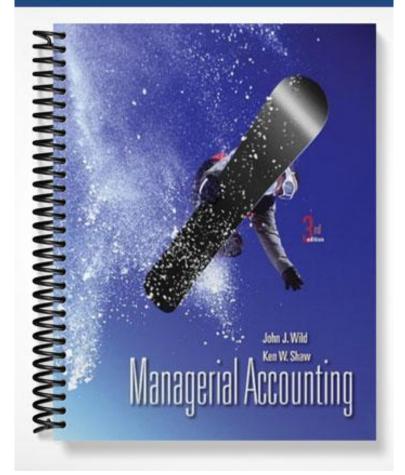
SOLUTIONS MANUAL



Chapter 2

Job Order Costing and Analysis

QUESTIONS

- 1. Factory overhead is not identified with specific units (jobs) or batches (job lots). Therefore, to assign costs, estimates of the relation between factory overhead cost and job or job lot are necessary. Also, since job order cost accounting is a perpetual system, we need to estimate a predetermined overhead rate to compute (perpetual) inventory costs. This estimated amount also helps job order companies determine prices on a timely basis.
- 2. Several other factors (allocation bases) are possible and reasonable. These common factors often include direct materials or machine hours.
- 3. The job order cost sheet captures information on cost and quantity of direct material and direct labor, and on the amount of factory overhead applied to the respective job or job lot. Management and employees use this information to monitor costs during production and to estimate total cost of production.
- 4. Each job is assigned a subsidiary ledger account. This account serves as the "posting account" (accumulates all increases and decreases) during production for direct material, direct labor, and applied factory overhead. The collection of job cost sheets for all of the jobs in process make up a subsidiary ledger controlled by the Goods in Process Inventory account in the general ledger.

When a job is finished, its job cost sheet is completed and moved from the file of jobs in process to the file of finished jobs awaiting delivery to customers. This latter file acts as a subsidiary ledger controlled by the Finished Goods Inventory account. In this way, management and employees can obtain the costs, direct and indirect, associated with any job or job lot at any time.

- 5. A debit (increase) to Goods in Process Inventory for direct materials, a debit (increase) to Factory Overhead for indirect materials, and a credit (decrease) to Raw Materials Inventory.
- 6. The materials requisition slip is designed to track the movement of materials from raw materials to production. It also serves as an internal control document because without the slip the inventory department should not release inventory to production.
- 7. The clock card is used to record the number of hours each employee works and is used to compute total payroll. The time ticket is used to record how much time an employee spends on each job. Time tickets are also used to determine the amount of overhead to charge to jobs when overhead is based on direct labor.

- 8. Debits (increases) to factory overhead are the recording of actual overhead costs, such as indirect materials, indirect labor, factory rent, and factory insurance. Credits (decreases) represent the allocation of factory overhead to jobs or job lots.
- 9. Assuming that the overapplied or underapplied overhead is immaterial, it is closed to the Cost of Goods Sold account. However, if the amount is material—meaning it would change business decisions that rely on the information—then the amount of overapplied or underapplied overhead is allocated to goods in process, finished goods, and cost of goods sold (using an allocation base such as direct labor).
- 10. This production run should be accounted for as a job lot (batch). Although individual iPods could be viewed as individual jobs, the costs of tracking this detailed information would outweigh the benefits. Determining the cost of the batch should provide management and employees with sufficient information about this product for all decision making purposes.
- 11. A predetermined factory overhead rate must be calculated for at least two reasons: (1) Not all costs are known in advance, yet the costs must be applied to products during the current period. (2) A predetermined rate is used to spread indirect costs to products and/or services throughout an accounting period, where overhead costs are not incurred uniformly throughout the period and production may not be uniform throughout the period. For instance, property taxes on the factory building of \$20,000 may be paid in July, but some of that \$20,000 must be allocated to all items produced during the year, January through December. A predetermined rate is necessary, because we must estimate the rate at the beginning of the year, based on estimated costs and activity, before the period begins.
- 12. Each patient in a hospital can be viewed as a "job." In this case, a job order cost sheet would be used to capture cost of direct materials (supplies, medicine, and so forth), direct labor, and hospital overhead.
- 13. Each of the 30 luxury motorcycles will likely be accounted for as an individual job. Although similar in many respects, each would have custom features that would impact costs. As the luxury motorcycles are shipped to dealers each will have a separate invoice detailing the cost associated with producing that motorcycle. Also, the price of a custom-made motorcycle is probably large enough (in the area of \$20,000 to \$50,000) that each would be accounted for individually.
- 14. Research In Motion employees can use job cost sheets to accumulate the costs (e.g. labor and materials) used on each job. Managers can use this job cost information to monitor whether Research In Motion is meeting its target costs and producing reasonable profits. This information can be used to adjust the prices of certain services and/or cease providing certain services if the costs cannot be controlled to yield a reasonable profit.

QUICK STUDIES

Quick Study 2-1 (5 minutes)

Manufactured as a job: 1, 2, 4

Manufactured as a job lot: 3, 5, 6

Quick Study 2-2 (5 minutes)

Direct materials, direct labor, and factory overhead are the three types of costs typically recorded on a job cost sheet. Managers can use job cost sheets to monitor costs incurred to date and to predict and control costs for each job.

Quick Study 2-3 (15 minutes)

| Raw Materials Inventory Cash To record raw material purchases. | 70,000 | 70,000 |
|--|--------|--------|
| Factory Overhead Raw Materials Inventory To record raw materials used in production. | 22,000 | 22,000 |
| Goods in Process Inventory Raw Materials Inventory To record raw materials used in production. | 42,000 | 42,000 |

Quick Study 2-4 (10 minutes)

| Factory Payroll Cash To record factory payroll. | 120,000 | 120,000 |
|--|------------------|---------|
| Goods in Process Inventory Factory Overhead Factory Payroll <i>To record direct and indirect labor.</i> | 90,000 30,000 | 120,000 |

Quick Study 2-5 (10 minutes)

- 1. Factory overhead, \$129,500 / Direct labor, \$605,000 = 21.4%
- 2. Factory overhead, \$129,500 / Direct materials, \$672,000 = <u>19.3%</u>

Quick Study 2-6 (10 minutes)

| Goods in Process Inventory (Job lot) 135,000 | |
|---|---------|
| Factory Overhead | 135,000 |
| To apply overhead to job lot (\$90,000 x 150%). | |

Quick Study 2-7 (15 minutes)

| Cost of Goods Sold Factory Overhead [*] To assign underapplied overhead. | 45,000 | 45,000 |
|---|--------|--------|
| *Computation of over- or underapplied overhead Actual overhead | | |

Quick Study 2-8 (5 minutes)

| Factory Overhead | 6,000 | |
|---------------------------------|-------|-------|
| Cost of Goods Sold* | · | 6,000 |
| To assign overapplied overhead. | | · |

| *Computation of over- or underapplied overhead | | | | |
|--|-----------------|--|--|--|
| Actual overhead (total debits) | \$325,000 | | | |
| Applied overhead (total credits) | 331,000 | | | |
| Overapplied overhead | <u>\$ 6,000</u> | | | |

Quick Study 2-9 (10 minutes)

| JOB COST SHEET | |
|--------------------------|----------------|
| Direct labor (\$60 X 50) | \$3,000 |
| Overhead (\$95 X 50) | 4,750 |
| Total cost | <u>\$7,750</u> |

Quick Study 2-10 (10 minutes)

| Rate = <u>Estimated overhead costs</u> | = <u>\$218,750</u> = <u>125%</u> |
|--|----------------------------------|
| Estimated direct materials | \$175,000 |

Quick Study 2-11 (10 minutes)

| Finished Goods Inventory Goods in Process Inventory To transfer cost of completed job to Fin. Goods. | 13,500 | 13,500 |
|--|--------|--------|
| Cost of Goods Sold Finished Goods Inventory To transfer cost of delivered job to COGS. | 13,500 | 13,500 |
| Cash Sales To record sales price of delivered job. | 18,900 | 18,900 |

Quick Study 2-12 (5 minutes)

Since each car is custom-ordered, Porsche produces in jobs rather in job lots (production of more than one unit of a custom product).

EXERCISES

| 1. | В | 3. | E | 5. | Α | | |
|-------|---------------|---------|---|----|---|----|---|
| 2. | D | 4. | С | 6. | F | | |
| Exerc | ise 2-2 (10 m | inutes) |) | | | | |
| 1. | E | 3. | D | 5. | F | 7. | В |
| 2. | G | 4. | С | 6. | Α | | |

Exercise 2-3 (15 minutes)

| JOB COST SHEET | | | |
|---------------------------|---------|---------|--|
| Direct materials cost | | | |
| Q-4698 | \$1,350 | | |
| Q-4725 | 1,100 | \$2,450 | |
| Direct labor cost | | | |
| W-3393 | 700 | | |
| W-3479 | 550 | | |
| W-3559 | 400 | 1,650 | |
| Overhead (\$1,650 X 140%) | | 2,310 | |
| Total cost | | \$6,410 | |

Exercise 2-4 (25 minutes)

1. The cost of direct materials requisitioned in the month equals the total direct materials costs accumulated on the three jobs less the amount of direct materials cost assigned to Job 102 in May:

| Job 102 | \$30,000 | |
|--------------------------------------|------------------|------------------|
| Less prior costs | <u>(12,000</u>) | \$ 18,000 |
| Job 103 | | 66,000 |
| Job 104 | | 54,000 |
| Total materials used (requisitioned) | | <u>\$138,000</u> |

Exercise 2-4 (Continued)

