future cash flow.
<u>6</u>	Direct cost .....	Cost that can be directly related to a cost object.
<u>5</u>	Expense .....	Cost charged against revenue in a particular accounting period.
<u>1</u>	Cost.....	Sacrifice of resources.
<u>3</u>	Variable cost .....	Cost that varies with the volume of activity.
<u>4</u>	Full absorption cost ..	Cost used to compute inventory value according to GAAP.
<u>11</u>	Product cost .....	Cost that is part of inventory.

**2-30. (15 min.) Basic Concepts: Multiple Choice.**

- a. (3) Variable cost per unit: \$26 (= \$12 + \$9 + \$2 + \$3)
- b. (4) Variable production cost per unit: \$23 (= \$12 + \$9 + \$2)
- c. (2) Full cost per unit: \$34 (= [\$26 + (\$190,000 ÷ 23,750 units)])
- d. (1) Full absorption cost per unit: \$29 (= [\$23 + (\$142,500 ÷ 23,750 units)])
- e. (2) Prime cost per unit: \$21 (= \$12 + \$9)
- f. (2) Conversion cost per unit: \$17 (= [\$9 + \$2 + (\$142,500 ÷ 23,750 units)])
- g. (2) Contribution margin per unit: \$14 (= \$40 – variable cost per unit of \$26)
- h. (4) Gross margin per unit: \$11 (= \$40 – full absorption cost of \$29)

**2-31. (15 min.) Basic Concepts: Multiple Choice.**

- a. (4) Variable cost per unit: \$18 (= \$8 + \$4 + \$1 + \$5)
- b. (2) Variable production cost per unit: \$13 (= \$8 + \$4 + \$1)
- c. (4) Full cost per unit: \$23 (= [\$18 + (\$1,125,000 ÷ 225,000 units)])
- d. (3) Full absorption cost per unit: \$16 (= [\$13 + (\$675,000 ÷ 225,000 units)])
- e. (2) Prime cost per unit: \$12 (= \$8 + \$4)
- f. (1) Conversion cost per unit: \$8 (= [\$4 + \$1 + (\$675,000 ÷ 225,000 units)])
- g. (1) Contribution margin per unit: \$9 (= \$27 – variable cost per unit of \$18)
- h. (2) Gross margin per unit: \$11 (= \$27 – full absorption cost of \$16)

**2-32. (15 min.) Basic Concepts.**

Cost Item	Fixed (F) Variable (V)	Period (P) Product (M)
a. Power to operate factory equipment .....	V	M
b. Chief financial officer's salary.....	F	P
c. Commissions paid to sales personnel.....	V	P
d. Office supplies for the human resources manager.....	F	P
e. Depreciation on pollution control equipment in the plant..	F	M



**2-33. (15 min.) Basic Concepts.**

- |    |  |                                       |
|----|--|---------------------------------------|
| a. | Variable production cost per unit: $(\$360 + \$60 + \$15 + \$30)$ .....  | \$465                                 |
| b. | Variable cost per unit: $(\$465 + \$45)$ .....   | \$510                                 |
| c. | Full cost per unit: $[\$510 + (\$225,000 \div 1,500 \text{ units})]$ .....   | \$660                                 |
| d. | Full absorption cost per unit: $[\$465 + (\$135,000 \div 1,500)]$ .....  | \$555                                 |
| e. | Prime cost per unit. (materials + labor + outsource) .....   | \$435                                 |
| f. | Conversion cost per unit: (labor + overhead + outsource) .....   | \$540                                 |
| g. | Contribution margin per unit: $(\$900 - \$510)$ .....  | \$390                                 |
| h. | Gross margin per unit: $(\$900 - \text{full absorption cost of } \$555)$ .....   | \$345                                 |
| i. | Suppose the number of units decreases to 1,250 units per month, which is within the relevant range. Which parts of (a) through (h) will change? For each amount that will change, give the new amount for a volume of 1,250 units. | c, d, f and h will change, as follows |
- c. Full cost =  $\$510 + (\$225,000 \div 1,250) = \$690$   
d. Full absorption cost =  $\$465 + (\$135,000 \div 1,250) = \$573$   
f. Conversion costs =  $\$360 + \$30 + (\$135,000 \div 1,250) + \$60 = \$558$   
h. Gross margin =  $\$900 - \$573 = \$327$

**2-34. (15 min.) Basic Concepts: Intercontinental, Inc.**

- |    |   |                                       |
|----|---|---------------------------------------|
| a. | Prime cost per unit: (materials + labor) .....  | \$40                                  |
| b. | Contribution margin per unit: $(\$100 - \$72)$ .....  | \$28                                  |
| c. | Gross margin per unit: $(\$100 - \text{full absorption cost of } \$74)$ .....   | \$26                                  |
| d. | Conversion cost per unit: (labor + overhead) .....  | \$50                                  |
| e. | Variable cost per unit: $(\$60 + \$12)$ .....   | \$72                                  |
| f. | Full absorption cost per unit: $[\$60 + (\$4,200,000 \div 300,000)]$ .....  | \$74                                  |
| g. | Variable production cost per unit: $(\$16 + \$24 + \$20)$ .....   | \$60                                  |
| h. | Full cost per unit. $[\$72 + (\$5,400,000 \div 300,000 \text{ units})]$ .....   | \$90                                  |
| i. | Suppose the number of units increase to 400,000 units per month, which is within the relevant range. Which parts of (a) through (h) will change? For each amount that will change, give the new amount for a volume of 400,000 units. | c, d, f and h will change, as follows |
- c. Gross margin =  $\$100.00 - \$70.50 = \$29.50$   
d. Conversion costs =  $\$16 + \$20 + (\$4,200,000 \div 400,000) = \$46.50$   
f. Full absorption cost =  $\$60 + (\$4,200,000 \div 400,000) = \$70.50$   
h. Full cost =  $\$72 + (\$5,400,000 \div 400,000) = \$85.50$

**2-35. (15 min.) Cost Allocation—Ethical Issues**

This problem is based on the experience of the authors' research at several companies.

- a. Answers will vary as there are several defensible bases on which to allocate the product development costs. As an example, many government-purchasing contracts are based on the cost of the product or service. In this case, using expected sales (units or revenue) leads to a potential circularity. Price depends on cost, which depends on sales, which depends on price.
- b. The company has an incentive to allocate as much cost as possible to government sales. This cost will be reimbursed (and the government may be less price-sensitive). Of course, the government recognizes this and has detailed allocation guidelines in place and an agency (the Defense Contract Audit Agency) that monitors contracts and the allocation of costs.

**2-36. (15 min.) Cost Allocation—Ethical Issues**

This problem is based on the experience of the authors' research at several companies.

- a. Answers will vary as there are several defensible bases on which to allocate the common costs. One possibility is relative sales revenue. (We ignore here whether we should allocate these costs, something we discuss in chapter 4.)
- b. You should explain to Star that you cannot agree with the allocation basis, especially given the reason for selecting the basis. If this fails to persuade Star, you should disclose to Star's boss your disagreement with the analysis and the relation between Star and the vendor.

**2-37. (30 min.) Prepare Statements for a Manufacturing Company: Tappan Parts.**

Tappan Parts  
Cost of Goods Sold Statement  
For the Year Ended December 31

Beginning work in process inventory		\$1,354,000
Manufacturing costs:		
Direct materials:		
Beginning inventory	\$962,000	
Purchases	<u>1,118,000</u> (a)*	
Materials available	\$2,080,000	
Less ending inventory	<u>884,000</u>	
Direct materials used		\$1,196,000
Other manufacturing costs		<u>310,000</u> **
Total manufacturing costs		<u>1,506,000</u> (c)
Total costs of work in process		\$2,860,000
Less ending work in process		<u>1,430,000</u>
Cost of goods manufactured		\$ 1,430,000 (b)
Beginning finished goods inventory		<u>312,000</u>
Finished goods available for sale		\$ 1,742,000
Ending finished goods inventory		<u>364,000</u>
Cost of goods sold		<u>\$1,378,000</u>

\* Letters (a), (b), and (c) refer to amounts found in solutions to requirements a, b, and c.

\*\* Difference between total manufacturing costs of \$1,506,000 and direct materials used of \$1,196,000.

**2-38. (10 min.) Prepare Statements for a Service Company: Chuck's Brokerage Service.**

	A	B	C
1	Chuck's Brokerage Service		
2	Income Statement		
3	For the Month Ending October 31		
4			
5	Sales revenue		
6	Brokerage commissions	\$ 9,000,000	
7	Fees for investment advice	<u>4,500,000</u>	
8	Total revenues		\$ 13,500,000
9	Cost of services sold		
10	Labor cost for advice	\$ 2,400,000	
11	Fees paid to execute trades	<u>6,000,000</u>	
12	Total costs of services		<u>8,400,000</u>
13	Gross margin		\$ 5,100,000
14	Marketing and administrative costs		
15	Advertising and marketing	\$ 270,000	
16	Building rent and utilities	525,000	
17	Managers' salaries	900,000	
18	Sales commissions to brokers	750,000	
19	Training programs for brokers	<u>1,275,000</u>	
20	Total marketing and administrative costs		<u>3,720,000</u>
21	Operating profit		<u>\$ 1,380,000</u>
22			

**2-39. Prepare Statements for a Service Company: Where2 Services.**

	A	B	C
1	Where2 Services		
2	Income Statement		
3	For the Month Ending March 31		
4			
5	Sales revenue		\$ 16,000
6	Cost of services sold		
7	Labor	\$ 5,000	
8	Printing, fax, and computing costs	<u>3,750</u>	
9	Total cost of services sold		<u>8,750</u>
10	Gross margin		\$ 7,250
11	Marketing and administrative costs		
12	Advertising and marketing	\$ 4,000	
13	Building rent and utilities	2,000	
14	Training costs	500	
15	Travel expenses	2,500	
16	Total marketing and administrative costs		<u>9,000</u>
17	Operating profit (loss)		<u>\$ (1,750)</u>
18			

**2-40. (10 min.) Prepare Statements for a Service Company: Remington Advisors**

Sales revenue	\$1,700,000	(Given)
Cost of services sold (b)	<u>890,000</u>	(Sales revenue – gross margin)
Gross margin	\$810,000	(Given)
Marketing and administrative costs (a)	<u>505,000</u>	(Gross margin – operating profit)
Operating profit	<u>\$305,000</u>	(Given)

**2-41. (20 min.) Prepare Statements for a Service Company: Lead! Inc.**

You can solve this in the order shown below.

