## 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 $\mathbf{3 0}$ 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 ..... 70,000
Cash ..... 70,000To record raw material purchases.
Factory Overhead ..... 22,000Raw Materials Inventory22,000To record raw materials used in production.
Goods in Process Inventory ..... 42,000
Raw Materials Inventory ..... 42,000
To record raw materials used in production.

Quick Study 2-4 (10 minutes)
Factory Payroll ..... 120,000
Cash ..... 120,000
To record factory payroll.
Goods in Process Inventory ..... 90,000
Factory Overhead ..... 30,000Factory Payroll120,000To record direct and indirect labor.
Quick Study 2-5 (10 minutes)

1. Factory overhead, $\$ 129,500$ / Direct labor, $\$ 605,000=\underline{\underline{21.4}}$
2. Factory overhead, $\$ 129,500 /$ Direct materials, $\$ 672,000=\underline{\underline{19.3 \%}}$
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 ..... 45,000
Factory Overhead* ..... 45,000To assign underapplied overhead.
*Computation of over- or underapplied overhead Actual overhead ..... \$745,000
Overhead applied (\$500,000 X 140\%) ..... 700,000
Underapplied overhead ..... 45,000

Quick Study 2-8 (5 minutes)
Factory Overhead ..... 6,000
Cost of Goods Sold* ..... 6,000To assign overapplied overhead.*Computation of over- or underapplied overheadActual overhead (total debits) ....................... \$325,000
Applied overhead (total credits) ..... 331,000
Overapplied overhead \$ 6,000
Quick Study 2-9 (10 minutes)
JOB COST SHEET

| Direct labor (\$60 X 50) | \$3,000 |
| :---: | :---: |
| Overhead (\$95 X 50)............................................... | 4,750 |
| Total cost. | \$7,750 |

Quick Study 2-10 (10 minutes)
Rate $=$ Estimated overhead costs $=\$ 218,750=125 \%$ Estimated direct materials \$175,000
Quick Study 2-11 (10 minutes)
Finished Goods Inventory ..... 13,500
Goods in Process Inventory ..... 13,500To transfer cost of completed job to Fin. Goods.
Cost of Goods Sold ..... 13,500
Finished Goods Inventory ..... 13,500To transfer cost of delivered job to COGS.
Cash ..... 18,900Sales18,900To record sales price of delivered job.
Quick Study 2-12 (5 minutes)
Since each car is custom-ordered, Porsche produces in jobs rather in joblots (production of more than one unit of a custom product).

## EXERCISES

## Exercise 2-1 (10 minutes)

1. $B$
2. 

E
5. A
2. D
4.
C
6. F

Exercise 2-2 (10 minutes)
1.
3. D
5.
F
7. B
2. G
4. C
6. A

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 ....................................... | $(12,000)$ | \$ 18,000 |
| Job 103 |  | 66,000 |
| Job 104 ................................................... |  | 54,000 |
| Total materials used (requisitioned) ........... |  | \$138,000 |

## 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 ....................................... | $(3,600)$ | \$ 12,400 |
| Job 103 |  | 28,400 |
| Job 104 |  | 42,000 |
| Total direct labor.................................. |  | \$82,800 |

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 .................................................................................................................................. | \$21,000 |  |
| Direct labor | 42,000 |  |
| Ratio......... | $50 \%$ |  |

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 | 8,000 | 14,200 | 22,200 |
| Total transferred cost .............. | \$54,000 | \$108,600 | \$162,600 |

## Exercise 2-5 (15 minutes)

1. 

$$
\text { Rate }=\frac{\text { Estimated overhead costs }}{\text { Estimated direct labor }}=\frac{\$ 756,000}{\$ 540,000}=\underline{\underline{140 \%}}
$$

2. 

> Direct materials ........................................................ \$15,600

Direct labor ............................................................. 3,200
Overhead (\$3,200 x 140\%) ...................................... 4,480
Total cost of Job No. 13-56
\$23,280

Exercise 2-6 (20 minutes)
1.
Rate $=\frac{\text { Overhead costs }}{\text { Direct material costs }}=\frac{\$ 450,000}{\$ 1,500,000}=\underline{\underline{30 \%}}$
2. Total cost of job in process (given) \$ 90,000
Less materials cost of job in process (given)
$(30,000)$
Less overhead applied ( $30,000 \times 30 \%$ ).................. ( 9,000 )
Direct labor cost
\$51,000

Exercise 2-7 ( $\mathbf{3 0}$ minutes)

1. Cost of direct materials used

Beginning raw materials inventory............... \$ 40,000
Plus purchases.............................................. 189,000
Raw materials available ................................ 229,000
Less ending raw materials inventory ........... (50,000)
Total raw materials used ............................... 179,000
Less indirect materials used
12,000
Cost of direct materials used ........................ \$167,000

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 ..... $(19,500)$
\$ 693,350
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 ..... $\$ \quad \mathbf{7 2 0 , 1 5 0}$
5. Gross profit
Sales ..... \$1,200,000
Cost of goods sold ..... $(720,150)$
Gross profit ..... \$ 479,850
6. Overapplied or underapplied overheadIndirect materials\$ 12,000
Indirect labor. ..... 75,000
Other overhead costs ..... 100,500
Total actual overhead incurred ..... 187,500
Overhead applied ..... 211,250
Overapplied overhead ..... 23,750

## Exercise 2-8 (10 minutes)

1. Raw Materials Inventory .............................. 189,000

Cash........................................................ 189,000
To record materials purchases.
2. Goods in Process Inventory ....................... 167,000

Raw Materials Inventory
To assign direct materials to jobs.
3. Factory Overhead.............................................................. 12,000
Raw Materials Inventory .........
12,000

To record indirect materials.