2. Direct labor cost incurred in the month equals the total direct labor costs accumulated on the three jobs less the amount of direct labor cost assigned to Job 102 in May:

| Job 102 | \$16,000 | |
|--------------------|-----------------|------------------|
| Less prior costs | <u>(3,600</u>) | \$ 12,400 |
| Job 103 | | 28,400 |
| Job 104 | | 42,000 |
| Total direct labor | | <u>\$ 82,800</u> |

3. The predetermined overhead rate equals the ratio between the amount of overhead assigned to the jobs divided by the amount of direct labor cost assigned to them. Since the same rate is used for all jobs started and completed within a month, the ratio for any one of them equals the rate that was applied. This table shows the ratio for jobs 102 and 104:

| | Job 102 | Job 104 |
|--------------|----------|----------|
| Overhead | \$ 8,000 | \$21,000 |
| Direct labor | 16,000 | 42,000 |
| Ratio | 50% | 50% |

4. The cost transferred to finished goods in June equals the total costs of the two completed jobs for the month, which are Jobs 102 and 103:

| | Job 102 | Job 103 | Total |
|------------------------|-----------------|------------------|------------------|
| Direct materials | \$30,000 | \$ 66,000 | \$ 96,000 |
| Direct labor | 16,000 | 28,400 | 44,400 |
| Overhead | <u>8,000</u> | <u>14,200</u> | <u>22,200</u> |
| Total transferred cost | <u>\$54,000</u> | <u>\$108,600</u> | <u>\$162,600</u> |

Exercise 2-5 (15 minutes)

1.

| Rate = Estimated overhead costs Estimated direct labor | $= \frac{\$756,000}{\$540,000} = \underline{140\%}$ |
|---|---|
| 2. Direct materials | \$15,600 |
| Direct labor | |
| Overhead (\$3,200 x 140%) | <u>4,480</u> |
| Total cost of Job No. 13-56 | <u>\$23,280</u> |

Exercise 2-6 (20 minutes)

1.

| Rate = - | Overhead costs | _ | \$450,000 | = 30% |
|----------|-----------------------|---|-------------|----------------|
| | Direct material costs | | \$1,500,000 | – <u>30 /0</u> |

| 2. | Total cost of job in process (given) | \$ 90,000 |
|----|---|------------------|
| | Less materials cost of job in process (given) | (30,000) |
| | Less overhead applied (30,000 x 30%) | (9,000) |
| | Direct labor cost | <u>\$ 51,000</u> |

Exercise 2-7 (30 minutes)

| | 1. |
|-------------------------|----|
| tory \$ 40,000 | |
| | |
| | |
| entory <u>(50,000</u>) | |
| | |
| | |
| <u>\$167,000</u> | |
| | 2. |
| \$400,000 | |
| | |
| <u>\$325,000</u> | |
| | |

Exercise 2-7 (continued)

| 3. | Cost of goods manufactured | | |
|----|--|----------|----------|
| | Beginning goods in process inventory | \$ | 9,600 |
| | Plus direct materials | | 167,000 |
| | Plus direct labor | | 325,000 |
| | Plus overhead applied (65% of DL cost) | | 211,250 |
| | Total cost of goods in process | | 712,850 |
| | Less ending goods in process inventory | | (19,500) |
| | Cost of goods manufactured | | |
| 4. | Cost of goods sold | | |
| | Beginning finished goods inventory | \$ | 60,000 |
| | Plus cost of goods manufactured | | 693,350 |
| | Less ending finished goods inventory | | (33,200) |
| | Cost of goods sold | | 720,150 |
| 5. | Gross profit | | |
| 0. | Sales | \$1 | 200 000 |
| | Cost of goods sold | - | |
| | Gross profit | | |
| 6. | Overapplied or underapplied overhead | | |
| 0. | Indirect materials | \$ | 12,000 |
| | Indirect labor | Ψ | 75,000 |
| | Other overhead costs | | • |
| | Total actual overhead incurred | - | 187,500 |
| | Overhead applied | | 211,250 |
| | Overapplied overhead | | 23,750 |
| | | <u> </u> | |

Exercise 2-8 (10 minutes)

| 1. | Raw Materials Inventory Cash To record materials purchases. | 189,000 | 189,000 |
|---------|--|---------|---------|
| 2. | Goods in Process Inventory Raw Materials Inventory To assign direct materials to jobs. | 167,000 | 167,000 |
| 3. | Factory Overhead Raw Materials Inventory To record indirect materials. | 12,000 | 12,000 |
| Exercis | se 2-9 (10 minutes) | | |

| 1. | Factory Payroll Cash To record factory payroll. | 400,000 | 400,000 |
|----|--|---------|---------|
| 2. | Goods in Process Inventory Factory Payroll To assign direct labor to jobs. | 325,000 | 325,000 |
| 3. | Factory Overhead Factory Payroll To record indirect labor. | 75,000 | 75,000 |

Exercise 2-10 (10 minutes)

| 1. | Factory Overhead Other Accounts To record other factory overhead. | 100,500 | 100,500 |
|----|--|---------|---------|
| 2. | Goods in Process Inventory Factory Overhead To apply overhead to jobs. | 211,250 | 211,250 |

Exercise 2-11 (10 minutes)

| Factory Overhead | 23,750 | |
|---|--------|--------|
| Cost of Goods Sold | | 23,750 |
| To allocate (close) overapplied overhead to | | |
| cost of goods sold. Applied overhead | | |
| equals \$325,000 X 65% = \$211,250. | | |

Exercise 2-12 (15 minutes)

| 1. | Factory Overhead Cost of Goods Sold To allocate overapplied overhead. | 11,200 | 11,200 |
|----|---|--------|--------|
| 2. | Factory Overhead Cost of Goods Sold To allocate overapplied overhead. | 4,800 | 4,800 |

Exercise 2-13 (25 minutes)

| 1. | Predetermined overhead rate | |
|----|---|--|
| | Estimated overhead costs \$1,800,000 | |
| | Estimated direct labor costs \$ 450,000 | |
| | Rate (\$1,800,000/\$450,000) | |

2. & 3.

| Factory Overhead | | | | |
|--------------------|----------------------|---------------|--|--|
| Incurred 1,770,000 | 0 Applied* 1,780,000 | | | |
| | Overapplied | <u>10,000</u> | | |

*Overhead applied to jobs = 400% x \$445,000 = \$1,780,000

4.

| Dec. 31 | Factory Overhead | 10,000 | |
|---------|-----------------------------------|--------|--------|
| | Cost of Goods Sold | | 10,000 |
| | To allocate overapplied overhead. | | |

Exercise 2-14 (35 minutes)

| 1. | Predetermined overhead rate | |
|----|------------------------------|-------------|
| | Estimated overhead costs | \$600,000 |
| | Estimated direct labor costs | \$500,000 |
| | Rate (Overhead/Direct labor) | <u>120%</u> |

2. & 3.

| Factory Overhead | | | | |
|------------------|--------------|----------|---------|--|
| Incurred | 680,000 | Applied* | 672,000 | |
| Underapplied | <u>8,000</u> | | | |

*Overhead applied to jobs = 120% x \$560,000 = \$672,000

Exercise 2-15 (30 minutes)

1. Overhead rate = Total overhead costs applied / Total direct labor costs = 1,000,000 / 2,500,000 = 40%

2.

| Total cost of goods in process inventory | \$ 57,000 |
|---|------------------|
| Deduct: Direct labor | (18,000) |
| Deduct: Factory overhead (\$18,000 X 40%) | <u>(7,200</u>) |
| Direct materials costs | <u>\$ 31,800</u> |

3.

| Total cost of finished goods inventory | \$337,485 |
|---|-------------------|
| Deduct: Direct materials costs | <u>(137,485</u>) |
| Direct labor and factory overhead costs | <u>\$200,000</u> |

Exercise 2-15 (concluded)

We also know that the total of direct labor costs (*x*) and factory overhead costs (0.4*x*) equals \$200,000. Thus, to get the individual amounts we need to solve: [x + 0.4x = \$200,000]. The solution is:

Direct labor costs = $\frac{142,857}{2}$

Factory overhead costs = \$142,857 x 0.4 = <u>\$57,143</u> (rounded)

Exercise 2-16 (35 minutes)

1. Overhead rate = <u>Total estimated overhead cost</u> Total estimated direct labor cost

= \$360,000 / \$300,000 = <u>120%</u>

2. Cost of the two ending inventories

| | Goods in Process | | | Finished Goods | | |
|------------------|------------------|-------|------------------|----------------|--------|------------------|
| | Cost | | Total | Cost | | Total |
| | per Unit | Units | Cost | per Unit | Units | Cost |
| Direct materials | \$10.00 | 4,500 | \$ 45,000 | \$12.00 | 11,700 | \$140,400 |
| Direct labor | 7.00 | 4,500 | 31,500 | 9.00 | 11,700 | 105,300 |
| Overhead (120% | | | | | | |
| of direct labor) | 8.40 | 4,500 | 37,800 | 10.80 | 11,700 | 126,360 |
| Total | <u>\$25.40</u> | | <u>\$114,300</u> | <u>\$31.80</u> | | <u>\$372,060</u> |

3.

