# INTERMEDIATE EXAMINATION 

## GROUP I

(SYLLABUS 2016)

# SUGGESTED ANSWERS TO QUESTIONS <br> DECEMBER 2018 

## Paper-8: COST ACCOUNTING

Time Allowed : 3 Hours
Full Marks : 100
The figures in the margin on the right side indicate full marks.
All sections are compulsory. Each section contains instructions regarding
the number of questions to be answered within the section.
All working notes must form part of the answers.
Wherever necessary, candidates may make appropriate assumptions and clearly state them.
No present value factor table or other statistical table will be provided in addition to this question paper.

Section A
Section A contains Question Number 1. All parts of this question are compulsory.

1. Answer the following questions:
(a) Choose the correct answer from the given alternatives (you may write only the Roman numeral and the alphabet chosen for your answer):
$1 \times 10=10$
(i) Joint Cost is suitable for
(a) Oil Industry
(b) Fertilizer Industry
(c) Ornament Industry
(d) Infrastructure Industry
(ii) Cost of idle time arising due to non-availability of raw materials is
(a) recovered by inflating the raw materials cost.
(b) recovered by inflating the wage rate.
(c) charged to factory overheads.
(d) charged to costing profit and loss account.
(iii) Charging to a cost center those overheads that result solely for the existence of that cost center is known as
(a) Allotment

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(b) Allocation
(c) Absorption
(d) Apportionment
(iv) Standard deals with the cost of service cost center is
(a) CAS-9
(b) CAS-13
(c) CAS-16
(d) CAS-22
(v) In Reconciliation Statement income shown only in financial accounts is
(a) added to financial profit.
(b) deducted from financial profit.
(c) ignored.
(d) deducted from costing profit.
(vi) The most suitable cost system where the products differ in type of material and work performed is
(a) Process Costing
(b) Batch Costing
(c) Job Costing
(d) Operating Costing
(vii) In a process 10000 units are introduced during a period. $10 \%$ of input is normal loss. Closing work-in-process $70 \%$ complete is 1500 units. 7500 completed units are transferred to next process. Equivalent production for the period is
(a) 9550 units
(b) 9000 units
(c) 8550 units
(d) 8500 units
(viii) The sales and profit of a firm for the year 2016 are Rs. $1,50,000$ and Rs. 20,000 and for the year 2017 are Rs. $1,70,000$ and Rs. 25,000 respectively. The P/V Ratio of the firm is
(a) $15 \%$
(b) $20 \%$
(c) $25 \%$
(d) $30 \%$
(ix) Standard quantity of material for one unit output is 10 kg @ Rs .8 per kg . Actual output during a given period is 600 units. The standard quantity of material for actual output is
(a) 1200 kg
(b) 6000 kg
(c) 4800 kg
(d) 48000 kg
(x) Which of the following is a long-term Budget?

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(a) Master Budget
(b) Production Budget
(c) Flexible Budget
(d) Capital Budget
(b) Match the statement in Column I with the most appropriate statement in Column II (You may opt to write only the Roman numeral and the matched alphabet instead of copying contents into the Answer Books):
$1 \times 5=5$

|  | Column I |  | Column II |
| :---: | :--- | :---: | :--- |
| (i) | Cash discount allowed | (A) | Joint Cost |
| (ii) | Escalation Clause | (B) | Imputed Cost |
| (iii) | CAS-19 | (C) | Direct Expenses |
| (iv) | Notional Cost | (D) | Not shown is cost sheet but debited to <br> profit and loss account |
| (v) | Zero base budgeting | (E) | Sunk Cost |
|  |  | (F) | Contract Costing |
|  |  | (G) | Decision Package |
|  |  | (H) | Variable Cost |

(c) State whether the following statements are 'True' or 'False' (You may write only the Roman numeral and whether 'True'or 'False' without copying the statements into the Answer Book):
(i) Multiple costing is suitable for banking industry.
(ii) Slow moving materials have a high turnover ratio.
(iii) Cost ledger control account makes the cost ledger self-balancing.
(iv) There is inverse relationship between batch size and carrying costs.
(v) Marginal costing follows the identifiability wise classification of costs.
(d) Fill in the blanks (you may write only the Roman numeral and the content filling the blanks):
(i) $\qquad$ is discount allowed to the bulk purchaser.
(ii) CAS $\qquad$ stands for cost of utilities.
(iii) Under integrated accounting system, the accounting entry for payment of wages is to debit $\qquad$ and to credit cash account.
(iv) If the actual loss in a process is less than the normal loss, the difference is known as
$\qquad$
(v) The principal budget factor for consumer goods manufacturer is normally
$\qquad$ .

Answer: 1 (a)
(i) (a)
(ii) (d)
(iii) (b)
(iv) (b)

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(v) (b)
(vi) (c)
(vii) (c)
(viii) (c)
(ix) (b)
(x) (d)

Answer: 1 (b)

|  | Column I |  | Column II |
| :---: | :--- | :---: | :--- |
| (i) | Cash discount allowed | (D) | Not shown in cost sheet but debited to <br> profit and loss account |
| (ii) | Escalation Clause | (F) | Contract Costing |
| (iii) | CAS-19 | (A) | Joint Cost |
| (iv) | Notional Cost | (B) | Imputed Cost |
| (v) | Zero base budgeting | (G) | Decision Package |

Answer: 1 (c)
(i) False
(ii) False
(iii) True
(iv) False
(v) False

Answer: 1 (d)
(i) Quantity Discount/ Trade Discount/ Cash Discount
(ii) CAS-8
(iii) Wages Control Account
(iv) Abnormal gain/Abnormal Profit
(v) Sales Demand/Market Demand / Lack of Demand

## Section - B

Answer any five questions from question numbers 2 to 8.
Each question carries 15 marks.
$15 \times 5=75$
2. (a) ZEDYAAH TUBES LTD. manufactures a special product, which requires ZEDY. The following particulars were collected for the year 2017-18:

| (i) | Monthly demand of Zedy | $:$ | $\mathbf{7 5 0 0}$ units |
| :--- | :--- | :---: | :--- |
| (ii) | Cost of placing an order | $:$ | Rs. 500 |
| (iii) | Re-order period | $:$ | 5 to 8 weeks |
| (iv) | Cost per unit | $:$ | Rs.60 |
| (v) | Carrying cost \% p.a. | $:$ | $10 \%$ |
| (vi) | Normal usage | $:$ | 500 units per week |

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| (vii) | Minimum usage | $:$ | 250 units per week |
| :--- | :--- | :--- | :--- |
| (viii) | Maximum usage | $:$ | 750 units per week |