Exercise 2-9 (10 minutes)

1. Factory Payroll

Cash
400,000
To record factory payroll.
2. Goods in Process Inventory

325,000
Factory Payroll
325,000
To assign direct labor to jobs.
3. Factory Overhead

75,000
Factory Payroll
75,000
To record indirect labor.

Exercise 2-10 (10 minutes)

| 1. | Factory Overhead $\qquad$ <br> Other Accounts $\qquad$ <br> To record other factory overhead. | 100,500 | 100,500 |
| :---: | :---: | :---: | :---: |
| 2. | Goods in Process Inventory $\qquad$ <br> Factory Overhead $\qquad$ <br> To apply overhead to jobs. | 211,250 | 211,250 |

## Exercise 2-11 (10 minutes)

Factory Overhead.............................................................................23,750
Cost of Goods Sold........
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 $\qquad$ Cost of Goods Sold $\qquad$ <br> To allocate overapplied overhead. | 11,200 | 11,200 |
| :---: | :---: | :---: | :---: |
| 2. | Factory Overhead. $\qquad$ <br> Cost of Goods Sold $\qquad$ <br> 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) .................................... $\underline{\underline{400 \%}}$
2. \& 3.

| Factory Overhead |  |  |
| :--- | :--- | ---: |
| Incurred ......... 1,770,000 | Applied $^{*}$............... 1,780,000 |  |
|  | Overapplied ......... | $\underline{\underline{10,000}}$ |

*Overhead applied to jobs = 400\% x \$445,000 = \$1,780,000
4.


## Exercise 2-14 (35 minutes)

1. Predetermined overhead rate Estimated overhead costs ............................. \$600,000
Estimated direct labor costs.......................... \$500,000
Rate (Overhead/Direct labor) .......................... $\underline{\underline{120 \%}}$
2. \& 3.

| Factory Overhead |  |  |  |
| :--- | ---: | ---: | :---: |
| Incurred ............... 680,000 | Applied ${ }^{\star}$.......... 672,000 |  |  |
| Underapplied........ | $\underline{\underline{8,000}}$ |  |  |

*Overhead applied to jobs = 120\% x \$560,000 = \$672,000
4.

| Dec. 31 | Cost of Goods Sold.. | 8,000 |  |
| :---: | :---: | :---: | :---: |
|  | Factory Overhead......... |  | 8,000 |
|  | To allocate underapplied overhead. |  |  |

## Exercise 2-15 (30 minutes)

1. Overhead rate $=$ Total overhead costs applied / Total direct labor costs $=\$ 1,000,000 / \$ 2,500,000=\underline{40 \%}$
2. 

Total cost of goods in process inventory ...................... \$ 57,000
Deduct: Direct labor ..... $(18,000)$
Deduct: Factory overhead (\$18,000 X 40\%) ..... $(7,200)$
Direct materials costs ..... \$ 31,800
3.
Total cost of finished goods inventory ..... \$337,485
Deduct: Direct materials costs ..... $(137,485)$
Direct labor and factory overhead costs ..... \$200,000

## 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: $[x+0.4 x=\$ 200,000]$. The solution is:

Direct labor costs $=\mathbf{\$ 1 4 2 , 8 5 7}$
Factory overhead costs = \$142,857 x $0.4=\underline{\underline{\$ 57,143}}$ (rounded)

Exercise 2-16 (35 minutes)

1. Overhead rate $=\frac{\text { Total estimated overhead cost }}{\text { Total estimated direct labor cost }}$

$$
=\$ 360,000 / \$ 300,000=\underline{120 \%}
$$

2. Cost of the two ending inventories

|  | Goods in Process |  |  | Finished Goods |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Cost per Unit | Units | Total Cost | Cost per Unit | Units | Total 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........................ | \$25.40 |  | \$114,300 | \$31.80 |  | \$372,060 |

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
$(114,300)$
Cost of goods manufactured
$\$ \mathbf{9 5 5 , 1 0 0}$

## Exercise 2-16 (concluded)

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

## Exercise 2-17 (35 minutes)

1. Estimated cost of the architectural job

| Labor type | Estimated hours | Hourly rate | Total cost |
| :---: | :---: | :---: | :---: |
| Architects.... | 200 | \$300 | \$ 60,000 |
| Staff | 400 | 75 | 30,000 |
| Clerical ..... | 700 | 20 | 14,000 |
| Total labor cost. <br> Overhead @ 160\% of direct labor cost |  |  | 104,000 |
|  |  |  | 166,400 |
| 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....................................................... \$350,400
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 $\mathbf{2 3 \%}$ 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 ....................................... 3,108

Accounts Payable............................................ 3,108
To record raw material purchases.
(b) Goods in Process Inventory* ................................ 3,106

Raw Materials Inventory
To record raw materials used in production.