Step 1

| Cost of goods manufactured | | |
|--------------------------------|-----------|-------------------|
| Direct materials cost | \$ | 460,000 |
| Direct labor cost | | 277,000 |
| Factory overhead cost | | 332,400 |
| Total manufacturing cost | 1 | ,069,400 |
| Add beginning goods in process | | 0 |
| Total cost of goods in process | 1 | ,069,400 |
| Less ending goods in process | | <u>(114,300</u>) |
| Cost of goods manufactured | <u>\$</u> | 955,100 |
| - | | |

Exercise 2-16 (concluded)

Step 2

| Cost of goods sold | | |
|--------------------------------|--------------|----------------|
| Beginning finished goods | \$ | 0 |
| Add cost of goods manufactured | 955 | 5,100 |
| Goods available for sale | 955 | 5,100 |
| Less ending finished goods | <u>(372</u> | <u>2,060</u>) |
| Cost of goods sold | <u>\$583</u> | <u>3,040</u> |

Exercise 2-17 (35 minutes)

1. Estimated cost of the architectural job

| | Estimated | | |
|--------------------------------------|-----------|-------------|----------------|
| Labor type | hours | Hourly rate | Total cost |
| Architects | 200 | \$300 | \$ 60,000 |
| Staff | 400 | 75 | 30,000 |
| Clerical | 700 | 20 | 14,000 |
| Total labor cost | | | 104,000 |
| Overhead @ 160% of direct labor cost | | | <u>166,400</u> |
| Total estimated cost | | | \$270,400 |

2. Friesen should first determine an estimated selling price, based on its cost and desired profit for this job.

| Total estimated cost | \$270,400 |
|-------------------------|------------------|
| Desired profit | 80,000 |
| Estimated selling price | <u>\$350,400</u> |

This \$350,400 price may or may not be its bid. It must consider past experiences and competition. It might make the bid at the low end of what it believes the competition will bid. By bidding at about \$325,000, the profit on the job will only be \$54,600 (\$325,000 – \$270,400). While this may allow Friesen to get the job, it must consider several other factors. Among them:

- a. How accurate are its estimates of costs? If costs are understated, the bid may be too low. This will cause profits to be lower than anticipated. If costs are overestimated, it may bid too high and lose the job.
- b. How accurate is the estimate of the competition's probable bidding range? If it has underestimated the low end, it may be unnecessarily underbidding. If it has overestimated the low end, it may lose the job.

Exercise 2-17 (concluded)

c. Is it willing to meet the expected low bid of the competition? In the example above, would it be acceptable to earn only \$54,600 on this job (about a 17% gross profit ratio), rather than the normal \$80,000 (about a 23% gross profit ratio)? Can it earn a better profit on another job?

There are no exact answers to these questions, but Friesen must consider these and other factors before it submits the bid.

Exercise 2-18 (15 minutes)

| (1) (a) | Raw Materials Inventory Accounts Payable To record raw material purchases. | 3,108 | 3,108 |
|---------|--|-------|-------|
| (b) | Goods in Process Inventory [*] Raw Materials Inventory <i>To record raw materials used in production.</i> | 3,106 | 3,106 |

- * The amount of raw materials used in production is computed from the Raw Materials Inventory account. Beginning balance plus purchases minus ending balance equals raw materials used in production, or (in millions), €83 + €3,108 - €85 = €3,106.
- (2) The amount of materials purchased is almost equal to the amount of materials used in production. This means the company holds very little inventory of raw materials, consistent with lean manufacturing.

PROBLEM SET A

Problem 2-1A (80 minutes)

Part 1 Total manufacturing costs and the costs assigned to each job

| | 306 | 307 | 308 | April Total |
|-------------------------------|------------------|------------------|------------------|------------------|
| From March | | | | |
| Direct materials | \$ 14,000 | \$ 18,000 | | |
| Direct labor | 18,000 | 16,000 | | |
| Applied overhead* | 9,000 | 8,000 | | |
| Beginning goods in process | 41,000 | 42,000 | | \$ 83,000 |
| For April | | | | |
| Direct materials | 100,000 | 170,000 | \$ 80,000 | 350,000 |
| Direct labor | 30,000 | 56,000 | 120,000 | 206,000 |
| Applied overhead* | <u>15,000</u> | 28,000 | 60,000 | <u>103,000</u> |
| Total costs added in April. | 145,000 | 254,000 | 260,000 | 659,000 |
| Total costs | <u>\$186,000</u> | <u>\$296,000</u> | <u>\$260,000</u> | <u>\$742,000</u> |

*Equals 50% of direct labor cost.

Part 2 Journal entries for April

| а. | Raw Materials Inventory Accounts Payable To record materials purchases. | 400,000 | 400,000 |
|----|---|---------|---------|
| | Factory Payroll Cash To record factory payroll. | 220,000 | 220,000 |
| | Factory Overhead Raw Materials Inventory <i>To record indirect materials.</i> | 30,000 | 30,000 |
| | Factory Overhead Factory Payroll To record indirect labor. | 14,000 | 14,000 |
| | Factory Overhead Cash To record factory rent. | 20,000 | 20,000 |

| a. | [continued from prior page] | |
|----|---|---------|
| | Factory Overhead | 12,000 |
| | Factory Overhead30,000Accumulated Depreciation—Factory EquipTo record other factory overhead. | 30,000 |
| b. | Goods in Process Inventory | 350,000 |
| | Goods in Process Inventory 206,000 Factory Payroll To assign direct labor to jobs. | 206,000 |
| | Goods in Process Inventory 103,000 Factory Overhead To apply overhead to jobs. | 103,000 |
| C. | Finished Goods Inventory (306 & 307) 482,000 Goods in Process Inventory To record jobs completed (\$186,000 + \$296,000). | 482,000 |
| d. | Cost of Goods Sold (306) Finished Goods Inventory To record cost of sale of job. | 186,000 |
| e. | Cash 380,000 Sales To record sale of job. | 380,000 |
| f. | Cost of Goods Sold | 3,000 |
| | *Overhead applied to jobs \$103,000 Overhead incurred Indirect materials | |

Part 3

| WINFREY COMPANY Manufacturing Statement For Month Ended April 30 | | |
|--|----------|-------------------|
| Direct materials used | | \$ 350,000 |
| Direct labor used | | 206,000 |
| Factory overhead | | |
| Indirect materials | \$30,000 | |
| Indirect labor | 14,000 | |
| Factory rent | 20,000 | |
| Factory utilities | 12,000 | |
| Depreciation of equipment | 30,000 | <u>106,000</u> |
| Total manufacturing costs | | 662,000 |
| Add goods in process March 31 (Jobs 306 & 307) | | 83,000 |
| Total cost of goods in process | | 745,000 |
| Deduct goods in process, April 30 (Job 308) | | (260,000) |
| Deduct underapplied overhead* | | <u>(3,000</u>) |
| Cost of goods manufactured (Jobs 306 & 307) | | <u>\$ 482,000</u> |

*Alternatively, the underapplied overhead can be listed among factory overhead items.

Part 4

Gross profit on the income statement for the month ended April 30

| Sales | \$ 380,000 |
|--|-------------------|
| Cost of goods sold (\$186,000 + \$3,000) | (189,000) |
| Gross profit | <u>\$ 191,000</u> |

Presentation of inventories on the April 30 balance sheet

| Inventories | |
|----------------------------|-------------------|
| Raw materials | \$ 170,000* |
| Goods in process (Job 308) | 260,000 |
| Finished goods (Job 307) | 296,000 |
| Total inventories | <u>\$ 726,000</u> |

| * Beginning raw materials inventory | \$ 150,000 |
|-------------------------------------|-------------------|
| Purchases | 400,000 |
| Direct materials used | (350,000) |
| Indirect materials used | (30,000) |
| Ending raw materials inventory | <u>\$ 170,000</u> |

Part 5

Overhead is underapplied by \$3,000, meaning that individual jobs or batches of jobs are under-costed. Thus, profits at the job (and batch) level are overstated.

Problem 2-2A (75 minutes)

Part 1

| а. | | |
|---------------|---|--------|
| Dec. 31 | Goods in Process Inventory 12,200 Raw Materials Inventory To record direct materials costs for Jobs 402 and 404 (\$4,600 + 7,600). | 12,200 |
| b. Dec. 31 | Goods in Process Inventory 13,000 | |
| | Factory Payroll | 13,000 |
| | To record direct labor costs for Jobs 402 and 404 (\$5,000 + \$8,000). | |
| С. | | |
| Dec. 31 | Goods in Process Inventory 26,000 Factory Overhead | 26,000 |
| | To allocate overhead to Jobs 402 and 404 | · |
| | at 200% of direct labor cost assigned. | |
| d. Dec. 31 | Factory Overhead | |
| Dec. 31 | Factory Overhead 2,100 Raw Materials Inventory | 2,100 |
| | To add cost of indirect materials | _, |
| | to actual factory overhead. | |
| е. | | |
| Dec. 31 | Factory Overhead | 0 000 |
| | Factory Payroll To add cost of indirect labor to | 3,000 |
| | actual factory overhead. | |
| Part 2 | | |
| Revised Fa | actory Overhead account | |
| • | lance from trial balance | |
| | Jobs 402 and 404 (26,000) credit | |
| | indirect labor | |
| | lied overhead <u>\$ 6,100</u> debit | |
| Dec. 31 | Cost of Goods Sold | |
| | Factory Overhead | 6,100 |
| | To remove \$6,100 of underapplied overhead | |
| | from the Factory Overhead account and add it to cost of goods sold. | |
| | | |

