Questions & Solutions

Cost Accounting

A Managerial Emphasis

15th Edition

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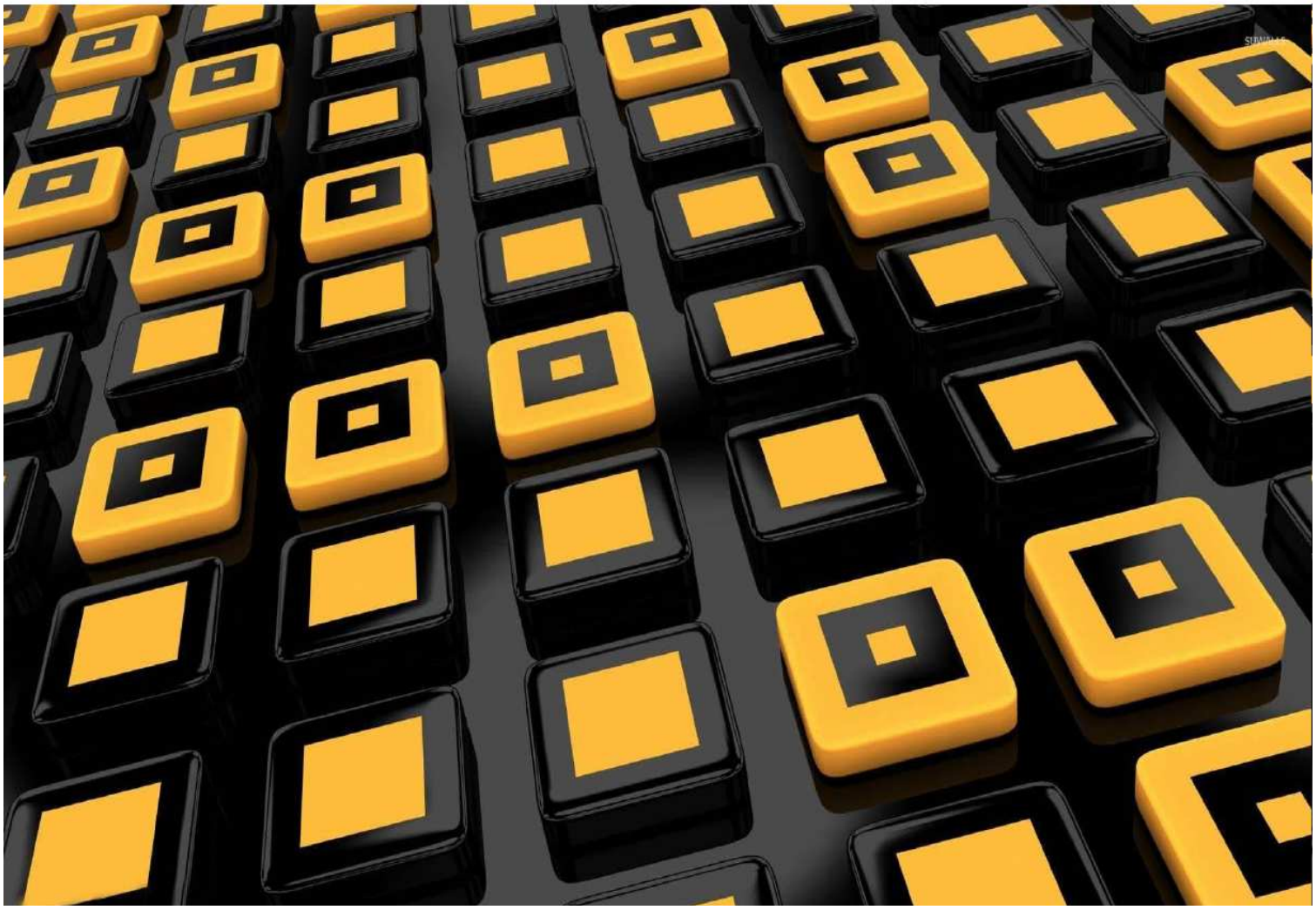
Chapter - 2

An Introduction to Cost Terms and Purposes




QUESTIONS

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Questions

2-1 Define cost object and give three examples.
2-2 Define direct costs and indirect costs.
2-3 Why do managers consider direct costs to be more accurate than indirect costs?
2-4 Name three factors that will affect the classification of a cost as direct or indirect.
2-5 Define variable cost and fixed cost. Give an example of each.
2-6 What is a cost driver? Give one example.
2-7 What is the relevant range? What role does the relevant-range concept play in explaining how costs behave?
2-8 Explain why unit costs must often be interpreted with caution.
2-9 Describe how manufacturing-, merchandising-, and service-sector companies differ from one another.
2-10 What are three different types of inventory that manufacturing companies hold?
2-11 Distinguish between inventoriable costs and period costs.

2-12 Define the following: direct material costs, direct manufacturing-labor costs, manufacturing overhead costs, prime costs, and conversion costs.

2-13 Describe the overtime-premium and idle-time categories of indirect labor.

2-14 Define product cost. Describe three different purposes for computing product costs.

2-15 What are three common features of cost accounting and cost management?

Exercises

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2-16 Computing and interpreting manufacturing unit costs. Minnesota Office Products (MOP) produces three different paper products at its Vaasa lumber plant: Supreme, Deluxe, and Regular. Each product has its own dedicated production line at the plant. It currently uses the following three-part classification for its manufacturing costs: direct materials, direct manufacturing labor, and manufacturing overhead costs. Total manufacturing overhead costs of the plant in July 2014 are $150 million ($15 million of which are fixed). This total amount is allocated to each product line on the basis of the direct manufacturing labor costs of each line. Summary data (in millions) for July 2014 are as follows:

	Supreme	Deluxe	Regular
Direct material costs	$ 89	$ 57	$ 60
Direct manufacturing labor costs	$ 16	$ 26	$ 8
Manufacturing overhead costs	$ 48	$ 78	$ 24
Units produced	125	150	140

Required

1. Compute the manufacturing cost per unit for each product produced in July 2014.
2. Suppose that, in August 2014, production was 150 million units of Supreme, 190 million units of Deluxe, and 220 million units of Regular. Why might the July 2014 information on manufacturing cost per unit be misleading when predicting total manufacturing costs in August 2014?

2-17 Direct, indirect, fixed, and variable costs. Wonder Bakery manufactures two types of bread, which it sells as wholesale products to various specialty retail bakeries. Each loaf of bread requires a three-step process. The first step is mixing. The mixing department combines all of the necessary ingredients to create the dough and processes it through high-speed mixers. The dough is then left to rise before baking. The second step is baking, which is an entirely automated process. The baking department molds the dough into its final shape and bakes each loaf of bread in a high-temperature oven. The final step is finishing, which is an entirely manual process. The finishing department coats each loaf of bread with a special glaze, allows the bread to cool, and then carefully packages each loaf in a specialty carton for sale in retail bakeries.

Required

1. Costs involved in the process are listed next. For each cost, indicate whether it is a direct variable, direct fixed, indirect variable, or indirect fixed cost, assuming "units of production of each kind of bread" is the cost object.

Costs:

Yeast	Mixing department manager
Flour	Materials handlers in each department
Packaging materials	Custodian in factory
Depreciation on ovens	Night guard in factory
Depreciation on mixing machines	Machinist (running the mixing machine)
Rent on factory building	Machine maintenance personnel in each department
Fire insurance on factory building	Maintenance supplies for factory
Factory utilities	Cleaning supplies for factory
Finishing department hourly laborers	

2. If the cost object were the "mixing department" rather than units of production of each kind of bread, which preceding costs would now be direct instead of indirect costs?

2-18 Classification of costs, service sector. Market Focus is a marketing research firm that organizes focus groups for consumer-product companies. Each focus group has eight individuals who are paid $60 per session to provide comments on new products. These focus groups meet in hotels and are led by a trained, independent marketing specialist hired by Market Focus. Each specialist is paid a fixed retainer to conduct a minimum number of sessions and a per session fee of $2,200. A Market Focus staff member attends each session to ensure that all the logistical aspects run smoothly.

Required

Classify each cost item **(A–H)** as follows:

a. Direct or indirect (D or I) costs of each individual focus group.
b. Variable or fixed (V or F) costs of how the total costs of Market Focus change as the number of focus groups conducted changes. (If in doubt, select on the basis of whether the total costs will change substantially if there is a large change in the number of groups conducted.)

You will have two answers (D or I; V or F) for each of the following items:

Cost Item	D or I	V or F
A. Payment to individuals in each focus group to provide comments on new products		
B. Annual subscription of Market Focus to *Consumer Reports* magazine		
C. Phone calls made by Market Focus staff member to confirm individuals will attend a focus group session (Records of individual calls are not kept.)		
D. Retainer paid to focus group leader to conduct 18 focus groups per year on new medical products		
E. Recruiting cost to hire marketing specialists		
F. Lease payment by Market Focus for corporate office		
G. Cost of tapes used to record comments made by individuals in a focus group session (These tapes are sent to the company whose products are being tested.)		
H. Gasoline costs of Market Focus staff for company-owned vehicles (Staff members submit monthly bills with no mileage breakdowns.)		
I. Costs incurred to improve the design of focus groups to make them more effective		

2-19 Classification of costs, merchandising sector. Band Box Entertainment (BBE) operates a large store in Atlanta, Georgia. The store has both a movie (DVD) section and a music (CD) section. BBE reports revenues for the movie section separately from the music section.

Required

Classify each cost item **(A–H)** as follows:

a. Direct or indirect (D or I) costs of the total number of DVDs sold.
b. Variable or fixed (V or F) costs of how the total costs of the movie section change as the total number of DVDs sold changes. (If in doubt, select on the basis of whether the total costs will change substantially if there is a large change in the total number of DVDs sold.)

You will have two answers (D or I; V or F) for each of the following items:

Cost Item	D or I	V or F
A. Annual retainer paid to a video distributor		
B. Cost of store manager's salary		
C. Costs of DVDs purchased for sale to customers		
D. Subscription to *DVD Trends* magazine		
E. Leasing of computer software used for financial budgeting at the BBE store		
F. Cost of popcorn provided free to all customers of the BBE store		
G. Cost of cleaning the store every night after closing		
H. Freight-in costs of DVDs purchased by BBE		

2-20 Classification of costs, manufacturing sector. The Kitakyushu, Japan, plant of Nissan Motor Corporation assembles two types of cars (Teanas and Muranos). Separate assembly lines are used for each type of car.

Required

Classify each cost item **(A–H)** as follows:

a. Direct or indirect (D or I) costs for the total number of Teanas assembled.
b. Variable or fixed (V or F) costs depending on how total costs change as the total number of Teanas assembled changes. (If in doubt, select on the basis of whether the total costs will change substantially if there is a large change in the total number of Teanas assembled.)