* 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 $\qquad$ | 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* ......... | 15,000 | 28,000 | 60,000 | 103,000 |
| Total costs added in April.. | 145,000 | 254,000 | 260,000 | 659,000 |
| Total costs ..................... | \$186,000 | \$296,000 | \$260,000 | \$742,000 |

*Equals 50\% of direct labor cost.

## Part 2 Journal entries for April

| a. | Raw Materials Invent | 400,000 |  |
| :---: | :---: | :---: | :---: |
|  | Accounts Payable ... |  | 400,000 |
|  | To record materials purchas |  |  |

Factory Payroll ...................................................... 220,000
Cash
220,000
To record factory payroll.
Factory Overhead.................................................. 30,000
Raw Materials Inventory
30,000
To record indirect materials.
Factory Overhead.................................................. 14,000
Factory Payroll
14,000
To record indirect labor.
Factory Overhead .................................................. 20,000
Cash
20,000
To record factory rent.
Problem 2-1A (Continued)
a. [continued from prior page]
Factory Overhead ..... 12,000
Cash ..... 12,000To record factory utilities.
Factory Overhead ..... 30,000
Accumulated Depreciation-Factory Equip ..... 30,000
To record other factory overhead.
b. Goods in Process Inventory ..... 350,000
Raw Materials Inventory ..... 350,000
To assign direct materials to jobs.
Goods in Process Inventory ..... 206,000
Factory Payroll ..... 206,000
To assign direct labor to jobs.
Goods in Process Inventory. ..... 103,000
Factory Overhead ..... 103,000To apply overhead to jobs.
c. Finished Goods Inventory (306 \& 307) ..... 482,000
Goods in Process Inventory ..... 482,000
To record jobs completed (\$186,000 + \$296,000).
d. Cost of Goods Sold (306) ..... 186,000
Finished Goods Inventory ..... 186,000
To record cost of sale of job.
e. Cash ..... 380,000
Sales ..... 380,000
To record sale of job.
f. Cost of Goods Sold ..... 3,000Factory Overhead*3,000
To assign underapplied overhead.

| *Overhead applied to jobs ..... |  | \$103,000 |
| :---: | :---: | :---: |
| Overhead incurred |  |  |
| Indirect materials .................. | \$30,000 |  |
| Indirect labor ............................... | 14,000 |  |
| Factory rent ................................. | 20,000 |  |
| Factory utilities............................ | 12,000 |  |
| Factory equip. depreciation. .......... | 30,000 | 106,000 |
| Underapplied overhead ................. |  | \$ 3,000 |

Problem 2-1A (Continued)
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 ..... 106,000
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* ..... $(3,000)$
Cost of goods manufactured (Jobs 306 \& 307) ..... \$482,000
*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 ..... $\$ 191,000$
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 ..... \$726,000

* Beginning raw materials inventory ..... \$ 150,000
Purchases ..... $(350,000)$
Indirect materials used ..... $(30,000)$
Ending raw materials inventory \$170,000


## 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
a.
Dec. 31 Goods in Process Inventory ..... 12,200
Raw Materials Inventory ..... 12,200
To record direct materials costs for Jobs 402 and 404 (\$4,600 + 7,600).
b.
Dec. 31 Goods in Process Inventory ..... 13,000Factory Payroll13,000
To record direct labor costs forJobs 402 and 404 ( $\$ 5,000+\$ 8,000$ ).
c.
Dec. 31 Goods in Process Inventory ..... 26,000Factory Overhead26,000To allocate overhead to Jobs 402 and 404at $200 \%$ of direct labor cost assigned.
d.
Dec. 31 Factory Overhead ..... 2,100
Raw Materials Inventory ..... 2,100
To add cost of indirect materials to actual factory overhead.
e.
Dec. 31 Factory Overhead ..... 3,000
Factory Payroll ..... 3,000
To add cost of indirect labor to actual factory overhead.
Part 2
Revised Factory Overhead account
Ending balance from trial balance. ..... \$27,000 debit
Applied to Jobs 402 and 404 ..... $(26,000)$ credit
Additional indirect materials ..... 2,100 debit
Additional indirect labor ..... 3,000 debit
Underapplied overhead\$ 6,100 debit
Dec. 31 Cost of Goods Sold ..... 6,100Factory Overhead.6,100To remove $\$ 6,100$ of underapplied overheadfrom the Factory Overhead account and addit to cost of goods sold.