## Required:

Calculate the following:
(i) Re-order quantity
(ii) Re-order level
(iii) Minimum stock level
(iv) Maximum stock level
(v) Average stock level
(b) SONAX LTD. has three Production Departments and two Service Departments. The overhead distribution sheet showed the following totals:

|  |  |
| :---: | ---: |
| Production Departments: |  |
| A | 25,000 |
| B | 31,000 |
| C | 28,000 |
| Service Departments: |  |
| S | 8,000 |
| T | 13,900 |

## Required:

Using the following bases of apportionment, distribute the cost of service departments under Simultaneous Equation Method:

|  | A | B | C | S | T |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Department S | $30 \%$ | $20 \%$ | $40 \%$ | - | $10 \%$ |
| Department T | $40 \%$ | $15 \%$, | $25 \%$ | $20 \%$ | - |

Answer: 2 (a)

| (i) | Re-order Quantity | = | $\sqrt{\frac{2 \mathrm{AO}}{\mathrm{C}}}=\sqrt{\frac{2 \times 7,500 \times 12 \times 500}{60 \times 10 \%}}=3,873 \text { units. }$ |
| :---: | :---: | :---: | :---: |
| (ii) | Re-order Level | $=$ $=$ | Maximum Re-order Period $\times$ Maximum Usage 8 weeks $\times 750$ unite per week $=6,000$ units |
| (iii) | Minimum Stock Level | $=$ | Re-order Level $-\{$ Normal Usage $\times$ Normal Reorder Period\} $6,000-(500 \times 6.5)=2,750 \text { units }$ |
| (iv) | Maximum Stock Level | $=$ $=$ | Re-order Level + Re-order Quantity (Minimum Usage $\times$ Minimum Re-order Period) $6,000+3,873-(250 \times 5)=8,623$ units. |
| (v) | Average Stock Level | $=$ $=$ | $\begin{aligned} & \frac{1}{2} \text { (Minimum Stock Level }+ \text { Maximum Stock } \\ & \text { Level) } \\ & \frac{1}{2}(2,750+8,623)=5,687 \text { units. } \end{aligned}$ <br> OR <br> Minimum Level $+\frac{1}{2}$ Re-order Quantity $=$ $2,750+1,937=4,687$ units |

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Answer: 2 (b)
Let $x$ be the expense of Department $S$
and $y$ be the expense of Department $T$
Then $x=$ Rs. $8,000+\frac{1}{5}$ th of $y(20 \%$ of $y)$
$Y=$ Rs. $3,900+\frac{1}{10}$ th of $x$
Putting the value of $x$, we get:
$y=$ Rs. $13,900+\frac{1}{10}$ of $\left(8,000+\frac{1}{5}\right.$ of $\left.y\right)$
Or, $y=$ Rs. $13,900+$ Rs. $800+\frac{1}{50} y$
Or, $y=$ Rs. $14,700+\frac{1}{50} y$, or $50 y=7,35,000+y$
Or, $50 \mathrm{y}-\mathrm{y}=$ Rs. $7,35,000$ or, $y=$ Rs. $\frac{7,35,000}{49}=$ Rs. 15,000
Putting the value of $y$ we get
$x=$ Rs $8,000+\frac{1}{5}$ th of $y$, or, $x=$ Rs. $8,000+\frac{1}{5}$ of Rs. 15,000
or, $x=$ Rs. $8,000+$ Rs.3,000, or $x=$ Rs. 11,000
Total expenses of Dept. $S=$ Rs. 11,000
Total expenses of Dept. $\mathrm{T}=$ Rs.15,000
Overhead Distribution Summary

| Particulars | A | B | C | S | T |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | Rs. | Rs. | Rs. | Rs. | Rs. |
| Total as per | 25,000 | 31,000 | 28,000 | 8,000 | 13,900 |
| Primary Distribution | 3,300 | 2,200 | 4,400 | $-11,000$ | 1,100 |
| Distribution of Expenses of Dept. S in the <br> ratio 3:2:4:1 | $\underline{6,000}$ | $\underline{2,250}$ | $\underline{3,750}$ | $\underline{3,000}$ | $\underline{-15,000}$ |
| Distribution of Expenses of <br> Dept. T in the ratio 8:3:5:4 | $\underline{\underline{34,300}}$ | $\underline{\underline{35,450}}$ | $\underline{\underline{36,150}}$ | $\underline{\equiv}$ | $\underline{1}$ |

3. (a) What are the various types of materials included in the Material Cost as dealt with by CAS-6 relating to Cost Accounting Standard on Material Cost?
State the objective and scope of the Standard.

## Suggested Answer_Syl16_Dec2018_Paper 8

(b) The following information is available from the financial books of PQR Ltd. having a normal production capacity of 60000 units for the year ended 31st March, 2018:
(i) Sales Rs. 10,00,000 (50000 units)
(ii) There was no opening and closing stock of finished units.
(iii) Direct material and direct wages costs were Rs.5,00,000 and Rs.2,50,000 respectively.
(iv) Actual factory expenses were Rs. $1,50,000$ of which $60 \%$ are fixed.
(v) Actual administrative expenses were `Rs. 45,000 which are completely fixed.
(vi) Actual selling and distribution expenses were Rs. 30,000 of which $40 \%$ are fixed.
(vii) Interest and dividends received Rs. 15,000

You are required to
(A) find out profit as per financial books for the year ended 31st March, 2018.
(B) prepare the cost sheet and ascertain the profit as per cost accounts for the year ended 31st March, 2018 assuming that the indirect expenses are absorbed on the basis of normal production capacity.
(C) prepare a statement reconciling profits shown by financial and cost books.

## Answer: 3 (a)

## CAS-6: Cost Accounting Standard on Material Cost [Limited Revision 2017]

This standard deals with principles and methods of determining the Material Cost. Material for the purpose of this standard includes Raw Materials, Process Materials, Additives, manufactured / bought out Components, Sub-assemblies, Accessories, Semi-finished Goods, Consumable Stores, Spares and other indirect Materials.
This standard deals with the principles and methods of classification, measurement and assignment of Material Cost, for determination of the Cost of Product or Service, and the presentation and disclosure in Cost Statements.