You will have two answers (D or I; V or F) for each of the following items:

Cost Item	D or I	V or F
A. Cost of tires used on Teanas		
B. Salary of public relations manager for Kitakyushu plant		
C. Annual awards dinner for Teana suppliers		
D. Cost of lubricant used on the Teana assembly line		

E. Freight costs of Teana engines shipped from Yokohama to Kitakyushu
F. Electricity costs for Teana assembly line (single bill covers entire plant)
G. Wages paid to temporary assembly-line workers hired in periods of high Teana production (paid on hourly basis)
H. Annual fire-insurance policy cost for Kitakyushu plant

2-21 Variable costs, fixed costs, total costs. Bridget Ashton is getting ready to open a small restaurant. She is on a tight budget and must choose between the following long-distance phone plans:

Plan A: Pay 10 cents per minute of long-distance calling.

Plan B: Pay a fixed monthly fee of $15 for up to 240 long-distance minutes and 8 cents per minute thereafter (if she uses fewer than 240 minutes in any month, she still pays $15 for the month).

Plan C: Pay a fixed monthly fee of $22 for up to 510 long-distance minutes and 5 cents per minute thereafter (if she uses fewer than 510 minutes, she still pays $22 for the month).

Required

1. Draw a graph of the total monthly costs of the three plans for different levels of monthly long-distance calling.
2. Which plan should Ashton choose if she expects to make 100 minutes of long-distance calls? 240 minutes? 540 minutes?

2-22 Variable and Fixed Costs. Beacher Motors specializes in producing one specialty vehicle. It is called Surfer and is styled to easily fit multiple surfboards in its back area and top-mounted storage racks. Beacher has the following manufacturing costs:

Plant management costs, $1,200,000 per year

Cost of leasing equipment, $1,800,000 per year

Workers' wages, $700 per Surfer vehicle produced

Direct materials costs: Steel, $1,500 per Surfer; Tires, $125 per tire, each Surfer takes 5 tires (one spare).

City license, which is charged monthly based on the number of tires used in production:

0–500 tires	$ 50,000
501–1,000 tires	$ 74,500
more than 1,000 tires	$200,000

Beacher currently produces 110 vehicles per month.

Required

1. What is the variable manufacturing cost per vehicle? What is the fixed manufacturing cost per month?
2. Plot a graph for the variable manufacturing costs and a second for the fixed manufacturing costs per month. How does the concept of relevant range relate to your graphs? Explain.
3. What is the total manufacturing cost of each vehicle if 100 vehicles are produced each month? 225 vehicles? How do you explain the difference in the manufacturing cost per unit?

2-23 Variable costs, fixed costs, relevant range. Dotball Candies manufactures jaw-breaker candies in a fully automated process. The machine that produces candies was purchased recently and can make 4,400 per month. The machine costs $9,500 and is depreciated using straight-line depreciation over 10 years assuming zero residual value. Rent for the factory space and warehouse and other fixed manufacturing overhead costs total $1,300 per month.

Dotball currently makes and sells 3,100 jaw-breakers per month. Dotball buys just enough materials each month to make the jaw-breakers it needs to sell. Materials cost 10 cents per jawbreaker.

Next year Dotball expects demand to increase by 100%. At this volume of materials purchased, it will get a 10% discount on price. Rent and other fixed manufacturing overhead costs will remain the same.

Required

1. What is Dotball's current annual relevant range of output?
2. What is Dotball's current annual fixed manufacturing cost within the relevant range? What is the annual variable manufacturing cost?
3. What will Dotball's relevant range of output be next year? How, if at all, will total annual fixed and variable manufacturing costs change next year? Assume that if it needs to Dotball could buy an identical machine at the same cost as the one it already has.

2-24 Cost drivers and value chain. Roxbury Mobile Company (RMC) is developing a new touch-screen smartphone to compete in the cellular phone industry. The company will sell the phones at wholesale prices to cell phone companies, which will in turn sell them in retail stores to the final customer. RMC has undertaken the following activities in its value chain to bring its product to market:

Identify customer needs (What do smartphone users want?)

Perform market research on competing brands

Design a prototype of the RMC smartphone
Market the new design to cell phone companies
Manufacture the RMC smartphone
Process orders from cell phone companies
Package the RMC smartphones
Deliver the RMC smartphones to the cell phone companies
Provide online assistance to cell phone users for use of the RMC smartphone
Make design changes to the smartphone based on customer feedback

During the process of product development, production, marketing, distribution, and customer service, RMC has kept track of the following cost drivers:

Number of smartphones shipped by RMC
Number of design changes
Number of deliveries made to cell phone companies
Engineering hours spent on initial product design
Hours spent researching competing market brands
Customer-service hours
Number of smartphone orders processed
Number of cell phone companies purchasing the RMC smartphone
Machine hours required to run the production equipment
Number of surveys returned and processed from competing smartphone users

Required

1. Identify each value chain activity listed at the beginning of the exercise with one of the following value-chain categories:
   a. Design of products and processes
   b. Production
   c. Marketing
   d. Distribution
   e. Customer service
2. Use the list of preceding cost drivers to find one or more reasonable cost drivers for each of the activities in RMC's value chain.

2-25 Cost drivers and functions. The representative cost drivers in the right column of this table are randomized so they do not match the list of functions in the left column.

Function	Representative Cost Driver
1. Accounts payable	A. Number of invoices sent
2. Recruiting	B. Number of purchase orders
3. Data processing	C. Number of research scientists
4. Research and development	D. Hours of computer processing unit (CPU)
5. Purchasing	E. Number of employees hired
6. Warehousing	F. Number of payments processed
7. Billing	G. Number of pallets moved

Required

1. Match each function with its representative cost driver.
2. Give a second example of a cost driver for each function.

2-26 Total costs and unit costs, service setting. The Big Event (TBE) recently started a business organizing food and music at weddings and other large events. In order to better understand the profitability of the business, the owner has asked you for an analysis of costs—what costs are fixed, what costs are variable, and so on, for each event. You have the following cost information:

Music costs: $10,000 per event
Catering costs:
  Food: $65 per guest
  Setup/cleanup: $15 per guest
  Fixed fee: $4,000 per event

The Big Event has allowed the caterer, who is also new in business, to place business cards on each table as a form of advertising. This has proved quite effective, and the caterer gives TBE a discount of $5 per guest in exchange for allowing the caterer to advertise.

Required

1. Draw a graph depicting fixed costs, variable costs, and total costs for each event versus the number of guests.
2. Suppose 150 persons attend the next event. What is TBE's total net cost and the cost per attendee?
3. Suppose instead that 200 persons attend. What is TBE's total net cost and the cost per attendee.
4. How should TBE charge customers for its services? Explain briefly.

2-27 Total and unit cost, decision making. Gayle's Glassworks makes glass flanges for scientific use. Materials cost $1 per flange, and the glass blowers are paid a wage rate of $28 per hour. A glass blower blows 10 flanges per hour. Fixed manufacturing costs for flanges are $28,000 per period. Period (nonmanufacturing) costs associated with flanges are $10,000 per period and are fixed.

Required

1. Graph the fixed, variable, and total manufacturing cost for flanges, using units (number of flanges) on the *x*-axis.
2. Assume Gayle's Glassworks manufactures and sells 5,000 flanges this period. Its competitor, Flora's Flasks, sells flanges for $10 each. Can Gayle sell below Flora's price and still make a profit on the flanges?
3. How would your answer to requirement 2 differ if Gayle's Glassworks made and sold 10,000 flanges this period? Why? What does this indicate about the use of unit cost in decision making?

2-28 Inventoriable costs versus period costs. Each of the following cost items pertains to one of these companies: Star Market (a merchandising-sector company), Maytag (a manufacturing-sector company), and Yahoo! (a service-sector company):

a. Cost of lettuce and tomatoes on sale in Star Market's produce department
b. Electricity used to provide lighting for assembly-line workers at a Maytag refrigerator-assembly plant
c. Depreciation on Yahoo!'s computer equipment used to update its Web site
d. Electricity used to provide lighting for Star Market's store aisles
e. Depreciation on Maytag's computer equipment used for quality testing of refrigerator components during the assembly process
f. Salaries of Star Market's marketing personnel planning local-newspaper advertising campaigns
g. Perrier mineral water purchased by Yahoo! for consumption by its software engineers
h. Salaries of Yahoo!'s marketing personnel selling advertising
i. Depreciation on vehicles used to transport Maytag refrigerators to retail stores

Required

1. Distinguish between manufacturing-, merchandising-, and service-sector companies.
2. Distinguish between inventoriable costs and period costs.
3. Classify each of the cost items (**a**–**h**) as an inventoriable cost or a period cost. Explain your answers.

Problems

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2-29 Computing cost of goods purchased and cost of goods sold. The following data are for Marvin Department Store. The account balances (in thousands) are for 2014.

Marketing, distribution, and customer-service costs	$ 37,000
Merchandise inventory, January 1, 2014	27,000
Utilities	17,000
General and administrative costs	43,000
Merchandise inventory, December 31, 2014	34,000
Purchases	155,000
Miscellaneous costs	4,000
Transportation-in	7,000
Purchase returns and allowances	4,000
Purchase discounts	6,000
Revenues	280,000

Required

1. Compute **(a)** the cost of goods purchased and **(b)** the cost of goods sold.
2. Prepare the income statement for 2014.

2-30 Cost of goods purchased, cost of goods sold, and income statement. The following data are for Montgomery Retail Outlet Stores. The account balances (in thousands) are for 2014.

Marketing and advertising costs	$ 48,000
Merchandise inventory, January 1, 2014	90,000
Shipping of merchandise to customers	4,000
Building depreciation	8,400
Purchases	520,000
General and administrative costs	64,000
Merchandise inventory, December 31, 2014	104,000
Merchandise freight-in	20,000
Purchase returns and allowances	22,000
Purchase discounts	18,000
Revenues	640,000

Required

1. Compute **(a)** the cost of goods purchased and **(b)** the cost of goods sold.
2. Prepare the income statement for 2014.

2-31 Flow of Inventoriable Costs. Renka's Heaters selected data for October 2014 are presented here (in millions):

Direct materials inventory 10/1/2014	$ 105
Direct materials purchased	365
Direct materials used	385
Total manufacturing overhead costs	450
Variable manufacturing overhead costs	265
Total manufacturing costs incurred during October 2014	1,610
Work-in-process inventory 10/1/2014	230
Cost of goods manufactured	1,660
Finished goods inventory 10/1/2014	130
Cost of goods sold	1,770

Required

Calculate the following costs:

1. Direct materials inventory 10/31/2014
2. Fixed manufacturing overhead costs for October 2014
3. Direct manufacturing labor costs for October 2014
4. Work-in-process inventory 10/31/2014
5. Cost of finished goods available for sale in October 2014
6. Finished goods inventory 10/31/2014

2-32 Cost of goods manufactured, income statement, manufacturing company. Consider the following account balances (in thousands) for the Peterson Company:

Peterson Company	Beginning of 2014	End of 2014
Direct materials inventory	21,000	23,000
Work-in-process inventory	26,000	25,000
Finished goods inventory	13,000	20,000
Purchases of direct materials		74,000
Direct manufacturing labor		22,000
Indirect manufacturing labor		17,000
Plant insurance		7,000
Depreciation—plant, building, and equipment		11,000
Repairs and maintenance—plant		3,000
Marketing, distribution, and customer-service costs		91,000
General and administrative costs		24,000

Required

1. Prepare a schedule for the cost of goods manufactured for 2014.
2. Revenues for 2014 were $310 million. Prepare the income statement for 2014.