## Problem 2-2A (continued)

Part 3

|  | THAI BAY COMPANY <br> Trial Balance <br> December 31, 2011 |  |  |
| :--- | :--- | ---: | ---: | ---: |

Problem 2-2A (continued)
Part 4
THAI BAY COMPANY
Income Statement
For Year Ended December 31, 2011
Sales ..... \$180,000
Cost of goods sold ..... $(111,100)$
Gross profit ..... 68,900
Operating expenses ..... $(45,000)$
Net income. ..... \$ 23,900
THAI BAY COMPANY Balance Sheet December 31, 2011
Assets
\$ 48,000
Accounts receivable ..... 42,000
Inventories
Raw materials inventory ..... \$11,700
Goods in process inventory ..... 51,200
Finished goods inventory ..... 9,000 ..... 71,900
Prepaid rent ..... 3,000
Total assets \$164,900
Liabilities And Equity
Accounts payable ..... \$ 10,500
Notes payable ..... 13,500
Total liabilities ..... 24,000
Common stock ..... 30,000
Retained earnings (\$87,000 + \$23,900) ..... 110,900
Total stockholders' equity ..... 140,900
Total liabilities and equity ..... \$164,900

## 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 $\$ \mathbf{2 , 1 0 0}$. 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 $\$ 2,100$ and net income would increase by $\mathbf{\$ 2 , 1 0 0}$.

Problem 2-3A (70 minutes)
Part 1

## JOB COST SHEETS

| Job No. 136 |  |
| :--- | ---: |
| Materials ......... | $\$ 30,000$ |
| Labor ........... | 8,000 |
| Overhead ....... | $\underline{16,000}$ |
| Total cost ....... | $\underline{\$ 54,000}$ |


| Job No. 137 |  |
| :--- | ---: |
| Materials ......... | $\$ 20,000$ |
| Labor ............ | 7,000 |
| Overhead ....... | $\underline{14,000}$ |
| Total cost ....... | $\underline{\$ 41,000}$ |


| Job No. 138 |  |
| :--- | ---: |
| Materials ......... | $\$ 12,000$ |
| Labor............. | 25,000 |
| Overhead ....... | $\underline{50,000}$ |
| Total cost....... | $\underline{\$ 87,000}$ |


| Job No. 139 |  |
| :--- | ---: |
| Materials ......... | $\$ 14,000$ |
| Labor............. | 26,000 |
| Overhead ....... | $\underline{52,000}$ |
| Total cost....... | $\underline{\$ 92,000}$ |


| Job No. 140 |  |
| :--- | ---: |
| Materials ......... | $\$ 4,000$ |
| Labor............ | 2,000 |
| Overhead ....... | $\mathbf{4 , 0 0 0}$ |
| Total cost....... | $\underline{\$ 10,000}$ |

## Part 2

a. Raw Materials Inventory ..... 125,000
Accounts Payable ..... 125,000
To record materials purchases.
b. Factory Payroll ..... 84,000
Cash ..... 84,000
To record factory payroll.
c. Factory Overhead ..... 11,000
Cash ..... 11,000
To record other factory overhead.
d. Goods in Process Inventory ..... 80,000
Factory Overhead ..... 12,000
Raw Materials Inventory ..... 92,000To record direct \& indirect materials.
Problem 2-3A (Continued)
e. [continued from prior page]
Goods in Process Inventory. ..... 68,000
Factory Overhead ..... 16,000Factory Payroll84,000
To record direct \& indirect labor.
f. Goods in Process Inventory ..... 118,000
Factory Overhead ..... 118,000
To apply overhead to jobs [(\$8,000 + \$25,000 + \$26,000) x 200\%].
g. Finished Goods Inventory ..... 233,000
Goods in Process Inventory ..... 233,000
To record completion of jobs (\$54,000 + \$87,000 + \$92,000).
h. Accounts Receivable ..... 340,000Sales340,000
To record sales on account.
Cost of Goods Sold ..... 141,000
Finished Goods Inventory ..... 141,000
To record cost of sales $(\$ 54,000+\$ 87,000)$.
i. Factory Overhead ..... 96,000
Accum. Depreciation-Factory Building ..... 37,000
Accum. Depreciation-Factory Equipment ..... 21,000
Prepaid Insurance ..... 7,000
Property Taxes Payable ..... 31,000
To record other factory overhead.
j. Goods in Process Inventory ..... 18,000
Factory Overhead ..... 18,000
To apply overhead to jobs [(\$7,000 + \$2,000) x 200\%].

## Problem 2-3A (Continued)

## Part 3

## GENERAL LEDGER ACCOUNTS

| Raw |  |  |  |
| :--- | ---: | ---: | ---: |
| (a) | 125,000 | (d) | 92,000 |
| Bal. | 33,000 |  |  |


| Goods in Process Inventory |  |  |  |
| :--- | ---: | ---: | ---: |
| (d) | 80,000 | (g) | 233,000 |
| (e) | 68,000 |  |  |
| (f) | 118,000 |  |  |
| (j) | 18,000 |  |  |
| Bal. | 51,000 |  |  |


| Factory Payroll |  |  |  |
| :--- | ---: | :--- | ---: |
| (b) | 84,000 | (e) | 84,000 |
| Bal. | 0 |  |  |