## Objective

The objective of this standard is to bring uniformity and consistency in the principles and methods of determining the Material Cost with reasonable accuracy.
Scope
This standard should be applied to Cost Statements which require classification, measurement, assignment, presentation and disclosure of Material Costs including those requiring attestation.
Answer: 3 (b)
(a) Profit and Loss Account for the year ended 31 ${ }^{\text {st }}$ March, 2018

| Particulars | Rs. | Particulars | Rs. |
| :--- | ---: | :--- | ---: |
| To Direct Materials | $5,00,000$ | By Sales (50,000 units) | $10,00,000$ |
| To Direct Wages | $2,50,000$ | By Interest and Dividends | $\underline{15,000}$ |
| To Factory Expenses | $1,50,000$ |  |  |
| To Administration Expenses | 45,000 |  |  |
| To Selling \& Distribution Expenses | 30,000 |  |  |
| To Profit | $\underline{40,000}$ |  |  |
|  | $\underline{\underline{10,15,000}}$ |  | $\underline{\underline{10,15,000}}$ |

(b) Cost Sheet for the year ended 31 ${ }^{\text {st }}$ March, 2018

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|  | Rs. | Rs. |
| :--- | ---: | ---: |
| Direct Material |  | $5,00,000$ |
| Direct Wages |  | $\underline{2,50,000}$ |
| Prime Cost |  | $7,50,000$ |
| Factory Expenses: |  |  |
| Variable | 60,000 | $\underline{75,000}$ |
| Fixed (Rs.90,000 $\times 5 / 6$ ) |  | $\underline{1,35,000}$ |
| Works Cost |  | $\underline{8,85,000}$ |
| Administration Expenses (Rs.45,000 $\times 5 / 6$ ) |  | $\underline{97,500}$ |
| Cost of Production |  |  |
| Selling \& Distribution Expenses: | 18,000 |  |
| Variable (Rs. $12,000 \times 5 / 6$ ) | $\underline{10,000}$ | $\underline{28,000}$ |
| Fixed |  | $9,50,500$ |
| Cost of Sales |  | $\underline{\underline{10,00,000}}$ |
| Profit |  |  |
| Sales |  |  |

(c) Reconciliation Statement

|  | Rs. | Rs. |
| :--- | :---: | :---: |
| Profit as per Cost Accounts |  | 49,500 |
| Add : Interest and Dividends received only credited in Financial <br> Accounts |  | $\underline{15,000}$ |
| Less: <br> Factory expenses under-charged in Cost Accounts <br> (Rs.1,50,000 - Rs.1,35,000) <br> Administrative expenses under-charged in Cost <br> Accounts (Rs.45,000 - Rs.37,500) <br> Selling and Distribution Expenses under-charged in Cost <br> Accounts (Rs. 30,000 - Rs. 28,000) | 15,000 | 64,500 |
| Profit as per Financial Accounts | $\underline{2,000}$ | $\underline{24,500}$ |

4. (a) $\mathbf{Z}$ Ltd., manufactured and sold 200 typewriters in the year 2017. Its summarised Trading and Profit \& Loss Account for the year 2017 is as follows:

Total Output (in units) 200

| Particulars | Rs. | Particulars | Rs. |
| :--- | ---: | :--- | :--- |
| To Cost of Material consumed | $1,20,000$ | By Sales | $6,00,000$ |
| To Direct Wages | $1,80,000$ |  |  |
| To Manufacturing Charges | 75,000 |  |  |
| To Gross Profit c/d | $2,25,000$ |  | $6,00,000$ |
|  | $6,00,000$ |  | $2,25,000$ |
| To Management Expenses | 90,000 | By Gross Profit b/d |  |
| To General Expenses | 30,000 |  |  |

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| To Rent, Rates \& Taxes | 15,000 |  |  |
| :--- | ---: | :--- | ---: |
| To Selling Expenses | 45,000 |  |  |
| To Net Profit | 45,000 |  |  |
|  | $2,25,000$ |  | $2,25,000$ |

For the year 2018, it is estimated that
(i) The output and sales will be 300 typewriters.
(ii) Price of material will rise by $25 \%$ compared to previous year level.
(iii) Wages per unit will rise by $10 \%$.
(iv) Manufacturing charges will increase in proportion to the combined cost of material and wages
(v) Selling expenses per unit will remain unchanged.

Other expenses will remain unaffected by the rise in output.
Required:
Prepare a Cost Sheet showing the cost at which typewriters will be manufactured in 2018 and give price at which it should by marketed so as to show profit of $10 \%$ on selling price.
(b) The following details are extracted from the costing records of EVINIE LTD., an oil mill for the year ended $31^{\text {st }}$ March, 2018. Purchased 2000 tons of copra for Rs.1,00,000 and other expenses were as under:

|  | Crushing(Rs.) | Refining (Rs.) | Finishing (Rs.) |
| :--- | ---: | ---: | ---: |
| Cost of Labour | 10,000 | 6,000 | 4,000 |
| Sundry Material | 4,000 | 3,000 | 2,000 |
| Electric Power | 3,000 | 2,000 | 1,600 |
| Steam | 2,000 | 2,000 | 1,500 |
| Repair of Machine | 2,000 | 1,000 | 500 |
| Cost of Casks | - | - | 7,500 |

Factory Expenses were Rs. 10,000 to be apportioned on the basis of wages. 1700 tons of crude oil was produced; 1540 tons of oil was refined and finally 1500 tons of oil was finished for delivery. Realised Rs.2,000 from sale of sacks; Rs.5,000 by sale of 250 tons of copra residue and Rs.5,100 by sale of 120 tons of by-products in refining process.
Prepare Process Accounts for the year ending on 31st March, 2018.
Answer: 4 (a)
Cost Sheet of Z Ltd. For the year 2017

| Particulars | Total Cost Rs. | Cost per unit Rs. |
| :--- | ---: | ---: |
| Direct Material | $1,20,000$ | 600 |
| Direct Labour | $\underline{1,80,000}$ | $\underline{900}$ |
| Prime Cost | $3,00,000$ | 1,500 |
| Add : Factory Overhead (Manufacturing exp.) | 75,000 | 375 |
| Factory Cost | $3,75,000$ | 1,875 |
| Add : Office Overhead : |  |  |
| Management Expenses 90,000 |  |  |
| General Expenses | 30,000 |  |
| Rent, Rates \& Taxes | 15,000 | $\underline{1,35,000}$ |