2-33 Cost of goods manufactured, income statement, manufacturing company. Consider the following account balances (in thousands) for the Shaler Corporation:

Shaler Corporation	Beginning of 2014	End of 2014
Direct materials inventory	130,000	68,000
Work-in-process inventory	166,000	144,000
Finished goods inventory	246,000	204,000
Purchases of direct materials		256,000
Direct manufacturing labor		212,000
Indirect manufacturing labor		96,000
Indirect materials		28,000
Plant insurance		4,000
Depreciation—plant, building, and equipment		42,000
Plant utilities		24,000
Repairs and maintenance—plant		16,000
Equipment leasing costs		64,000
Marketing, distribution, and customer-service costs		124,000
General and administrative costs		68,000

Required

1. Prepare a schedule for the cost of goods manufactured for 2014.
2. Revenues (in thousands) for 2014 were $1,200,000. Prepare the income statement for 2014.

2-34 Income statement and schedule of cost of goods manufactured. The Howell Corporation has the following account balances (in millions):

For Specific Date		For Year 2014	
~~Direct materials inventory, Jan. 1, 2014~~	~~$15~~	~~Purchases of direct materials~~	~~$325~~
Work-in-process inventory, Jan. 1, 2014	10	Direct manufacturing labor	100
Finished goods inventory, Jan. 1, 2014	70	Depreciation—plant and equipment	80
Direct materials inventory, Dec. 31, 2014	20	Plant supervisory salaries	5
Work-in-process inventory, Dec. 31, 2014	5	Miscellaneous plant overhead	35
Finished goods inventory, Dec. 31, 2014	55	Revenues	950
		Marketing, distribution, and customer-service costs	240
		Plant supplies used	10
		Plant utilities	30
		Indirect manufacturing labor	60

Required

Prepare an income statement and a supporting schedule of cost of goods manufactured for the year ended December 31, 2014. (For additional questions regarding these facts, see the next problem.)

2-35 Interpretation of statements (continuation of 2-34).

Required

1. How would the answer to Problem 2-34 be modified if you were asked for a schedule of cost of goods manufactured and sold instead of a schedule of cost of goods manufactured? Be specific.
2. Would the sales manager's salary (included in marketing, distribution, and customer-service costs) be accounted for any differently if the Howell Corporation were a merchandising-sector company instead of a manufacturing-sector company? Using the flow of manufacturing costs outlined in Exhibit 2-9 (page 43), describe how the wages of an assembler in the plant would be accounted for in this manufacturing company.
3. Plant supervisory salaries are usually regarded as manufacturing overhead costs. When might some of these costs be regarded as direct manufacturing costs? Give an example.

4. Suppose that both the direct materials used and the plant and equipment depreciation are related to the manufacture of 1 million units of product. What is the unit cost for the direct materials assigned to those units? What is the unit cost for plant and equipment depreciation? Assume that yearly plant and equipment depreciation is computed on a straight-line basis.
5. Assume that the implied cost-behavior patterns in requirement 4 persist. That is, direct material costs behave as a variable cost and plant and equipment depreciation behaves as a fixed cost. Repeat the computations in requirement 4, assuming that the costs are being predicted for the manufacture of 1.2 million units of product. How would the total costs be affected?
6. As a management accountant, explain concisely to the president why the unit costs differed in requirements 4 and 5.

2-36 Income statement and schedule of cost of goods manufactured. The following items (in millions) pertain to Chester Corporation:

Chester's manufacturing costing system uses a three-part classification of direct materials, direct manufacturing labor, and manufacturing overhead costs.

For Specific Date		For Year 2014	
Work-in-process inventory, Jan. 1, 2014	$15	Plant utilities	$ 6
Direct materials inventory, Dec. 31, 2014	9	Indirect manufacturing labor	25
Finished goods inventory, Dec. 31, 2014	19	Depreciation—plant and equipment	8
Accounts payable, Dec. 31, 2014	28	Revenues	354
Accounts receivable, Jan. 1, 2014	57	Miscellaneous manufacturing overhead	17
Work-in-process inventory, Dec. 31, 2014	7	Marketing, distribution, and customer-service costs	91
Finished goods inventory, Jan 1, 2014	43	Direct materials purchased	82
Accounts receivable, Dec. 31, 2014	30	Direct manufacturing labor	41
Accounts payable, Jan. 1, 2014	40	Plant supplies used	5
Direct materials inventory, Jan. 1, 2014	39	Property taxes on plant	3

Required

Prepare an income statement and a supporting schedule of cost of goods manufactured. (For additional questions regarding these facts, see the next problem.)

2-37 Terminology, interpretation of statements (continuation of 2-36).

Required

1. Calculate total prime costs and total conversion costs.
2. Calculate total inventoriable costs and period costs.
3. Design costs and R&D costs are not considered product costs for financial statement purposes. When might some of these costs be regarded as product costs? Give an example.
4. Suppose that both the direct materials used and the depreciation on plant and equipment are related to the manufacture of 1 million units of product. Determine the unit cost for the direct materials assigned to those units and the unit cost for depreciation on plant and equipment. Assume that yearly depreciation is computed on a straight-line basis.
5. Assume that the implied cost-behavior patterns in requirement 4 persist. That is, direct material costs behave as a variable cost and depreciation on plant and equipment behaves as a fixed cost. Repeat the computations in requirement 4, assuming that the costs are being predicted for the manufacture of 2 million units of product. Determine the effect on total costs.
6. Assume that depreciation on the equipment (but not the plant) is computed based on the number of units produced because the equipment deteriorates with units produced. The depreciation rate on equipment is $1 per unit. Calculate the depreciation on equipment assuming (a) 1 million units of product are produced and (b) 2 million units of product are produced.

2-38 Labor cost, overtime, and idle time. Louie Anderson works in the production department of Southwest Plasticworks as a machine operator. Louie, a long-time employee of Southwest, is paid on an hourly basis at a rate of $20 per hour. Louie works five 8-hour shifts per week Monday–Friday (40 hours). Any time Louie works over and above these 40 hours is considered overtime for which he is paid at a rate of time and a half ($30 per hour). If the overtime falls on weekends, Louie is paid at a rate of double time ($40 per hour). Louie is also paid an additional $20 per hour for any holidays worked, even if it is part of his regular 40 hours. Louie is paid his regular wages even if the machines are down (not operating) due to regular machine maintenance, slow order periods, or unexpected mechanical problems. These hours are considered "idle time."

During December Louie worked the following hours:

	Hours worked including machine downtime	Machine downtime
Week 1	48	6.4
Week 2	44	2.0
Week 3	43	5.8
Week 4	46	3.5

Included in the total hours worked are two company holidays (Christmas Eve and Christmas Day) during Week 4. All overtime worked by Louie was Monday–Friday, except for the hours worked in Week 3; all of the Week 3 overtime hours were worked on a Saturday.

Required

1. Calculate (a) direct manufacturing labor, (b) idle time, (c) overtime and holiday premium, and (d) total earnings for Louie in December.
2. Is idle time and overtime premium a direct or indirect cost of the products that Louie worked on in December? Explain.

2-39 Missing records, computing inventory costs. Ron Howard recently took over as the controller of Johnson Brothers Manufacturing. Last month, the previous controller left the company with little notice and left the accounting records in disarray. Ron needs the ending inventory balances to report first-quarter numbers.

For the previous month (March 2014) Ron was able to piece together the following information:

Direct materials purchased	$120,000
Work-in-process inventory, 3/1/2014	$ 35,000
Direct materials inventory, 3/1/2014	$ 12, 500
Finished goods inventory, 3/1/2014	$160,000
Conversion costs	$330,000
Total manufacturing costs added during the period	$420,000
Cost of goods manufactured	4 times direct materials used
Gross margin as a percentage of revenues	20%
Revenues	$518,750

Calculate the cost of:

Required

1. Finished goods inventory, 3/31/2014
2. Work-in-process inventory, 3/31/2014
3. Direct materials inventory, 3/31/2014

2-40 Comprehensive problem on unit costs, product costs. Atlanta Office Equipment manufactures and sells metal shelving. It began operations on January 1, 2014. Costs incurred for 2014 are as follows (V stands for variable; F stands for fixed):

Direct materials used	$149,500 V
Direct manufacturing labor costs	34,500 V
Plant energy costs	6,000 V
Indirect manufacturing labor costs	12,000 V
Indirect manufacturing labor costs	17,000 F
Other indirect manufacturing costs	7,000 V
Other indirect manufacturing costs	27,000 F
Marketing, distribution, and customer-service costs	126,000 V
Marketing, distribution, and customer-service costs	47,000 F
Administrative costs	58,000 F

Variable manufacturing costs are variable with respect to units produced. Variable marketing, distribution, and customer-service costs are variable with respect to units sold.

Inventory data are as follows:

	Beginning: January 1, 2014	Ending: December 31, 2014
Direct materials	0 lb	2,300 lbs
Work in process	0 units	0 units
Finished goods	0 units	? units

Production in 2014 was 115,000 units. Two pounds of direct materials are used to make one unit of finished product.

Revenues in 2014 were $540,000. The selling price per unit and the purchase price per pound of direct materials were stable throughout the year. The company's ending inventory of finished goods is carried at the average unit manufacturing cost for 2014. Finished-goods inventory at December 31, 2014, was $15,400.

Required

1. Calculate direct materials inventory, total cost, December 31, 2014.
2. Calculate finished-goods inventory, total units, December 31, 2014.
3. Calculate selling price in 2014.
4. Calculate operating income for 2014.

2-41 Cost classification; ethics. Jason Hand, the new plant manager of Old Tree Manufacturing Plant Number 7, has just reviewed a draft of his year-end financial statements. Hand receives a year-end bonus of 8% of the plant's operating income before tax. The year-end income statement provided by the plant's controller was disappointing to say the least. After reviewing the numbers, Hand demanded that his controller go back and "work the numbers" again. Hand insisted that if he didn't see a better operating income number the next time around he would be forced to look for a new controller.

Old Tree Manufacturing classifies all costs directly related to the manufacturing of its product as product costs. These costs are inventoried and later expensed as costs of goods sold when the product is sold. All other expenses, including finished goods warehousing costs of $3,570,000, are classified as period expenses. Hand had suggested that warehousing costs be included as product costs because they are "definitely related to our product." The company produced 210,000 units during the period and sold 190,000 units.

As the controller reworked the numbers, he discovered that if he included warehousing costs as product costs, he could improve operating income by $340,000. He was also sure these new numbers would make Hand happy.