Lead!, Inc.	
Income Statement	
For the Month Ended April 30	
Sales revenue	\$600,000 <sup>a</sup>
Cost of services sold	<u>384,000</u> <sup>c</sup>
Gross margin	\$216,000 <sup>d</sup>
Marketing and administrative costs	<u>96,000</u> <sup>e</sup>
Operating profit (\$600,000 x 20%)	<u>\$120,000</u> <sup>b</sup>

a. Given

b.  $\$120,000 = 20\% \times \$600,000$ .

c. To find the cost of services sold plus marketing and administrative costs, start with the operating profit (b). Then cost of services plus marketing and administrative costs is  $\$480,000 (= \$600,000 - \$120,000)$ . But, marketing and administrative costs equal 25% of cost of services sold, so,

Cost of services sold + marketing and administrative costs =  $\$480,000$  and

Marketing and administrative costs =  $.25 \times$  Cost of services sold.

Combining these equations yields,

$1.25 \times$  Cost of services sold =  $\$480,000$

or cost of services sold =  $\$384,000 (= \$480,000 \div 1.25)$ .

d.  $\$216,000 = \$600,000 - \$384,000$ .

e.  $\$96,000 = 25\% \times \$384,000$ .

**2-42. (30 min.) Prepare Statements for a Manufacturing Company: Crabtree Machining Company.**

Crabtree Machining Company  
Cost of Goods Sold Statement  
For the Year Ended December 31

Beginning work-in-process inventory ....		\$ 139,200
Manufacturing costs:		
Direct materials:		
Beginning inventory .....	\$115,200	
Purchases .....	<u>717,600</u>	
Materials available.....	\$832,800	
Less ending inventory .....	<u>141,600</u>	
Direct materials used.....	\$ 691,200 (a)*	
Other manufacturing costs .....	<u>1,901,760 **</u>	
Total manufacturing costs .....		<u>2,592,960 (c)</u>
Total costs of work in process.....		\$ 2,732,160
Less ending work in process .....		<u>134,400</u>
Cost of goods manufactured...		\$ 2,597,760 (b)
Beginning finished goods inventory.....		<u>117,120</u>
Finished goods available for sale .....		\$ 2,714,880
Ending finished goods inventory .....		<u>108,000</u>
Cost of goods sold .....		<u>\$2,606,880</u>

\* The best approach to solving this problem is to lay out the format of the Cost of Goods Sold Statement first, then fill in the amounts known. Next find the subtotals that are possible (e.g., Finished goods available for sale). Finally, solve for letters (a), (b), and (c) where (a), (b), and (c) refer to amounts found in solutions to requirements a, b, and c.

\*\* Difference between total manufacturing costs and direct materials used.

**2-43. (15 min.) Basic Concepts: Monroe Fabricators**

- a. From the basic inventory equation,  
Beginning Inventory + Transferred in  
= Transferred out + Ending Inventory, so  
Ending Materials Inventory, December 31,  
= Beginning balance + Transferred in – Transferred out  
= \$7,800 + \$48,300 – \$43,800 ..... = \$12,300
- b. Total manufacturing costs = Cost of goods manufactured  
– Beginning work-in-process + Ending work-in-process  
= \$163,350 – \$8,100 + \$11,400 ..... = \$166,650  
(also can be found solving for Transferred in to Finished Goods)
- c. Total manufacturing costs = Direct materials + Direct labor  
+ Manufacturing overhead, so,  
Direct labor = Total manufacturing costs  
– Direct materials used – Manufacturing overhead,  
= \$166,650 – \$43,800 – \$41,400 ..... = \$81,450
- d. Sales revenue = Gross margin + Cost of Goods Sold  
= \$147,750 + \$168,150 ..... = \$315,900



**2-44. (15 min.) Basic Concepts: Talmidge Co.**

- a. From the basic inventory equation,  
Beginning work-in-process inventory + Total manufacturing cost  
= Cost of goods manufactured + Ending work-in-process inventory, so  
Ending work-in-process inventory, March 31,  
= Beginning balance + Total manufacturing cost – Cost of goods manufactured  
= \$10,000 + \$254,000 – \$260,000 ..... = \$4,000
- b. Purchases of direct materials = Ending direct materials inventory + Direct materials used – Beginning materials inventory  
= \$27,000 + \$62,000 – \$32,000 ..... = \$57,000  
(also can be found solving for Transferred in to Finished Goods)
- c. Cost of goods sold = Sales revenue – Gross Margin  
= \$480,000 – \$170,000 ..... = \$310,000
- d. Manufacturing overhead = Total manufacturing cost – Direct materials used – Direct labor  
= \$254,000 – \$62,000 – \$120,000 ..... = \$72,000

**2-45. (15 min.) Prepare Statements for a Merchandising Company: Angie's Apparel.**

Angie's Apparel  
Income Statement  
For the Month Ended July 31

Sales revenue	\$570,000
Cost of goods sold (see statement below)	<u>388,500</u>
Gross margin	\$181,500
Marketing and administrative costs (\$42,000 + \$27,000 + \$9,000 + \$16,500).....	<u>94,500</u>
Operating profit .....	<u>\$87,000</u>

Angie's Apparel  
Cost of Goods Sold Statement  
For the Month Ended July 31

Merchandise inventory, July 1		\$ 9,000
Merchandise purchases	\$360,000	
Transportation-in	<u>27,000</u>	
Total cost of goods purchased		<u>387,000</u>
Cost of goods available for sale		\$396,000
Merchandise inventory, July 31		<u>7,500</u>
Cost of goods sold		<u>\$388,500</u>

**2-46. (15 min.) Prepare Statements for a Merchandising Company: University Electronics.**

University Electronics  
Income Statement  
For the Year Ended February 28

Sales revenue	\$4,000,000
Cost of goods sold (see statement below)	<u>2,830,000</u>
Gross margin	\$1,170,000
Marketing and administrative costs (\$220,000 + \$135,000 + \$290,000 + \$650,000)	<u>1,295,000</u>
Operating profit (loss).....	<u><u>\$(125,000)</u></u>

University Electronics  
Cost of Goods Sold Statement  
For the Year Ended February 28

Merchandise inventory, March 1		\$ 185,000
Merchandise purchases	\$2,750,000	
Transportation-in	<u>105,000</u>	
Total cost of goods purchased		<u>2,855,000</u>
Cost of goods available for sale		\$3,040,000
Merchandise inventory, February 28		<u>210,000</u>
Cost of goods sold .....		<u><u>\$2,830,000</u></u>

**2-47. (10 min.) Cost Behavior for Forecasting: Dayton, Inc.**

The variable costs will be 20 percent higher because there will be an increase of 36,000 – 30,000 = 6,000 units (20% = 6,000 ÷ 30,000).

Variable costs:	
Direct materials used (\$510,000 × 1.2) .....	\$ 612,000
Direct labor (\$1,120,000 × 1.2) .....	1,344,000
Indirect materials and supplies (\$120,000 × 1.2) .....	144,000
Power to run plant equipment (\$140,000 × 1.2) .....	<u>168,000</u>
Total variable costs .....	<u>\$2,268,000</u>
Fixed costs:	
Supervisory salaries .....	\$ 470,000
Plant utilities (other than power to run plant equipment) .....	120,000
Depreciation on plant and equipment .....	67,500
Property taxes on building .....	<u>98,500</u>
Total fixed costs .....	<u>756,000</u>
Total costs for 36,000 units .....	<u>\$3,024,000</u>
Unit costs (= \$3,024,000 ÷ 36,000) .....	<u>\$84</u>

Note that the variable cost per unit is \$63 at both 30,000 units and at 36,000 units.

Total variable cost at 30,000 units is \$1,890,000 (= \$510,000 + \$1,120,000 + \$120,000 + \$140,000).

Unit variable cost = \$63 per unit = (\$1,890,000 ÷ 30,000 units) or (\$2,268,000 ÷ 36,000 units).

**2-48. (10 min.) Cost Behavior for Forecasting: Sophia's Restaurant.**

The variable costs will be 10 percent lower because there will be an decrease of 5,000 – 4,500 = 500 meals (10% = 500 ÷ 5,000).

Variable costs:	
Ingredients used (\$14,000 × 0.9) .....	\$ 12,600
Direct labor (\$10,500 × 0.9) .....	9,450
Indirect materials and supplies (\$5,300 × 0.9) .....	4,770
Utilities (\$1,700 × 0.9) .....	<u>1,530</u>
Total variable costs .....	<u>\$28,350</u>
Fixed costs:	
Managers' salaries .....	\$ 22,000
Rent .....	18,000
Depreciation on equipment .....	2,000
Other fixed costs .....	<u>3,000</u>
Total fixed costs .....	<u>45,000</u>
Total costs for 4,500 units .....	<u>\$73,350</u>
Unit costs (= \$73,350 ÷ 4,500) .....	<u>\$16.30</u>

Note that the variable cost per unit is \$6.30 at both 5,000 units and at 4,500 units.

Total variable cost at 5,000 units is \$31,500 (= \$14,000 + \$10,500 + \$5,300+ \$1,700).

Unit variable cost = \$6.30 per unit = (\$31,500 ÷ 5,000 units) or (\$28,350 ÷ 4,500 units).

**2-49. (10 min.) Cost Behavior for Forecasting: Sophia's Restaurant.**

The variable costs will be 15 percent higher because there will be a 15% increase in the number of meals to 5,750 (= 1.15 × 5,000). This means an additional part-time manager.