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| Cost of Production | $5,10,000$ | 2,550 |
| :--- | ---: | ---: |
| Add: Selling \& Distribution Expenses | $\underline{45,000}$ | $\underline{225}$ |
| Total Cost | $5,55,000$ | 2,775 |
| Profit | 45,000 | 225 |
| Selling Price | $\underline{\underline{6,00,000}}$ | $\underline{\underline{3,000}}$ |


| Estimate for the year 2018 : | Rs. |
| :---: | :---: |
| 1. Material Cost per Unit: <br> Add : Expected increase in Price of Material in 2018 (It is $25 \%$ compared to year 2017) | 600 <br> 150 <br> 7 |
| Expected price of material per unit | $\underline{750}$ |
| 2. Wages per unit | 900 |
| Add : Expected increase @ 10\% | $\underline{90}$ |
| Expected Wages per Unit | 990 |
| 3. Manufacturing charges are Rs. 375 per Unit and total of Material and Labour cost is Rs.1,500 per Unit so percentage of manufacturing expenses to combined Cost of Material and Wages is as follows : $\begin{aligned} & =\frac{\text { Manufacturing Expenses }}{\text { Material Cost }+ \text { Labour Cost }} \times 100 \\ & =\frac{375}{1,500} \times 100=25 \% \end{aligned}$ |  |
| Manufacturing expenses are $25 \%$ of combined Cost of Material and Wages: $25 \%$ of Rs. 1,740 | $\underline{\underline{435}}$ |

To ascertain the Selling Price to be quoted in the year 2018 the estimated cost sheet for the year 2018 will be prepared as follows:

## Estimated Cost Sheet for the year 2018

Production $=300$ Units

| Particulars | Total Cost Rs. | Cost per unit Rs. |
| :---: | :---: | :---: |
| Direct Material | 2,25,000 | 750.00 |
| Direct Labour | 2,97,000 | $\underline{990.00}$ |
| Prime Cost <br> Factory Overhead ( $25 \%$ of Cost of Material \& Wages) | $\begin{array}{r} 5,22,000 \\ \underline{1,30,500} \\ \hline \end{array}$ | $\begin{array}{r} 1,740.00 \\ \underline{435.00} \\ \hline \end{array}$ |
| Factory Cost | 6,52,000 | 2,175.00 |
| Office Overhead | 1,35,000 | $\underline{450.00}$ |
| Cost of Production | 7,87,500 | 2,625.00 |
| Selling \& Distribution Overhead (300 × Rs.225) | 67,500 | $\underline{225.00}$ |
| Total Cost | 8,55,000 | 2,850.00 |
| Profit (10\% of Selling Price or 1/9 of Total Cost) | 95,000 | $\underline{316.67}$ |
| Selling Price | $\underline{\underline{9,50,000}}$ | 3,166.67 |

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## ALETRNATIVE

An alternative answer with volume multiplier can simplify the solution as follows

| PARTICULARS | Amount in Rs. | Cost Per Unit Rs. |
| :--- | :--- | :---: |
| Direct materials (1,20,000*1.5*1.25) | $2,25,000$ | 750 |
| Direct Labour (1,80,000*1.5*1.1) | $2,97,000$ | 990 |
| Prime Cost | $5,22,000$ | 1,740 |
| Manufacturing Charges (75,000/3,00,000)*5,22,000 | $1,30,500$ | 435 |
| Factory Cost | $6,52,500$ | 2,175 |
| Office Overheads: |  |  |
| Management Expenses 90,000 |  |  |
| General Expenses 30,000 |  |  |
| Rent , Rates \& Taxes 15,000 | $1,35,000$ | 450 |
| Cost of Production | $7,87,500$ | 2,625 |
| Selling Expenses (45,000*1.5) | 67,500 | 225 |
| Total Cost | $8,55,000$ | 2,850 |
| Profit (1/9 of 8,55,000) | 95,000 | 317 |
| Sales | $9,50,000$ | 3,167 |
| Selling price per typewriter (9,50,000/300) | $3,166.67 \mathrm{r} / \mathrm{o} 3,167$ |  |

Note: Volume multiple is $300 / 200=1.5$ times

## Answer: 4 (b)

Crushing Process Account

| Particulars | Tons | Amount <br> Rs. | Particulars | Tons <br> Rs. |  |
| :--- | ---: | ---: | :--- | :---: | ---: |
| To Copra | $\underline{2,000}$ | $1,00,000$ | By Copra Sacks | - | 2,000 |
| To Labour |  | 10,000 | By Copra Residue | 250 | 5,000 |
| To Sundry Materials | 4,000 | By Loss in Crushing <br> (Balancing Figure) | 50 | - |  |
| To Electric Power |  | 3,000 | By Transfer to Refining @ <br> Rs. 70 per ton | $\underline{1,700}$ | $\underline{1,19,000}$ |
| To Steam |  | 2,000 |  |  |  |
| To Repairs of Machines |  | 2,000 |  |  |  |
| To Factory Expenses* |  | $\underline{\underline{5}, 000}$ |  | $\underline{\underline{2,000}}$ | $\underline{\underline{1,26,000}}$ |
|  | $\underline{\underline{1,26,000}}$ |  |  |  |  |

Refining Process Account

| Particulars | Tons | Amount | Particulars | Tons | Amount Rs. |
| :---: | :---: | :---: | :---: | :---: | :---: |
| To Crushing Process a/c | 1,700 | 1,19,000 | By Sale of By Products | 120 | 5,100 |
| To Labour |  | 6,000 | By Loss in Refining Process Balancing Figure) | 40 |  |

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| To Sundry Materials |  | 3,000 |  |  |  |
| :--- | ---: | ---: | :--- | :--- | :--- |
| To Electric Power |  | 2,000 | By Transfer to Finishing <br> Process @ Rs. 85 per ton | $\underline{1,540}$ | $\underline{1,30,900}$ |
| To Steam |  | 2,000 |  |  |  |
| To Repairs of Machines |  | 1,000 |  |  |  |
| To Factory Expenses* |  | $\underline{3,000}$ |  |  |  |
|  | $\underline{1,700}$ | $\underline{1,36,000}$ |  | $\underline{1,700}$ | $\underline{1,36,000}$ |

Finishing Process Account

| Particulars | Tons | Amount Rs. | Particulars | Tons | Amount Rs. |
| :---: | :---: | :---: | :---: | :---: | :---: |
| To Refining Process a/c | 1,540 | 1,30,900 | By Loss in Finishing <br> Balancing Figure) | 40 |  |
| To Labour |  | 4,000 | By Cost of Production Transferred to Finished Oil a/c @ Rs. 95 per ton | 1,500 | 1,42,500 |
| To Sundry Materials |  | 2,000 |  |  |  |
| To Electric Power |  | 1,600 |  |  |  |
| To Steam |  | 1,500 |  |  |  |
| To Repairs of Machines |  | 500 |  |  |  |
| To Factory Expenses |  | 2,000 |  |  |  |
|  | $\underline{1}$ | $\underline{\underline{1,42,500}}$ |  | $\underline{\underline{1.540}}$ | $\underline{1,42,500}$ |
| To Cost of Production of Finished Oil | 1,500 | 1,42,500 | By Total Cost @ Rs. 100 per Ton | 1,500 | 1,50,000 |
| To Cost of Casks |  | 7,500 |  |  |  |
|  | 1.500 | $\underline{\text { 1,50,000 }}$ |  | 1.500 | $\underline{1.50,000}$ |