Factory Overhead

| (c) | 11,000 | (f) | 118,000 |
| :--- | ---: | :--- | ---: |
| (d) | 12,000 | (j) | 18,000 |
| (e) | 16,000 |  |  |
| (i) | 96,000 |  |  |
|  |  | Bal. | 1,000 |


| Finished Goods Inventory |  |  |  |
| :--- | ---: | ---: | ---: |
| $(\mathrm{g})$ | 233,000 | (h) | 141,000 |
| Bal. | 92,000 |  |  |


| Cost of Goods Sold |  |  |
| :--- | ---: | :--- |
| (h) | 141,000 |  |
| Bal. | 141,000 |  |

## Part 4

## Reports of Job Costs*

Goods in Process Inventory

Job 137 .................................
Job 140
Balance $\qquad$

Finished Goods Inventory
Job 139
Balance $\qquad$
\$ 92,000
\$ 92,000

Cost of Goods Sold
Job 136
Job 138
Balance $\qquad$\$ 54,000

87,000
\$141,000

[^0]
## Problem 2-4A (35 minutes)

## Part 1

a. Predetermined overhead rate

$$
\frac{\text { Estimated overhead costs }}{\text { Estimated direct labor cost }}=\frac{\$ 750,000}{[50 \times 2,000 \times \$ 15]}=\frac{\$ 750,000}{\$ 1,500,000}=\underline{\underline{50 \%}}
$$

b. Overhead costs charged to jobs

| Job No. | Direct <br> Labor | Applied 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..................... | 10,000 | 5,000 |
| Total ................... | \$1,473,000 | \$736,500 |

c. Overapplied or underapplied overhead determination

Actual overhead cost.
\$ 725,000
Less applied overhead cost.......... 736,500
Overapplied overhead................... (\$ 11,500)

## Part 2

Dec. 31 Factory Overhead ..... 11,500Cost of Goods Sold11,500To assign overapplied overhead.

Problem 2-5A (80 minutes)

## JOB COST SHEET

| JOB COST SHEET |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Direct Materials |  | Direct Labor |  | Overhead Costs Applied |  |  |
| Date | Requisition Number | Amount | Time Ticket Number | Amount | Date | Rate | Amount |
|  | \#35 | 16,000 | \#1-10 | 40,000 | May --- | 70\% | 28,000 |
|  | \#36 | 9,600 |  |  |  |  |  |
|  |  |  |  |  | SUMMARY OF COSTS |  |  |
|  |  |  |  |  | Dir. Materials ............ 25,600 <br> Dir. Labor............. 40,000 |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  | Overhead............... $\quad \underline{28,000}$ |  |  |
|  |  |  |  |  | Total Cost of Job ... $\quad \underline{\underline{93,600}}$ |  |  |
|  | Total | 25,600 | Total | 40,000 | FINISHED |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |


| JOB COST SHEET |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Customer's Name |  | Rolf Company |  |  | Job No. |  | 103 |
|  | Direct Materials |  | Direc | abor | Overhe | d Cos | Applied |
| Date | Requisition Number | Amount | Time <br> Ticket Number | Amount | Date | Rate | Amount |
|  | \#37 | 8,000 | \#11-30 | 32,000 | May --- | 70\% | 22,400 |
|  | \#38 | 4,800 |  |  |  |  |  |
|  |  |  |  |  | SUMMARY OF COSTS <br> Dir. Materials $\qquad$ <br> Dir. Labor. $\qquad$ <br> Overhead $\qquad$ <br> Total Cost of Job ... |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | Total |  | Total |  |  |  |  |
|  |  |  |  |  |  |  |  |

Problem 2-5A (Continued)

| MATERIALS LEDGER CARD <br> Item <br> Material M |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Received |  |  |  |  | Issued |  |  |  | Balance |  |  |
| Date | Receiving Report | Units | Unit Price | Total Price | Requisition | Units | Unit Price | Total Price | Units | Unit Price | Total Price |
| May 1 |  |  |  |  |  |  |  |  | 120 | 200 | 24,000 |
|  | \#426 | 150 | 200 | 30,000 |  |  |  |  | 270 | 200 | 54,000 |
|  |  |  |  |  | \#35 | 80 | 200 | 16,00 | 190 | 200 | 38,000 |
|  |  |  |  |  | \#37 | 40 | 200 | 8,000 | 150 | 200 | 30,000 |


| MATERIALS LEDGER CARD <br> Item <br> Material R |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |
| Received |  |  |  |  | Issued |  |  |  | Balance |  |  |
| Date | Receiving Report | Units | Unit Price | Total Price | Requisition | Units | Unit Price | Total Price | Units | Unit Price | Total Price |
| May 1 |  |  |  |  |  |  |  |  | 80 | 160 | 12800 |
|  | \#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 <br> Item <br> Paint |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Received |  |  |  |  | Issued |  |  |  | Balance |  |  |
| Date | Receiving Report | Units | Unit Price | Total Price | Requisition | Units | Unit Price | Total Price | Units | Unit Price | Total Price |
| May 1 |  |  |  |  |  |  |  |  | 44 | 72 | 3,168 |
|  |  |  |  |  | \#39 | 12 | 72 | 864 | 32 | 72 | 2304 |
|  |  |  |  |  |  |  |  |  |  |  |  |