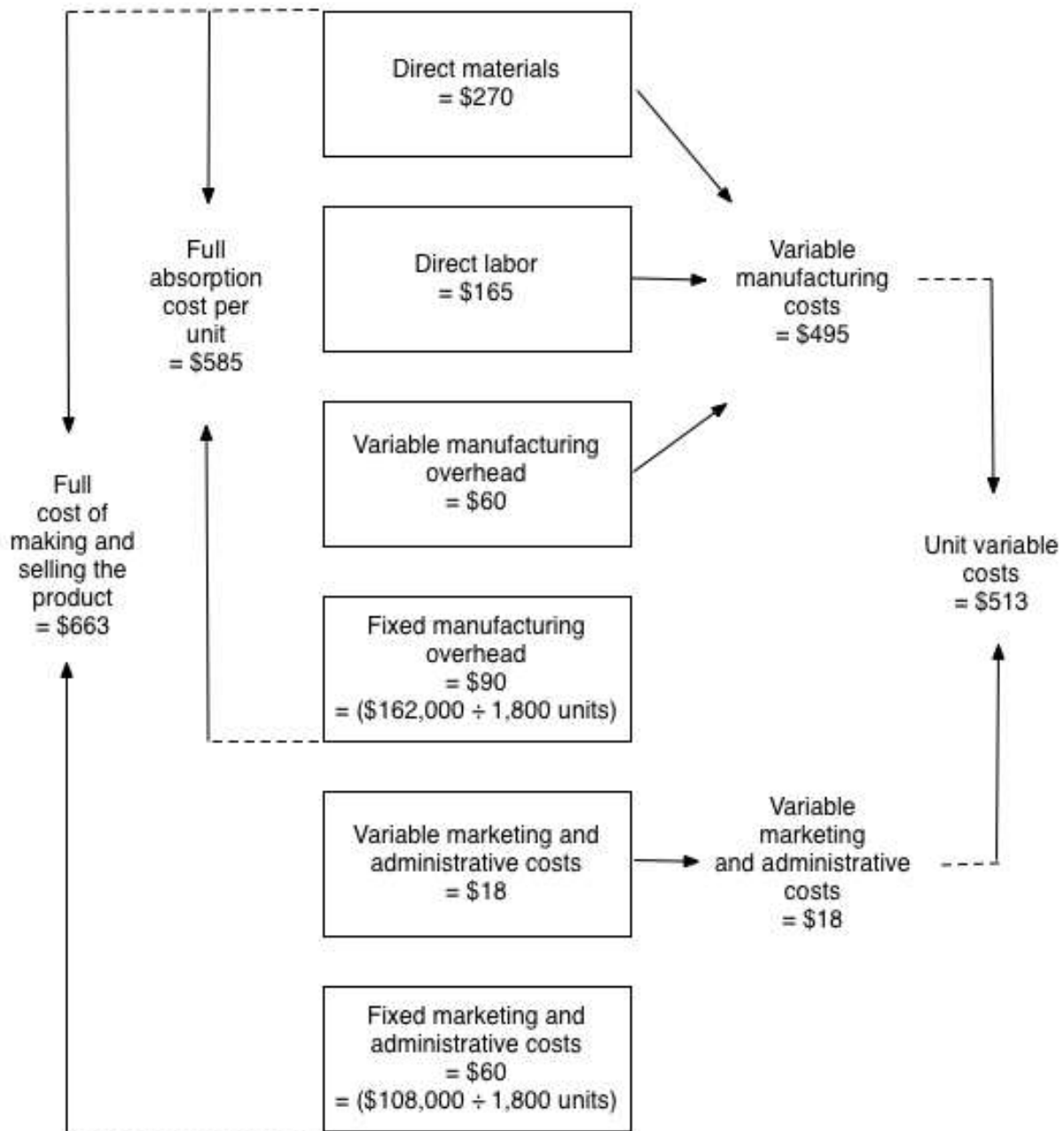
Variable costs:	
Ingredients used (\$14,000 × 1.15) .....	\$ 16,100
Direct labor (\$10,500 × 1.15) .....	12,075
Indirect materials and supplies (\$5,300 × 1.15) .....	6,095
Utilities (\$1,700 × 1.15) .....	<u>1,955</u>
Total variable costs .....	<u>\$36,225</u>
Fixed costs:	
Managers' salaries (\$22,000 + \$6,450).....	\$ 28,450
Rent .....	18,000
Depreciation on equipment .....	2,000
Other fixed costs (\$3,000 × 1.10).....	<u>3,300</u>
Total fixed costs .....	<u>51,750</u>
Total costs for 5,750 units .....	<u>\$87,975</u>
Unit costs (= \$87,975 ÷ 5,750) .....	<u>\$15.30</u>

Note that the variable cost per unit is \$6.30 at both 5,000 units and at 5,750 units.

Total variable cost at 5,000 units is \$31,500 (= \$14,000 + \$10,500 + \$5,300+ \$1,700).

Unit variable cost = \$6.30 per unit = (\$31,500 ÷ 5,000 units) or (\$36,225 ÷ 5,750 units).

2-50. (30 min.) Components of Full Costs: Madrid Corporation



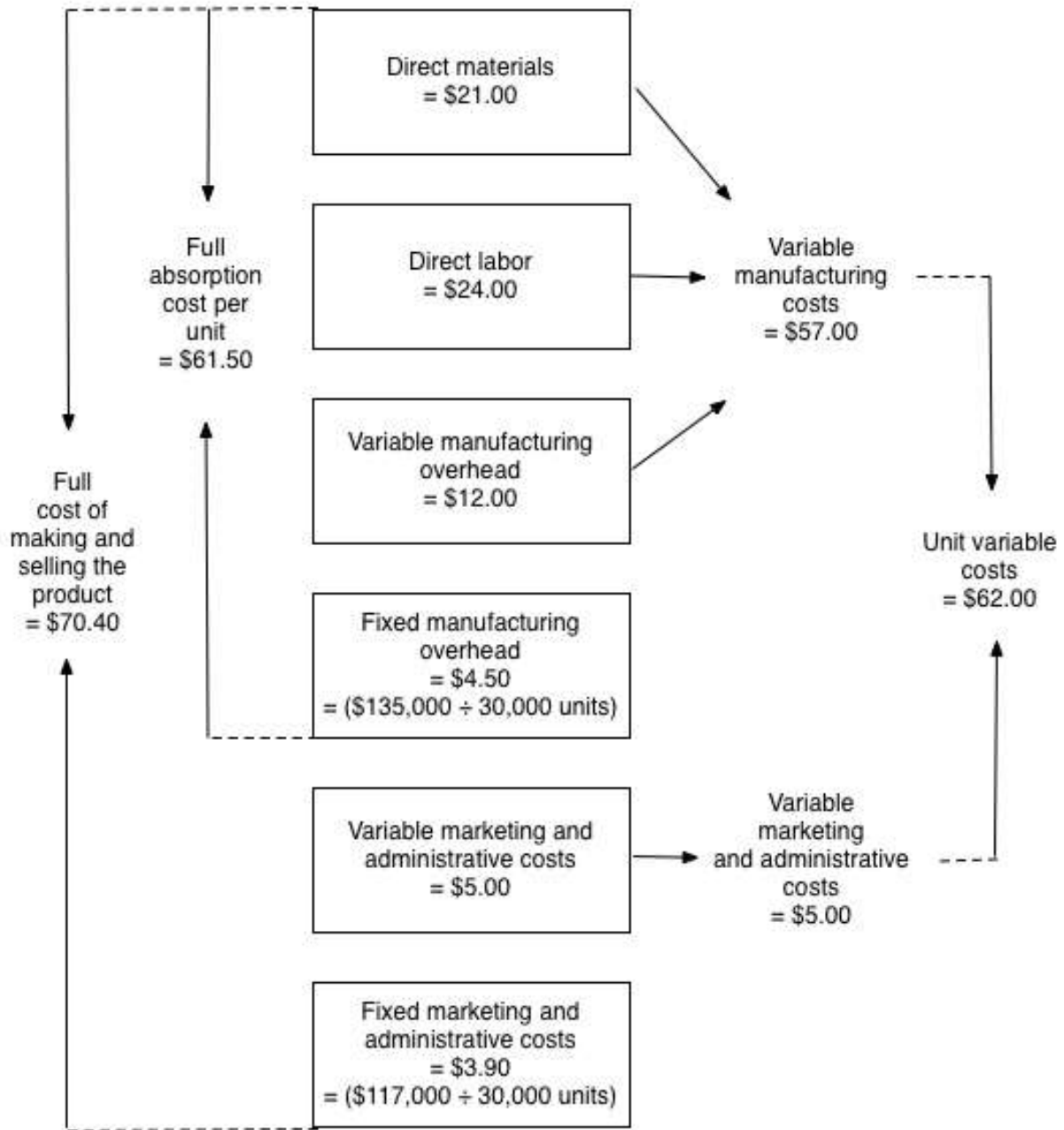
- a. Variable manufacturing cost:  $\$270 + \$165 + \$60 = \$495$
- b. Variable cost:  $\$270 + \$165 + \$60 + \$18 = \$513$
- c. Full absorption cost:  $\$270 + \$165 + \$60 + (\$162,000 \div 1,800 \text{ units}) = \$585$
- d. Full cost:  $\$270 + \$165 + \$60 + \$18 + (\$162,000 \div 1,800 \text{ units}) + (\$108,000 \div 1,800 \text{ units}) = \$663$

**2-51. (15 min.) Components of Full Costs: Madrid Corporation.**

- a. Product cost = Direct materials + Direct labor + Manufacturing overhead.  
Product cost per unit:  $\$270 + \$165 + \$60 + (\$162,000 \div 1,800 \text{ units}) = \$585$
- b. Period costs = Marketing and administrative costs.  
Period costs for the period:  $\$108,000 + (\$18 \times 1,800 \text{ units}) = \$140,400$



2-52. (30 min.) Components of Full Cost: Larcker Manufacturing.



- Variable cost:  $\$21.00 + \$24.00 + \$12.00 + \$5.00 = \$62.00$
- Variable manufacturing cost:  $\$21.00 + \$24.00 + \$12.00 = \$57.00$
- Full-absorption cost:  $\$21.00 + \$24.00 + \$12.00 + (\$135,000 \div 30,000 \text{ units}) = \$61.50$

**2-52. (continued)**

- d. Full cost:  $\$21.00 + \$24.00 + \$12.00 + (\$135,000 \div 30,000 \text{ units}) + \$5.00 + (\$117,000 \div 30,000 \text{ units}) = \$70.40$
- e. Profit margin = Sales price – full cost =  $\$79.00 - \$70.40 = \$8.60$
- f. Gross margin = Sales price – full absorption cost =  $\$79.00 - \$61.50 = \$17.50$
- g. Contribution margin = Sales price – variable cost =  $\$79.00 - \$62.00 = \$17.00$

**2-53. (20 Min.) Gross Margin and Contribution Margin Income Statements: Larcker Manufacturing.**

Gross Margin Income Statement		Contribution Margin Income Statement	
Sales revenue(a) .....	\$2,370,000	Sales revenue.....	\$2,370,000
Variable manufacturing costs (b).....	1,710,000	Variable manufacturing costs .....	1,710,000
Fixed manufacturing overhead costs.....	<u>135,000</u>	Variable marketing and administrative costs	<u>150,000</u>
Gross margin.....	\$525,000	Contribution margin	\$510,000
Variable marketing and administrative costs (c)	150,000	Fixed manufacturing overhead costs .....	135,000
Fixed marketing and administrative costs..	<u>117,000</u>	Fixed marketing and administrative costs	<u>117,000</u>
Operating profit .....	<u>\$258,000</u>	Operating profit.....	<u>\$258,000</u>

(a)  $\$79 \times 30,000 \text{ units} = \$2,370,000$

(b)  $\$57 \times 30,000 \text{ units} = \$1,710,000$ ;  $\$57 = (\$21 \text{ direct material} + \$24 \text{ direct labor} + \$12 \text{ variable manufacturing overhead})$ .