Required

1. Show numerically how operating income would improve by $340,000 just by classifying the preceding costs as product costs instead of period expenses.
2. Is Hand correct in his justification that these costs are "definitely related to our product"?
3. By how much will Hand profit personally if the controller makes the adjustments in requirement 1?
4. What should the plant controller do?

2-42 Finding unknown amounts. An auditor for the Internal Revenue Service is trying to reconstruct some partially destroyed records of two taxpayers. For each of the cases in the accompanying list, find the unknowns designated by the letters A through D.

	Case 1	Case 2
	(in thousands)	
Accounts receivable, 12/31	$ 9,000	$ 3,150
Cost of goods sold	A	30,000
Accounts payable, 1/1	4, 500	2,550
Accounts payable, 12/31	2,700	2,250
Finished goods inventory, 12/31	B	7,950
Gross margin	16,950	C
Work-in-process inventory, 1/1	0	1,200
Work-in-process inventory, 12/31	0	4,500
Finished goods inventory, 1/1	6,000	6,000
Direct materials used	12,000	18,000
Direct manufacturing labor	4,500	7,500
Manufacturing overhead costs	10,500	D
Purchases of direct materials	13,500	10,500
Revenues	48,000	47,700
Accounts receivable, 1/1	3,000	2,100

SOLUTIONS

CHAPTER 2
AN INTRODUCTION TO COST TERMS AND PURPOSES

2-1 A *cost object* is anything for which a separate measurement of costs is desired. Examples include a product, a service, a project, a customer, a brand category, an activity, and a department.

2-2 Direct costs of a cost object are related to the particular cost object and can be traced to that cost object in an economically feasible (cost-effective) way.

Indirect costs of a cost object are related to the particular cost object but cannot be traced to that cost object in an economically feasible (cost-effective) way.

Cost assignment is a general term that encompasses the assignment of both direct costs and indirect costs to a cost object. Direct costs are *traced* to a cost object, while indirect costs are *allocated* to a cost object.

2-3 Managers believe that direct costs that are traced to a particular cost object are more accurately assigned to that cost object than are indirect allocated costs. When costs are allocated, managers are less certain whether the cost allocation base accurately measures the resources demanded by a cost object. Managers prefer to use more accurate costs in their decisions.

2-4 Factors affecting the classification of a cost as direct or indirect include

- the materiality of the cost in question
- available information-gathering technology
- design of operations

2-5 A *variable cost* changes in total in proportion to changes in the related level of total activity or volume. An example is a sales commission that is a percentage of each sales revenue dollar.

A *fixed cost* remains unchanged in total for a given time period, despite wide changes in the related level of total activity or volume. An example is the leasing cost of a machine that is unchanged for a given time period (such as a year) regardless of the number of units of product produced on the machine.

2-6 A *cost driver* is a variable, such as the level of activity or volume, that causally affects total costs over a given time span. A change in the cost driver results in a change in the level of total costs. For example, the number of vehicles assembled is a driver of the costs of steering wheels on a motor-vehicle assembly line.

2-7 The *relevant range* is the band of normal activity level or volume in which there is a specific relationship between the level of activity or volume and the cost in question. Costs are described as variable or fixed with respect to a particular relevant range.

2-8 A unit cost is computed by dividing some amount of total costs (the numerator) by the related number of units (the denominator). In many cases, the numerator will include a fixed cost that will not change despite changes in the denominator. It is erroneous in those cases to multiply

the unit cost by activity or volume change to predict changes in total costs at different activity or volume levels.

2-9 *Manufacturing-sector companies* purchase materials and components and convert them into various finished goods, for example automotive and textile companies.

Merchandising-sector companies purchase and then sell tangible products without changing their basic form, for example retailing or distribution.

Service-sector companies provide services or intangible products to their customers, for example, legal advice or audits.

2-10 Manufacturing companies have one or more of the following three types of inventory:

1. *Direct materials inventory*. Direct materials in stock and awaiting use in the manufacturing process.
2. *Work-in-process inventory*. Goods partially worked on but not yet completed. Also called *work in progress*.
3. *Finished goods inventory*. Goods completed but not yet sold.

2-11 *Inventoriable costs* are all costs of a product that are considered as assets in the balance sheet when they are incurred and that become cost of goods sold when the product is sold. These costs are included in work-in-process and finished goods inventory (they are "inventoried") to accumulate the costs of creating these assets.

Period costs are all costs in the income statement other than cost of goods sold. These costs are treated as expenses of the accounting period in which they are incurred because they are expected not to benefit future periods (because there is not sufficient evidence to conclude that such benefit exists). Expensing these costs immediately best matches expenses to revenues.

2-12 *Direct material costs* are the acquisition costs of all materials that eventually become part of the cost object (work in process and then finished goods) and can be traced to the cost object in an economically feasible way.

Direct manufacturing labor costs include the compensation of all manufacturing labor that can be traced to the cost object (work in process and then finished goods) in an economically feasible way.

Manufacturing overhead costs are all manufacturing costs that are related to the cost object (work in process and then finished goods) but cannot be traced to that cost object in an economically feasible way.

Prime costs are all direct manufacturing costs (direct material and direct manufacturing labor).

Conversion costs are all manufacturing costs other than direct material costs.

2-13 *Overtime premium* is the wage rate paid to workers (for both direct labor and indirect labor) in excess of their straight-time wage rates.

Idle time is a subclassification of indirect labor that represents wages paid for unproductive time caused by lack of orders, machine breakdowns, material shortages, poor scheduling, and the like.

2-14 A product cost is the sum of the costs assigned to a product for a specific purpose. Purposes for computing a product cost include

- pricing and product mix decisions,
- contracting with government agencies, and
- preparing financial statements for external reporting under GAAP.

2-15 Three common features of cost accounting and cost management are

- calculating the costs of products, services, and other cost objects
- obtaining information for planning and control and performance evaluation
- analyzing the relevant information for making decisions

2-16 (15 min.) **Computing and interpreting manufacturing unit costs**.

1.

	(in millions)			
	Supreme	**Deluxe**	**Regular**	**Total**
Direct material cost	$ 89.00	$ 57.00	$60.00	$206.00
Direct manuf. labor costs	16.00	26.00	8.00	50.00
Manufacturing overhead costs	48.00	78.00	24.00	150.00
Total manuf. costs	153.00	161.00	92.00	406.00
Fixed costs allocated at a rate of $15M ÷ $50M (direct mfg. labor) equal to $0.30 per dir. manuf. labor dollar (0.30 × $16; 26; 8)	4.80	7.80	2.40	15.00
Variable costs	$148.20	$153.20	$89.60	$391.00
Units produced (millions)	125	150	140	
Cost per unit (Total manuf. costs ÷ units produced)	$1.2240	$1.0733	$0.6571	
Variable manuf. cost per unit (Variable manuf. costs ÷ Units produced)	$1.1856	$1.0213	$0.6400	

2.

	(in millions)			
	Supreme	**Deluxe**	**Regular**	**Total**
Based on total manuf. cost per unit ($1.2240 × 150; $1.0733 × 190; $0.6571 ×220)	$183.60	$203.93	$144.56	$532.09
Correct total manuf. costs based on variable manuf. costs plus fixed costs equal				
Variable costs ($1.1856 × 150; $1.0213 × 190; $0.64 × 220)	$177.84	$194.05	$140.80	$512.69
Fixed costs				15.00
Total costs				$527.69

The total manufacturing cost per unit in requirement 1 includes $15 million of indirect manufacturing costs that are fixed irrespective of changes in the volume of output per month, while the remaining variable indirect manufacturing costs change with the production volume.

Given the unit volume changes for August 2014, the use of total manufacturing cost per unit from the past month at a different unit volume level (both in aggregate and at the individual product level) will overestimate total costs of $532.09 million in August 2014 relative to the correct total manufacturing costs of $527.69 million calculated using variable manufacturing cost per unit times units produced plus the fixed costs of $15 million.

2-17 (15 min.) **Direct, indirect, fixed, and variable costs.**

1. Yeast—direct, variable
   Flour—direct, variable
   Packaging materials—direct (or could be indirect if small and not traced to each unit), variable
   Depreciation on ovens—indirect, fixed (unless "units of output" depreciation, which then would be variable)
   Depreciation on mixing machines—indirect, fixed (unless "units of output" depreciation, which then would be variable)
   Rent on factory building—indirect, fixed
   Fire Insurance on factory building—indirect, fixed
   Factory utilities—indirect, probably some variable and some fixed (e.g., electricity may be variable but heating costs may be fixed)
   Finishing department hourly laborers—direct, variable (or fixed if the laborers are under a union contract)
   Mixing department manager—indirect, fixed
   Materials handlers—depends on how they are paid. If paid hourly and not under union contract, then indirect, variable. If salaried or under union contract, then indirect, fixed
   Custodian in factory—indirect, fixed
   Night guard in factory—indirect, fixed
   Machinist (running the mixing machine)—depends on how they are paid. If paid hourly and not under union contract, then indirect, variable. If salaried or under union contract, then indirect, fixed
   Machine maintenance personnel—indirect, probably fixed, if salaried, but may be variable if paid only for time worked and maintenance increases with increased production
   Maintenance supplies—indirect, variable
   Cleaning supplies—indirect, most likely fixed because the custodians probably do the same amount of cleaning every night

2. If the cost object is Mixing Department, then anything directly associated with the Mixing Department will be a direct cost. This will include:

- Depreciation on mixing machines
- Mixing Department manager
- Materials handlers (of the Mixing Department)
- Machinist (running the mixing machines)
- Machine Maintenance personnel (of the Mixing Department)
- Maintenance supplies (if separately identified for the Mixing Department)

Of course the yeast and flour will also be a direct cost of the Mixing Department, but it is already a direct cost of each kind of bread produced.

2-18 (15–20 min.) **Classification of costs, service sector.**

Cost object: Each individual focus group
Cost variability: With respect to the number of focus groups

There may be some debate over classifications of individual items, especially with regard to cost variability.

Cost Item	D or I	V or F
A	D	V
B	I	F
C	I	V[a]
D	I	F
E	I	V
F	I	F
G	D	V
H	I	V[b]
I	I	F

[a]Some students will note that phone call costs are variable when each call has a separate charge. It may be a fixed cost if Market Focus has a flat monthly charge for a line, irrespective of the amount of usage.
[b]Gasoline costs are likely to vary with the number of focus groups. However, vehicles likely serve multiple purposes, and detailed records may be required to examine how costs vary with changes in one of the many purposes served.

2-19 (15–20 min.) **Classification of costs, merchandising sector.**

Cost object: DVDs sold in movie section of store
Cost variability: With respect to changes in the number of DVDs sold

There may be some debate over classifications of individual items, especially with regard to cost variability.