Problem 2-5A (Continued)
GENERAL JOURNAL
a. Raw Materials Inventory ..... 41,200
Accounts Payable
To record materials purchases (\$30,000 + \$11,200).
d. Factory Payroll ..... 84,000
Cash
To record factory payroll.
Factory Overhead ..... 36,000
Cash36,000
To record other factory overhead.
e. Finished Goods Inventory ..... 93,600
Goods in Process

$\qquad$ ..... 93,600
To record completion of job.
f. Accounts Receivable ..... 290,000Sales290,000To record sales on account.
Cost of Goods Sold ..... 93,600
Finished Goods Inventory93,600To record cost of sales.
h. Goods in Process Inventory* ..... 38,400
Factory Overhead ..... 864Raw Materials Inventory39,264To record direct \& indirect materials.* $(\$ 16,000+\$ 9,600+\$ 8,000+\$ 4,800)$
i. Goods in Process Inventory* ..... 72,000
Factory Overhead ..... 12,000Factory Payroll.84,000
To record direct \& indirect labor.*(\$40,000 + 32,000)
j. Goods in Process Inventory ..... 50,400Factory Overhead50,400
To apply overhead ( $\$ 28,000+22,400$ ).

## Problem 2-5A (Continued)

## GENERAL LEDGER

| Cash |  |  |  | Accounts Receivable |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | (d) | 84,000 36,000 | (f) | 290,000 |  |  |
| 120,000 |  |  |  |  |  |  |  |
| Sales |  |  |  |  |  | Cost of Goods Sold |  |  |  |
|  |  |  | 290,000 | (f) | 93,600 |  |  |
| Finished Goods Inventory |  |  |  | Accounts Payable |  |  |  |
| (e) | 93,600 | (f) | 93,600 |  |  | (a) | 41,200 |
|  | 0 |  |  |  |  |  |  |
| Raw Materials Inventory |  |  |  | Goods in Process Inventory |  |  |  |
| Bal. <br> (a) | 39,968 | (h) | 39,264 | (h) | 38,400 | (e) | 93,600 |
|  | 41,200 |  |  | (i) | 72,000 |  |  |
|  | 41,904 |  |  | (j) | 50,400 |  |  |
|  |  |  |  |  | 67,200 |  |  |
| Factory Overhead |  |  |  | Factory Payroll |  |  |  |
| (d) | 36,000 | (j) | 50,400 | (d) | $84,000$ | (i) | 84,000 |
| (h) | 864 |  |  | 0 |  |  |  |
| (i) | 12,000 |  |  |  |  |  |
|  |  |  | 1,536 |  |  |  |  |

## Factory Overhead Subsidiary Ledger

| Indirect Materials |  |  | Indirect Labor |  |
| :---: | :---: | :---: | :---: | :---: |
| (b) | 864 | (c) | 12,000 |  |
| Miscellaneous Overhead |  |  |  |  |
| (d) | 6,000 |  |  |  |

## Problem 2-5A (Continued)

Computation notes

1. Balance in Raw Materials Inventory
Material M ........................................... \$30,000
Material R ............................................ 9,600
Paint .................................................... 2,304
Total raw materials ............................. \$41,904
2. Balance in Goods in Process Inventory
Materials.............................................. \$12,800
Labor ................................................... 32,000
Overhead............................................ 22,400
Total goods in process....................... \$67,200
3. Factory Overhead
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 ........................ \$( 1,536)

## 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* ................. | 2,600 | 2,860 |  |  |
| 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 ............................. | \$55,400 | \$105,460 | \$62,000 | \$222,860 |

## *Equals $\mathbf{1 3 0 \%}$ of direct labor cost.

## Part 2 Journal entries for September



Factory Payroll ...................................................... 68,000 Cash 68,000
To record factory payroll.
Factory Overhead................................................. 6,000
Raw Materials Inventory 6,000
To record indirect materials.
Factory Overhead................................................. 4,000
Factory Payroll
4,000
To record indirect labor.
Factory Overhead................................................... 24,000
Cash
24,000
To record other factory overhead.
Factory Overhead................................................. 22,000
Cash
22,000
To record other factory overhead.
Problem 2-1B (Continued)
a. [continued from prior page]
Factory Overhead. ..... 25,000
Accum. Depreciation-Factory Equip. ..... 25,000
To record other factory overhead.
b. Goods in Process Inventory ..... 56,000Raw Materials Inventory
$\qquad$To assign direct materials to jobs.
Goods in Process Inventory ..... 64,000
Factory Payroll64,000
To assign direct labor to jobs.
Goods in Process Inventory ..... 83,200Factory Overhead
c. Finished Goods Inventory. ..... 160,860Goods in Process Inventory160,860To record jobs completed (\$55,400 + \$105,460).
d. Cost of Goods Sold. ..... 55,400
Finished Goods Inventory
To record cost of sale of job.55,400
e. Cash ..... 100,000
Sales ..... 100,000
To record sale of job.
f. Factory Overhead* ..... 2,200Cost of Goods Sold.2,200To assign overapplied overhead.
*Overhead applied to jobs
$\qquad$\$83,200
Overhead incurred
Indirect materials. ..... \$ 6,000
Indirect labor. ..... 4,000
Factory rent ..... 24,000
Factory utilities ..... 22,000
Factory equip. depreciation ..... 25,000Overapplied overhead
$\qquad$81,000
$\$ 2,200$83,200
To apply overhead 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 ..... 81,000
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* ..... $\begin{array}{r}2,200 \\ \hline 0,860\end{array}$
*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
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 ..... \$181,460

