



# Cambridge International AS & A Level

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**ACCOUNTING**

**9706/32**

Paper 3 Structured Questions

**May/June 2021**

**MARK SCHEME**

Maximum Mark: 150

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<p><b>Published</b></p>
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This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the May/June 2021 series for most Cambridge IGCSE™, Cambridge International A and AS Level components and some Cambridge O Level components.

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This document consists of **24** printed pages.

**Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently, e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

**Social Science-Specific Marking Principles  
(for point-based marking)**

**1 Components using point-based marking:**

- Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion.

From this it follows that we:

- a** DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning (unless the mark scheme requires a specific term)
- b** DO credit alternative answers/examples which are not written in the mark scheme if they are correct
- c** DO credit answers where candidates give more than one correct answer in one prompt/numbered/scaffolded space where extended writing is required rather than list-type answers. For example, questions that require *n* reasons (e.g. State two reasons ...).
- d** DO NOT credit answers simply for using a 'key term' unless that is all that is required. (Check for evidence it is understood and not used wrongly.)
- e** DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities
- f** DO NOT give further credit for what is effectively repetition of a correct point already credited unless the language itself is being tested. This applies equally to 'mirror statements' (i.e. polluted/not polluted).
- g** DO NOT require spellings to be correct, unless this is part of the test. However spellings of syllabus terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused (e.g. Corrasion/Corrosion)

**2 Presentation of mark scheme:**

- Slashes (/) or the word 'or' separate alternative ways of making the same point.
- Semi colons (;) bullet points (•) or figures in brackets (1) separate different points.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark (except Accounting syllabuses where they indicate negative numbers).

**3 Calculation questions:**

- The mark scheme will show the steps in the most likely correct method(s), the mark for each step, the correct answer(s) and the mark for each answer
- If working/explanation is considered essential for full credit, this will be indicated in the question paper and in the mark scheme. In all other instances, the correct answer to a calculation should be given full credit, even if no supporting working is shown.
- Where the candidate uses a valid method which is not covered by the mark scheme, award equivalent marks for reaching equivalent stages.
- Where an answer makes use of a candidate's own incorrect figure from previous working, the 'own figure rule' applies: full marks will be given if a correct and complete method is used. Further guidance will be included in the mark scheme where necessary and any exceptions to this general principle will be noted.

**4 Annotation:**

- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers. There is no direct relationship between ticks and marks. Ticks have no defined meaning for levels of response marking.
- For levels of response marking, the level awarded should be annotated on the script.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who marked that paper.