(c)  $\$5 \times 30,000 \text{ units} = \$150,000$

**2-54. (20 Min.) Gross Margin and Contribution Margin Income Statements: Niles Castings.**

Gross Margin Income Statement		Contribution Margin Income Statement	
Sales revenue	\$264,000	Sales revenue	\$264,000
Variable manufacturing costs <sup>a</sup>	119,000	Variable manufacturing costs	119,000
Fixed manufacturing costs	<u>44,000</u>	Variable marketing and administrative costs	<u>13,600</u>
Gross margin.....	\$ 101,000	Contribution margin .....	\$131,400
Variable marketing and administrative costs.....	13,600	Fixed manufacturing costs...	44,000
Fixed marketing and administrative costs.....	<u>32,000</u>	Fixed marketing and administrative costs.....	<u>32,000</u>
Operating profit .....	<u>\$ 55,400</u>	Operating profit.....	<u>\$ 55,400</u>

<sup>a</sup> Variable manufacturing costs =  $\$68,000 + \$34,000 + \$17,000 = \$119,000$

**2-55. (20 Min.) Gross Margin and Contribution Margin Income Statements: Alpine Coffee Roasters.**

Gross Margin Income Statement		Contribution Margin Income Statement	
Sales revenue <sup>a</sup> .....	\$230,400	Sales revenue.....	\$230,400
Variable manufacturing costs <sup>b</sup> .....	126,000	Variable manufacturing costs .....	126,000
Fixed manufacturing overhead costs <sup>c</sup> .....	<u>45,000</u>	Variable marketing and administrative costs .....	<u>10,800</u>
Gross margin.....	\$59,400	Contribution margin .....	\$93,600
Variable marketing and administrative costs <sup>d</sup> .....	10,800	Fixed manufacturing overhead costs .....	45,000
Fixed marketing and administrative costs <sup>e</sup> .....	<u>18,000</u>	Fixed marketing and administrative costs .....	<u>18,000</u>
		.....	
Operating profit .....	<u>\$30,600</u>	Operating profit.....	<u>\$30,600</u>

<sup>a</sup> Revenue = \$6.40 x 36,000 = \$230,400

<sup>b</sup> Variable manufacturing costs = (\$3.00 + \$0.40 + \$0.10) x 36,000 = \$126,000

<sup>c</sup> Fixed manufacturing overhead costs = \$1.25 x 36,000 = \$45,000

<sup>d</sup> Variable marketing and administrative costs = \$0.30 x 36,000 = \$10,800

<sup>e</sup> Fixed marketing and administrative costs = \$0.50 x 36,000 = \$18,000

**2-56. (30 min.) Value Income Statement: Ralph's Restaurant.**

a.

Ralph's Restaurant Value Income Statement For the year 2 ending December 31			
	Nonvalue- added activities	Value- added activities	Total
Sales revenue.....		\$1,000,000	\$1,000,000
Cost of merchandise.....			
Cost of food served <sup>a</sup> .....	<u>\$ 52,500</u>	<u>297,500</u>	<u>350,000</u>
Gross margin .....	\$ (52,500)	\$ 702,500	\$ 650,000
Operating expenses.....			
Employee salaries and wages <sup>b</sup> .....	37,500	212,500	250,000
Managers' salaries <sup>c</sup> .....	20,000	80,000	100,000
Building costs <sup>d</sup> .....	<u>30,000</u>	<u>120,000</u>	<u>150,000</u>
Operating income (loss).....	<u><u>\$(140,000)</u></u>	<u><u>\$ 290,000</u></u>	<u><u>\$ 150,000</u></u>

a 15% nonvalue-added activities (= 5% not used + 10% incorrectly prepared)

b 15% nonvalue-added activities

c 20% nonvalue-added activities

d 20% unused and nonvalue-added activities

b. The information in the value income statement enables Ralph to identify nonvalue-added activities. He could eliminate such activities without reducing value to customers. Ralph can take steps to ensure that food is used prior to the expiration date, either by changing scheduling or purchasing procedures. He can also spend time training staff to take orders more carefully. Preparing a Year 3 statement helps Ralph see whether the company is improving in reducing nonvalue-added activities.

**2-57. (30 min.) Value Income Statement: DeLuxe Limo Service.**

a.

	A	B	C	D	E
1	DeLuxe Limo Service				
2	Value Income Statement				
3	For the Month Ending March 31				
4		Nonvalue-added		Value-added	
5		Activities		Activities	Total
6					
7	Sales revenue			\$ 250,000	\$ 250,000
8	Cost of services sold				
9	Variable costs of operations, excluding labor costs	3,750	a	71,250	75,000
10	Employee wages and salaries	5,000	a	95,000	100,000
11	Fixed cost of automobiles	10,000	b	15,000	25,000
12	Gross margin	\$ (18,750)		\$ 68,750	\$ 50,000
13	Administrative expenses				
14	Managers' salaries	2,000	c	18,000	20,000
15	Building costs	1,250	c	11,250	12,500
16	Operating income (loss)	\$ (22,000)		\$ 39,500	\$ 17,500
17					
18	a. 5% nonvalue-added.				
19	b. 40% nonvalue-added.				
20	c. 10% nonvalue-added.				

b. The information in the value income statement enables the managers at DeLuxe to identify nonvalue-added activities. They could eliminate such activities without reducing value to customers. They can take steps to improve how directions are given to drivers and reduce customer complaints, for example. By preparing the same information in April, they can see how DeLuxe is improving (or becoming worse) in reducing nonvalue-added activities.

## Solutions to Problems

### 2-58. (30 min.) Cost Concepts: Chelsea, Inc.

a.

Prime costs = direct materials + direct labor

$$\begin{aligned}\text{Direct materials} &= \text{beginning inventory} + \text{purchases} - \text{ending inventory} \\ &= \$9,000 + \$120,000 - \$7,500 \\ &= \underline{\$121,500}\end{aligned}$$

Direct labor is given as \$96,000

$$\begin{aligned}\text{Prime costs} &= \$121,500 + \$96,000 \\ &= \underline{\$217,500}\end{aligned}$$

b.

Conversion costs = Direct labor + Manufacturing overhead

$$\text{Conversion costs} = \$96,000 + \$126,000 = \underline{\$222,000}$$

c.

$$\begin{aligned}\text{Total manufacturing costs} &= \text{Direct materials} + \text{Direct labor} + \text{Manufacturing overhead} \\ &= \$121,500 \text{ (from a above)} + \$96,000 + \$126,000 \\ &= \underline{\$343,500}\end{aligned}$$

d.

$$\begin{aligned}\text{Cost of goods manufactured} &= \text{Beginning Work In Process} + \text{Total manufacturing costs} \\ &\quad - \text{Ending Work In Process} \\ &= \$4,500 + \$343,500 \text{ (from c above)} - \$3,000 \\ &= \underline{\$345,000}\end{aligned}$$

e.

$$\begin{aligned}\text{Cost of Goods Sold} &= \text{Cost of Goods Manufactured} + \text{Beginning Finished Goods Inventory} - \text{Ending Finished Goods Inventory} \\ &= \$345,000 \text{ (from d above)} + \$27,000 - \$36,000 \\ &= \underline{\$336,000}\end{aligned}$$

**2-59. (30 Minutes) Cost Concepts: Lawrence Components.**

**a. \$58,000.**

$$\begin{aligned}\text{Prime costs} &= \text{Direct materials used} + \text{Direct labor costs} \\ \text{Direct materials used} &= \text{Prime costs} - \text{Direct labor costs} \\ &= \$98,000 - \$40,000 \\ &= \$58,000\end{aligned}$$

**b. \$12,000.**

$$\begin{aligned}\text{Direct materials used} &= \text{Beginning inventory} + \text{purchases} - \text{ending inventory} \\ \text{Direct materials,} &= \text{Direct materials used} - \text{purchases} + \text{ending inventory} \\ \text{beginning inventory} & \\ &= \$58,000 - \$56,000 + \$10,000 \\ &= \$12,000\end{aligned}$$

**c. \$120,000.**

$$\begin{aligned}\text{Total manufacturing costs} &= \text{Prime costs} + \text{Conversion costs} - \text{Direct labor cost} \\ \text{Conversion cost} &= \text{Total manufacturing costs} - \text{Prime costs} + \text{Direct labor cost} \\ &= \$178,000 - \$98,000 + \$40,000 \\ &= \$120,000 \text{ OR} \\ &= \text{Total manufacturing costs} - \text{Direct materials used} \\ &= \$178,000 - \$58,000 \\ &= \$120,000\end{aligned}$$

**d. \$4,000.**

$$\begin{aligned}\text{Work-in-process, ending} &= \text{Work-in-process, beginning} + \text{Total manufacturing costs} \\ &\quad - \text{Cost of goods manufactured} \\ &= \$6,000 + \$178,000 - \$180,000 \\ &= \$4,000\end{aligned}$$

**e. \$80,000.**

$$\begin{aligned}\text{Conversion cost} &= \text{Direct labor costs} + \text{Manufacturing overhead} \\ \text{Manufacturing overhead} &= \text{Conversion costs} - \text{Direct labor costs} \\ &= \$120,000 - \$40,000 \\ &= \$80,000\end{aligned}$$



**2-59. (continued)**

**f. \$10,000.**

Cost of goods sold	=	Finished goods, beginning + Cost of goods manufactured – Finished goods, ending
Finished goods, beginning	=	Cost of goods sold – Cost of goods manufactured + Finished goods, ending
		\$142,000 – \$180,000 + \$48,000
	=	\$10,000

**2-60. (30 minutes) Cost Concepts: Columbia Products.**

a. Amounts per unit:

(1) \$217.

$$\begin{aligned}\text{Variable manufacturing cost} &= \text{Manufacturing overhead} + \text{Direct labor} + \text{Direct materials} \\ &= \$70 + \$35 + \$112 \\ &= \$217\end{aligned}$$

(2) \$362.

$$\begin{aligned}\text{Full unit cost} &= \text{All unit fixed costs} + \text{All unit variable costs} \\ \text{Unit fixed manufacturing} &= (\$50,400 \div 900 \text{ units}) = \$56 \\ \text{Unit fixed marketing and administrative cost} &= (\$67,500 \div 900 \text{ units}) = \$75 \\ &= \$56 + \$75 + \$35 + \$112 + \$70 + \$14 \\ &= \$362\end{aligned}$$

(3) \$231.

$$\begin{aligned}\text{Variable cost} &= \text{All variable unit costs} \\ &= \$14 + \$70 + \$35 + \$112 \\ &= \$231\end{aligned}$$

(4) \$273.

$$\begin{aligned}\text{Full absorption cost} &= \text{Fixed and variable manufacturing overhead} + \text{Direct labor} + \text{direct materials} \\ &= \$56 + \$70 + \$35 + \$112 \\ &= \$273\end{aligned}$$

(5) \$147.

$$\begin{aligned}\text{Prime cost} &= \text{Direct labor} + \text{Direct materials} \\ &= \$35 + \$112 \\ &= \$147\end{aligned}$$

**2-60. (continued)**

(6) \$161.

$$\begin{aligned}\text{Conversion cost} &= \text{Direct labor} + \text{Manufacturing overhead} \\ &= \$35 + (\$70 + \$56) \\ &= \$161\end{aligned}$$

(7) \$86.

$$\begin{aligned}\text{Profit margin} &= \text{Sales price} - \text{Full cost} \\ &= \$448 - \$362 \\ &= \$86\end{aligned}$$

(8) \$217.

$$\begin{aligned}\text{Contribution margin} &= \text{Sales price} - \text{Variable costs} \\ &= \$448 - \$231 \\ &= \$217\end{aligned}$$

(9) \$175.

$$\begin{aligned}\text{Gross margin} &= \text{Sales price} - \text{Full absorption cost} \\ &= \$448 - \$273 \\ &= \$175\end{aligned}$$

- b. As the number of units increases (reflected in the denominator), fixed manufacturing cost per unit (and the total cost per unit) decreases. The numerator (i.e., total fixed costs) remains the same. However, that does not mean Columbia should produce more units. That decision should be based on the *total* profits (revenues minus costs), not on *unit* profits.