Problem 2-2A (continued) Part 3

| Trial Dalamaa | | |
|--|---------------------------|------------------|
| Trial Balance | | |
| December 31, 2011 | | |
| | Debit | Credit |
| | \$ 48,000 | |
| ccounts receivable | 42,000 | |
| aw materials inventory * | 11,700 | |
| oods in process inventory ** | 51,200 | |
| inished goods inventory | 9,000 | |
| repaid rent | 3,000 | |
| ccounts payable | | \$ 10,500 |
| otes payable | | 13,500 |
| ommon stock | | 30,000 |
| etained earnings | | 87,000 |
| ales | | 180,000 |
| ost of goods sold (\$105,000 + \$6,100) | 111,100 | |
| actory payroll | 0 | |
| actory overhead | 0 | |
| perating expenses | 45,000 | |
| otals | <u>\$321,000</u> | <u>\$321,000</u> |
| * Raw materials inventory | | |
| Salance per trial balance \$2 | | |
| Less: Amounts recorded for Jobs 402 and 404 (1 | | |
| Less: Indirect materials Ending balance | <u>(2,100</u>) 1 700 | |
| Linaing bulance | | |
| * Goods in process inventory | | |
| | Total | |

| | <u>JOD 402</u> | <u>JOD 404</u> | lotal |
|------------------|-----------------|-----------------|-----------------|
| Direct materials | \$ 4,600 | \$ 7,600 | \$12,200 |
| Direct labor | 5,000 | 8,000 | 13,000 |
| Overhead | <u>10,000</u> | <u>16,000</u> | 26,000 |
| Total cost | <u>\$19,600</u> | <u>\$31,600</u> | <u>\$51,200</u> |

Problem 2-2A (continued) Part 4

| THAI BAY COMPANY Income Statement For Year Ended December 31, 2011 | |
|--|-------------------|
| Sales | \$180,000 |
| Cost of goods sold | <u>(111,100</u>) |
| Gross profit | 68,900 |
| Operating expenses | <u>(45,000</u>) |
| Net income | <u>\$ 23,900</u> |

THAI BAY COMPANY Balance Sheet December 31, 2011

| ASSETS Cash Accounts receivable Inventories | | \$ 48,000 42,000 |
|---|--------|--|
| Raw materials inventory Goods in process inventory Finished goods inventory Prepaid rent | 51,200 | 71,900 3,000 |
| Total assets | | <u>\$164,900</u> |
| LIABILITIES AND EQUITY Accounts payable Notes payable Total liabilities | | \$ 10,500 <u>13,500</u> 24,000 |
| Common stock Retained earnings (\$87,000 + \$23,900) Total stockholders' equity Total liabilities and equity | | 30,000 <u>110,900</u> <u>140,900</u> <u>\$164,900</u> |

Problem 2-2A (concluded)

Part 5

This \$2,100 error would cause the costs for Job 404 to be understated. Since Job 404 is in process at the end of the period, goods in process inventory and total assets would both be understated on the balance sheet. In addition, in correcting the error the over- or underapplied overhead would change by \$2,100. That is, if overhead is underapplied by, say, \$6,100, this amount would decrease by \$2,100. Since underapplied overhead is charged directly to cost of goods sold, then cost of goods sold would decrease by \$2,100.

| Problem | 2-3A | (70 m | ninutes) |
|---------|------|-------|----------|
|---------|------|-------|----------|

Part 1

| JOB COST SHEETS | | | | | |
|-----------------|---|-----------------|---|-------------|-----------------|
| Г | | | 1 | | |
| | Job No. 136 | · · · · · · · | | Job No. 138 | |
| | Materials | \$30,000 | | Materials | \$12,000 |
| | Labor | 8,000 | | Labor | 25,000 |
| | Overhead | <u>16,000</u> | | Overhead | <u>50,000</u> |
| | Total cost | <u>\$54,000</u> | | Total cost | <u>\$87,000</u> |
| _ | | | 1 | | |
| | Job No. 137 | | | Job No. 139 | |
| | Materials | \$20,000 | | Materials | \$14,000 |
| | Labor | 7,000 | | Labor | 26,000 |
| | Overhead | 14,000 | | Overhead | 52,000 |
| | Total cost | <u>\$41,000</u> | | Total cost | <u>\$92,000</u> |
| | | | | | |
| | | | | Job No. 140 | |
| | | | | Materials | \$ 4,000 |
| | | | | Labor | 2,000 |
| | | | | Overhead | 4,000 |
| | | | | Total cost | <u>\$10,000</u> |
| | | | | | |
| Part 2 | | | | | |
| а. | Raw Materials II Accounts Pa To record mate | ayable | | • | 00 125,000 |

| b. Factory Payroll Cash <i>To record factory payroll.</i> | | 84,000 | 84,000 |
|---|------------------|--------|--------|
| C. | Factory Overhead | 11,000 | |

| | Cash | | 11,000 |
|---------|---|------------------|------------------|
| d. | To record other factory overhead. Goods in Process Inventory Factory Overhead | 80,000 12,000 | |
| | Raw Materials Inventory To record direct & indirect materials. | | 92,000 |
| Probler | n 2-3A <i>(Continued)</i> | | |
| e. | [continued from prior page] Goods in Process Inventory Factory Overhead | 68,000 16,000 | |
| | Factory Payroll To record direct & indirect labor. | | 84,000 |
| f. | Goods in Process Inventory Factory Overhead To apply overhead to jobs [(\$8,000 + \$25,000 + \$26,000) x 200%]. | 118,000 | 118,000 |
| | | | |
| g. | Finished Goods Inventory Goods in Process Inventory To record completion of jobs (\$54,000 + \$87,000 + \$92,000). | 233,000 | 233,000 |
| h. | Accounts Receivable Sales To record sales on account. | 340,000 | 340,000 |
| | Cost of Goods Sold Finished Goods Inventory <i>To record cost of sales (\$54,000 + \$87,000).</i> | 141,000 | 141,000 |
| i. | Factory Overhead Accum. Depreciation—Factory Building Accum. Depreciation—Factory Equipment | 96,000 | 37,000 21,000 |
| | Prepaid Insurance Property Taxes Payable To record other factory overhead. | | 7,000 31,000 |
| j. | Goods in Process Inventory Factory Overhead To apply overhead to jobs [(\$7,000 + \$2,000) x 200%]. | 18,000 | 18,000 |

Part 3

| GENERAL LEDGER ACCOUNTS | | | | | | | |
|-------------------------|--------------|---------|---------|------|-----------|----------|---------|
| R | aw Materials | s Inve | ntory | | Factor | y Payrol | l |
| (a) | 125,000 | (d) | 92,000 | (b) | 84,000 | (e) | 84,000 |
| Bal. | 33,000 | | | Bal. | 0 | | |
| Go | ods in Proce | ss Inv | ventory | | Factory | Overhea | ad |
| (d) | 80,000 | (g) | 233,000 | (c) | 11,000 | (f) | 118,000 |
| (e) | 68,000 | , | | (d) | 12,000 | (j) | 18,000 |
| (f) | 118,000 | | | (e) | 16,000 | | |
| (j) | 18,000 | | | (i) | 96,000 | | |
| Bal. | 51,000 | | | | | Bal. | 1,000 |
| Fir | nished Good | ls Inve | entory | | Cost of G | Goods So | old |
| (g) | 233,000 | (h) | 141,000 | (h) | 141,000 | | |
| Bal. | 92,000 | | | Bal. | 141,000 | | |

Part 4

| Reports of Job Cos | ts* |
|----------------------------|--|
| Goods in Process Inventory | |
| Job 137 | \$ 41,000 |
| Job 140 | <u> 10,000 </u> |
| Balance | <u>\$ 51,000</u> |
| Finished Goods Inventory | |
| Job 139 | <u>\$ 92,000</u> |
| Balance | <u>\$ 92,000</u> |
| Cost of Goods Sold | |
| Job 136 | \$ 54,000 |
| Job 138 | 87,000 |
| Balance | <u>\$141,000</u> |

*Individual totals reconcile with account balances in part 3.

Problem 2-4A (35 minutes)

Part 1

a. Predetermined overhead rate

| Estimated overhead costs | \$750,000 | \$750,000 _ 50% |
|-----------------------------|-------------------------|--------------------------------------|
| Estimated direct labor cost | = [50 x 2,000 x \$15] = | $\frac{1,500,000}{1,500,000} = 50\%$ |

b. Overhead costs charged to jobs

| | Direct | Applied |
|---------|--------------------|------------------|
| Job No. | Labor | Overhead (50%) |
| 201 | \$ 354,000 | \$177,000 |
| 202 | 330,000 | 165,000 |
| 203 | 175,000 | 87,500 |
| 204 | 420,000 | 210,000 |
| 205 | 184,000 | 92,000 |
| 206 | <u>10,000</u> | <u>5,000</u> |
| Total | <u>\$1,473,000</u> | <u>\$736,500</u> |

c. Overapplied or underapplied overhead determination

| Actual overhead cost | \$ 725,000 |
|----------------------------|--------------------|
| Less applied overhead cost | 736,500 |
| Overapplied overhead | <u>(\$ 11,500)</u> |