Cost Item	D or I	V or F
A	D	F
B	I	F
C	D	V
D	D	F
E	I	F
F	I	V
G	I	F
H	D	V

2-20 (15–20 min.) **Classification of costs, manufacturing sector.**

Cost object: Type of car assembled (Teana or Murano)
Cost variability: With respect to changes in the number of Teanas assembled

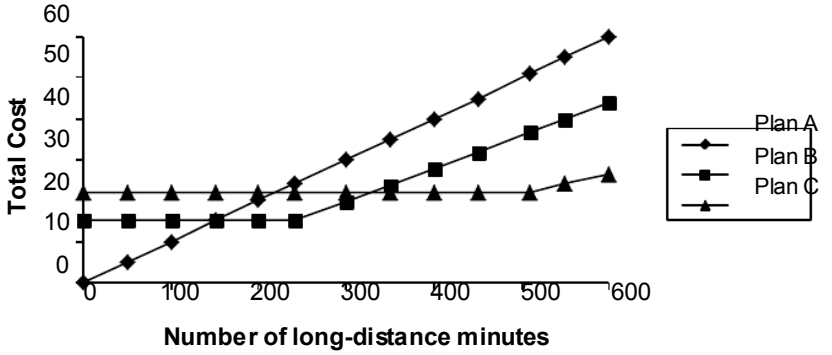
There may be some debate over classifications of individual items, especially with regard to cost variability.

Cost Item	D or I	V or F
A	D	V
B	I	F
C	D	F
D	D	V
E	D	V
F	I	V
G	D	V
H	I	F

2-21 (20 min.) **Variable costs, fixed costs, total costs.**

1.

Minutes/month	**0**	**50**	**100**	**150**	**200**	**240**	**300**	**327.5**	**350**	**400**	**450**	**510**	**540**	**600**	**650**
Plan A ($/month)	0	5	10	15	20	24	30	32.75	35	40	45	51	54	60	65
Plan B ($/month)	15	15	15	15	15	15	19.80	22	23.80	27.80	31.80	36.60	39	43.80	47.80
Plan C ($/month)	22	22	22	22	22	22	22	22	22	22	22	22	23.50	26.50	29



2. In each region, Ashton chooses the plan that has the lowest cost. From the graph (or from calculations)*, we can see that if Ashton expects to use 0–150 minutes of long-distance each month, she should buy Plan A; for 150–327.5 minutes, Plan B; and for more than 327.5 minutes, Plan C. If Ashton plans to make 100 minutes of long-distance calls each month, she should choose Plan A; for 240 minutes, choose Plan B; for 540 minutes, choose Plan C.

*Let x be the number of minutes when Plan A and Plan B have equal cost

$\$0.10x = \$15$

$x = \$15 \div \$0.10$ per minute $= 150$ minutes.

Let y be the number of minutes when Plan B and Plan C have equal cost

$\$15 + \$0.08\ (y - 240) = \$22$

$\$0.08\ (y - 240) = \$22 - \$15 = \$7$

$$y - 240 = \frac{\$7}{\$0.08} = 87.5$$

$y = 87.5 + 240 = 327.5$ minutes

2-22 (15–20 min.) **Variable costs and fixed costs.**

1. Variable manufacturing cost per vehicle

Steel	$1,500 per Surfer
Tires	625 per Surfer
Direct manufacturing labor	700 per Surfer
Total	$2,825 per Surfer

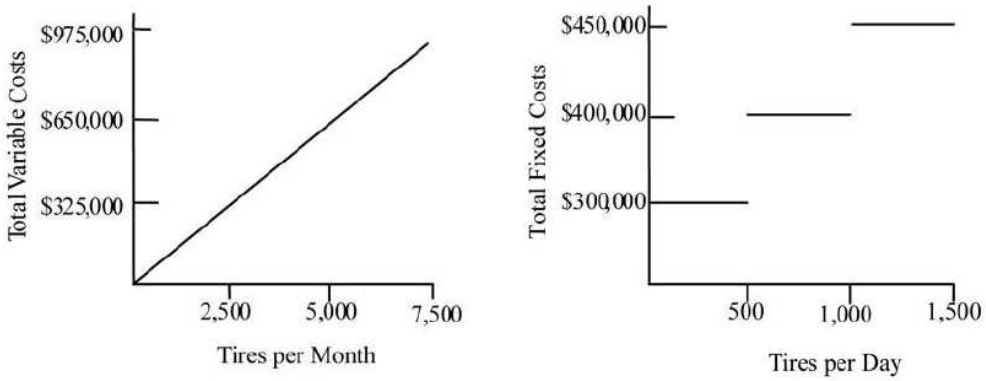
Fixed manufacturing costs per month

Plant management costs ($1,200,000 ÷ 12)	$ 100,000
Cost of leasing equipment ($1,800,000 ÷ 12)	150,000
City license (for 110 surfers or 550 tires)	74,500
Total fixed manufacturing costs	$324,500

Fixed costs per month (1 surfer takes 5 tires)

0 to 100 surfers per month = $100,000 + $150,000 + $50,000 = $300,000
101 to 200 surfers per month = $100,000 + $150,000 + $74,500 = $324,500
More than 200 surfers per month = $100,000 + $150,000 + $200,000 = $450,000

2.



The concept of relevant range is potentially relevant for both graphs. However, the question does not place restrictions on the unit variable costs. The relevant range for the total fixed costs is from 0 to 100 surfers; 101 to 200 surfers; more than 200 surfers. Within these ranges, the total fixed costs do not change in total.

3.

	Vehicles Produced per Month (1)	Tires Produced per Month (2) = (1) × 5	Fixed Cost per Month (3)	Unit Fixed Cost per Vehicle (4) = FC ÷ (1)	Unit Variable Cost per Vehicle (5)	Unit Total Cost per Vehicle (6) = (4) + (5)
(a)	100	500	$300,000	$300,000 ÷ 100 = $3,000	$2,825	$5,825
(b)	225	1,125	$450,000	$450,000 ÷ 225 = $2,000	$2,825	$4,825

The unit cost for 100 vehicles produced per month is $5,825, while for 225 vehicles it is only $4,825. This difference is caused by the fixed cost increment of $150,000 (an increase of 50%, $150,000 ÷ $300,000 = 50%) being spread over an increment of 125 (225 – 100) vehicles (an increase of 125%, 125 ÷ 100). The fixed cost per unit is therefore lower.

2-23 (20 min.) **Variable costs, fixed costs, relevant range.**

1. The production capacity is 4,400 jaw breakers per month. Therefore, the current annual relevant range of output is 0 to 4,400 jaw breakers × 12 months = 0 to 52,800 jaw breakers.

2. Current annual fixed manufacturing costs within the relevant range are $1,300 × 12 = $15,600 for rent and other overhead costs, plus $9,500 ÷ 10 = $950 for depreciation, totaling $16,550.

The variable costs, the materials, are 10 cents per jaw breaker, or $3,720 ($0.10 per jaw breaker × 3,100 jaw breakers per month × 12 months) for the year.

3. If demand changes from 3,100 to 6,200 jaw breakers per month, or from 3,100 × 12 = 37,200 to 6,200 × 12 = 74,400 jaw breakers per year, Sweetum will need a second machine. Assuming Sweetum buys a second machine identical to the first machine, it will increase capacity from 4,400 jaw breakers per month to 8,800. The annual relevant range will be between 4,400 × 12 = 52,800 and 8,800 × 12 = 105,600 jaw breakers.

Assume the second machine costs $9,500 and is depreciated using straight-line depreciation over 10 years and zero residual value, just like the first machine. This will add $950 of depreciation per year.

Fixed costs for next year will increase to $17,500 from $16,550 for the current year + $950 (because rent and other fixed overhead costs will remain the same at $15,600). That is, total fixed costs for next year equal $950 (depreciation on first machine) + $950 (depreciation on second machine) + $15,600 (rent and other fixed overhead costs).

The variable cost per jaw breaker next year will be 90% × $0.10 = $0.09. Total variable costs equal $0.09 per jaw breaker × 74,400 jaw breakers = $6,696.

If Sweetum decides not to increase capacity and meet only that amount of demand for which it has available capacity (4,400 jaw breakers per month or 4,400 × 12 = 52,800 jaw breakers per year), the variable cost per unit will be the same at $0.10 per jaw breaker. Annual total variable manufacturing costs will increase to $0.10 × 4,400 jaw breakers per month × 12 months = $5,280. Annual total fixed manufacturing costs will remain the same, $16,550.

2-24 (20 min.) **Cost drivers and value chain.**

1. Identify customer needs (what do smartphone users want?)—Design of products and processes
   Perform market research on competing brands—Design of products and processes
   Design a prototype of the RMC smartphone—Design of products and processes
   Market the new design to cell phone companies—Marketing
   Manufacture the RMC smartphone—Production
   Process orders from cell phone companies—Distribution
   Package the RMC smartphones—Production
   Deliver the RMC smartphones to the cell phone companies—Distribution
   Provide online assistance to cell phone users for use of the RMC smartphone—Customer Service
   Make design changes to the RMC smartphone based on customer feedback—Design of products and processes

2.

Value Chain Category	Activity	Cost Driver
Design of products and processes	Identify customer needs	Number of surveys returned and processed from competing smartphone users
	Perform market research on competing brands	Hours spent researching competing market brands Number of surveys returned and processed from competing smartphone users
	Design a prototype of the RMC smartphone	Engineering hours spent on initial product design
	Make design changes to the smartphone based on customer feedback	Number of design changes
Production	Manufacture the RMC smartphones	Machine hours required to run the production equipment
	Package the RMC smartphones	Number of smartphones shipped by RMC
Marketing	Market the new design to cell phone companies	Number of cell phone companies purchasing the RMC smartphone
Distribution	Process orders from cell phone companies	Number of smartphone orders processed Number of deliveries made to cell phone companies
	Deliver the RMC smartphones to cell phone companies	Number of deliveries made to cell phone companies
Customer service	Provide on-line assistance to cell phone users for use of the RMC smartphone	Number of smartphones shipped by RMC Customer service hours

2-25 (10–15 min.) **Cost drivers and functions.**

1.

Function	Representative Cost Driver
1. Accounts payable	Number of payments processed
2. Recruiting	Number of employees hired
3. Data processing	Hours of computer processing unit (CPU)
4. Research and development	Number of research scientists
5. Purchasing	Number of purchase orders
6. Warehousing	Number of pallets moved
7. Billing	Number of invoices sent

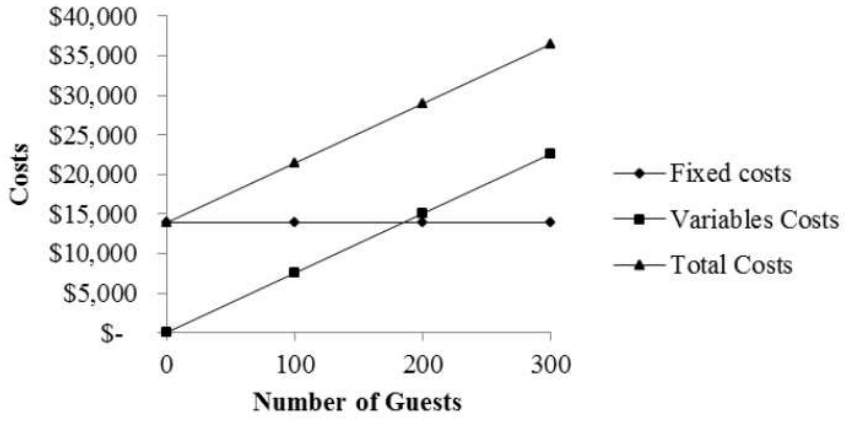
2.