## Working Note:

*Factory overhead of Rs. 10,000 is apportioned in the ratio of labour cost, i.e. 5:3:2.
5. (a) GOLDEN TRANSPORT CO. has been given a route 20 km . long for running buses. The company has a fleet of 10 buses each costing Rs. 60,000 and having a life of 5 years without any scrap value.
The following are estimated expenditure and other details:

| (i) | Insurance charges | $3 \% \mathrm{p.a}$ |
| :--- | :--- | ---: |
| (ii) | Annual tax for each bus | Rs.3,000 |
| (iii) | Total garage charges | Rs.4,000 p.m. |
| (iv) | Driver's salary for each bus | Rs. $10,000 \mathrm{p} . \mathrm{m}$. |
| (v) | Conductor's salary for each bus | Rs.7,000 p. m. |
| (vi) | Annual repairs to each bus | Rs.6,000 |
| (vii) | Commission to be shared by the driver and conductor <br> equally: $10 \%$ of the takings |  |
| (viii) | Cost of stationary | Rs.1,500 p. m. |
| (ix) | Manager's salary | Rs.12,000p.m |
| (x) | Accountant's salary | Rs. $9,000 \mathrm{p.m}$. |
| (xi) | Petrol and oil | Rs. 400 per 100 km |

## Suggested Answer_Syl16_Dec2018_Paper 8

Each bus will make 3 round trips carrying on an average 40 passengers on each trip. The bus will run on an average for 25 days in a month.
Assuming $15 \%$ profit on takings, Calculate the bus fare to be charged from each passenger.
(b) OMEGA LTD. undertook a contract for Rs.5,00,000 on 1st January, 2017. The company furnishes the following details for the year ended 31st December, 2017:

|  | Rs. |
| :--- | ---: |
| Materials consumed | $1,65,000$ |
| Direct Expenses | 5,000 |
| Wages | 30,000 |
| Materials returned to stores | 5,000 |
| Materials stolen from site | 10,000 |
| Insurance claim admitted | 6,000 |
| Works expenses @ 20\% on wages |  |
| Office expenses @ 10\% on works cost |  |
| Materials in hand on 31.12.2017 | 15,000 |
| Cash received to the extent of $90 \%$ of works certified | $2,70,000$ |
| Cost of work uncertified | 11,000 |

Plant sent to site costing Rs. 60,000 with a scrap value of Rs. 10,000 and its useful life is 5 years. The plant was used on the contract for 146 days.
Required:
Prepare Contract Account showing therein the cost of materials issued to site and the amount of profit or loss to be transferred to the Profit \& Loss Account. 7

Answer: 5 (a)

| Particulars | Amount Rs. |
| :---: | :---: |
| 1. Insurance (Rs.60,000 $\times 3 \% \times 10 / 12$ ) | 1,500 |
| 2. $\operatorname{Tax}($ Rs. $3,000 \times 10 / 12)$ | 2,500 |
| 3. Total Garage charges | 4,000 |
| 4. Drivers' salary (Rs. $10,000 \times 10$ ) | 1,00,000 |
| 5. Conductors' salary (Rs.7,000 $\times 10$ ) | 70,000 |
| 6. Repairs (Rs.6,000 $\times 10 / 12$ ) | 5,000 |
| 7. Cost of stationary | 1,500 |
| 8. Manager's salary | 12,000 |
| 9. Accountant's salary | 9,000 |
| 10. Depreciation (Rs.60,000 $\times 10 / 5 \times 1 / 12$ ) | 10,000 |
| 11. Petrol * $(30,000 / 100) \times 400$ | 1,20,000 |
| 12. Commission of conductor \& driver 4,47,333 $\times(10 / 100)$ | 44,733 |
| 13. Total Cost | 3,80,233 |
| 14. (+) Profit @ 15\% on takings (4,47,333 $\times 15 / 100$ ) | 67.100 |
| 15. Takings ** | 4,47,333 |

* $10 \times 20 \times 3 \times 2 \times 25=30,000$
**Let ' $X$ ' be the takings
$X=$ Rs.3,35,500 $+(10 / 100 X)+(15 / 100 X)$


## Suggested Answer_Syl16_Dec2018_Paper 8

$$
\begin{aligned}
& 100 X=\text { Rs. } 3,35,50,000+25 X \\
& \Rightarrow X=\text { Rs. } 4,47,333
\end{aligned}
$$

Fare per passenger $\mathrm{Km}=$ Rs. $4,47,333 /(30,000 \times 40)=$ Re. 0.3727 say Re. 0.37
Answer: 5 (b)
Calculation of Cost of Materials issued to site

|  |  | Rs. |
| :--- | :--- | ---: |
|  | Materials consumed | $1,65,000$ |
| Add: | Materials stolen | 10,000 |
|  | Materials returned to stores | 5,000 |
|  | Materials in hand (31.12.2017) | $\underline{15,000}$ |
|  |  | $\underline{1,95,000}$ |

Contract Account
for the year ended 315t Dec. 2017

| Dr. |  |  | Cr . |
| :---: | :---: | :---: | :---: |
|  | Rs. |  | Rs. |
| To Materials issued to site | 1,95,000 | By Materials returned to stores | 5,000 |
| To Direct Expenses | 5,000 | By Insurance claim A/C (Loss of Stock) | 6,000 |
| To Wages | 30,000 | By Profit and Loss A/C (Stolen Rs. 10,000 - Rs.6,000) | 4,000 |
| To Works Expenses 20\% of wages | 6,000 | By Materials in hand | 15,000 |
| To Office Expenses $10 \%$ of Works Cost (Note 1) | 21,000 | By Cost of Contract Balancing Figure) | 2,31,000 |
| To Depreciation on Plant (Note 2) | 4,000 |  |  |
|  | 2,61,000 |  | $\underline{\underline{2,61,000}}$ |
| To Cost of Contract b/d | 2,31,000 | By Work in Progress : |  |
| To Notional Profit | 80,000 | Work certified | 3,00,000 |
|  |  | Work uncertified | 11,000 |
|  | 3,11,000 |  | 3,11,000 |
| To Profit \& Loss A/c (Note 3) | 48,000 | By Notional Profit | 80,000 |
| To Profit Reserve | 32,000 |  |  |
|  | 80,000 |  | 80,000 |