Part 2

Problem 2-5A (80 minutes)

| JOB COST SHEET | | | | | | | | |
|-----------------|-------------------------------------|---------------------------|-----------------------------------|------------------|------------------------|---|-----|--|
| Customer's Name | | Global Co | Global Company | | | | 102 | |
| | Direct Ma | aterials | Direct | Labor | Overhead Costs Applied | | | |
| Date | Requisition Number #35 #36 | Amount 16,000 9,600 | Time Ticket Number #1-10 | Amount 40,000 | Date May | Amount 28,000 COSTS 25,600 40,000 28,000 | | |
| | Total | 25,600 | Total | 40,000 | FINISHED | | | |

| JOB COST SHEET | | | | | | | | |
|-----------------|-----------------------|-----------|--------------------------|---------------------------------|---|------|-----------|--|
| Customer's Name | | Rolf Comp | Rolf Company | | | | 103 | |
| | Direct Ma | aterials | Direct | Direct Labor Overhead Costs App | | | s Applied | |
| Date | Requisition Number | Amount | Time Ticket Number | Amount | Date | Rate | Amount | |
| | #37 | 8,000 | #11-30 | 32,000 | May | 70% | 22,400 | |
| | #38 | 4,800 | | | | | | |
| | Total | | Total | | SUMMARY OF COSTS Dir. Materials Dir. Labor Overhead Total Cost of Job | | | |

| | MATERIALS LEDGER CARD | | | | | | | | | | |
|-------|-------------------------|-------|-------|--------|--------|-------|-------|--------|-------|-------|--------|
| ltem | Material M | | | | | | | | | | |
| | Received Issued Balance | | | | | | | | ; | | |
| | Receiving | | Unit | Total | Requi- | | Unit | Total | | Unit | Total |
| Date | Report | Units | Price | Price | sition | Units | Price | Price | Units | Price | Price |
| May 1 | | | | | | | | | 120 | 200 | 24,000 |
| | #426 | 150 | 200 | 30,000 | | | | | 270 | 200 | 54,000 |
| | | | | · | #35 | 80 | 200 | 16,000 | 190 | 200 | 38,000 |
| | | | | | #37 | 40 | 200 | 8,000 | 150 | 200 | 30,000 |

| | MATERIALS LEDGER CARD | | | | | | | | | | |
|-------|-------------------------|-------|-------|--------|--------|-------|-------|-------|-------|-------|--------|
| ltem | Material R | | | | | | | | | | |
| | Received Issued Balance | | | | | | | | e | | |
| | Receiving | | Unit | Total | Requi- | | Unit | Total | | Unit | Total |
| Date | Report | Units | Price | Price | sition | Units | Price | Price | Units | Price | Price |
| May 1 | _ | | | | | | | | 80 | 160 | 12,800 |
| | #427 | 70 | 160 | 11,200 | | | | | 150 | 160 | 24,000 |
| | | | | | #36 | 60 | 160 | 9,600 | 90 | 160 | 14,400 |
| | | | | | #38 | 30 | 160 | 4,800 | 60 | 160 | 9,600 |

| | MATERIALS LEDGER CARD | | | | | | | | | | |
|-------------------------|---------------------------|-------|-------|-------|--------|-------|-------|-------|-------|-------|-------|
| Item Paint | | | | | | | | | | | |
| Received Issued Balance | | | | | | | | | | | |
| | Receiving | | Unit | Total | Requi- | | Unit | Total | | Unit | Total |
| Date | Report | Units | Price | Price | sition | Units | Price | Price | Units | Price | Price |
| May 1 | | | | | | | | | 44 | 72 | 3,168 |
| | #39 12 72 864 32 72 2,304 | | | | | | | | | | |
| | | | | | | | | | | | |

| | GENERAL JOURNAL | | |
|----|--|------------------|---------|
| a. | Raw Materials Inventory Accounts Payable To record materials purchases (\$30,000 + \$11,200). | 41,200 | 41,200 |
| d. | Factory Payroll Cash To record factory payroll. | 84,000 | 84,000 |
| | Factory Overhead Cash To record other factory overhead. | 36,000 | 36,000 |
| e. | Finished Goods Inventory Goods in Process To record completion of job. | 93,600 | 93,600 |
| f. | Accounts Receivable Sales To record sales on account. | 290,000 | 290,000 |
| | Cost of Goods Sold Finished Goods Inventory To record cost of sales. | 93,600 | 93,600 |
| h. | Goods in Process Inventory* Factory Overhead Raw Materials Inventory <i>To record direct & indirect materials.</i> *(\$16,000 + \$9,600 + \$8,000 + \$4,800) | 38,400 864 | 39,264 |
| i. | Goods in Process Inventory* Factory Overhead Factory Payroll To record direct & indirect labor. *(\$40,000 + 32,000) | 72,000 12,000 | 84,000 |
| j. | Goods in Process Inventory Factory Overhead To apply overhead (\$28,000 + 22,400). | 50,400 | 50,400 |

| GENERAL LEDGER | | | | | | | | | | |
|-------------------------|----------------------------|------------|-----------------------------|----------------------------|----------------------------|----------|--------|--|--|--|
| | Ca | sh | | | Accounts | Receiva | able | | | |
| | | (d) (d) | 84,000 36,000 120,000 | (f) | 290,000 | | | | | |
| | Sal | es | | Cost of Goods Sold | | | | | | |
| | | (f) | 290,000 | (f) | 93,600 | | | | | |
| Fir | nished Goo | ds In | ventory | | Account | s Payab | le | | | |
| (e) | 93,600 0 | (f) | 93,600 | | | (a) | 41,200 | | | |
| Raw Materials Inventory | | | | Goods in Process Inventory | | | | | | |
| Bal. (a) | 39,968 41,200 41,904 | (h) | 39,264 | (h) (i) (j) | 38,400 72,000 50,400 | (e) | 93,600 | | | |
| | Factory C |) Verh | ead | | 67,200 | / Payrol | | | | |
| (d) | 36,000 | (j) | 50,400 | (d) | 84,000 | (i) | 84,000 | | | |
| (h) (i) | 864 12,000 | | | | 0 | | | | | |
| | 12,000 | | 1,536 | | | I | | | | |
| | | F | actory Over | head | Subsidiary Le | dger | | | | |
| | Indirect I | Materi | als | | Indired | t Labor | | | | |
| (b) | 864 | | | (c) | 12,000 | | | | | |
| Μ | iscellaneou | us Ov | erhead | | | | | | | |
| (d) | 36,000 | | | | | | | | | |

Computation notes

| | inputation notes | |
|----|--|-----------------|
| 1. | Balance in Raw Materials Inventory Material M Material R | \$30,000 |
| | | 9,600 |
| | Paint | 2,304 |
| | Total raw materials | <u>\$41,904</u> |
| 2. | Balance in Goods in Process Inventory | / |
| | Materials | \$12,800 |
| | Labor | 32,000 |
| | Overhead | 22,400 |
| | Total goods in process | \$67,200 |
| | | |
| 3. | | |
| | Actual Factory Overhead | |
| | Miscellaneous overhead | \$ 36,000 |
| | Indirect materials | 864 |
| | Indirect labor | 12,000 |
| | Total actual factory overhead | 48,864 |
| | Factory overhead applied | 50,400 |
| | Overapplied overhead | |
| | | <u>. , ,</u> |

PROBLEM SET B

Problem 2-1B (80 minutes)

Part 1 Total manufacturing costs and the costs assigned to each job

| | 114 | 115 | 116 | Sept. Total |
|----------------------------|-----------------|------------------|-----------------|------------------|
| From August | | | | |
| Direct materials | \$ 4,000 | \$ 6,000 | | |
| Direct labor | 2,000 | 2,200 | | |
| Applied overhead* | <u>2,600</u> | <u>2,860</u> | | |
| Beginning goods in process | 8,600 | 11,060 | | \$ 19,660 |
| For September | | | | |
| Direct materials | 10,000 | 30,000 | \$16,000 | 56,000 |
| Direct labor | 16,000 | 28,000 | 20,000 | 64,000 |
| Applied overhead* | 20,800 | 36,400 | 26,000 | 83,200 |
| Total costs added in Sept | 46,800 | 94,400 | 62,000 | 203,200 |
| Total costs | <u>\$55,400</u> | <u>\$105,460</u> | <u>\$62,000</u> | <u>\$222,860</u> |

*Equals 130% of direct labor cost.

Part 2 Journal entries for September

| a. | Raw Materials Inventory Accounts Payable To record materials purchases. | 60,000 | 60,000 |
|----|---|--------|--------|
| | Factory Payroll Cash To record factory payroll. | 68,000 | 68,000 |
| | Factory Overhead Raw Materials Inventory To record indirect materials. | 6,000 | 6,000 |
| | Factory Overhead Factory Payroll To record indirect labor. | 4,000 | 4,000 |
| | Factory Overhead Cash To record other factory overhead. | 24,000 | 24,000 |
| | Factory Overhead Cash To record other factory overhead. | 22,000 | 22,000 |

a. [continued from prior page]

| | Factory Overhead Accum. Depreciation—Factory Equip To record other factory overhead. | 25,000 | 25,000 |
|----|--|---------|---------|
| b. | Goods in Process Inventory Raw Materials Inventory To assign direct materials to jobs. | 56,000 | 56,000 |
| | Goods in Process Inventory Factory Payroll To assign direct labor to jobs. | 64,000 | 64,000 |
| | Goods in Process Inventory Factory Overhead To apply overhead to jobs. | 83,200 | 83,200 |
| с. | Finished Goods Inventory Goods in Process Inventory To record jobs completed (\$55,400 + \$105,460). | 160,860 | 160,860 |
| d. | Cost of Goods Sold Finished Goods Inventory To record cost of sale of job. | 55,400 | 55,400 |
| e. | Cash Sales To record sale of job. | 100,000 | 100,000 |
| f. | Factory Overhead [*] Cost of Goods Sold <i>To assign overapplied overhead.</i> | 2,200 | 2,200 |
| | *Overhead applied to jobs | | |

Problem 2-1B (Continued) Part 3

| PAK COMPANY Manufacturing Statement For Month Ended September 30 | | |
|--|----------|------------------|
| Direct materials used | | \$ 56,000 |
| Direct labor used | | 64,000 |
| Factory overhead | | |
| Indirect materials | \$ 6,000 | |
| Indirect labor | 4,000 | |
| Factory rent | 24,000 | |
| Factory utilities | 22,000 | |
| Depreciation of equipment | 25,000 | <u>81,000</u> |
| Total manufacturing costs | | 201,000 |
| Add goods in process August 31 (114 & 115) | | 19,660 |
| Total cost of goods in process | | 220,660 |
| Deduct goods in process, September 30 (116) | | (62,000) |
| Add overapplied overhead* | | 2,200 |
| Cost of goods manufactured (114 & 115) | | <u>\$160,860</u> |

*Alternatively, overapplied overhead can be listed among the overhead items.