**2-61. (30 min.) Prepare Statements for a Manufacturing Company: Yolo Windows.**

Yolo Windows  
Statement of Cost of Goods Sold  
For the Year Ended December 31  
(\$000)

Work in process, Jan. 1 .....		\$ 48
Manufacturing costs:		
Direct materials:		
Beginning inventory, Jan. 1 .....	\$ 36	
Add material purchases .....	<u>3,280</u>	
Direct materials available .....	3,316	
Less ending inventory, Dec. 31 .....	<u>32</u>	
Direct materials used .....		\$ 3,284
Direct labor .....		4,240
Manufacturing overhead:		
Indirect factory labor .....	1,120	
Indirect materials and supplies.....	280	
Factory supervision .....	840	
Factory utilities .....	360	
Factory and machine depreciation .....	4,640	
Property taxes on factory .....	<u>112</u>	
Total manufacturing overhead.....		<u>7,352</u>
Total manufacturing costs.....		<u>14,876</u>
Total cost of work in process during the year .....		14,924
Less work in process, Dec. 31 .....		<u>56</u>
Costs of goods manufactured during the year .....		14,868
Beginning finished goods, Jan. 1 .....		<u>656</u>
Finished goods inventory available for sale .....		15,524
Less ending finished goods inventory, Dec. 31 .....		<u>588</u>
Cost of goods sold .....		<u>\$14,936</u>

2-61. (continued)

Yolo Windows  
Income Statement  
For the Year Ended December 31  
(\$000)

Sales revenue.....		\$18,160
Less: Cost of goods sold .....		<u>14,936</u>
Gross margin .....		\$3,224
Administrative costs.....	\$1,440	
Marketing costs.....	<u>600</u>	
Total marketing and administrative costs....		<u>2,040</u>
Operating profit.....		\$1,184

**2-62. (30 min.) Prepare Statements for a Manufacturing Company: Mesa Designs.**

Mesa Designs  
Statement of Cost of Goods Sold  
For the Year Ended December 31  
(\$000)

Work in process, Jan. 1 .....		\$ 152
Manufacturing costs:		
Direct materials:		
Beginning inventory, Jan. 1 .....	\$ 96	
Add materials purchases .....	<u>10,300</u>	
Direct materials available .....	\$10,396	
Less ending inventory, Dec. 31 .....	<u>110</u>	
Direct materials used .....		\$10,286
Direct labor .....		13,000
Manufacturing overhead:		
Depreciation (factory) .....	\$5,560	
Depreciation (machines) .....	9,240	
Indirect labor (factory) .....	3,340	
Indirect materials (factory) .....	960	
Property taxes on factory .....	370	
Utilities (factory) .....	<u>1,060</u>	
Total manufacturing overhead .....		<u>20,530</u>
Total manufacturing costs .....		<u>43,816</u>
Total cost of work in process during the year .....		\$43,968
Less work in process, Dec. 31 .....		<u>136</u>
Costs of goods manufactured during the year .....		\$43,832
Beginning finished goods, Jan. 1 .....		<u>1,974</u>
Finished goods inventory available for sale .....		\$45,806
Less ending finished goods inventory, Dec. 31 .....		<u>2,026</u>
Cost of goods sold .....		<u>\$43,780</u>

2-62. (continued)

Mesa Designs  
Income Statement  
For the Year Ended December 31  
(\$000)

Sales revenue.....		\$60,220
Less: Cost of goods sold .....		<u>43,780</u>
Gross margin .....		\$ 16,440
Administrative costs.....	\$4,200	
Selling cost .....	<u>2,140</u>	
Total marketing and administrative costs....		<u>6,340</u>
Operating profit.....		<u>\$10,100</u>

**2-63. (30 min.) Prepare Statements for a Manufacturing Company: Billings Tool & Die.**

Billings Tool & Die  
Statement of Cost of Goods Sold  
For the Year Ended December 31  
(\$ 000)

Beginning work in process, Jan. 1.....		\$ 192
Manufacturing costs:		
Direct materials:		
Beginning inventory, Jan. 1.....	\$ 72	
Add: Purchases.....	<u>21,900</u>	
Direct materials available .....	21,972	
Less ending inventory, Dec. 31 .....	<u>84</u>	
Direct materials used.....		\$21,888
Direct labor .....		5,040
Manufacturing overhead:		
Indirect factory labor .....	5,472	
Factory supervision.....	2,940	
Indirect materials and supplies.....	4,110	
Building utilities (90% of total) .....	6,750	
Building & machine depreciation (75% of \$5,400)	4,050	
Property taxes—factory (80% of total) .....	<u>4,032</u>	
Total manufacturing overhead.....		<u>27,354</u>
Total manufacturing costs.....		<u>54,282</u>
Total cost of work in process during the year .....		54,474
Less work in process, Dec. 31 .....		<u>174</u>
Costs of goods manufactured during the year .....		54,300
Beginning finished goods, Jan. 1 .....		<u>324</u>
Finished goods available for sale .....		54,624
Less ending finished goods, Dec. 31 .....		<u>390</u>
Cost of goods sold .....		<u><u>\$ 54,234</u></u>



**2-63. (continued)**

Billings Tool & Die  
Income Statement  
For the Year Ended December 31  
(\$ 000)

Sales revenue .....		\$77,820
Less: Cost of goods sold (per statement).....		<u>54,234</u>
Gross profit .....		\$ 23,586
Marketing and administrative costs:		
Depreciation (25% of total) .....	\$ 1,350	
Utilities (10% of total).....	750	
Property taxes (20% of total) .....	1,008	
Administrative costs.....	9,600	
Marketing costs .....	<u>5,226</u>	
Total marketing and administrative costs .....		<u>17,934</u>
Operating profit .....		<u>\$ 5,652</u>

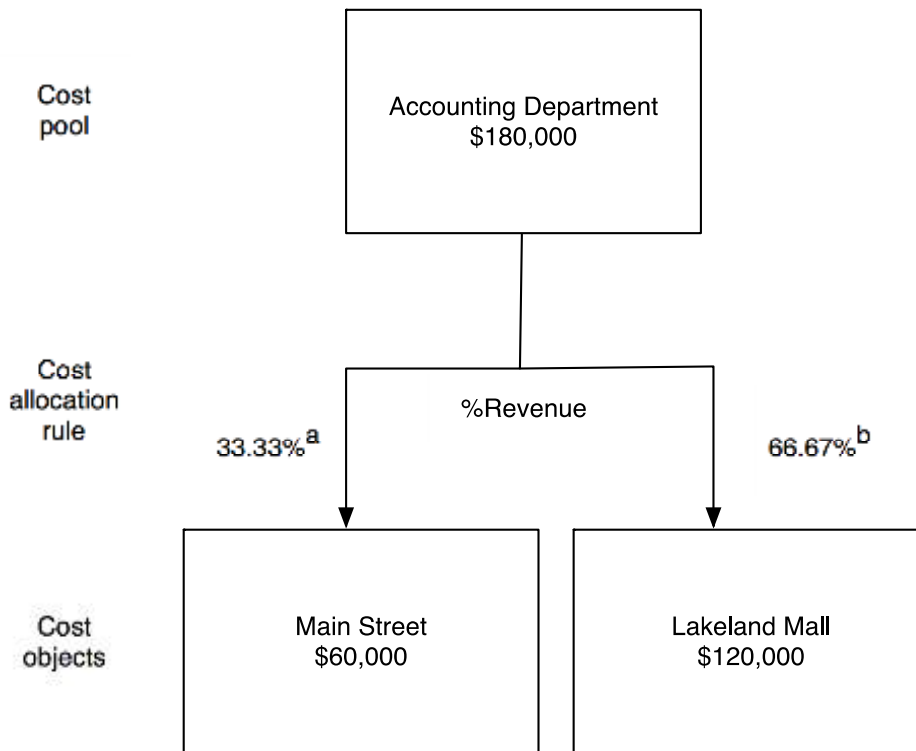
**2-64. (10 Min.) Cost Allocation with Cost Flow Diagram: Coastal Computer.**

a.

(1)	Main Street	Lakeland Mall	Total
Number of computers sold	2,000	1,600	3,600
Percentage	55.56%	44.44%	100%
Allocated Accounting Department cost (\$180,000) ...	<u>\$100,000</u>	<u>\$80,000</u>	<u>\$180,000</u>

(2)	Main Street	Lakeland Mall	Total
Revenue	\$1,000,000	\$2,000,000	\$3,000,000
Percentage	33.33%	66.67%	100%
Allocated Accounting Department cost (\$180,000) ...	<u>\$60,000</u>	<u>\$120,000</u>	<u>\$180,000</u>

b.



<sup>a</sup> 33.33% = \$1,000,000 ÷ (\$1,000,000 + \$2,000,000)

<sup>b</sup> 66.67% = \$2,000,000 ÷ (\$1,000,000 + \$2,000,000)

**2-65. (20 Min.) Cost Allocation with Cost Flow Diagram: Wayne Casting, Inc.**

a.