## Working Notes:

1. Calculation of works cost

|  | Rs. |
| :--- | ---: |
| Materials consumed | $1,65,000$ |
| Add: Direct Wages | 30,000 |
| Direct Expenses | $\underline{5,000}$ |
| Prime Cost | $2,00,000$ |
| Add: Works expenses | 6,000 |
| Deprecation | $\underline{4,000}$ |
|  | $\underline{2,10,000}$ |

## 2. Calculation of Depreciation on Plant

## Suggested Answer_Syl16_Dec2018_Paper 8

$$
\text { Rs. }=\frac{60,000-10,000}{5} \times \frac{146}{365}=\text { Rs. } 4,000
$$

3. Profit to be credited to profit \& Loss A/c

$$
\begin{aligned}
& \frac{2}{3} \times \text { National Profit } \times \frac{\text { Cash received }}{\text { Work certified }} \\
& =\frac{2}{3} \times 80,000 \times \frac{2,70,000}{3,00,000}=\text { Rs. } 48,000
\end{aligned}
$$

6. (a) A company budgets for a production of 5 lakh units at a variable cost of Rs. 20 each. The fixed costs are Rs. 20 lakh. The selling price is fixed to yield a profit of $25 \%$ on cost.
You are required to calculate
(i) P/V Ratio and Break- even point.
(ii) If the selling price is reduced by $20 \%$,

Ascertain:
(A) The effect of price reduction on the P/V Ratio and BEP.
(B) The number of units required to be sold at the reduced selling price to obtain an increase of $20 \%$ over the budgeted profit.
(b) AVONA LTD., a toy factory presents the following information for the year ended 31st March, 2018:

|  | Rs. |
| :--- | ---: |
| Material cost | $1,20,000$ |
| Labour cost | $2,40,000$ |
| Fixed overheads | $1,20,000$ |
| Variable overheads | 60,000 |
| Units produced | 12,000 |
| Selling Price per Unit | 50 |

The available capacity is a production of 20000 units per year. The firm has an offer for the purchase of 5000 additional units at a price of Rs. 40 per unit. It is expected that by accepting this offer there will be a saving of rupee one per unit in material cost on all units manufactured, the fixed overhead will increase by Rs. 35,000 and the overall efficiency will drop by $2 \%$ on all production.
State whether offer is acceptable or not.

## Answer: 6 (a)

Workings:
Statement Showing Unit Sales Price

| Particulars | Rs. |
| :--- | ---: |
| Budgeted Variable Cost per Unit | 20.00 |
| Budgeted Fixed Cost per Unit (Rs.20,00,000 / 5,00,000) | $\underline{4.00}$ |
| Total Budgeted Cost per Unit | 24.00 |
| Add : Profit (25\% on Total Cost) | $\underline{6.00}$ |
| Per unit selling price | $\underline{30.00}$ |

## Suggested Answer_Syl16_Dec2018_Paper 8

## Statement of Budgeted Profit

| Particulars | Rs. |
| :--- | ---: |
| Budgeted Sales $(5,00,000 \times$ Rs.30 | $1,50,00,000$ |
| Less : Variable Cost $(5,00,000 \times$ Rs.20) | $\underline{1,00,00,000}$ |
| Contribution | $50,00,000$ |
| Less : Budgeted Fixed Cost | $\underline{20,00,000}$ |
| Budgeted Profit | $\underline{30,00,000}$ |

## OR

Budgeted Profit $=$ Contribution (C)per Unit X Total Production Units - Fixed Cost
$=\{($ Rs. $30-$ Rs. 20) X5,00,000 $\}-$ Rs. $20,00,000=$ Rs. 30,00,000
I P/V Ratio = (Contribution/ Sales) X $100=(50,00,000 / 1,50,00,000) \times 100=(100 / 3) \%$
Or, P/V ratio $=\frac{10}{30} \times 100=33 \frac{1}{3} \%($ Or 100/3\%)
BEP (in units) $=\frac{F}{C \text { per unit }}=\frac{20,00,000}{10}=2,00,000$ units
Or, BEP (in Rs.) $=\frac{F}{\text { P/V Ratio }}=\frac{` 20,00,000}{33 \frac{1}{3} \%}=` 60,00,000$
II (a) New P/V ratio $=\frac{\text { NewC }}{\text { New } S P} \times 100=\frac{` 24-20}{` 30-6} \times 100=16 \frac{2}{3} \%($ or $50 / 3 \%)$
New BEP (in Units) $=\frac{\text { Fixed cost }}{\text { New SP - VC }}=\frac{` 20,00,000}{` 24-20}=5,00,000$ units
Or, New BEP (in Rs.) $=(F /$ New $P / V$ ratio $)=(20,00,000 / 50 / 3 \%)=1,20,00,000$
(b) Sales units needed to attain $20 \%$ more than Budgeted Profit at reduced Selling Price.

Desired profit $=$ Budgeted Profit $+20 \%$ of Budgeted Profit
$=30,00,000+6,00,000=$ Rs.36,00,000
Sales (units) required $=\frac{\text { Fixed costs }+ \text { Desired profit }}{\text { Contribution per unit }}$
$=\frac{20,00,000+36,00,000}{{ }^{4} 4 \text { per unit }}=14,00,000$ units
Answer: 6 (b)
Profitability Statement for the year ended31st March, 2018

| Particulars | Total Rs. | Per unit Rs. |  |
| :--- | :--- | ---: | ---: |
| Sales | (A) | $6,00,000$ | 50 |

## Suggested Answer_Syl16_Dec2018_Paper 8

| Variable Cost: |  |  |  |
| :--- | :--- | ---: | ---: |
| Materials | $1,20,000$ | 10 |  |
| Labour | $2,40,00$ | 20 |  |
| Variable overhead | $\underline{60,000}$ | $\underline{5}$ |  |
| Total | (B) | $\underline{4,20,000}$ | $\underline{35}$ |
| Contribution | (A) - (B) | $1,80,000$ | 15 |
| Less: Fixed overheads | $\underline{1,20,000}$ | $\underline{10}$ |  |
| Profit | $\underline{\underline{00,000}}$ | $\underline{\underline{5}}$ |  |