Part 4

Gross profit on the income statement for the month ended September 30

| Sales | \$100,000 |
|---|-----------|
| Cost of goods sold (\$55,400 - \$2,200) | (53,200) |
| Gross profit | \$ 46,800 |
| | <u>*,</u> |

Presentation of inventories on the September 30 balance sheet

| Inventories | |
|-------------------------------------|------------------|
| Raw materials | \$ 14,000* |
| Goods in process (Job 116) | 62,000 |
| Finished goods (Job 115) | 105,460 |
| Total inventories | <u>\$181,460</u> |
| * Beginning raw materials inventory | \$16,000 |
| Purchases | 60,000 |
| Direct materials used | (56,000) |
| Indirect materials used | (6,000) |
| Ending raw materials inventory | <u>\$14,000</u> |

Part 5

Overhead is overapplied by \$2,200, meaning that individual jobs or batches are over-costed. Thus, profits at the job (and batch) level are understated.

Problem 2-2B (75 minutes)

Part 1

a.

| a. Dec. 31 | Goods in Process Inventory | 13,000 |
|---|---|--------|
| b. Dec. 31 | Goods in Process Inventory | 18,000 |
| c. Dec. 31 | Goods in Process Inventory | 14,400 |
| d. Dec. 31 | Factory Overhead | 1,500 |
| | Factory Overhead2,000Factory PayrollTo add cost of indirect labor to actual factory overhead. | 2,000 |
| Ending ba Applied to Additional Additional | actory Overhead account lance from trial balance | |
| Dec. 31 | Factory Overhead.1,100Cost of Goods Sold.1To remove \$1,100 of overapplied overhead from the Factory Overhead account and subtract it from cost of goods sold.1 | 1,100 |

Problem 2-2B (continued) Part 3

| METRO COMPANY Trial Balance December 31, 2011 | | |
|---|------------------|------------------|
| | Debit | Credit |
| Cash | \$ 40,000 | |
| Accounts receivable | 80,000 | |
| Raw materials inventory* | 9,500 | |
| Goods in process inventory** | 45,400 | |
| Finished goods inventory | 50,000 | |
| Prepaid rent | 4,000 | |
| Accounts payable | | \$ 16,000 |
| Notes payable | | 30,000 |
| Common stock | | 60,000 |
| Retained earnings | | 33,800 |
| Sales | | 250,000 |
| Cost of goods sold (\$140,000 – 1,100) | 138,900 | |
| Factory payroll | 0 | |
| Factory overhead | 0 | |
| Operating expenses | 22,000 | |
| Totals | <u>\$389,800</u> | <u>\$389,800</u> |

| * Raw materials inventory | ¢04.000 |
|--|------------------|
| Balance per trial balance Less: Amounts recorded for Jobs 603 and 604 | |
| Less: Indirect materials | <u>(1,500</u>) |
| Ending balance | <u>\$ 9,500</u> |

** Goods in process inventory

| - | Job 603 | <u>Job 604</u> | Total |
|------------------|-----------------|-----------------|-----------------|
| Direct materials | \$ 5,000 | \$ 8,000 | \$13,000 |
| Direct labor | 6,000 | 12,000 | 18,000 |
| Overhead | 4,800 | 9,600 | 14,400 |
| Total cost | <u>\$15,800</u> | <u>\$29,600</u> | <u>\$45,400</u> |

Problem 2-2B (Continued) Part 4

| METRO COMPANY | |
|-----------------------------|-------------------|
| Income Statement | |
| For Year Ended December 31, | 2011 |
| Sales | \$ 250,000 |
| Cost of goods sold | <u>(138,900</u>) |
| Gross profit | 111,100 |
| Operating expenses | (22,000) |
| Net income | <u>\$ 89,100</u> |

| METRO COMPANY Balance Sheet December 31, 2011 | | |
|---|-------------------------------------|---|
| ASSETS Cash Accounts receivable Inventories | | \$ 40,000 80,000 |
| Raw materials inventory Goods in process inventory Finished goods inventory Prepaid rent Total assets | \$ 9,500 45,400 <u>50,000</u> | 104,900 <u>4,000</u> <u>\$228,900</u> |
| LIABILITIES AND EQUITY Accounts payable Notes payable Total liabilities | | \$ 16,000 <u>30,000</u> 46,000 |
| Common stock Retained earnings (\$33,800 + \$89,100) Total stockholders' equity | | 60,000 <u>122,900</u> <u>182,900</u> |
| Total liabilities and equity | | <u>\$228,900</u> |

Problem 2-2B (Concluded)

Part 5

The \$1,500 error would cause the costs for Job 604 to be understated. Since Job 604 is in process at the end of the period, goods in process inventory and total assets would both be understated on the balance sheet. In correcting the error, the over- or underapplied overhead would change by \$1,500. That is, if overhead is overapplied by, say, \$1,100, then overhead applied would increase by \$1,500; yielding \$2,600 in overapplied overhead. Any under- or overapplied overhead is charged directly to cost of goods sold, so cost of goods sold would decrease and net income would increase by \$1,500.

Problem 2-3B (70 minutes) *Part 1*

JOB COST SHEETS

| Job No. 487 | |
|-------------|-------------------------------------|
| Materials | \$13,500 16,500 <u>14,850</u> |
| Labor | 16,500 |
| Overhead | <u>14,850</u> |
| Total cost | <u>\$44,850</u> |

| Job No. 488 | |
|-------------|-----------------|
| Materials | \$ 9,000 |
| Labor | 19,500 |
| Overhead | 17,550 |
| Total cost | <u>\$46,050</u> |

| Job No. 490 | |
|-------------|-----------------|
| Materials | \$10,500 |
| Labor | 18,000 |
| Overhead | 16,200 |
| Total cost | <u>\$44,700</u> |

| Job No. 491 | |
|-------------|-----------------|
| Materials | \$ 1,500 |
| Labor | 7,500 |
| Overhead | 6,750 |
| Total cost | <u>\$15,750</u> |

| Job No. 489 | |
|-------------|-----------------|
| Materials | \$12,000 |
| Labor | 25,500 |
| Overhead | 22,950 |
| Total cost | <u>\$60,450</u> |

| a. | Raw Materials Inventory Accounts Payable To record materials purchases. | 57,000 | 57,000 |
|--------|--|------------------|---------|
| b. | Factory Payroll Cash To record factory payroll. | 99,750 | 99,750 |
| C. | Factory Overhead Cash To record other factory overhead. | 11,250 | 11,250 |
| d. | Goods in Process Inventory Factory Overhead Raw Materials Inventory <i>To record direct & indirect materials.</i> | 46,500 3,750 | 50,250 |
| Proble | em 2-3B <i>(Continued)</i> | | |
| e. | [continued from prior page] Goods in Process Inventory Factory Overhead Factory Payroll To record direct & indirect labor. | 87,000 12,750 | 99,750 |
| f. | Goods in Process Inventory Factory Overhead To apply overhead to jobs [(\$16,500 + \$25,500 + \$18,000) x 90%]. | 54,000 | 54,000 |
| g. | Finished Goods Inventory Goods in Process Inventory To record completion of jobs (\$44,850 + \$60,450 + \$44,700). | 150,000 | 150,000 |

| h. | Accounts Receivable Sales To record sales on account. | 225,000 | 225,000 |
|---------------|---|---------|------------------------------------|
| | Cost of Goods Sold Finished Goods Inventory To record cost of sales (\$44,850 + \$60,450). | 105,300 | 105,300 |
| i. | Factory Overhead Accum. Depreciation—Factory Building Accum. Depreciation—Factory Equipment Prepaid Insurance Property Taxes Payable To record other factory overhead. | 51,000 | 24,750 18,750 2,250 5,250 |
| j. Probler | Goods in Process Inventory Factory Overhead To apply overhead to jobs [(\$19,500 + \$7,500) x 90%]. m 2-3B (Continued) | 24,300 | 24,300 |

Part 3

GENERAL LEDGER ACCOUNTS

| R | aw Materials | s Invei | ntory | | Factor | y Payroll | |
|------|--------------|---------|---------|------|-----------|-----------|--------|
| (a) | 57,000 | (d) | 50,250 | (b) | 99,750 | (e) | 99,750 |
| Bal. | 6,750 | | | Bal. | 0 | | |
| Goo | ods in Proce | ss Inv | ventory | | Factory | Overhea | d |
| (d) | 46,500 | (g) | 150,000 | (c) | 11,250 | (f) | 54,000 |
| (e) | 87,000 | , | · | (d) | 3,750 | (j) | 24,300 |
| (f) | 54,000 | | | (e) | 12,750 | | |
| (j) | 24,300 | | | (i) | 51,000 | | |
| Bal. | 61,800 | | | Bal. | 450 | | |
| Fir | nished Good | ls Inve | entory | | Cost of (| Goods So | old |
| (g) | 150,000 | (h) | 105,300 | (h) | 105,300 | | |
| Bal. | 44,700 | | | Bal. | 105,300 | | |

Part 4

| Reports of Job Costs* | • |
|----------------------------|------------------|
| Goods in Process Inventory | |
| Job 488 | \$ 46,050 |
| Job 491 | 15,750 |
| Balance | <u>\$ 61,800</u> |
| Finished Goods Inventory | |
| Job 490 | <u>\$ 44,700</u> |
| Balance | <u>\$ 44,700</u> |
| Cost of Goods Sold | |
| Job 487 | \$ 44,850 |
| Job 489 | 60,450 |
| Balance | \$105,300 |

*Individual totals reconcile with account balances shown in part 3.