* Beginning raw materials inventory ..... \$16,000
Purchases ..... 60,000
Direct materials used. ..... $(56,000)$
Indirect materials used ..... $(6,000)$
Ending raw materials inventory ..... \$14,000
Part 5Overhead is overapplied by $\$ 2,200$, meaning that individual jobs or batchesare over-costed. Thus, profits at the job (and batch) level are understated.
Problem 2-2B (75 minutes)
Part 1
a.
Dec. 31 Goods in Process Inventory ..... 13,000
Raw Materials Inventory ..... 13,000
To record direct materials costs for Jobs 603 and 604 (\$5,000 + \$8,000).
b.
Dec. 31 Goods in Process Inventory ..... 18,000
Factory Payroll ..... 18,000
To record direct labor costs for Jobs 603 and 604 (\$6,000 + \$12,000).
C.
Dec. 31 Goods in Process Inventory ..... 14,400
Factory Overhead. ..... 14,400
To allocate overhead to Jobs 603 and 604 at 80\% of direct labor cost assigned to them.
d.
Dec. 31 Factory Overhead ..... 1,500
Raw Materials Inventory ..... 1,500
To add cost of indirect materials to actual factory overhead.
e.
Dec. 31 Factory Overhead. ..... 2,000Factory Payroll2,000
To add cost of indirect labor to actual factory overhead.
Part 2
Revised Factory Overhead account
Ending balance from trial balance ..... \$ 9,800 debit
Applied to Jobs 603 and 604 ..... $(14,400)$ credit
Additional indirect materials ..... 1,500 debit
Additional indirect labor ..... 2,000 debit
Overapplied overhead ..... \$(1,100) credit
Dec. 31 Factory Overhead. ..... 1,100Cost of Goods Sold.1,100To remove $\$ 1,100$ of overapplied overhead from theFactory Overhead account and subtract it from cost ofgoods sold.
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 \$389,800\$389,800
* Raw materials inventory
Balance per trial balance ..... \$24,000
Less: Amounts recorded for Jobs 603 and 604 ..... $(13,000)$
Less: Indirect materials ..... $(1,500)$
Ending balance ..... \$ 9,500



## Problem 2-2B (Continued)

Part 4
METRO COMPANYIncome Statement
For Year Ended December 31, 2011
Sales ..... \$ 250,000
Cost of goods sold ..... $(138,900)$
Gross profit ..... 111,100
Operating expenses ..... $(22,000)$
Net incomeMETRO COMPANYBalance SheetDecember 31, 2011
ASSETS
Cash ..... \$ 40,000
Accounts receivable ..... 80,000
Inventories
Raw materials inventory ..... \$ 9,500
Goods in process inventory. ..... 45,400
Finished goods inventory ..... 50,000 104,900
Prepaid rent ..... 4,000
Total assets ..... \$228,900
LIABILITIES AND EQUITY
Accounts payable ..... \$ 16,000
Notes payable ..... 30,000
Total liabilities ..... 46,000
Common stock ..... 60,000
Retained earnings $(\$ 33,800+\$ 89,100)$ ..... 122,900
Total stockholders' equity. ..... 182,900
Total liabilities and equity ..... \$228,900

## 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 ........ | $\$ 13,500$ |
| Labor ........... | 16,500 |
| Overhead ...... | $\underline{14,850}$ |
| Total cost ...... | $\underline{\$ 44,850}$ |


| Job No. 488 |  |
| :--- | ---: |
| Materials ........ | $\$ 9,000$ |
| Labor ........... | 19,500 |
| Overhead...... | $\underline{17,550}$ |
| Total cost ...... | $\underline{\$ 46,050}$ |


| Job No. 490 |  |
| :--- | ---: |
| Materials ........ | $\$ 10,500$ |
| Labor .......... | 18,000 |
| Overhead ...... | $\underline{16,200}$ |
| Total cost ..... | $\underline{\$ 44,700}$ |


| Job No. 491 |  |
| :--- | ---: |
| Materials ....... | $\$ 1,500$ |
| Labor .......... | 7,500 |
| Overhead ...... | $\underline{6,750}$ |
| Total cost ...... | $\underline{\underline{15,750}}$ |


| Job No. 489 |  |
| :--- | ---: |
| Materials ....... | $\$ 12,000$ |
| Labor ........... | 25,500 |
| Overhead ...... | $\underline{22,950}$ |
| Total cost ...... | $\underline{\$ 60,450}$ |