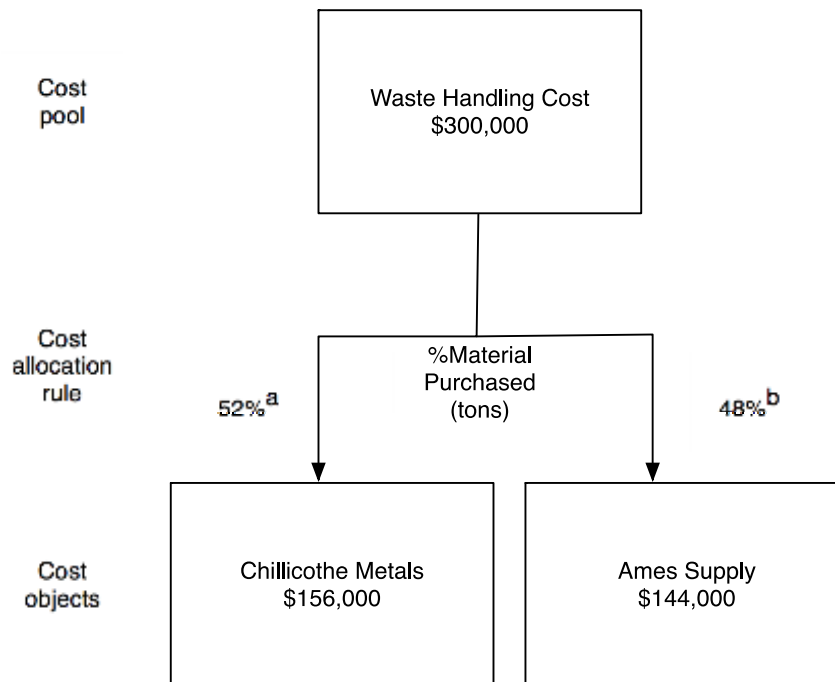
(1)	Chillicothe Metals	Ames Supply	Total
Material purchased (tons)	130	120	250
Percentage	52%	48%	100%
Allocated waste handling cost (\$300,000).....	<u>\$156,000</u>	<u>\$144,000</u>	<u>\$300,000</u>

(2)	Chillicothe Metals	Ames Supply	Total
Amount of waste (tons)	12.8	2.2	15
Percentage	85.33%	14.67%	100%
Allocated waste handling cost (\$300,000).....	<u>\$256,000</u>	<u>\$44,000</u>	<u>\$300,000</u>

(3)	Chillicothe Metals	Ames Supply	Total
Cost of materials purchased	\$624,000	\$876,000	\$1,500,000
Percentage	41.6%	58.4%	100%
Allocated waste handling cost (\$300,000).....	<u>\$124,800</u>	<u>\$175,200</u>	<u>\$300,000</u>

2-65. (continued)

b.



<sup>a</sup> 52% = 130 tons ÷ (130 tons + 120 tons)

<sup>b</sup> 48% = 120 tons ÷ (130 tons + 120 tons)

**2-66. (20 Min.) Cost Allocation with Cost Flow Diagram: Pacific Business School.**

a.

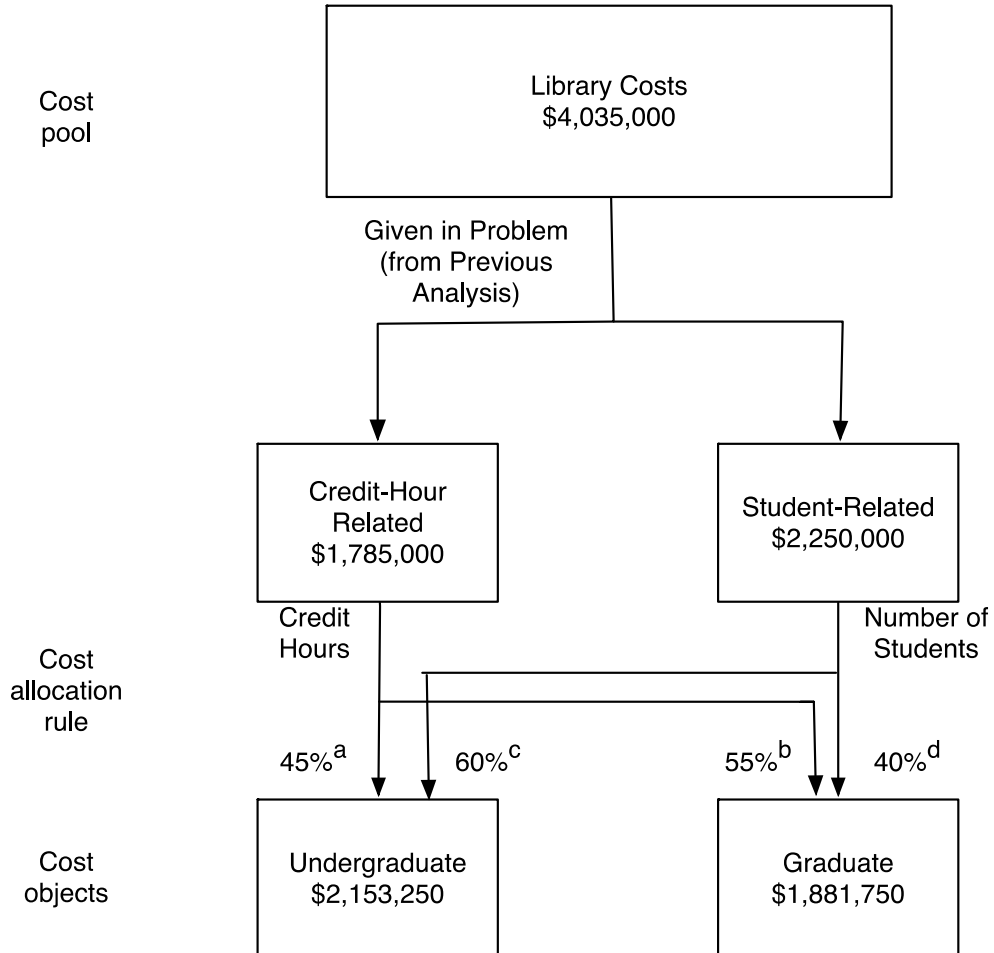
	Undergraduate	Graduate	Total
Number of students	900	600	1,500
Percentage .....	60%	40%	100%
Credit Hours	13,500	16,500	30,000
Percentage .....	45%	55%	100%
Allocation of student-related costs <sup>a</sup> .....	\$1,350,000	\$900,000	\$2,250,000
Allocation of credit-hour costs <sup>b</sup> ...	<u>803,250</u>	<u>981,750</u>	<u>1,785,000</u>
Total Allocations .....	<u>\$2,153,250</u>	<u>\$1,881,750</u>	<u>\$4,035,000</u>

<sup>a</sup> \$1,350,000 = 60% x \$2,250,000; \$900,000 = 40% x \$2,250,000.

<sup>b</sup> \$803,250 = 45% x \$1,785,000; \$981,750 = 55% x \$1,785,000.

2-66. (continued)

b.



<sup>a</sup> 45% = 13,500 credit hours ÷ (13,500 credit hours + 16,500 credit hours)

<sup>b</sup> 55% = 16,500 students ÷ (13,500 credit hours + 16,500 credit hours)

<sup>c</sup> 60% = 900 students ÷ (900 students + 600 students)

<sup>d</sup> 40% = 600 students ÷ (900 students + 600 students)

**2-67. (20 Min.) Cost Allocation and Pricing: Greenfield Consultants.**

a.

	Corporate	Government	Total
1. Direct cost	\$500,000	\$2,000,000	\$2,500,000
Percentage .....	20%	80%	100%
Allocation of indirect cost .....	\$900,000	\$3,600,000	\$4,500,000
(\$4,500,000)	20%	80%	100%

	Corporate	Government	Total
2. Direct cost.....		\$2,000,000	
Allocated indirect cost.....		<u>3,600,000</u>	
Total cost .....		\$5,600,000	
Fixed fee (Corporate).....	<u>\$1,200,000</u>		
Fixed fee Government .....		<u>840,000</u>	
(= 0.15 x \$5,600,000)			
Total revenue.....	<u>\$1,200,000</u>	<u>\$6,440,000</u>	<u>\$7,640,000</u>

b.

	Corporate	Government	Total
1. Direct contract hours.....	\$1,000	2,000	3,000
Percentage .....	33.33%	66.67%	100%
Allocation of indirect cost .....	\$1,500,000	\$3,000,000	\$4,500,000
(\$4,500,000) .....	33.33%	66.67%	100%

	Corporate	Government	Total
2. Direct cost.....		\$2,000,000	
Allocated indirect cost.....		<u>3,000,000</u>	
Total cost .....		\$5,000,000	
Fixed fee (Corporate).....	<u>\$1,200,000</u>		
Fixed fee Government .....		<u>750,000</u>	
(= 0.15 x \$5,000,000)			
Total revenue.....	<u>\$1,200,000</u>	<u>\$5,750,000</u>	<u>\$6,950,000</u>

**2-68. (20 Min.) Cost Allocation and Pricing: Greenfield Consultants.**

- a. Answers will vary. Either allocation of the indirect costs in this case can be justified on some sort of cause-and-effect basis. Indirect costs are likely related to (though not necessarily caused by) a number of things related to the activity of the consultants (direct contract hours) and the direct costs incurred (travel costs, for example).
- b. The ethical issue that arises for the Controller is to ensure that the basis for the allocation is related to some view of the underlying cost process. It is also important that once a basis is chosen, it is not changed with every billing cycle depending on the activity undertaken every period.