Profitability Statement (17000 units at 85\% capacity) $\rightarrow$ (including 5,000 units special offer)

|  | Rs. | Mark/s |
| :---: | :---: | :---: |
| Sales |  |  |
| Existing: (12000x Rs.50) | 6,00,000 |  |
| Additional: (5000x Rs.40) | 2,00,000 |  |
| 17,000 Units Total (A) | 8,00,000 | $0.5+0.5$ |
| Variable Cost : |  |  |
| Material (17,000 $\times$ (Rs. $10-$ Re. 1) or ( $17000 \times$ Rs.9) | 1,53,000 | 0.5 |
| Labour (17,000× (Rs. $20-2 \%$ Drop) or ( $17000 \times 20.40$ ) | 3,46,800 | 0.5 |
| Variable Overhead (17000 xRs. 5) | 85,000 |  |
| Total (B) | 5,84,800 | 0.5 |
| Contribution (A) - (B) | 2,15,200 | 0.5 |
| Less: Fixed Costs (Rs. 1,20,000 + Rs.35,000 increase) | 1,55,000 | 0.5 |
| Profit | 60,200 | 0.5 |

Analysis: With the acceptance of special offer of 5,000 Units, the Profit is increased by Rs. 200 (i.e. Rs. 60,200 - Rs. 60,000). Hence, the firm can accept the special offer.

## [ Working Notes as under may be shown separately or as shown in above table "Profitability Statement"]

|  |  | Rs. |
| :---: | :---: | :---: |
| 1. Material cost per unit |  | 10 |
| Less : $10 \%$ decrease |  | 1 |
|  | Total | $\underline{\underline{9}}$ |
| 2. Labour Cost per unit |  | 20.00 |
| Add : $2 \%$ drop in efficiency |  | $\underline{0.40}$ |
|  | Total | $\underline{\underline{20.40}}$ |
| 3. Present Production units |  | 12,000 |
| Add : Addl. Production units |  | 5,000 |
|  | Total | $\underline{17,000}$ |
| 4. Present Fixed Cost |  | 1,20,000 |
| Add: Increase |  | 35,000 |
|  | Total | $\underline{1,55,000}$ |

## Suggested Answer_Syl16_Dec2018_Paper 8

## Alternative

Labour Cost if taken at Rs. 20.41 in the working. An alternative answer with an incremental approach lead to the same analysis.

| PARTICULARS | Amount in <br> Rs. |
| :---: | :---: |
| Sales (5000*40) | $2,00,000$ |
| Less: Variable Cost: |  |
| Direct Materials (DM)(5000*9) | 45,000 |
| Direct Labour (DL)(5000*20)/0.98 | $1,02,041$ |
| Variable Overheads (VO/Hs)(5000*5) | 25,000 |
| Contribution | 27,959 |
| Add :Savings in Materials (12000*1) | 12,000 |
| Less: Additional Labour Cost (ADLC) (12000*0.41) | 4,920 |
| Less: Increase in Fixed cost | 35,000 |
| Net Surplus | 39 |
| Decision : It is better to Accept the offer |  |

7. (a) The details regarding the composition and the weekly wage rates of labour force of PB LTD engaged on a job scheduled to be completed in 30 weeks are as follows:

| Category of Workers | Standard |  | Actual |  |
| :--- | :---: | :---: | :---: | ---: |
|  | No. of <br> Workers | Weekly Wage Rate per <br> worker (Rs.) | No. of <br> Workers | Weekly Wage <br> Rate per worker <br> (Rs.) |
| Skilled | 75 | 60 | 70 | 70 |
| Semi-Skilled | 45 | 40 | 30 | 50 |
| Unskilled | 60 | 30 | 80 | 20 |

The work is actually completed in 32 weeks.
Calculate the following Labour Variances:
(i) Labour Cost Variance (LCV)
(ii) Labour Rate Variance (LRV)
(iii) Labour Efficiency Variance (LEV)
(iv) Labour Revised Efficiency Variance (LREV)
(v) Labour Mix Variance (LMV)
(b) NP LTD produces a standard product. The estimated costs are given below:

|  | Rs. |
| :--- | ---: |
| Raw Materials | 10 |
| Direct Wages | 8 |
| Direct Expenses | 2 |
| Variable Overheads | 3 |

## Suggested Answer_Syl16_Dec2018_Paper 8

Semi-variable overheads at $100 \%$ capacity level ( 10,000 units) are expected to be Rs. 40,000 and these overheads vary in steps of Rs. 2,000 for each change in output of 1,000 units. Fixed overheads are estimated at Rs. 50,000 . Selling price per unit is expected to be Rs. 40.

## Required:

Prepare a Flexible Budget at $\mathbf{5 0 \%}, \mathbf{7 0 \%}$ and $\mathbf{9 0 \%}$ level of activity on marginal cost basis.

## Answer: 7 (a)

In the question no information is given regarding standard time and actual time, so it is computed as follows:

## (In Weeks)

| Category | Standard time (ST) | Actual Time (AT) |
| :--- | :--- | :--- |
| Skilled | $75 \times 30=2,250$ | $70 \times 32=2,240$ |
| Semiskilled | $45 \times 30=1,350$ | $30 \times 32=960$ |
| Unskilled | $60 \times 30=1,800$ | $80 \times 32=2,560$ |

Now all information can be arranged as follows :

| Category | Standard |  |  | Actual |  |  | Revised |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Time | Rate | Cost | Time | Rate | Cost | Time |
|  | ST | SR(Rs.) | SC(Rs.) | AT | AR(Rs.) | AC(Rs.) | RST |
| Skilled | 2,250 | 60 | $1,35,000$ | 2,240 | 70 | $1,56,800$ | 2,400 |
| Semiskilled | 1,350 | 40 | 54,000 | 960 | 50 | 48,000 | 1,440 |
| Unskilled | $\underline{1,800}$ | 30 | $\underline{54,000}$ | $\underline{2,560}$ | 20 | $\underline{51,200}$ | $\underline{1,920}$ |
| Total | $\underline{5,400}$ | $=$ | $\underline{2,43,000}$ | $\underline{5,760}$ | $=$ | $\underline{2,56,000}$ | $\underline{5.760}$ |

Revised standard time is computed as follows:
Skilled worker : $\frac{2,250}{5,400} \times 5,760=2,400$ hrs .
Semiskilled worker : $\frac{1,350}{5,400} \times 5,760=1,440 \mathrm{hrs}$.
Unskilled worker : $\frac{1,800}{5,400} \times 5,760=1,920 \mathrm{hrs}$.
Variances are computed as follows:
$L C V=T S C-T A C=2,43,000-2,56,000 \quad=$ Rs. $13,000(A)$
(i) $\operatorname{LRV}=A T(S R-A R)$