Part 2
a. Raw Materials Inventory ..... 57,000
Accounts Payable ..... 57,000
To record materials purchases.
b. Factory Payroll ..... 99,750
Cash99,750
To record factory payroll.
c. Factory Overhead ..... 11,250
Cash ..... 11,250
To record other factory overhead.
d. Goods in Process Inventory ..... 46,500
Factory Overhead ..... 3,750Raw Materials Inventory50,250To record direct \& indirect materials.
Problem 2-3B (Continued)
e. [continued from prior page]
Goods in Process Inventory ..... 87,000
Factory Overhead. ..... 12,750
Factory Payroll99,750
To record direct \& indirect labor.
f. Goods in Process Inventory ..... 54,000
Factory Overhead.

$\qquad$
To apply overhead to jobs
[(\$16,500 + \$25,500 + \$18,000) x 90\%].
g. Finished Goods Inventory ..... 150,000
Goods in Process Inventory ..... 150,000
To record completion of jobs $(\$ 44,850+\$ 60,450+\$ 44,700)$.
h. Accounts Receivable ..... 225,000
Sales ..... 225,000To record sales on account.
Cost of Goods Sold ..... 105,300
Finished Goods Inventory ..... 105,300
To record cost of sales (\$44,850 + \$60,450).
i. Factory Overhead. ..... 51,000
Accum. Depreciation-Factory Building ..... 24,750
Accum. Depreciation-Factory Equipment .. ..... 18,750
Prepaid Insurance ..... 2,250
Property Taxes Payable ..... 5,250To record other factory overhead.
j. Goods in Process Inventory ..... 24,300Factory Overhead.24,300To apply overhead to jobs[(\$19,500 + \$7,500) x 90\%].
Problem 2-3B (Continued)
Part 3
GENERAL LEDGER ACCOUNTS
Raw Materials Inventory Factory Payroll

| (a) | 57,000 | (d) | 50,250 | (b) | 99,750 | (e) | 99,750 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Bal. | 6,750 |  |  | Bal. | 0 |  |  |

Goods in Process Inventory

## Factory Overhead

| (d) | 46,500 | (g) | 150,000 |
| :--- | :--- | :--- | :--- |
| (e) | 87,000 |  |  |
| (f) | 54,000 |  |  |
| (j) | 24,300 |  |  |
| Bal. | 61,800 |  |  |


| (c) | 11,250 | (f) | 54,000 |
| :--- | ---: | ---: | ---: |
| (d) | 3,750 | (j) | 24,300 |
| (e) | 12,750 |  |  |
| (i) | 51,000 |  |  |
| Bal. | 450 |  |  |


| Finished Goods Inventory |  |  |  |
| :--- | ---: | ---: | ---: |
| (g) | 150,000 | (h) | 105,300 |
| Bal. | 44,700 |  |  |


| Cost of Goods Sold |  |
| :--- | :--- |
| (h) | 105,300 |
| Bal. | 105,300 |

## Part 4

## Reports of Job Costs*



Finished Goods Inventory
Job 490
\$ 44,700
Balance
\$44,700

Cost of Goods Sold

| Job 487 .................................................................................................... 44,850 |
| :--- | ---: |
| Job 489 |
| Balance. |

[^1]
## Problem 2-4B (35 minutes)

## Part 1

a. Predetermined overhead rate

b. Overhead costs charged to jobs

| Job No. |  | Direct Labor | $\begin{gathered} \text { Applied } \\ \text { Overhead (80\%) } \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| 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 ................... |  | 2,190,000 | \$1,752,000 |

c. Overapplied or underapplied overhead determination

Actual overhead cost.
$\qquad$ \$2,200,000
Less applied overhead cost
Underapplied overhead $\qquad$ 1,752,000
$\$ 448,000$

Part 2
Dec. 31 Cost of Goods Sold ..... 448,000Factory Overhead448,000To assign underapplied overhead.

Problem 2-5B (90 minutes)

| JOB COST SHEET |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Direct Materials |  | Direct Labor |  | Overhead Costs Applied |  |  |
| Date | Requisition Number | Amount | Time Ticket Number | Amount | Date | Rate | Amount |
|  | \#223 | 2,400 | \#1-10 | 24,000 | June -- | 120\% | 28,800 |
|  | \#224 | 16,000 |  |  |  |  |  |
|  |  |  |  |  | SUMMARY OF COSTS |  |  |
|  |  |  |  |  | Dir. Materials ........ 18,400 <br> Dir. Labor.........  <br> 14,000  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  | Overhead $\qquad$ <br> Total Cost of Job... |  | 28,800 |
|  |  |  |  |  |  |  | $\underline{\underline{71,200}}$ |
|  | Total | 18,400 | Total | 24,000 |  |  |  |
|  |  |  |  |  | Finished |  |  |
|  |  |  |  |  |  |  |  |


| JOB COST SHEET |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Customer's Name |  | