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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2020/2021 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 17th December, 2020
Time: 8.30am – 10.30am

KAC 102 – INTRODUCTION TO MANAGEMENT ACCOUNTING

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

a) Discuss five limitations of Cost volume profit analysis (CVP). (5 Marks)

b) High Tec-engineering Company limited wishes to set flexible budgets for each of its operating departments. A separate maintenance department performs all routine and major repair works on the company's equipment and facilities. The company has determined that maintenance department performs all routine and major repairs work on the company's equipment and facilities. The company has determined that maintenance cost is primarily a function of machine hours worked in the various production departments. The maintenance cost incurred and the actual machine hours worked during the months of January, February, March and April 2003 were as follows:

MONTH	machine hours in Production departments	maintenance departments cost
January	800	350
February	1200	350
March	400	150
April	1600	550

Required
Determine the cost estimation function using
i) high low method (7 Marks)
ii) regression analysis (8 Marks)

c) Discuss the ethical standards of management accounting (4 Marks)

d) Discuss the decision making model under conditions of uncertainty (6 Marks)

QUESTION TWO (20 MARKS)

a) Discuss the limitations of standard costing. (6 Marks)

b) The following data relates to Nyota Ltd which processes a single data type of chemical. Overhead costs for processing is as follows.

Period	**(x) Output Unit (000)**	**(Y) Overhead costs Shs (000)**
1.	120	770
2.	150	820
3.	160	810
4.	170	830
5.	200	960
6.	170	900
7.	200	940
8.	200	950
9.	180	940
10.	160	870

Required: Device a formula to assist in the preparation of overhead budget for the 10 accounting periods. (10 Marks)

c) State two differences between Management Accounting and Financial Accounting. (4 Marks)

QUESTION THREE (20 MARKS)

a) Easy wash Ltd produces powder soap for household use. The standard direct costs per carton containing 20 packets of one kilogrammes each are as follows:

Raw Materials
15Kgs of Tailow @10perkg
10kgs of caustic soda @ sh 16 per key
Labour
20 packets @ 50 cts each
1 carton @ sh 5 each
The monthly budget is for 1000 cartons. The overhead expenses which are all fixed are Budgeted at shs 40,000 and the standard selling price per 1 kg packet of soap is shs 25.

The following relates to October 2007 when 1,200 cartons of soap were produced and sold.

Sales 1200 cartons	5252000
Raw materials	
Tallow 10800kg	1296000
Caustic soda 13200 Kgs	198000
Labour	
26400hrs	145200
Fixed overhead expenditure	42000

Required

i) Price and usage variances for each material (4 Marks)

ii) Labour rate and efficiency variances (4 Marks)

iii) Sales price and volume variances (4 Marks)

b) Differentiate between risk and uncertainty. (4 Marks)

c) Explain the term "decentralization" and explain why companies need to decentralize their operations. (4 Marks)

QUESTION FOUR (20 MARKS)

a) " Budgetary control can be operated even without adaption of standard costing"

Required

Explain both budgetary control and standard costing and show how the former is not dependent on the latter. (10 Marks)

b) A company makes a single product with a sales price of sh 10 and a marginal cost of sh 6. Fixed costs are shs 60,000 per annum

Calculate

i) Number of units to break even (2 Marks)

ii) Sales at break- even point (2 Marks)

iii) Number of units will need to be sold to achieve a profit of sh 20000 p.a (2 Marks)

iv) If the taxation rate is 40% how many units will need to be sold to make a profit after a tax of Sh 20,000 p.a . (4 Marks)

QUESTION FIVE (20 MARKS)

a) Nyota Ltd has two divisions; A and B. Each of the two divisions produces a single product whose unit costs are as follows:

Division	**A (Shs)**	**B (shs)**
Direct Material	40	230
Direct Labour	20	30
Variable overheads	40	120
Fixed Overheads	40	120
Selling and packaging (variable)	10	10
Transfer in cost (from division M)	-	290
	150	**800**

Additional Information

1. Annually, 10,000 units of division A's product are sold externally at a standard price of shs 300 while 5000 units are transferred to Division B at shs 290 after deducting the selling and packaging expense which is not incurred during internal transfers.

2. A recent study of the demand and sales relationship of the company's product by the sales division of the company produced the following results;

Division A			
Selling Price (shs)	200	300	400
Demand (Units)	15,000	10,000	5000
Division B			
Selling Price (shs)	800	900	1000
Demand (units)	7,200	5,000	2,800

3. The manager of division B has suggested that transfer from Divison A should be made at shs 120 which represents the variable costs plus a minimum mark-up since Division B is taking out put that division A would not be able to sell externally at a price of shs 300. He also explains that this would lead to improved profitability of the company.

Required;

i) The effect of the current transfer price of the company's profits.

(8 Marks)

ii) The effect of adopting Division B Manager's proposed transfer price on the profitability of the company.

(4 Marks)

b) Management control system contains financial and non-financial information. Explain three perspective of the balance scored card under management control system.

(8 Marks)