Problem 2-4B (35 minutes)

Part 1

a. Predetermined overhead rate

| Estimated overhead costs | | \$2,400,000 | _ | <u>\$2,400,000</u> | 000/ |
|-----------------------------|---|---------------------|---|--------------------|------------|
| Estimated direct labor cost | = | [40 x 1,500 x \$50] | - | = \$3,000,000 | <u>80%</u> |

b. Overhead costs charged to jobs

| | | Direct | Applied |
|---------|-----|-----------|--------------------|
| Job No. | | Labor | Overhead (80%) |
| 625 | \$ | 300,000 | \$ 240,000 |
| 626 | | 225,000 | 180,000 |
| 627 | | 975,000 | 780,000 |
| 628 | | 240,000 | 192,000 |
| 629 | | 375,000 | 300,000 |
| 630 | | 75,000 | 60,000 |
| Total | \$2 | 2,190,000 | <u>\$1,752,000</u> |

c. Overapplied or underapplied overhead determination

| Actual overhead cost | \$2,200,000 |
|----------------------------|-------------------|
| Less applied overhead cost | <u>1,752,000</u> |
| Underapplied overhead | <u>\$ 448,000</u> |

Part 2

| Dec. 31 | Cost of Goods Sold | 448,000 | |
|---------|----------------------------------|---------|---------|
| | Factory Overhead | | 448,000 |
| | To assign underapplied overhead. | | |

Problem 2-5B (90 minutes)

| | JOB COST SHEET | | | | | | | | | |
|-------|-----------------------|-----------|--------------------------|--------|-------------------|----------|---------------|--|--|--|
| Custo | mer's Name | Olivas Co | mpany | | Job I | No | 450 | | | |
| | Direct Ma | aterials | Direct | Labor | Overhe | ad Costs | Applied | | | |
| Date | Requisition Number | Amount | Time Ticket Number | Amount | Date | Amount | | | | |
| | #223 | 2,400 | #1-10 | 24,000 | June | 120% | 28,800 | | | |
| | #224 | 16,000 | | | | | | | | |
| | | | | | SUMMARY OF COSTS | | | | | |
| | | | | | Dir. Mater | ials | 18,400 | | | |
| | | | | | Dir. Labor | · | 24,000 | | | |
| | | | | | Overhead | ••••• | <u>28,800</u> | | | |
| | | | | | Total Cost of Job | | <u>71,200</u> | | | |
| | Total | 18,400 | Total | 24,000 | | | | | | |
| | | | | | F | INISH | ED | | | |
| | | | | | | | | | | |

| | | | JOB COST | SHEET | | | |
|------------------|-----------------------|-------------|--------------------------|--------|---|-----------|-----------|
| Custo | mer's Name | Ireland, In | с. | | Job | 451 | |
| Direct Materials | | | Direct | Labor | Overh | ead Costs | s Applied |
| Date | Requisition Number | Amount | Time Ticket Number | Amount | Date | Rate | Amount |
| | #225 | 1,200 | #11-20 | 20,000 | June | 120% | 24,000 |
| | #226 | 12,000 | | | | | |
| | Total | | Total | | SUMI Dir. Mate Dir. Labo Overhead Total Cos | r 1 | |

| MATERIALS LEDGER CARD | | | | | | | | | | | |
|-------------------------|------------|-------|-------|-------|--------|-------|-------|-------|-------|-------|--------|
| ltem | Material M | | | | | | | | | | |
| Received Issued Balance | | | | | | | | | | e | |
| | Receiving | | Unit | Total | Requi- | | Unit | Total | | Unit | Total |
| Date | Report | Units | Price | Price | sition | Units | Price | Price | Units | Price | Price |
| June 1 | • | | | | | | | | 150 | 40 | 6,000 |
| | #20 | 150 | 40 | 6,000 | | | | | 300 | 40 | 12,000 |
| | | | | | #223 | 60 | 40 | 2,400 | 240 | 40 | 9,600 |
| | | | | | #225 | 30 | 40 | 1,200 | 210 | 40 | 8,400 |

| | MATERIALS LEDGER CARD | | | | | | | | | | |
|--------|-----------------------|--------|-------|--------|--------|-------|-------|--------|---------|-------|--------|
| Item | Material R | | | | | | | | | | |
| | Re | ceived | | | Issued | | | | Balance | | |
| | Receiving | | Unit | Total | Requi- | | Unit | Total | | Unit | Total |
| Date | Report | Units | Price | Price | sition | Units | Price | Price | Units | Price | Price |
| June 1 | - | | | | | | | | 50 | 160 | 8,000 |
| | #21 | 200 | 160 | 32,000 | | | | | 250 | 160 | 40,000 |
| | | | | | #224 | 100 | 160 | 16,000 | 150 | 160 | 24,000 |
| | | | | | #226 | 75 | 160 | 12,000 | 75 | 160 | 12,000 |

| | MATERIALS LEDGER CARD | | | | | | | | | | |
|----------|-----------------------|-------|-------|-------|--------|--------|-------|-------|---------|-------|-------|
| Item | Paint | | | | | | | | | | |
| Received | | | | | | Issued | | | Balance | | |
| | Receiving | | Unit | Total | Requi- | | Unit | Total | | Unit | Total |
| Date | Report | Units | Price | Price | sition | Units | Price | Price | Units | Price | Price |
| June 1 | | | | | | | | | 20 | 20 | 400 |
| | | | | | #227 | 10 | 20 | 200 | 10 | 20 | 200 |
| | | | | | | | | | | | |

| | GENERAL JOURNAL | | |
|----|---|-----------------|---------|
| а. | Raw Materials Inventory Accounts Payable To record materials purchases (\$6,000 + \$32,000). | 38,000 | 38,000 |
| d. | Factory Payroll Cash To record factory payroll. | 48,000 | 48,000 |
| | Factory Overhead Cash To record other factory overhead. | 47,000 | 47,000 |
| e. | Finished Goods Inventory Goods in Process To record completion of job. | 71,200 | 71,200 |
| f. | Accounts Receivable Sales To record sales on account. | 130,000 | 130,000 |
| | Cost of Goods Sold Finished Goods Inventory To record cost of sales. | 71,200 | 71,200 |
| h. | Goods in Process Inventory* Factory Overhead Raw Materials Inventory <i>To record direct & indirect materials.</i> *(\$2,400 + \$1,200 + \$16,000 + \$12,000) | 31,600 200 | 31,800 |
| i. | Goods in Process Inventory* Factory Overhead Factory Payroll <i>To record direct & indirect labor.</i> *(\$24,000 + \$20,000) | 44,000 4,000 | 48,000 |
| j. | Goods in Process Inventory Factory Overhead To apply overhead (\$28,800 + \$24,000). | 52,800 | 52,800 |

| | | | GEN | ERAL L | EDGER | | | | |
|------|------------|------------|----------------------------|----------------------------|-----------|-----------|--------|--|--|
| | Ca | sh | | | Accounts | Receiva | ble | | |
| | | (d) (d) | 48,000 47,000 95,000 | (f) | 130,000 | | | | |
| | Sal | es | , | | Cost of G | oods So | old | | |
| | | (f) | 130,000 | (f) | 71,200 | | | | |
| Fir | nished Goo | ds Inv | /entory | Accounts Payable | | | | | |
| (e) | 71,200 | (f) | 71,200 | | | (a) | 38,000 | | |
| | 0 | | | | | | | | |
| R | aw Materia | ls Inv | entory | Goods in Process Inventory | | | | | |
| Bal. | 14,400 | (h) | 31,800 | (h) | 31,600 | (e) | 71,200 | | |
| (a) | 38,000 | | | (i) | 44,000 | | | | |
| | | | | (j) | 52,800 | | | | |
| | 20,600 | | | | 57,200 | | | | |
| | Factory C |) verhe | ad | | Factory | / Payroll | | | |
| (d) | 47,000 | (j) | 52,800 | (d) | 48,000 | (i) | 48,000 | | |
| (h) | 200 | | | | | | | | |
| (i) | 4,000 | | | | | | | | |
| | | | 1,600 | | 0 | | | | |

FACTORY OVERHEAD LEDGER

| direct Materials | | Indirect Labor | | | | |
|------------------|------------------|-------------------|-------------------|--|--|--|
| 200 | (c) | 4,000 | | | | |
| llaneous Overhea | d | I | | | | |
| 47,000 | | | | | | |
| | llaneous Overhea | Ilaneous Overhead | Ilaneous Overhead | | | |

Computation notes

| 1. | Balance in Raw Materials Inventory Material M Material R Paint Total raw materials | \$ 8,400 12,000 <u>200</u> <u>\$20,600</u> |
|----|--|---|
| 2. | Balance in Goods in Process Inventory Materials Labor Overhead Total goods in process | \$13,200 20,000 <u>24,000</u> <u>\$57,200</u> |
| 3. | Factory Overhead Actual Factory Overhead Miscellaneous overhead Indirect materials Indirect labor Total actual factory overhead Factory overhead applied Overapplied overhead | \$ 47,000 200 <u>4,000</u> 51,200 <u>52,800</u> <u>\$(1,600)</u> |

SERIAL PROBLEM

Serial Problem—SP 2, Business Solutions (40 minutes)

1. The cost of direct materials requisitioned in the month equals the total direct materials costs accumulated on the three jobs less the amount of direct materials cost assigned to Job 6.02 in May:

| Job 6.02 | \$1,500 | |
|--------------------------------------|---------|----------------|
| Less prior costs | (600) | \$ 900 |
| Job 6.03 | | 3,300 |
| Job 6.04 | | 2,700 |
| Total materials used (requisitioned) | | <u>\$6,900</u> |