Skilled : 2,240 (60-70) =Rs. 22,400 (A)
Semiskilled : 960 (40-50) = Rs. 9,600 (A)
Unskilled : 2,560 (30-20) = Rs. 25,600 (F)
Rs. 6,400 (A)
(ii) $\mathrm{LEV}=\mathrm{SR}$ (ST-AT)

Skilled : $60(2,250-2,240)=$ Rs. $600(\mathrm{~F})$

## Suggested Answer_Syl16_Dec2018_Paper 8

Semiskilled : 40 (1,350-960) = Rs. 15,600 (F)
Unskilled : $30(1,800-2,560)=$ Rs. 22,800 (A)
Rs. 6,600 (A)
(iii) LREV $=$ SR (ST - RST)

Skilled : $60(2,250-2,400)=$ Rs. 9,000 (A)
Semiskilled : $40(1,350-1,440)=$ Rs. 3,600 (A)
Unskilled : $30(1,800-1,920)$ =Rs. 3,600(A)
Rs. 16,200 (A)
(iv) $\mathrm{LMV}=\mathrm{SR}(\mathrm{RST}-\mathrm{AT})$

Skilled : $60(2,400-2,240) \quad S=$ Rs. $9,600(F)$
Semiskilled : 40 (1,440-960) = Rs. 19,200 (F)
Unskilled : $30(1,920-2,560)=$ Rs. 19,200(A)
Rs. 9,600 (F)

Answer to Question No. 7 (b):
Flexible Budget

| Particulars | Capacity Levels |  |  |
| :---: | :---: | :---: | :---: |
|  | 50\% | 70\% | 90\% |
| Output in Units | 5,000 | 7,000 | 9,000 |
| Prime Cost: | Rs. | Rs. | Rs. |
| Materials | 50,000 | 70,000 | 90,000 |
| Direct Wages | 40,000 | 56,000 | 72,000 |
| Direct Expenses | 10,000 | 14,000 | 18,000 |
|  | 1,00,000 | 1,40,000 | 1,80,000 |
| Variable Overheads | 25,000 | 35,000 | 45,000 |
| Marginal Cost (1+2) | 1,25,000 | 1,75,000 | 2,25,000 |
| Sales | 2,00,000 | 2,80,000 | 3,60,000 |
| Contribution ( 4-3) | 75,000 | 1,05,000 | 1,35,000 |
| Fixed Costs | 70,000 | 70,000 | 70,000 |
| Profit ( 5-6) | 5,000 | 35,000 | 65,000 |

Working Note:
Semi - variable Expenses have been classified into Fixed and Variable elements as under :
Per Unit Variable Cost $=$ Rs. $2000 \div 1,000=$ Rs. 2
Fixed Costs $=$ Rs. $40,000-$ Rs. $(10,000 \times 2)=$ Rs. 20,000
Total Variable Overheads per Unit = Rs 3+ Rs. 2 = Rs. 5
Total Fixed Overhead $=$ Rs. $50,000+$ Rs. $20,000=$ Rs. 70,000
8. Answer any three out of the following four questions: $5 \times 3=15$
(a) State the advantages of cost control (any five).
(b) Describe briefly the main scope of cost accountancy.
(c) What is just-in-time (JIT) system? List out its main benefits.
(d) Write a brief note on Performance Budgeting describing its main concepts.

## Suggested Answer_Syl16_Dec2018_Paper 8

## Answer to Question No. 8 (a):

## Advantages of Cost Control

The advantages of cost control are mainly as follows:
(i) Achieving the expected return on capital employed by maximising or optimizing profit.
(ii) Increase in productivity of the available resources.
(iii) Reasonable price of the customers.
(iv) Continued employment and job opportunity for the workers.
(v) Economic use of limited resources of production.
(vi) Increased credit worthiness.
(vii) Prosperity and economic stability of the industry.

## Answer to Question No. 8 (b):

Scope of Cost Accountancy

The scope of cost accountancy is very wide and includes the following:
(a) Cost Ascertainment: The main objective of cost accounting is to find out the cost of product/service rendered with reasonable degree of accuracy.
(b) Cost Accounting: It is the process of accounting for cost which begins with recording of expenditure and ends with preparation of statistical data.
(c) Cost Control: It is the process of regulating the action so as to keep the element of cost within the set parameters.
(d) Cost Reports: This is the ultimate function of Cost Accounting. These reports are primarily prepared for use by the management at different levels. Cost Reports help in planning and control, performance appraisal and managerial decision making.
(e) Cost Audit: Cost Audit is the verification of correctness of Cost Accounts and check on the adherence to the Cost Accounting Plan, its purpose is not only to ensure the arithmetic accuracy of cost records but also to see the principles and rules have been applied correctly.

## Answer to Question No. 8 (c):

Just -in -Time (JIT)

Just in Time is a production strategy that strives to improve a business return on investment by reducing in-process inventory and associated carrying costs. Inventory is seen as incurring costs, or waste, instead of adding and storing value, contrary to traditional accounting. In short, the just-in-time inventory system focuses on "the right material, at the right time, at the right place, and in the exact amount" without the safety net of inventory.

## Suggested Answer_Syl16_Dec2018_Paper 8

## The benefits of Just-in-Time system are as follows:

(a) Increased emphasis on supplier relationships. A company without inventory does not want a supply system problem that creates a part shortage. This makes supplier relationships extremely important.
(b) Supplies come in at regular intervals throughout the production day. Supply is synchronized with production demand and the optimal amount of inventory is on hand at any time. When parts move directly from the truck to the point of assembly, the need for storage facilities is reduced.
(c) Reduces the working capital requirements, as very little inventory is maintained.
(d) Minimizes storage space.
(e) Reduces the chance of inventory obsolescence or damage.

## Answer to Question No. 8 (d):

## Performance Budgeting

Performance Budgeting is synonymous with Responsibility Accounting which means the responsibility of various levels of Management is predetermined in terms of output or result keeping in view the authority vested with them.
The main concepts of such a system are enumerated below:
(a) It is based on a classification of managerial level for the purpose of establishing a budget for each level. The individual in-charge of that level should be made responsible and held accountable for its performance over a given period of time.
(b) The starting point of the performance budgeting system rests with the organisation chart in which the spheres of jurisdiction have been determined. Authority leads to the responsibility for certain costs and expenses which are forecasted or present in the budget with the knowledge of the manager concerned.
(c) The cost in each individual's or department's budget should be limited to the cost controllable by him.
(d) The person concerned should have the authority to bear the responsibility.


[^0]:    Academics Department, The Institute of Cost Accountants of India (Statutory Body under an Act of Parliament) Page 9