Function	Representative Cost Driver
1. Accounts payable	Number of supplier invoices received
2. Recruiting	Number of interviews conducted
3. Data Processing	Number of computer transactions
4. Research and Development	Number of new products being developed
5. Purchasing	Number of different types of materials purchased
6. Warehousing	Distance of deliveries made
7. Billing	Number of credit sales transactions

2-26 (20 min.) **Total costs and unit costs**

1.

Number of guests	0	50	100	150	200	250	300
Variable cost per guest ($80 caterer charge – $5 discount for advertising)	$75	$75	$75	$75	$75	$75	$75
Fixed Costs	$14,000	$14,000	$14,000	$14,000	$14,000	$14,000	$14,000
Variable costs (number of guests × variable cost per guest)	0	3,750	7,500	11,250	15,000	18,750	22,500
Total costs (fixed + variable)	$14,000	$17,750	$21,500	$25,250	$29,000	$32,750	$36,500



2.

Number of guests	0	50	100	150	200	250	300
Total costs (fixed + variable)	$14,000	$17,750	$21,500	$25,250	$29,000	$32,750	$36,500
Costs per guest (total costs ÷ number of guests)		$355	$215	$168.33	$ 145	$131	$121.67

As shown in the table above, for 150 attendees the total cost will be $25,250, and the cost per attendee will be $168.33.

3. As shown in the table in requirement 2, for 200 attendees, the total cost will be $29,000, and the cost per attendee will be $145.

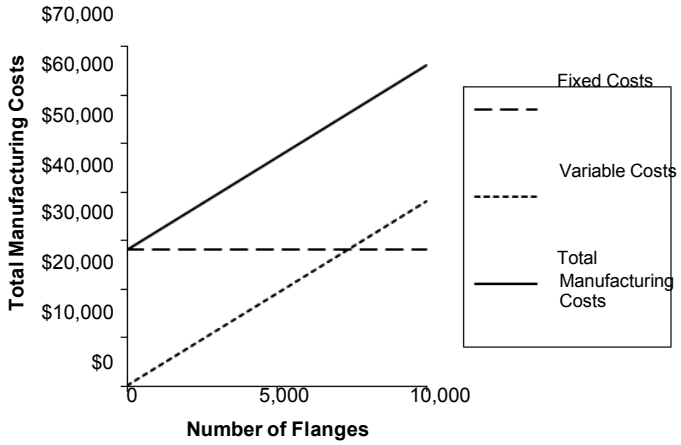
4. TBE should charge customers based on the number of guests. As the number of guests increase, TBE could offer price discounts because its fixed costs would be spread over a larger number of guests.

Alternatively, TBE could charge a flat fee of $10,000 plus a margin for the music. The catering costs would then vary less with the number of guests because only $4,000 of fixed costs would be spread over the number of guests. For 100 guests, the fixed catering cost per guest

would be $40 ($4,000 ÷ 100 guests); for 200 guests, it would be $20 ($4,000 ÷ 200 guests). TBE's total cost would be $115 (variable cost per guest of $75 + fixed catering cost per guest of $40) for 100 guests and $95 (variable cost per guest of $75 + fixed catering cost per guest of $20) for 200 guests.

2-27 (25 min.) **Total and unit cost, decision making.**

1.



Note that the production costs include the $28,000 of fixed manufacturing costs but not the $10,000 of period costs. The variable cost is $1 per flange for materials, and $2.80 per flange ($28 per hour divided by 10 flanges per hour) for direct manufacturing labor for a total of $3.80 per flange.

2. The inventoriable (manufacturing) cost per unit for 5,000 flanges is
$3.80 × 5,000 + $28,000 = $47,000
Average (unit) cost = $47,000 ÷ 5,000 units = $9.40 per unit.

This is below Flora's selling price of $10 per flange. However, in order to make a profit, Gayle's Glassworks also needs to cover the period (non-manufacturing) costs of $10,000, or $10,000 ÷ 5,000 = $2 per unit.

Thus total costs, both inventoriable (manufacturing) and period (non-manufacturing), for the flanges is $9.40 + $2 = $11.40. Gayle's Glassworks cannot sell below Flora's price of $10 and still make a profit on the flanges.

Alternatively,

At Flora's price of $10 per flange:

Revenue	$10	×	5,000	=	$50,000
Variable costs	$3.80	×	5,000	=	19,000
Fixed costs					38,000
Operating loss					$ (7,000)

Gayle's Glassworks cannot sell below $10 per flange and make a profit. At Flora's price of $10 per flange, the company has an operating loss of $7,000.

3. If Gayle's Glassworks produces 10,000 units, then total inventoriable cost will be: Variable cost ($3.80 × 10,000) + fixed manufacturing costs, $28,000 = total manufacturing costs, $66,000.

Average (unit) inventoriable (manufacturing) cost will be $66,000 ÷ 10,000 units = $6.60 per flange

Unit total cost including both inventoriable and period costs will be ($66,000 + $10,000) ÷ 10,000 = $7.60 per flange, and Gayle's Glassworks will be able to sell the flanges for less than Flora and still make a profit.

Alternatively,
At Flora's price of $10 per flange:

Revenue	$10	×	10,000	=	$100,000
Variable costs	$3.80	×	10,000	=	38,000
Fixed costs					38,000
Operating income					~~$ 24,000~~

Gayle's Glassworks can sell at a price below $10 per flange and still make a profit. The company earns operating income of $24,000 at a price of $10 per flange. The company will earn operating income as long as the price exceeds $7.60 per flange.

The reason the unit cost decreases significantly is that inventoriable (manufacturing) fixed costs and fixed period (non-manufacturing) costs remain the same regardless of the number of units produced. So, as Gayle's Glassworks produces more units, fixed costs are spread over more units, and cost per unit decreases. This means that if you use unit costs to make decisions about pricing, and which product to produce, you must be aware that the unit cost only applies to a particular level of output.

2-28 (20–30 min.) **Inventoriable costs versus period costs.**

1. *Manufacturing-sector companies* purchase materials and components and convert them into different finished goods.

Merchandising-sector companies purchase and then sell tangible products without changing their basic form.

Service-sector companies provide services or intangible products to their customers—for example, legal advice or audits.

Only manufacturing and merchandising companies have inventories of goods for sale.

2. *Inventoriable costs* are all costs of a product that are regarded as an asset when they are incurred and then become cost of goods sold when the product is sold. These costs for a manufacturing company are included in work-in-process and finished goods inventory (they are "inventoried") to build up the costs of creating these assets.

Period costs are all costs in the income statement other than cost of goods sold. These costs are treated as expenses of the period in which they are incurred because they are presumed not to benefit future periods (or because there is not sufficient evidence to conclude that such benefit exists). Expensing these costs immediately best matches expenses to revenues.

3. (a) Lettuce and tomatoes purchased for resale by Star market—inventoriable cost of a merchandising company. It becomes part of cost of goods sold when the lettuce and tomatoes are sold.

(b) Electricity used for lighting at Maytag refrigerator assembly plant—inventoriable cost of a manufacturing company. It is part of the manufacturing overhead that is included in the manufacturing cost of a refrigerator finished good.

(c) Depreciation on Yahoo!'s computer equipment used to update directories of websites—period cost of a service company. Yahoo! has no inventory of goods for sale and, hence, no inventoriable cost.

(d) Electricity used to provide lighting for Star Market's store aisles—period cost of a merchandising company. It is a cost that benefits the current period, and it is not traceable to goods purchased for resale.

(e) Depreciation on Maytag's assembly testing equipment—inventoriable cost of a manufacturing company. It is part of the manufacturing overhead that is included in the manufacturing cost of a refrigerator finished good.

(f) Salaries of Star Market's marketing personnel—period cost of a merchandising company. It is a cost that is not traceable to goods purchased for resale. It is presumed not to benefit future periods (or at least not to have sufficiently reliable evidence to estimate such future benefits).

(g) Perrier mineral water consumed by Yahoo!'s software engineers—period cost of a service company. Yahoo! has no inventory of goods for sale and, hence, no inventoriable cost.

(h) Salaries of Yahoo!'s marketing personnel—period cost of a service company. Yahoo! has no inventory of goods for sale and, hence, no inventoriable cost.

2-29 (20 min.) **Computing cost of goods purchased and cost of goods sold.**

1a.

Marvin Department Store
Schedule of Cost of Goods Purchased
For the Year Ended December 31, 2014
(in thousands)

Purchases		$155,000
Add transportation-in		7,000
		162,000
Deduct:		
Purchase returns and allowances	$4,000	
Purchase discounts	6,000	10,000
Cost of goods purchased		$152,000

1b.

Marvin Department Store
Schedule of Cost of Goods Sold
For the Year Ended December 31, 2014
(in thousands)

Beginning merchandise inventory 1/1/2014	$ 27,000
Cost of goods purchased (see above)	152,000
Cost of goods available for sale	179,000
Ending merchandise inventory 12/31/2014	34,000
Cost of goods sold	$145,000

2.

Marvin Department Store
Income Statement
Year Ended December 31, 2014
(in thousands)

Revenues		$280,000
Cost of goods sold (see above)		145,000
Gross margin		135,000
Operating costs		
Marketing, distribution, and customer service costs	$37,000	
Utilities	17,000	
General and administrative costs	43,000	
Miscellaneous costs	4,000	
Total operating costs		101,000
Operating income		$ 34,000

2-30 (20 min.) **Cost of goods purchased, cost of goods sold, and income statement.**

1a.

Montgomery Retail Outlet Stores
Schedule of Cost of Goods Purchased
For the Year Ended December 31, 2014
(in thousands)

Purchases		$520,000
Add freight—in		20,000
		540,000
Deduct:		
Purchase returns and allowances	$22,000	
Purchase discounts	18,000	40,000
Cost of goods purchased		$500,000

1b.

Montgomery Retail Outlet Stores
Schedule of Cost of Goods Sold
For the Year Ended December 31, 2014
(in thousands)

Beginning merchandise inventory 1/1/2014		$ 90,000
Cost of goods purchased (see above)		500,000
Cost of goods available for sale		590,000
Ending merchandise inventory 12/31/2014		104,000
Cost of goods sold		$486,000

2.

Montgomery Retail Outlet Stores
Income Statement
Year Ended December 31, 2014
(in thousands)

Revenues		$640,000
Cost of goods sold (see above)		486,000
Gross margin		154,000
Operating costs		
Marketing and advertising costs	$48,000	
Building depreciation	8,400	
Shipping of merchandise to customers	4,000	
General and administrative costs	64,000	
Total operating costs		124,400
Operating income		$ 29,600

2-31 (20 min.) **Flow of Inventoriable Costs.**

(All numbers below are in millions).