2. Direct labor cost incurred in the month equals the total direct labor costs accumulated on the three jobs less the amount of direct labor cost assigned to Job 6.02 in May:

| Job 6.02 | \$ 800 | |
|--------------------|---------------|----------------|
| Less prior costs | <u>(180</u>) | \$ 620 |
| Job 6.03 | | 1,420 |
| Job 6.04 | | 2,100 |
| Total direct labor | | <u>\$4,140</u> |

3. The predetermined overhead rate equals the ratio between the amount of overhead assigned to the jobs divided by the amount of direct labor cost assigned to them. Since the rate is assumed constant during the year in this problem, and the same rate is used for all jobs within a month, the ratio for any one of them equals the rate that was applied. This table shows the ratio for jobs 6.02 and 6.04:

| | Job 6.02 | Job 6.04 |
|-----------------------------|----------|----------|
| Overhead | \$ 400 | \$1,050 |
| Direct labor | 800 | 2,100 |
| Predetermined overhead rate | 50% | 50% |

4. The cost transferred to finished goods in June equals the total costs of the two completed jobs for the month, which are Jobs 6.02 and 6.03:

| | Job 6.02 | Job 6.03 | Total |
|------------------------|------------------|----------------|----------------|
| Direct materials | \$1,500 | \$3,300 | \$4,800 |
| Direct labor | 800 | 1,420 | 2,220 |
| Overhead | <u> 400 </u> | <u>710</u> | <u>1,110</u> |
| Total transferred cost | <u>\$2,700</u> | <u>\$5,430</u> | <u>\$8,130</u> |

Reporting in Action — BTN 2-1

- 1. We would anticipate that at least two types of costs will increase as a percent of sales with Research In Motion's growth in sales. The first type is broadly classed into variable costs. Variable costs are the usual operating costs including selling, and administrative costs. Simply stated, it will cost Research In Motion to expand and operate in more markets. The second type of costs relates to fixed costs that occur with growth beyond Research In Motion's current productive capacity. Specifically, increasing amounts of property and equipment assets are likely to be required with growth in sales. This is because Research In Motion would expand its ability to meet increasing sales through expanding its manufacturing capacity.
- 2. Both types of costs identified in part 1 are likely to increase as Research In Motion expands its sales. Examples of specific items include communication, advertising, training, travel, and management costs. In addition, if growth is sufficiently large to push Research In Motion's sales beyond its current capacity, additional costs will be incurred in expanding property and equipment assets.

Achieving success with the first type of costs can be examined by looking at the relation between operating costs and sales growth. Success with the second type of costs can be indirectly examined by looking at Research In Motion's gross margin ratio as sales increase. If Research In Motion does not expand its manufacturing capacity, this percent should increase as sales increase—this would be due to "economies of scale." Success could also be assessed using asset turnover ratios and return on asset ratios.

3. Solution depends on the annual report information obtained.

Comparative Analysis — BTN 2-2

1. Actual inventory changes and operating cash flow effects as found on the cash flow statement or Note 16 for Research In Motion (amounts are in \$millions)

| | | One Year | Two Years |
|--------------------|--------------|-------------|-------------|
| Research In Motion | Current Year | Prior | Prior |
| Inventory change | Decrease | Increase | Increase |
| Operating cash | | | |
| flow effect from | Increase of | Decrease of | Decrease of |
| inventory change | \$60.8 | \$286.1 | \$140.4 |
| | | | |
| | | One Year | Two Years |
| Apple | Current Year | Prior | Prior |
| Inventory change | Decrease | Increase | Increase |
| Operating cash | | | |
| flow effect from | Increase of | Decrease of | Decrease of |
| inventory change | \$54 | \$163 | \$76 |

- 2. A successful JIT system should reduce inventory levels. This reduction in inventory should increase operating cash flows. In the solution of part 1, notice that decreases in inventory yield increases in operating cash flow, while increases in inventory yield decreases in operating cash flow. The decreases in inventory from a JIT system should free up additional resources that could be directed toward paying off debt or expanding operations for even greater returns. This should increase operating income. In addition, losses from obsolete or damaged inventory should decline, also increasing operating income.
- 3. This is a one-time occurrence of a release of cash. However, this onetime adjustment can yield a recurring impact on returns if such freed up resources are directed into productive assets. Moreover, this adjustment should not reverse provided the JIT inventory system can maintain the reduced inventory levels.

Ethics Challenge — BTN 2-3

Instructor note: This problem is designed to illustrate why the accounting professional must be aware of management's and employees' biases when working with and relying on accounting estimates and data.

MEMORANDUM

TO: FROM: DATE: SUBJECT:

Suggested content outline

The obvious concern is that management is allocating more overhead to government jobs compared to open market bid contracts. There is no obvious reason for such behavior other than a profit motive.

Specifically, by allocating more overhead to government jobs, profits on government jobs will increase in relation to cost. Conversely, private market jobs will show greater profits because more overhead is allocated to government jobs and less to private jobs.

This type of abuse in overhead allocation is a real problem in practice. This is why we still see "\$500 hammers" sold to the U.S. Government.

Communicating in Practice — BTN 2-4

Student notes should include but not be limited to the following points:

- 1. You recommend replacing the general accounting (periodic inventory) system with a cost accounting (perpetual inventory) systemspecifically a job order cost accounting system. Cost accounting systems provide product cost information as products are manufactured whereas the current system does not. The new system would yield more timely information for pricing goods for sale. A job order system is particularly appropriate for the kinds of goods this business produces-goods made-to-order or stock items produced at varying points in time. A job order system is also appropriate for this type of discontinuous production of goods. Finally, the new system has the potential to reduce inventory levels—with possible implementation of a JIT system-that will free up funds to be devoted elsewhere.
- 2. This new system would require use of many different documents to control the acquisition, use, and availability of materials. It also requires documents for allocation of labor and overhead costs, and for finished goods that are sold and unsold. The chapter illustrates many of these source documents for a cost accounting system. You might also suggest that these documents could/should be implemented in an "online" (paperless) manner to further facilitate information and inventory management.
- 3. The focal point of the new system is the job cost sheet, which is used to accumulate and tally costs of goods as produced for each specific job order and job lot. You could prepare a sample and explain and illustrate how the system determines unit costs as production is completed.

Taking It to the Net — BTN 2-5

Instructor note: There is no single solution to this assignment.

The Website [http://www.amsi.com] provides details about what its job costing software can provide to users. After careful examination, students can write a report to the CEO, which may include the following points:

- Features of the software (including the tools it offers)
- Reports that can be generated using the software
- Benefits of the software—pricing, cost control, inventory management, general ledger package, accounts payable and receivable, etc.

Teamwork in Action — BTN 2-6

- 1. A medical clinic can be considered as appropriate for a job order cost accounting system. This is because each patient is unique in many ways, such as the type/location of the illness (skin, heart, lung, etc.), health condition (some may have diabetes or high blood pressure whereas others may be free of such conditions), and other personal characteristics (age, gender, weight, etc.). Also, different patients have different emotional frames of mind that impact diagnosis and treatment.
- 2. In light of the differences identified in part 1, the doctors will consider the individual characteristics of every patient in determining the type and extent of treatment to be provided, the extent of counseling required, and so forth. Each individual patient will therefore "consume" resources in varying quantities resulting in different costs. This would suggest a job order cost accounting system as an appropriate monitoring and control system.

Entrepreneurial Decision — BTN 2-7

- 1. A job cost sheet for a service company like Liberty Tax Service would likely not have any costs for direct materials. A manufacturing company converts raw materials into finished goods, thus its job cost sheet would accumulate and track costs of raw materials for each job.
- 2. Examples of direct labor and overhead costs for Liberty Tax Service include:

Direct Labor: Wages/salaries of tax return preparers.

<u>Overhead</u>: Allocated portions of general administrative costs such as supervisors' salaries, depreciation on equipment used, and indirect materials such as paper.

Hitting the Road — BTN 2-8

- 1. The framework for the job cost sheet should follow that in the second exhibit in the chapter. This includes the descriptions for: company name, date, quantity, etc. In addition, the direct costs should include subcontract work, such as electrical and plumbing. The response for overhead will likely vary. The key is that any overhead allocation pattern be logical. In the building business, square footage, lot size, labor time, cost of materials, a straight average, or a combination may be utilized to allocate overhead.
- 2. Results of the comparison of job cost sheets to a builder's actual job cost sheets depend on the builder chosen and the format used.

Instructors often find it useful to have students/teams report findings to the class.

Global Decision — BTN 2-9

1. Actual inventory changes and operating net resources effects follow (parentheses indicate decreases)

| ····· | - | One Year |
|---------------------------------|--------------|-------------|
| Nokia (€ millions) | Current Year | Prior |
| Inventory change in € | €(668) | €(343) |
| Operating cash flow effect from | Increase of | Increase of |
| inventory change | €668 | €343 |

2. The inventory changes and cash flow effects for Palm are shown below. We cannot definitively determine which company of the two would benefit the most from JIT implementation. The benefit of JIT would depend on the efficiencies gained from the implementation, which might vary by company. Also we cannot compare inventory changes in euros with those in dollars. We would have to translate euros to dollars to be able to determine which company has experienced the largest changes in inventory over the past few years.

| Palm (\$ millions) | Current Year | One Year Prior | Two Years Prior |
|--|-----------------------|-----------------------|-----------------------|
| Inventory change | \$(47.7) | \$28.3 | \$(18.8) |
| Operating cash flow effect from inventory change | Increase of \$47.7 | Decrease of \$28.3 | Increase of \$18.8 |