**2-69. (40 Min.) Find the Unknown Information.**

a. Finished goods beginning inventory + Cost of goods manufactured - Cost of goods sold = Finished goods ending inventory

Finished goods beginning inventory + \$88,800 - \$87,040 = \$14,080

Finished goods beginning inventory = \$12,320 (= \$14,080 - \$88,800 + \$87,040)

b. Direct materials used + Direct labor + Manufacturing overhead = Total manufacturing costs

Direct materials used + \$12,160 + \$23,040 = \$77,600

Direct materials used = \$42,400 (= \$77,600 - \$12,160 - \$23,040)

c. Gross margin % = Gross margin ÷ Sales revenue

= (Sales revenue - COGS) ÷ Sales revenue

Rearranging,

---

Sales revenue	=	Cost of Goods Sold	÷	(1.0 - Gross Margin %)
		\$87,040	÷	(1.0 - .375)
		\$87,040	÷	0.625

---

Sales revenue = \$139,264

**2-70. (40 Min.) Find the Unknown Information.**

$$\begin{aligned}
 \text{a. Cost of goods sold} &= \text{Finished goods beginning inventory} + \text{Cost of goods manufactured} - \text{Finished goods ending inventory} \\
 &= \$22,320 + \$611,650 - \$38,770 \\
 \text{Cost of goods sold} &= \underline{\$595,200}
 \end{aligned}$$

$$\begin{aligned}
 \text{b. Total manufacturing costs} &= \text{Direct materials used} + \text{Direct labor} + \text{Manufacturing overhead} \\
 \$612,320 &= \text{Direct materials used} + \$270,400 + \$225,000 \\
 \text{Direct materials used} &= \underline{\$116,920} \quad (= \$612,320 - \$270,400 - \$225,000)
 \end{aligned}$$

$$\begin{aligned}
 \text{c. Direct materials used} &= \text{Beginning inventory} + \text{Materials purchased} - \text{Ending inventory} \\
 \$116,920 &= \$2,520 + \text{Materials purchased} - \$2,088 \\
 \text{Materials purchased} &= \underline{\$116,488} \quad (= 116,920 - \$2,520 + \$2,088)
 \end{aligned}$$

$$\begin{aligned}
 \text{d. Gross margin \%} &= \text{Gross margin} \div \text{Sales revenue} \\
 38\% &= (\text{Sales revenue} - \text{Cost of goods sold}) \div \text{Sales revenue} \\
 38\% \times \text{Sales revenue} &= \text{Sales revenue} - \text{Cost of goods sold} \\
 \text{Cost of goods sold} &= \text{Sales revenue} - (38\% \times \text{Sales revenue}) \\
 \text{Cost of goods sold} &= \text{Sales revenue} \times (1 - 38\%) \\
 \text{Sales revenue} &= \text{Cost of goods sold} \div (100\% - 38\%) \\
 &= \$595,200 \text{ (from a)} \div 62\% \\
 &= \underline{\$960,000}
 \end{aligned}$$

**2-71. (40 min.) Cost Allocation and Regulated Prices: The City of Imperial Falls.**

a. The rate is 20 percent above the average cost of collection:

$$\begin{aligned} \text{Total cost of collection} &= \$400,000 + \$1,280,000 + \$320,000 \\ &= \$2,000,000 \\ \text{Total waste collected (tons)} &= 4,000 + 12,000 \\ &= 16,000 \text{ tons} \\ &= 32,000,000 \text{ pounds} \\ \text{Average cost per pound} &= \$2,000,000 \div 32,000,000 \text{ pounds} \\ &= \$0.0625 \text{ per pound} \\ \\ \text{Price per pound} &= \$0.0625 \times 1.20 \\ &= \underline{\underline{\$0.075}} \text{ per pound} \end{aligned}$$

b.

First, allocate costs to the two cost objects: households and businesses:

Allocation of administrative costs and truck costs:

$$\begin{aligned} \text{Total costs} &= \$400,000 + \$1,280,000 \\ &= \$1,680,000 \\ \text{Number of customers} &= 12,000 + 3,000 \\ &= 15,000 \text{ customers} \\ \text{Allocated cost per customer} &= \$1,680,000 \div 15,000 \\ &\quad \text{customers} \\ &= \$112 \text{ per customer} \end{aligned}$$

Allocation of other collection costs:

$$\begin{aligned} \text{Total costs} &= \$320,000 \\ \text{Total waste collected (tons)} &= 4,000 + 12,000 \\ &= 16,000 \text{ tons} \\ \text{Allocated cost per ton of waste} &= \$320,000 \div 16,000 \text{ tons} \\ &= \$20 \text{ per ton} \end{aligned}$$

**2-71. (continued)**

Allocation to customer types:

	Households	Business
Allocation of customer cost:		
Allocated cost per customer .....	\$112	\$112
Number of customers .....	<u>12,000</u>	<u>3,000</u>
Allocated cost .....	<u>\$1,344,000</u>	<u>\$336,000</u>
Allocation of other costs:		
Allocated cost per ton .....	\$20	\$20
Number of tons .....	<u>4,000</u>	<u>12,000</u>
Allocated cost .....	<u>\$80,000</u>	<u>\$240,000</u>
Total allocated cost.....	\$1,424,000	\$576,000
Total number of tons.....	4,000	12,000
Number of pounds .....	8,000,000	24,000,000
Average allocated cost per pound	\$.1780	\$.0240
Price (= 1.20 x average cost).....	<u>\$.2136</u>	<u>\$.0288</u>

- c. Answers will vary. This problem illustrates that cost allocation can have an important effect on decisions when the allocated costs are used as if they are actual costs. In the current example, the proposed allocation approach allows the company to compete with other haulers for business customers because they maintain a monopoly on the household business.

## 2-72. (20 min.) Reconstruct Financial Statements: Koufax Materials Corp.

Problems 2-72 through 2-74 are similar, but vary in difficulty. Problem 2-72 is a straight-forward completion of the statements based on the data provided. Problem 2-73 required students to compute some of the information from the data provided, but they can complete the two statements in sequence. Problem 2-74 requires students to complete the income statement before the finish the Cost of Goods Manufactured and Sold Statement, although they will likely begin with the Cost of Goods Manufactured and Sold Statement.

	A	B	C	D	E	F	G
1	KOUFAX MATERIALS CORP.						
2	Cost of Goods Manufactured and Sold Statement						
3	For the Year Ending December 31						
4	(Thousands of Dollars)						
5							
6	Work in process, January 1					\$ 403,250	
7	Manufacturing costs:						
8	Direct materials:						
9	Direct materials inventory, January 1	\$ 1,069,200					
10	Direct materials purchased	8,956,000					
11	Direct materials available for use	\$ 10,025,200					
12	Less materials inventory, December 31	<u>1,235,000</u>					
13	Materials used			\$ 8,790,200			
14	Direct labor			4,692,500			
15	Manufacturing overhead:						
16	Depreciation on the manufacturing plant	1,750,000					
17	Indirect manufacturing labor	542,000					
18	Insurance on manufacturing plant	53,200					
19	Maintenance (on the manufacturing plant)	215,400					
20	Manufacturing plant utilities	784,100					
21	Other manufacturing plant costs	630,880					
22	Taxes (on manufacturing plant and property)	<u>215,600</u>					
23	Total overhead			<u>4,191,180</u>			
24	Total manufacturing costs					<u>17,673,880</u>	
25	Total cost of work in process during the year					\$ 18,077,130	
26	Less work in process, December 31					<u>396,700</u>	
27	Cost of goods manufactured this year					\$ 17,680,430	
28	Add finished goods, January 1					<u>1,642,000</u>	
29	Cost of goods available for sale					\$ 19,322,430	
30	Less finished goods, December 31					<u>1,369,500</u>	
31	Cost of goods sold (to income statement)					\$ 17,952,930	
32							
33							

2-72. (continued)

	A	B	C	D
1	KOUFAX MATERIALS CORP.			
2	Income Statement			
3	For the Year Ending December 31			
4	(Thousands of Dollars)			
5				
6	Sales revenue			\$22,654,920
7	Less: Cost of goods sold (per statement)			<u>17,952,930</u>
8	Gross margin			\$ 4,701,990
9				
10	Administrative salaries	2,625,000		
11	Depreciation on the administrative building	1,142,000		
12	Distribution costs	657,000		
13	Legal fees	496,300		
14	Marketing costs	749,250		
15	Total operating costs			<u>5,669,550</u>
16	Operating profit			<u>\$ (967,560)</u>
17				

**2-73. (30 min.) Reconstruct Financial Statements: San Ysidro Company.**

	A	B	C	D	E	F	G
1	SAN YSIDRO COMPANY						
2	Cost of Goods Manufactured and Sold Statement						
3	For the Year Ending December 31						
4							
5	Work in process, January 1					\$ 72,520	
6	Manufacturing costs:						
7	Direct materials:						
8	Direct materials inventory, January 1	\$ 309,880	a				
9	Direct materials purchased	<u>1,008,000</u>					
10	Direct materials available for use	\$ 1,317,880					
11	Less materials inventory, December 31	<u>248,000</u>					
12	Materials used			\$ 1,069,880			
13	Direct labor			1,120,000	b		
14	Manufacturing overhead:						
15	Indirect labor	89,600	b				
16	Plant utilities	104,160					
17	Building depreciation	181,440					
18	Other plant costs	82,160					
19	Maintenance on plant machinery	33,880					
20	Insurance on plant machinery	53,200					
21	Taxes on manufacturing property	<u>38,800</u>					
22	Total overhead			<u>583,240</u>			
23	Total manufacturing costs					<u>2,773,120</u>	
24	Total cost of work in process during the year					\$ 2,845,640	
25	Less work in process, December 31					<u>68,880</u>	
26	Cost of goods manufactured this year					\$ 2,776,760	
27	Add finished goods, January 1					<u>224,000</u>	
28	Cost of goods available for sale					\$ 3,000,760	
29	Less finished goods, December 31					<u>252,000</u>	
30	Cost of goods sold (to income statement)					\$ <u>2,748,760</u>	
31							

<sup>a</sup>Materials used is given, but this number is not. To obtain it,

$$\text{Beg. Bal.} + \text{Purchases} = \text{Mat. Used} + \text{End. Bal.}$$

$$\text{Beg. Bal.} = \text{Mat. Used} + \text{End. Bal.} - \text{Purchases}$$

$$\$309,880 = \$1,069,880 + \$248,000 - \$1,008,000$$

<sup>b</sup>Total labor = Indirect labor + Direct labor = \$1,209,600 = 1.08 Direct labor + Direct labor

$$\text{Direct labor} = \$1,209,600 \div 1.08 = \$1,120,000$$

$$\text{Indirect labor} = 0.08 \times \$1,120,000 = \$89,600$$

2-73 (continued)

	A	B	C	D
1	SAN YSIDRO COMPANY			
2	Income Statement			
3	For the Year Ending December 31			
4	Sales revenue			\$ 4,550,000
5	Less: Cost of goods sold (per statement)			<u>2,748,760</u>
6	Gross margin			\$ 1,801,240
7	Building depreciation	\$ 45,360	a	
8	Administrative salaries	192,000		
9	Marketing costs	103,600		
10	Distribution costs	4,480		
11	Attorney fees	<u>22,960</u>		
12	Total operating costs			<u>368,400</u>
13	Operating profit			<u>\$ 1,432,840</u>
14				

<sup>a</sup> Total depreciation = Depreciation on plant + Depreciation on administrative building portion

Depreciation on plant is 80% of the total depreciation, so total depreciation is,

$$= \$181,440 \div 0.80$$

$$= \$226,800$$

$$\text{Depreciation on administrative portion} = \$226,800 \times (1.0 - 0.8)$$

$$= \$45,360.$$



## 2-74. (40 Min.) Reconstruct Financial Statements: Westlake Inc

	A	B	C	D	E	F	G
1	WESTLAKE, INC.						
2	Cost of Goods Manufactured and Sold Statement						
3	For the Year Ending December 31						
4	(Thousands of Dollars)						
5							
6	Work in process, January 1					\$	80
7	Manufacturing costs:						
8	Direct materials:						
9	Direct materials inventory, January 1	\$	15				
10	Direct materials purchased		1,570				
11	Direct materials available for use	\$	1,585				
12	Less materials inventory, December 31		20				
13	Materials used			\$	1,565		
14	Direct labor				1,020	(a)	
15	Manufacturing overhead:						
16	Plant supervision and administration		155				
17	Depreciation on plant		300	(b)			
18	Indirect labor		180				
19	Maintenance on plant machinery		140				
20	Plant supplies and indirect materials		67				
21	Taxes on manufacturing property		117				
22	Other plant overhead		83				
23	Total overhead				1,042		
24	Total manufacturing costs						3,627
25	Total cost of work in process during the year					\$	3,707
26	Less work in process, December 31						110
27	Cost of goods manufactured this year					\$	3,597
28	Add finished goods, January 1						143 (e)
29	Cost of goods available for sale					\$	3,740 (d)
30	Less finished goods, December 31						80
31	Cost of goods sold (to income statement)					\$	<u>3,660</u> (c)
32							

<sup>a</sup> Total labor is \$1,200,000 (= \$180,000 indirect labor ÷ 0.15)

Direct labor is \$1,020,000 [= \$1,200,000 x (1.00 – 0.15)]

<sup>b</sup> The manufacturing portion of the building occupies 75 percent of the floor space or 150,000 square feet (= 200,000 x 0.75). Plant depreciation is \$300,000 (= \$400,000 x 0.75).