1.	
Direct materials inventory 10/1/2014	$ 105
Direct materials purchased	365
Direct materials available for production	470
Direct materials used	(385)
Direct materials inventory 10/31/2014	$ 85
2.	
Total manufacturing overhead costs	$ 450
Subtract: Variable manufacturing overhead costs	(265)
Fixed manufacturing overhead costs for October 2014	$ 185
3.	
Total manufacturing costs	$ 1,610
Subtract: Direct materials used (from requirement 1)	(385)
Total manufacturing overhead costs	(450)
Direct manufacturing labor costs for October 2014	$ 775
4.	
Work-in-process inventory 10/1/2014	$ 230
Total manufacturing costs	1,610
Work-in-process available for production	1,840
Subtract: Cost of goods manufactured (moved into FG)	(1,660)
Work-in-process inventory 10/31/2014	$ 180
5.	
Finished goods inventory 10/1/2014	$ 130
Cost of goods manufactured (moved from WIP)	1,660
Cost of finished goods available for sale in October 2014	$ 1,790
6.	
Finished goods available for sale in October 2014 (from requirement 5)	$ 1,790
Subtract: Cost of goods sold	(1,770)
Finished goods inventory 10/31/2014	$ 20

2-32 (30–40 min.) **Cost of goods manufactured, income statement, manufacturing company.**

1.

Peterson Company
Schedule of Cost of Goods Manufactured
Year Ended December 31, 2014
(in thousands)

Direct materials cost		
Beginning inventory, January 1, 2014	$ 21,000	
Purchases of direct materials	74,000	
Cost of direct materials available for use	95,000	
Ending inventory, December 31, 2014	23,000	
Direct materials used		$ 72,000
Direct manufacturing labor costs		22,000
Indirect manufacturing costs		
Indirect manufacturing labor	17,000	
Plant insurance	7,000	
Depreciation—plant building & equipment	11,000	
Repairs and maintenance—plant	3,000	
Total indirect manufacturing costs		38,000
Manufacturing costs incurred during 2014		132,000
Add beginning work-in-process inventory, January 1, 2014		26,000
Total manufacturing costs to account for		158,000
Deduct ending work-in-process inventory, December 31, 2014		25,000
Cost of goods manufactured (to Income Statement)		$133,000

2.

Peterson Company
Income Statement
Year Ended December 31, 2014
(in thousands)

Revenues		$310,000
Cost of goods sold:		
Beginning finished goods, January 1, 2014	$ 13,000	
Cost of goods manufactured	133,000	
Cost of goods available for sale	146,000	
Ending finished goods, December 31, 2014	20,000	
Cost of goods sold		126,000
Gross margin		184,000
Operating costs:		
Marketing, distribution, and customer-service costs	91,000	
General and administrative costs	24,000	
Total operating costs		115,000
Operating income		$ 69,000

2-33 (30–40 min.) **Cost of goods manufactured, income statement, manufacturing company.**

Shaler Corporation
Schedule of Cost of Goods Manufactured
Year Ended December 31, 2014
(in thousands)

Direct materials costs		
Beginning inventory, January 1, 2014	$130,000	
Purchases of direct materials	256,000	
Cost of direct materials available for use	386,000	
Ending inventory, December 31, 2014	68,000	
Direct materials used		$318,000
Direct manufacturing labor costs		212,000
Indirect manufacturing costs		
Indirect manufacturing labor	96,000	
Indirect materials	28,000	
Plant insurance	4,000	
Depreciation—plant building & equipment	42,000	
Plant utilities	24,000	
Repairs and maintenance—plant	16,000	
Equipment lease costs	64,000	
Total indirect manufacturing costs		274,000
Manufacturing costs incurred during 2014		804,000
Add beginning work-in-process inventory, January 1, 2014		166,000
Total manufacturing costs to account for		970,000
Deduct ending work-in-process inventory, December 31, 2014		144,000
Cost of goods manufactured (to Income Statement)		$826,000

Shaler Corporation
Income Statement
Year Ended December 31, 2014
(in thousands)

Revenues		$1,200,000
Cost of goods sold:		
Beginning finished goods, January 1, 2014	$ 246,000	
Cost of goods manufactured	826,000	
Cost of goods available for sale	1,072,000	
Ending finished goods, December 31, 2014	204,000	
Cost of goods sold		868,000
Gross margin		332,000
Operating costs:		
Marketing, distribution, and customer-service costs	124,000	
General and administrative costs	68,000	
Total operating costs		192,000
Operating income		$ 140,000

2-34 (25–30 min.) **Income statement and schedule of cost of goods manufactured.**

Howell Corporation
Income Statement for the Year Ended December 31, 2014
(in millions)

Revenues		$950
Cost of goods sold		
Beginning finished goods, Jan. 1, 2014	$ 70	
Cost of goods manufactured (below)	645	
Cost of goods available for sale	715	
Ending finished goods, Dec. 31, 2014	55	660
Gross margin		290
Marketing, distribution, and customer-service costs		240
Operating income		$ 50

Howell Corporation
Schedule of Cost of Goods Manufactured
for the Year Ended December 31, 2014
(in millions)

Direct materials costs		
Beginning inventory, Jan. 1, 2014	$ 15	
Purchases of direct materials	325	
Cost of direct materials available for use	340	
Ending inventory, Dec. 31, 2014	20	
Direct materials used		$320
Direct manufacturing labor costs		100
Indirect manufacturing costs		
Indirect manufacturing labor	60	
Plant supplies used	10	
Plant utilities	30	
Depreciation—plant and equipment	80	
Plant supervisory salaries	5	
Miscellaneous plant overhead	35	220
Manufacturing costs incurred during 2014		640
Add beginning work-in-process inventory, Jan. 1, 2014		10
Total manufacturing costs to account for		650
Deduct ending work-in-process, Dec. 31, 2014		5
Cost of goods manufactured		$645

2-35 (15–20 min.) **Interpretation of statements (continuation of 2-34).**

1. The schedule in 2-34 can become a Schedule of Cost of Goods Manufactured and Sold simply by including the beginning and ending finished goods inventory figures in the supporting schedule, rather than directly in the body of the income statement. Note that the term *cost of goods manufactured* refers to the cost of goods brought to completion (finished) during the accounting period, whether they were started before or during the current accounting period. Some of the manufacturing costs incurred are held back as costs of the ending work in process; similarly, the costs of the beginning work in process inventory become a part of the cost of goods manufactured for 2014.

2. The sales manager's salary would be charged as a marketing cost as incurred by both manufacturing and merchandising companies. It is basically an operating cost that appears below the gross margin line on an income statement. In contrast, an assembler's wages would be assigned to the products worked on. Thus, the wages cost would be charged to Work-in-Process and would not be expensed until the product is transferred through Finished Goods Inventory to Cost of Goods Sold as the product is sold.

3. The direct-indirect distinction can be resolved only with respect to a particular cost object. For example, in defense contracting, the cost object may be defined as a contract. Then, a plant supervisor working only on that contract will have his or her salary charged directly and wholly to that single contract.

4. Direct materials used = $320,000,000 ÷ 1,000,000 units = $320 per unit
Depreciation on plant equipment = $80,000,000 ÷ 1,000,000 units = $80 per unit

5. Direct materials unit cost would be unchanged at $320 per unit. Depreciation cost per unit would be $80,000,000 ÷ 1,200,000 = $66.67 per unit. Total direct materials costs would rise by 20% to $384,000,000 ($320 per unit × 1,200,000 units), whereas total depreciation would be unaffected at $80,000,000.

6. Unit costs are averages, and they must be interpreted with caution. The $320 direct materials unit cost is valid for predicting total costs because direct materials is a variable cost; total direct materials costs indeed change as output levels change. However, fixed costs like depreciation must be interpreted quite differently from variable costs. A common error in cost analysis is to regard all unit costs as one—as if all the total costs to which they are related are variable costs. Changes in output levels (the denominator) will affect *total variable costs*, but not *total fixed costs*. Graphs of the two costs may clarify this point; it is safer to think in terms of total costs rather than in terms of unit costs.

2-36 (25–30 min.) **Income statement and schedule of cost of goods manufactured.**

Chester Corporation
Income Statement
for the Year Ended December 31, 2014
(in millions)

Revenues		$354
Cost of goods sold		
Beginning finished goods, Jan. 1, 2014	$ 43	
Cost of goods manufactured (below)	225	
Cost of goods available for sale	268	
Ending finished goods, Dec. 31, 2014	19	249
Gross margin		105
Marketing, distribution, and customer-service costs		91
Operating income (loss)		$ 14

Calendar Corporation
Schedule of Cost of Goods Manufactured
for the Year Ended December 31, 2014
(in millions)

Direct material costs		
Beginning inventory, Jan. 1, 2014	$ 39	
Direct materials purchased	82	
Cost of direct materials available for use	121	
Ending inventory, Dec. 31, 2014	9	
Direct materials used		$112
Direct manufacturing labor costs		41
Indirect manufacturing costs		
Plant supplies used	5	
Property taxes on plant	3	
Plant utilities	6	
Indirect manufacturing labor costs	25	
Depreciation—plant and equipment	8	
Miscellaneous manufacturing overhead costs	17	64
Manufacturing costs incurred during 2014		217
Add beginning work-in-process inventory, Jan. 1, 2014		15
Total manufacturing costs to account for		232
Deduct ending work-in-process inventory, Dec. 31, 2014		7
Cost of goods manufactured (to income statement)		$225

2-37 (15–20 min.) **Terminology, interpretation of statements (continuation of 2-36)**.

1.	Direct materials used	$112 million
	Direct manufacturing labor costs	41 million
	Prime costs	$153 million
	Direct manufacturing labor costs	$ 41 million
	Indirect manufacturing costs	64 million
	Conversion costs	$105 million
2.	Inventoriable costs (in millions) for Year 2014	
	Plant utilities	$ 6
	Indirect manufacturing labor	25
	Depreciation—plant and equipment	8
	Miscellaneous manufacturing overhead	17
	Direct materials used	112
	Direct manufacturing labor	41
	Plant supplies used	5
	Property tax on plant	3
	Total inventoriable costs	$217
	Period costs (in millions) for Year 2014	
	Marketing, distribution, and customer-service costs	$ 91

3. Design costs and R&D costs may be regarded as product costs in case of contracting with a governmental agency. For example, if the Air Force negotiated to contract with Lockheed to build a new type of supersonic fighter plane, design costs and R&D costs may be included in the contract as product costs.

4. Direct materials used = $112,000,000 ÷ 1,000,000 units = $112 per unit
Depreciation on plant and equipment = $8,000,000 ÷ 1,000,000 units = $8 per unit

5. Direct materials unit cost would be unchanged at $112. Depreciation unit cost would be $8,000,000 ÷ 2,000,000 = $4 per unit. Total direct materials costs would rise by 100% to $224,000,000 ($112 per unit × 2,000,000 units). Total depreciation cost of $8,000,000 would remain unchanged.