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Question	Answer	Mark																																																							
1(a)	<div>Realisation account</div> <table><tr><td></td><td>\$</td><td></td><td>\$</td><td></td></tr><tr><td>Property</td><td>300 000</td><td>}</td><td>Z Limited</td><td>500 000 (1)</td></tr><tr><td>Equipment</td><td>71 000</td><td>}</td><td>Capital account Alan</td><td>28 000 (1)</td></tr><tr><td>Motor vehicles</td><td>62 000</td><td>}</td><td>Discount received</td><td>600 (1)</td></tr><tr><td>Inventory</td><td>24 000</td><td>}(1)</td><td>Trade payables</td><td>18 000 (1)</td></tr><tr><td>Irrecoverable debt</td><td>4 400</td><td>(1)</td><td></td><td></td></tr><tr><td>Discount allowed</td><td>1 100</td><td>(1)</td><td></td><td></td></tr><tr><td>Profit on realisation</td><td></td><td></td><td></td><td></td></tr><tr><td>Alan</td><td>50 460</td><td>}</td><td></td><td></td></tr><tr><td>Brian</td><td>33 640</td><td>}(10F)</td><td></td><td></td></tr><tr><td></td><td>546 600</td><td></td><td></td><td>546 600</td></tr></table>		\$		\$		Property	300 000	}	Z Limited	500 000 (1)	Equipment	71 000	}	Capital account Alan	28 000 (1)	Motor vehicles	62 000	}	Discount received	600 (1)	Inventory	24 000	}(1)	Trade payables	18 000 (1)	Irrecoverable debt	4 400	(1)			Discount allowed	1 100	(1)			Profit on realisation					Alan	50 460	}			Brian	33 640	}(10F)				546 600			546 600	8
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1(d)	<table> <tr> <td>Assets taken over</td><td>\$</td><td></td></tr> <tr> <td>Property</td><td>350 000</td><td></td></tr> <tr> <td>Equipment</td><td>68 000</td><td></td></tr> <tr> <td>Motor vehicle</td><td>29 000</td><td></td></tr> <tr> <td>Inventory</td><td>20 000</td><td></td></tr> <tr> <td>Trade payables</td><td>(18 000)</td><td></td></tr> <tr> <td></td><td><hr/></td><td></td></tr> <tr> <td></td><td>449 000</td><td>(1)</td></tr> <tr> <td>Consideration</td><td>500 000</td><td></td></tr> <tr> <td></td><td><hr/></td><td></td></tr> <tr> <td>Goodwill</td><td>51 000</td><td>(10F)</td></tr> </table>	Assets taken over	\$		Property	350 000		Equipment	68 000		Motor vehicle	29 000		Inventory	20 000		Trade payables	(18 000)			<hr/>			449 000	(1)	Consideration	500 000			<hr/>		Goodwill	51 000	(10F)	2
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Question	Answer	Mark
1(e)	<p>Calculations:            Shareholding will be reduced from 72.38% <b>(1)</b> <math>(1\,000\,000 / [1\,000\,000 + 381\,600])</math> to            49.47% <b>(1)</b> <math>(1\,000\,000 / [1\,000\,000 + 381\,600 + 640\,000])</math></p> <p>For:            By issuing shares Z Limited is saved from paying cash            The sole trader can bring in his experience and expertise            Synergy effect leading to better profitability in the future</p> <p>Against:            The original shareholders will lose the controlling interest            The original shareholders have to share the decision-making power with the new director            There may be conflict with the new director</p> <p><b>Max 2 marks for calculations</b>  <b>'For' argument – Max 1 mark</b>  <b>'Against' argument – Max 1 mark</b>  <b>1 mark for decision</b></p> <p><b>Accept other valid points.</b></p>	<b>5</b>

Question	Answer	Mark
2(a)(i)	Sales revenue divided by total net book value of non-current assets. <b>(1)</b>	<b>1</b>
2(a)(ii)	The ratio measures the efficiency <b>(1)</b> of the business in using the non-current assets to generate sales revenue. <b>(1)</b>	<b>2</b>
2(b)	$\$806\,400 / 2.1 = \$384\,000$ <b>(1)</b>	<b>1</b>

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Question	Answer										Mark	
2(c)											14	
	Property		Plant and equipment		Furniture and fixtures		Total					
	\$		\$		\$		\$					
	Cost/Valuation											
	At 1 January 2020 <b>W1</b>		320 000	(1)	284 000	(1)	178 000	(1)	782 000			
	Revaluation		40 000	(1)					40 000			
	Additions				42 000	(1)	25 000	(1)	67 000			
	Disposal				(35 000)	(1)			(35 000)			
	At 31 December 2020		360 000		291 000		203 000		854 000			
	Accumulated depreciation											
	At 1 January 2020		128 000		168 800		101 200		398 000			
	Revaluation		(128 000)	(1)					(128 000)			
	Disposal				(35 000)	(1)			(35 000)			
	Charge for the year <b>W2</b>		30 000	(1)	31 440	(1)	40 600	(1)	102 040			
At 31 December 2020		30 000		165 240		141 800		337 040				
Net book value at 31 Dec 2020		330 000		125 760		61 200		516 960	(10F)row			
Net book value at 31 Dec 2019 (5:3:2)		192 000		115 200		76 800		384 000	(1)row			