<sup>c</sup> From the completed Income Statement.

<sup>d</sup> Cost of Goods Available for Sale is \$3,740 (= \$3,660 cost of goods sold + \$80 Finished Goods Inventory, December 31).

<sup>e</sup> Finished Goods Inventory, January 1 is \$143 (= \$3,740 Cost of Goods Available for Sale – \$3,597 Cost of Goods Manufactured).

2-74 (continued)

	A	B	C	D	E
1	WESTLAKE, INC.				
2	Income Statement				
3	For the Year Ending December 31				
4	(Thousands of Dollars)				
5					
6	Sales revenue			\$ 5,000	
7	Less: Cost of goods sold (per statement)			<u>3,660</u>	(c)
8	Gross margin			\$ 1,340	(b)
9					
10	Administrative costs	160			
11	Marketing costs	120			
12	Depreciation on admin portion of building	100	(a)		
13	Total operating costs			<u>380</u>	
14	Operating profit			<u>\$ 960</u>	
15					

<sup>a</sup> The administrative portion of the building occupies 25 percent of the floor space or 50,000 square feet (= 200,000 x 0.25). Administrative depreciation is \$100,000 (= \$400,000 x 0.25).

<sup>b</sup> Gross margin is \$1,340,000 (= \$960,000 Operating profit + \$380,000 Total operating costs).

<sup>c</sup> Cost of Goods Sold is \$3,660,000 (= \$5,000,000 Sales revenue – \$1,340,000 Gross margin).

**2-75. (20 Min.) Finding Unknowns: Mary's Mugs.**

a. \$2,812.50.

Direct materials cost per unit = Direct materials cost ÷ Units produced

= \$6,000 ÷ 20,000 units = \$0.30 per unit.

Direct materials used per mug = 0.4 pounds.

Direct materials cost per pound = \$0.30 ÷ 0.4 pounds = \$0.75 per pound.

Direct materials inventory = 3,750 pounds × \$0.75 per pound = \$2,812.50.

b. 2,750 units.

Finished goods inventory (in units)

= Finished goods inventory ÷ Manufacturing cost per unit.

Manufacturing cost per unit

= (Direct material + Direct labor + Indirect manufacturing cost) ÷ Units produced

= (\$6,000 + \$27,000 + \$5,400 + \$6,000) ÷ 20,000 = \$44,400 ÷ 20,000

= \$2.22 per unit.

Finished goods inventory (in units) December 31, Year 1 = \$6,105 ÷ \$2.22

= 2,750 units

c. \$4.25.

Selling price per unit = Sales revenue ÷ Units sold

= Sales revenue ÷ (Units produced – units in ending finished goods inventory)

= \$73,312 ÷ (20,000 – 2,750) = \$73,312 ÷ 17,250 = \$4.25.

d. \$13,642.

Operating profit for year 1:

Sales revenue .....		\$ 73,312
Cost of goods sold (17,250 x \$2.22) .....		<u>38,295</u>
Gross margin.....		\$ 35,017
Less marketing and administrative costs.....		
Variable marketing and administrative costs ..	\$3,375	
Fixed marketing and administrative costs .....	<u>18,000</u>	<u>21,375</u>
Operating profit .....		<u>\$ 13,642</u>

**2-76. (40 Min.) Finding Unknowns: BS&T Partners.**

Note: This problem is challenging, because there is no indication of how to begin or the order in which to solve for the unknowns.

	A	B	C	D	E
1	Direct labor cost per unit	\$6.25			
2	Direct labor hours worked, August	3,000	hours	(f)	
3	Direct labor wage rate per hour	\$20.00			
4	Direct materials cost per unit	\$5.00			
5	Direct materials cost per pound of material	\$10.00			
6	Direct materials inventory (cost), August 31	\$3,500			
7	Direct materials inventory (units), August 31	350	pounds	(a)	
8	Finished goods inventory (cost), August 31	\$10,800			
9	Finished goods inventory (units), August 31	400	units	(b)	
10	Manufacturing overhead cost per unit	\$15.75			
11	Operating profit, August	\$55,200			
12	Production (units), August	9,600	units	(e)	
13	Sales revenues, August	\$414,000			
14	Sales (units), August	9,200	units	(c)	
15	Selling price per unit	\$45		(d)	
16	Selling, general, and administrative costs per unit	\$12.00			
17					

We begin by computing the following unit costs:

$$\begin{aligned} \text{Manufacturing cost per unit} &= \text{Direct materials} + \text{Direct labor} + \text{Manufacturing overhead} \\ &= \$5.00 + \$6.25 + \$15.75 = \$27.00 \end{aligned}$$

$$\begin{aligned} \text{Full cost per unit} &= \text{Manufacturing cost per unit} + \text{Selling, general \& administrative} \\ &= \$27.00 + \$12.00 = \$39.00 \end{aligned}$$

$$\begin{aligned} \text{a. Direct material inventory (pounds)} &= \text{Direct material inventory (cost)} \div \text{Cost per pound} \\ &= \$3,500 \div \$10.00 = 350 \text{ pounds.} \end{aligned}$$

$$\begin{aligned} \text{b. Finished goods inventory, cost} &= (\text{Finished goods inventory, units}) \div (\text{Manufacturing} \\ &\hspace{15em} \text{cost per unit}) \\ &= \$10,800 \div \$27 = 400 \text{ units} \end{aligned}$$

**2-76 (continued)**

c. Full costs = Cost of goods sold + Selling, general, and administrative costs

Then,

$$\begin{aligned}\text{Operating profit} &= \text{Sales revenue} - \text{Cost of goods sold} - \text{Selling, general, and} \\ &\hspace{15em} \text{administrative costs} \\ &= \text{Sales revenue} - \text{Full costs}\end{aligned}$$

$$\$55,200 = \$414,000 - \text{Full costs}$$

$$\text{Full costs} = \$414,000 - \$55,200 = \$358,800$$

$$\text{Full costs} = \text{Units sold} \times \text{Full cost per unit}$$

$$\$358,800 = \text{Units sold} \times \$39.00$$

$$\begin{aligned}\text{Units sold} &= \$358,800 \div \$39.00 \\ &= 9,200 \text{ units sold}\end{aligned}$$

d. Sales revenue = Selling price per unit x Units sold

$$\$414,000 = \text{Selling price per unit} \times 9,200 \text{ units sold}$$

$$\begin{aligned}\text{Selling price per unit} &= \$414,000 \div 9,200 \\ &= \$45.00\end{aligned}$$

e. Finished goods ending (units) = Finished goods beginning (units) + Units produced  
– Units sold

$$400 = 0 + \text{Units produced} - 9,200$$

$$\text{Units produced} = 9,200 + 400 = 9,600$$

f. Direct labor cost incurred = Direct-labor hours worked x Wage rate per hour

$$\begin{aligned}\text{Direct labor cost incurred} &= \text{Units produced} \times \text{Direct labor cost per unit} \\ &= 9,600 \times \$6.25 = \$60,000\end{aligned}$$

$$\$60,000 = \text{Direct-labor hours worked} \times \$20.00$$

$$\begin{aligned}\text{Direct-labor hours worked} &= \$60,000 \div \$20.00 \\ &= 3,000 \text{ direct-labor hours}\end{aligned}$$

## Solutions to Integrative Case

### 2-77. (30 min.) Analyze the Impact of a Decision on Income Statements: Tunes2Go.

a. This year's income statement:

	Baseline (Status Quo)	Rent Equipment	Difference	
Sales revenue .....	\$4,800,000	\$4,800,000	0	
Operating costs:				
Variable .....	(600,000)	(600,000)	0	
Fixed (cash expenditures) .....	(2,250,000)	(2,250,000)	0	
Equipment depreciation .....	(450,000)	(450,000)	0	
Other depreciation .....	(375,000)	(375,000)	0	
Loss from equipment write-off ....	<u>0</u>	<u>(2,550,000)</u> <sup>a</sup>	<u>\$2,550,000</u>	lower
Operating profit (before taxes) .....	<u>\$1,125,000</u>	<u>\$ (1,425,000)</u>	<u>\$2,550,000</u>	lower

<sup>a</sup> Equipment write-off = \$3 million cost – \$450,000 accumulated depreciation for one year (equipment was purchased on January 1 of the year).

b. Next year's income statement:

	Baseline (Status Quo)	Rent Equipment	Difference	
Sales revenue .....	\$4,800,000	\$5,136,000 <sup>a</sup>	\$336,000	higher
Operating costs:				
Equipment rental .....	0	(690,000)	690,000	higher
Variable .....	(600,000)	(600,000)	0	
Fixed cash expenditures....	(2,250,000)	(2,115,000) <sup>b</sup>	135,000	lower
Equipment depreciation .....	(450,000)	0	450,000	lower
Other depreciation .....	<u>(375,000)</u>	<u>(375,000)</u>	<u>0</u>	
Operating profit .....	<u>\$1,125,000</u>	<u>\$1,356,000</u>	<u>\$231,000</u>	higher

<sup>a</sup> \$5,136,000 = 1.07 × \$4,800,000

<sup>b</sup> \$2,115,000 = (1.00 – 0.06) × \$2,250,000

c. Despite the effect on next year's income statement, the company should not rent the new machine because net cash inflow as a result of installing the new machine (\$336,000 + \$135,000) does not cover cash outflow for equipment rental (\$690,000).