

Managerial Accounting Exercises

Topic 6: Incremental Analysis

Question 1

ThreePoint Sports Inc. manufactures basketballs for the Women's National Basketball Association (WNBA). For the first 6 months of 2020, the company reported the following operating results while operating at 80% of plant capacity and producing 120,000 units.

	<u>Amount</u>
Sales	\$ 4,800,000
Cost of goods sold	3,600,000
Selling and administrative expenses	405,000
Net income	\$ 795,000

Fixed costs for the period were cost of goods sold \$960,000, and selling and administrative expenses \$225,000. In July, normally a slack manufacturing month, ThreePoint Sports receives a special order for 10,000 basketballs at \$28 each from the Greek Basketball Association (GBA). Acceptance of the order would increase variable selling and administrative expenses \$0.75 per unit because of shipping costs but would not increase fixed costs and expenses.

Instructions:

- a. Prepare an incremental analysis for the special order.
- b. Should ThreePoint Sports Inc. accept the special order? Explain your answer.
- c. What is the minimum selling price on the special order to produce net income of \$5.00 per ball?
- d. What non-financial factors should management consider in making its decision?

Question 2

The management of Zhou Manufacturing is trying to decide whether to continue manufacturing a part or to buy it from an outside supplier. The part, called CISCO, is a component of the company's finished product.

The following information was collected from the accounting records and production data for the year ending December 31, 2020:

1. 8,000 units of CISCO were produced in the Machining Department
2. Variable manufacturing costs applicable to the production of each CISCO unit were: direct materials HK\$48.00, direct labor HK\$43.00, indirect labor HK\$4.30, utilities HK\$4.00.
3. Fixed manufacturing costs applicable to the production of CISCO were:

Cost Item	<u>Direct</u>	<u>Allocated</u>
Depreciation	HK\$21,000	HK\$ 9,000
Property taxes	5,000	2,000
Insurance	9,000	6,000
	HK\$35,000	HK\$17,000

All variable manufacturing and direct fixed costs will be eliminated if CISCO is purchased. Allocated costs will have to be absorbed by other production departments.

4. The lowest quotation for 8,000 CISCO units from a supplier is HK\$800,000.

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A Gutmann



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