Question	Answer	Mark																				
2(c)	<div><div><div>W1</div><table><thead><tr><th></th><th>Property</th><th>Plant and equipment</th><th>Furniture and fixtures</th></tr><tr><th></th><th>\$</th><th>\$</th><th>\$</th></tr></thead><tbody><tr><td>Net book value 5:3:2</td><td>192 000</td><td>115 200</td><td>76 800</td></tr><tr><td>Accumulated depreciation</td><td>128 000</td><td>168 800</td><td>101 200</td></tr><tr><td>Original cost</td><td><u>320 000</u> (1)</td><td><u>284 000</u> (1)</td><td><u>178 000</u> (1)</td></tr></tbody></table></div><div><div>W2</div><div><math>\\$128\,000 / \\$320\,000 = 40\%</math>, <math>20\text{ years} \times 40\% = 8\text{ years}</math>, <math>\\$360\,000 / (20 - 8) = \\$30\,000</math> <math>[\\$291\,000 - (\\$168\,800 - \\$35\,000)] \times 20\% = \\$31\,440</math> <math>\\$203\,000 \times 20\% = \\$40\,600</math></div></div></div>		Property	Plant and equipment	Furniture and fixtures		\$	\$	\$	Net book value 5:3:2	192 000	115 200	76 800	Accumulated depreciation	128 000	168 800	101 200	Original cost	<u>320 000</u> (1)	<u>284 000</u> (1)	<u>178 000</u> (1)	
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2(d)	<div><div>Motor vehicles are non-current assets. (1) Depreciation recognises the loss of value of non-current asset over its useful life (1) Matching concept/matching the consumption of the cost of non-current asset with revenue generated by non-current assets (1) Prudence concept/value of non-current asset/profit is not overstated. (1) Requirement of IAS16 (1)</div><div><div>Max 3</div><div>Accept other valid points.</div></div></div>	3																				
2(e)	<div><div>Straight-line – the charge against the profit is constant each year (1) because it assumes that the non-current asset is used up evenly throughout its useful life (1) Reducing balance – the charge against the profit is higher in early years (the profit is lower)/is lower in later years (the profit is higher) (1) because it assumes that the non-current asset is used up more in the early years than the later years (1)</div><div><div>Max 2 for straight line method and max 2 for reducing balance method.</div></div></div>	4																				

Question	Answer	Mark																																																																																		
3(a)	<p>Loss of control/increased risk <b>(1)</b> – e.g. inventory may not be safeguarded resulting in a loss of value <b>(1)</b> Additional cost incurred/profit reduced <b>(1)</b>, e.g. commission and freight <b>(1)</b></p> <p><b>2 disadvantages × 2 marks (1 mark for each identification, plus one further mark for development)</b> <b>Accept other valid points.</b></p>	<b>4</b>																																																																																		
3(b)	<div><div>Tan</div><div>Consignment account</div><table><tr><td></td><td>\$</td><td></td><td>\$</td></tr><tr><td>Goods sent on consignment</td><td>200 000</td><td><b>(1)</b></td><td>Nadeem – sales <b>W1</b></td><td>232 050</td><td><b>(1)</b></td></tr><tr><td>Bank – Freight</td><td>4 600</td><td>}</td><td>Inventory c/d <b>W2</b></td><td>20 888</td><td><b>(4)</b></td></tr><tr><td>Bank – Insurance</td><td>1 200</td><td>}</td><td></td><td></td><td></td></tr><tr><td>Bank – packing</td><td>600</td><td>}(1)</td><td></td><td></td><td></td></tr><tr><td>Nadeem – Import duty</td><td>1 800</td><td>}</td><td></td><td></td><td></td></tr><tr><td>Nadeem – Storage</td><td>2 700</td><td>}</td><td></td><td></td><td></td></tr><tr><td>Nadeem – Transportation</td><td>2 200</td><td>}</td><td></td><td></td><td></td></tr><tr><td>Nadeem – Transportation</td><td>2 600</td><td>}</td><td></td><td></td><td></td></tr><tr><td>Nadeem – Selling expenses</td><td>4 400</td><td>}(1)</td><td></td><td></td><td></td></tr><tr><td>Nadeem – commission</td><td>18 564</td><td><b>(1OF)</b></td><td></td><td></td><td></td></tr><tr><td>Income statement</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Profit on consignment</td><td>14 274</td><td><b>(1OF)</b></td><td></td><td></td><td></td></tr><tr><td></td><td>252 938</td><td></td><td></td><td>252 938</td><td></td></tr></table></div>		\$		\$	Goods sent on consignment	200 000	<b>(1)</b>	Nadeem – sales <b>W1</b>	232 050	<b>(1)</b>	Bank – Freight	4 600	}	Inventory c/d <b>W2</b>	20 888	<b>(4)</b>	Bank – Insurance	1 200	}				Bank – packing	600	}(1)				Nadeem – Import duty	1 800	}				Nadeem – Storage	2 700	}				Nadeem – Transportation	2 200	}				Nadeem – Transportation	2 600	}				Nadeem – Selling expenses	4 400	}(1)				Nadeem – commission	18 564	<b>(1OF)</b>				Income statement						Profit on consignment	14 274	<b>(1OF)</b>					252 938			252 938		<b>10</b>
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Question	Answer				Mark
3(b)	<b>W1</b> (\$650 × 300) + (60 × \$650 × 95%) = \$232 050				
	<b>W2</b>				
	Excluding storage		Including storage		
		\$		\$	
	Cost of goods	200 000	Cost of goods	200 000	
	Freight	4 600	Freight	4 600	
	Insurance	1 200	Insurance	1 200	
	Packing	600	Packing	600	
	Import duty	1 800	Import duty	1 800	
	Transportation	2 200	Transportation	2 200	
			Storage	2 700	
	Total cost	210 400 (1)	213 100	(1)	
		÷ 400	÷ 400		
	Cost per unit	526 (10F)	532.75	(10F)	
	38 × \$526	199 88 (10F)	38 × \$532.75	20 245 (10F)	
2 × \$450	900 (1)	2 × \$450	900 (1)		
Inventory	20 888	Inventory	21 145		