6. In this case, equipment depreciation is a variable cost in relation to the unit output. The amount of equipment depreciation will change in direct proportion to the number of units produced.

(a) Depreciation will be $1 million ($1 × 1 million) when 1 million units are produced.
(b) Depreciation will be $2 million ($1 × 2 million) when 2 million units are produced.

2-38 (20 min.) **Labor cost, overtime and idle time.**

1.(a) Total cost of hours worked at regular rates	
48 hours × $20 per hour	$ 960
44 hours × $20 per hour	880
43 hours × $20 per hour	860
46 hours × $20 per hour	920
	3,620
Minus idle time	
(6.4 hours × $20 per hour)	128
(2.0 hours × $20 per hour)	40
(5.8 hours × $20 per hour)	116
(3.5 hours × $20 per hour)	70
Total idle time	354
Direct manufacturing labor costs	$3,266
(b) Idle time = 17.7 hours × $20 per hour =	$ 354
(c) Overtime and holiday premium.	
Week 1: Overtime (48 – 40) hours × Premium, $10 per hour	$ 80
Week 2: Overtime (44 – 40) hours × Premium, $10 per hour	40
Week 3: Overtime (43 – 40) hours × Premium, $20 per hour	60
Week 4: Overtime (46 – 40) hours × Premium, $10 per hour	60
Week 4: Holiday 8 hours × 2 days × Premium, $20 per hour	320
Total overtime and holiday premium	$ 560
(d) Total earnings in December	
Direct manufacturing labor costs	$3,266
Idle time	354
Overtime and holiday premium	560
Total earnings	$4,180

2. Idle time caused by regular machine maintenance, slow order periods, or unexpected mechanical problems is an indirect cost of the product because it is not related to a specific product.

Overtime premium caused by the heavy overall volume of work is also an indirect cost because it is not related to a particular job that happened to be worked on during the overtime hours. If, however, the overtime is the result of a demanding "rush job," the overtime premium is a direct cost of that job.

2-39 (30–40 min.) **Missing records, computing inventory costs.**

1. Finished goods inventory, 3/31/2014 = $105,000
2. Work-in-process inventory, 3/31/2014 = $95,000
3. Direct materials inventory, 3/31/2014 = $42,500

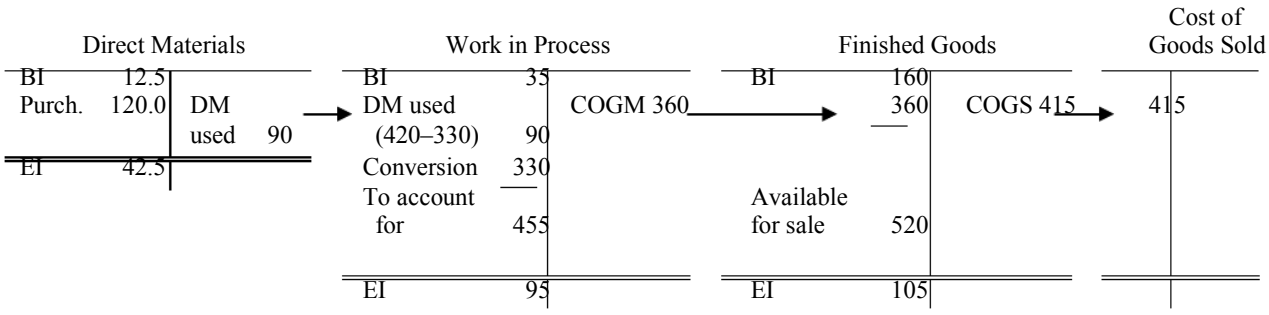
This problem is not as easy as it first appears. These answers are obtained by working from the known figures to the unknowns in the schedule below. The basic relationships between categories of costs are:

Manufacturing costs added during the period (given)	$420,000
Conversion costs (given)	$330,000
Direct materials used = Manufacturing costs added – Conversion costs	
= $420,000 – $330,000 = $90,000	
Cost of goods manufactured = Direct Materials Used × 4	
= $90,000 × 4 = $360,000	

Schedule of Computations

~~Direct materials, 3/1/2014~~ (given)		$ 12,500
Direct materials purchased (given)		120,000
Direct materials available for use		~~132,500~~
Direct materials, 3/31/2014	3 =	42,500
Direct materials used		~~90,000~~
Conversion costs (given)		330,000
Manufacturing costs added during the period (given)		~~420,000~~
Add work in process, 3/1/2014 (given)		35,000
Manufacturing costs to account for		~~455,000~~
Deduct work in process, 3/31/2014	2 =	95,000
Cost of goods manufactured (4 × $90,000)		~~360,000~~
Add finished goods, 3/1/2014		160,000
Cost of goods available for sale		~~520,000~~
Deduct finished goods, 3/31/2014	1 =	105,000
Cost of goods sold (80% × $518,750)		~~$415,000~~

Some instructors may wish to place the key amounts in a Work in Process T-account. This problem can be used to introduce students to the flow of costs through the general ledger (amounts in thousands):



2-40 (30 min.) **Comprehensive problem on unit costs, product costs.**

1. If 2 pounds of direct materials are used to make each unit of finished product, 115,000 units × 2 lbs., or 230,000 lbs. were used at $0.65 per pound of direct materials ($149,500 ÷ 230,000 lbs.). (The direct material costs of $149,500 are direct materials used, not purchased.) Therefore, the ending inventory of direct materials is 2,300 lbs. × $0.65 = $1,495.

2.

	Manufacturing Costs for 115,000 units		
	Variable	Fixed	Total
Direct materials costs	$149,500	$ –	$149,500
Direct manufacturing labor costs	34,500	–	34,500
Plant energy costs	6,000	–	6,000
Indirect manufacturing labor costs	12,000	17,000	29,000
Other indirect manufacturing costs	7,000	27,000	34,000
Cost of goods manufactured	$209,000	$44,000	$253,000

Average unit manufacturing cost: $253,000 ÷ 115,000 units = $2.20 per unit

Finished goods inventory in units: = $15,400 (given) / $2.20 per unit = 7,000 units

3. Units sold in 2014 = Beginning inventory + Production – Ending inventory
= 0 + 115,000 –7,000 = 108,000 units
Selling price in 2014 = $540,000 ÷ 108,000
= $5.00 per unit

4.

Atlanta Office Equipment
Income Statement
Year Ended December 31, 2014
(in thousands)

Revenues (108,000 units sold × $5.00)		$540,000
Cost of units sold:		
Beginning finished goods, Jan. 1, 2014	$ 0	
Cost of goods manufactured	253,000	
Cost of goods available for sale	253,000	
Ending finished goods, Dec. 31, 2014	15,400	237,600
Gross margin		302,400
Operating costs:		
Marketing, distribution, and customer-service costs ($126,000 + $47,000)	173,000	
Administrative costs	58,000	231,000
Operating income		$ 71,400

Note: Although not required, the full set of unit variable costs is:

Direct materials cost ($0.65 × 2 lbs.)	$1.30	
Direct manufacturing labor cost ($34,500 ÷ 115,000)	0.300	
Plant energy cost ($6,000 ÷ 115,000)	0.052	= $1.817 per unit manufactured
Indirect manufacturing labor cost ($12,000 ÷ 115,000)	0.104	
Other indirect manufacturing cost ($7,000 ÷ 115,000)	0.061	
Marketing, distribution, and customer-service costs	$1.09	per unit sold

2-41 (20-25 min.) **Classification of costs; ethics.**

1. Warehousing costs per unit $= \dfrac{\text{Warehousing costs}}{\text{Units produced}} = \dfrac{\$3{,}570{,}000}{210{,}000 \text{ units}} = \$17$ per unit.

If the $3,570,000 is treated as period costs, the entire amount would be expensed during the year as incurred. If it is treated as a product cost, it would be "unitized" at $17 per unit and expensed as each unit of the product is sold. Therefore, if only 190,000 of the 210,000 units are sold, only $3,230,000 ($17 per unit × 190,000 units) of the $3,570,000 would be expensed in the current period. The remaining $3,570,000 – $3,230,000 = $340,000 would be inventoried on the balance sheet until a later period when the units are sold. The value of finished goods inventory can also be calculated directly to be $340,000 ($17 per unit × 20,000 units).

2. No. With respect to classifying costs as product or period costs, this determination is made by GAAP. It is not something that can be justified by the plant manager or plant controller. Even though these costs are in fact related to the product, they are not direct costs of manufacturing the product. GAAP requires that research and development, as well as all costs related to warehousing and distribution of goods, be classified as period costs and expensed in the period they are incurred.

3. Jason Hand would improve his personal bonus and take-home pay by
8% × $340,000 = $27,200

4. The controller should not reclassify costs as product costs just so the plant can reap short-term benefits, including the increase in Hand's personal year-end bonus. Research and development costs, costs related to the shipping of finished goods, and costs related to warehousing finished goods are all period costs under GAAP and must be treated as such. Changing this classification on Old World's financial statements would violate GAAP and would likely be considered fraudulent. The idea of costs being classified as product costs versus period costs is to properly reflect on the income statement those costs that are directly related to manufacturing (costs incurred to transform one asset, direct materials into another asset, finished goods) and to properly reflect on the balance sheet those costs that will provide a future benefit

(inventory). The controller should not be intimidated by Hand. Hand stands to personally benefit from the reclassification of costs. The controller should insist that he must adhere to GAAP so as not to submit fraudulent financial statements to corporate headquarters. If Hand insists on the reclassification, the controller should raise the issue with the chief financial officer after informing Hand that he is doing so. If, after taking all these steps, there is continued pressure to modify the numbers, the controller should consider resigning from the company rather than engage in unethical behavior.

2-42 (20–25 min.) **Finding unknown amounts.**

Let G = given, I = inferred

	Case 1	Case 2
Step 1: Use gross margin formula		
Revenues	$48,000 G	$47,700 G
Cost of goods sold	**A** 31,050 I	30,000 G
Gross margin	$16,950 G	**C** $17,700 I
Step 2: Use schedule of cost of goods manufactured formula		
Direct materials used	$12,000 G	$18,000 G
Direct manufacturing labor costs	4,500 G	7,500 G
Indirect manufacturing costs	10,500 G	**D** 9,750 I
Manufacturing costs incurred	27,000 I	35,250 I
Add beginning work in process, 1/1	0 G	1,200 G
Total manufacturing costs to account for	27,000 I	36,450 I
Deduct ending work in process, 12/31	0 G	4,500 G
Cost of goods manufactured	$27,000 I	$31,950 I
Step 3: Use cost of goods sold formula		
Beginning finished goods inventory, 1/1	$ 6,000 G	$ 6,000 G
Cost of goods manufactured	27,000 I	31,950 I
Cost of goods available for sale	33,000 I	37,950 I
Ending finished goods inventory, 12/31	**B** 1,950 I	7,950 G
Cost of goods sold	$31,050 I	$30,000 G

For case 1, do steps 1, 2, and 3 in order.
For case 2, do steps 1, 3, and then 2.