Question	Answer	Mark
3(c)	<p>Pricing strategy <b>(1)</b> – building market share in Country B <b>(1)</b>            Competition in Country B <b>(1)</b> – bench marking with the price of competitors <b>(1)</b>            Market condition/income level in Country B <b>(1)</b> – the consumers will buy the cheaper motor <b>(1)</b></p> <p><b>3 reasons × 2 marks (1 mark for identification, plus one for development)</b>  <b>Accept other valid points.</b></p>	<b>6</b>
3(d)	<p>For <b>(Max 2)</b></p> <ul style="list-style-type: none"> <li>• He can fully control the selling activities <b>(1)</b></li> <li>• He can avoid paying commission <b>(1)</b></li> <li>• He can expand the market for his products and increase his revenue <b>(1)</b></li> </ul> <p>Against <b>(Max 2)</b></p> <ul style="list-style-type: none"> <li>• He will incur setup costs <b>(1)</b></li> <li>• He is new to the market and does not have sufficient knowledge of the market <b>(1)</b></li> <li>• This can be more risky – political risk, economic risk, etc. <b>(1)</b></li> </ul> <p><b>‘For’ argument – Max 2 mark</b>  <b>‘Against’ argument – Max 2 mark</b>  <b>1 mark for decision</b>  <b>Accept other valid points.</b></p>	<b>5</b>

Question	Answer	Mark
4(a)	<ul style="list-style-type: none"> <li>• Factually correct <b>(1)</b></li> <li>• No fraud <b>(1)</b></li> <li>• Prepared in accordance with accounting standards and legislation <b>(1)</b></li> <li>• Faithfully represent the performance and financial position <b>(1)</b></li> <li>• No material errors or omissions <b>(1)</b></li> <li>• Free from material misstatement <b>(1)</b></li> <li>• Free from bias <b>(1)</b></li> </ul> <p><b>Max 3</b></p>	<b>3</b>

Question	Answer	Mark
4(b)	<p>Item 1i – IAS 38 <i>Intangible Assets</i> / IAS 36 <i>Impairment of Assets</i> (1), purchased goodwill is recognised in the financial statements (1) and included at its value at 31 December / \$24 000. (1)</p> <p>Item 1ii – IAS 38 <i>Intangible Assets</i> (1), internally generated goodwill should not be recognised in the financial statements (1), therefore there is no revaluation surplus of \$50 000. (1)</p> <p>Item 2 – IAS 36 <i>Impairment of Assets</i> (1), When the carrying amount exceeds the recoverable amount impairment has occurred (1), and in this case there is an impairment loss of \$3 800 (1)</p> <p><b>For each item, 1 mark for correct IAS plus 2 further marks for explanation.</b></p>	9

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Question	Answer	Mark																																													
4(c)	<p>Revised statement of financial position at 31 December 2020</p> <table> <tr> <td></td><td>\$</td><td>\$</td></tr> <tr> <td>Non-current assets</td><td></td><td></td></tr> <tr> <td>Goodwill <b>W1</b></td><td></td><td>24 000 (1)</td></tr> <tr> <td>Property, plant and equipment <b>W2</b></td><td></td><td>540 200 (1)</td></tr> <tr> <td></td><td></td><td><hr/>564 200</td></tr> <tr> <td>Current assets</td><td></td><td></td></tr> <tr> <td>Inventory <b>W3</b></td><td>80 000 (1)</td><td></td></tr> <tr> <td>Trade receivables <b>W4</b></td><td>172 800 (2)</td><td></td></tr> <tr> <td>Cash and cash equivalents</td><td>34 800</td><td>287 600</td></tr> <tr> <td>Total assets</td><td></td><td><hr/>851 800</td></tr> <tr> <td>Equity</td><td></td><td></td></tr> <tr> <td>Ordinary shares of \$1 each</td><td></td><td>500 000</td></tr> <tr> <td>Revaluation reserve</td><td></td><td>35 000 (1)</td></tr> <tr> <td>Retained earnings <b>W5</b></td><td></td><td>120 800 (3OF)</td></tr> <tr> <td></td><td></td><td><hr/>655 800</td></tr> </table>		\$	\$	Non-current assets			Goodwill <b>W1</b>		24 000 (1)	Property, plant and equipment <b>W2</b>		540 200 (1)			<hr/> 564 200	Current assets			Inventory <b>W3</b>	80 000 (1)		Trade receivables <b>W4</b>	172 800 (2)		Cash and cash equivalents	34 800	287 600	Total assets		<hr/> 851 800	Equity			Ordinary shares of \$1 each		500 000	Revaluation reserve		35 000 (1)	Retained earnings <b>W5</b>		120 800 (3OF)			<hr/> 655 800	10
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4(c)	<p>Non-current liabilities</p> <p>Bank loan (2021–2025) 80 000 }</p> <p>Current liabilities</p> <p>Trade payables 96 000</p> <p>Loan payable 20 000 }(1) 116 000</p> <hr/> <p>Total equity and liabilities 851 800</p> <hr/> <p><b>W1</b> Goodwill \$80 000 – \$50 000 – \$6 000 = \$24 000</p> <p><b>W2</b> Property, plant and equipment \$544 000 – \$3 800 = \$540 200</p> <p><b>W3</b> Inventory \$88 000 – (\$40 000 × 25 / 125) = \$80 000</p> <p><b>W4</b> Trade receivables \$187 200 / 96% = \$195 000 <b>(1)</b>, with provision for doubtful debt \$7 800 deducted;  (\$195 000 – \$15 000) × 4% = \$7 200 \$187 200 – \$15 000 + (\$7 800 – \$7 200) = \$172 800 <b>(1)</b></p>	

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Question	Answer	Mark
4(c)	<p><b>W5</b></p> <p style="text-align: center;">\$</p> <p>Retained earnings</p> <p>Balance b/d 153 000</p> <p>Goodwill impairment (6 000) }</p> <p>Impairment loss (3 800) }</p> <p>Inventory unrealised profit (8 000) }</p> <p>Irrecoverable debt (15 000) }(1)</p> <p>Provision for doubtful debt overstated 600 (1)</p> <hr/> <p style="text-align: right;">120 800 (10F)</p>	
4(d)	<p>A true and fair view enhances the credibility of the financial statements (1)</p> <p>The financial statements can be trusted by users, e.g. investors, banks (1)</p> <p>If not true and fair then a qualified audit report will be received (1)</p> <p><b>Max 2 for comments plus 1 mark for decision</b></p> <p><b>Accept other valid points</b></p>	<b>3</b>

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Question	Answer				Mark																																								
5(a)	<div>Sofas <math>2\,000 \times \\$250 / 50</math>      10 000</div> <div>Tables <math>5\,000 \times \\$160 / \\$40</math>      20 000</div> <div>Total labour hours      30 000    <b>(1)</b></div> <div>Overhead absorption rate <math>\\$600\,000 / 30\,000 = \\$20</math> per labour hour <b>(10F)</b></div>				2																																								
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5(d)	Sofas		Tables		7
	\$		\$		
	Direct materials	300	190		
	Direct labour	250	160		
	Factory overhead <b>W1</b>	185	46	<b>(5OF)</b>	
	Total cost	735	396	<b>(1OF both)</b>	
	Mark up	220.5	79.2		
	Selling price	955.5	475.2	<b>(1OF both)</b>	
	<b>W1</b>				
	Cost allocated				
	Sofas		Tables		
\$		\$			
Setups	60 000	40 000	<b>(1 both)</b>	$\$100\,000 \times (600 / 1\,000); \$100\,000 \times (400 / 1\,000)$	
Machine operations	200 000	120 000	<b>(1 both)</b>	$\$320\,000 \times (5\,000 / 8\,000); \$320\,000 \times (3\,000 / 8\,000)$	
Materials cutting	80 000	40 000	<b>(1 both)</b>	$\$120\,000 \times (400 / 600); \$120\,000 \times (200 / 600)$	
Inspection	30 000	30 000	<b>(1 both)</b>	$\$60\,000 \times (500 / 1\,000)$	
	370 000	230 000			
	÷ 2 000	÷ 5 000			
Per unit	= \$185	= \$46	<b>(1OF both)</b>		

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5(e)	A higher fixed overhead is charged to sofas under ABC leading to a higher selling price. <b>(1)</b> A lower fixed overhead is charged to tables under ABC leading to a lower selling price. <b>(1)</b>	<b>2</b>																		
5(f)	<p>8 000 labour hours (2 000 units <math>\times</math> 4) are released to produce 1 600 (8 000 / 5) sofas more</p> <p style="text-align: center;">\$</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Additional profit from sofas 1600 <math>\times</math> \$220.5</td><td style="width: 10%; text-align: right;">352 800</td><td style="width: 50%;"><b>(10F)</b></td></tr> <tr> <td>Reduction of profit from tables 2000 <math>\times</math> \$79.2</td><td style="text-align: right;">(158 400)</td><td><b>(10F)</b></td></tr> <tr> <td></td><td style="text-align: right; border-top: 1px solid black;">194 400</td><td></td></tr> <tr> <td>Training costs</td><td style="text-align: right;">(90 000)</td><td>}</td></tr> <tr> <td>Machines converting costs</td><td style="text-align: right;">(110 000)</td><td>}<b>(1)</b></td></tr> <tr> <td></td><td style="text-align: right; border-top: 1px solid black;">( 5 600)</td><td><b>(10F)</b></td></tr> </table> <p><b>Decision. (1)</b></p>	Additional profit from sofas 1600 $\times$ \$220.5	352 800	<b>(10F)</b>	Reduction of profit from tables 2000 $\times$ \$79.2	(158 400)	<b>(10F)</b>		194 400		Training costs	(90 000)	}	Machines converting costs	(110 000)	} <b>(1)</b>		( 5 600)	<b>(10F)</b>	<b>5</b>
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6(a)	<p>Assist planning/decision making/setting targets <b>(1)</b></p> <p>Controlling by comparing the actual performance with budgets <b>(1)</b></p> <p>Motivating managers/employees <b>(1)</b></p> <p>Co-ordinating activities of departments <b>(1)</b></p> <p>Managing resources efficiently <b>(1)</b></p> <p>Responsibility accounting <b>(1)</b></p> <p><b>Max 2</b></p>	<b>2</b>

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6(b)	<p style="text-align: right;">July</p> <p style="text-align: right;">\$</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Balance b/d <b>W1</b></td><td style="width: 20%; text-align: right;">473 000</td><td style="width: 40%; text-align: right;"><b>(4OF)</b></td></tr> <tr> <td>Sales for the month</td><td style="text-align: right;">280 000</td><td style="text-align: right;"><b>(1)</b></td></tr> <tr> <td>Collection for the month <b>W2</b></td><td style="text-align: right;">(273 000)</td><td style="text-align: right;"><b>(4OF)</b></td></tr> <tr> <td>Balance c/d</td><td style="text-align: right; border-top: 1px solid black;">480 000</td><td style="text-align: right; border-top: 1px solid black;"><b>(1OF)</b></td></tr> </table> <p><b>W1</b> – amounts outstanding</p> <p style="text-align: right;">\$</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">100% of June sales \$300 000 × 100%</td><td style="width: 20%; text-align: right;">300 000</td><td style="width: 40%; text-align: right;"><b>(1)</b></td></tr> <tr> <td>50% of May sales \$250 000 × 50%</td><td style="text-align: right;">125 000</td><td style="text-align: right;"><b>(1)</b></td></tr> <tr> <td>20% of April sales \$240 000 × 20%</td><td style="text-align: right;">48 000</td><td style="text-align: right;"><b>(1)</b></td></tr> <tr> <td></td><td style="text-align: right; border-top: 1px solid black;">473 000</td><td style="text-align: right; border-top: 1px solid black;"><b>(1OF)</b></td></tr> </table> <p><b>W2</b> – amounts received</p> <p style="text-align: right;">\$</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">50% of June sales \$300 000 × 50%</td><td style="width: 20%; text-align: right;">150 000</td><td style="width: 40%; text-align: right;"><b>(1)</b></td></tr> <tr> <td>30% of May sales \$250 000 × 30%</td><td style="text-align: right;">75 000</td><td style="text-align: right;"><b>(1)</b></td></tr> <tr> <td>20% of April sales \$240 000 × 20%</td><td style="text-align: right;">48 000</td><td style="text-align: right;"><b>(1)</b></td></tr> <tr> <td></td><td style="text-align: right; border-top: 1px solid black;">273 000</td><td style="text-align: right; border-top: 1px solid black;"><b>(1OF)</b></td></tr> </table>	Balance b/d <b>W1</b>	473 000	<b>(4OF)</b>	Sales for the month	280 000	<b>(1)</b>	Collection for the month <b>W2</b>	(273 000)	<b>(4OF)</b>	Balance c/d	480 000	<b>(1OF)</b>	100% of June sales \$300 000 × 100%	300 000	<b>(1)</b>	50% of May sales \$250 000 × 50%	125 000	<b>(1)</b>	20% of April sales \$240 000 × 20%	48 000	<b>(1)</b>		473 000	<b>(1OF)</b>	50% of June sales \$300 000 × 50%	150 000	<b>(1)</b>	30% of May sales \$250 000 × 30%	75 000	<b>(1)</b>	20% of April sales \$240 000 × 20%	48 000	<b>(1)</b>		273 000	<b>(1OF)</b>	<b>10</b>
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6(c)(i)	<p>Trade receivables are not well managed. <b>(1)</b></p> <p>Only 50% of credit customers adhere to the company policy of paying in one month after sale. <b>(1)</b></p> <p>Potential liquidity/cash flow problems. <b>(1)</b></p> <p>Possibility of increased irrecoverable debts. <b>(1)</b></p> <p>Long outstanding debts are not followed up/poor credit control. <b>(1)</b></p> <p>Credit reference of customers are not checked thoroughly. <b>(1)</b></p> <p><b>Max 3</b></p> <p><b>Accept other valid points.</b></p>	<b>3</b>
6(c)(ii)	<p>Use the services of a credit controller. <b>(1)</b></p> <p>Send monthly statements. <b>(1)</b></p> <p>Undertake credit reference check. <b>(1)</b></p> <p>Impose interest on late payment. <b>(1)</b></p> <p>Stop selling goods to customers with overdue accounts. <b>(1)</b></p> <p>Allow cash discount. <b>(1)</b></p> <p>Consider cash sales. <b>(1)</b></p> <p><b>Max 3</b></p> <p><b>Accept other valid points.</b></p>	<b>3</b>

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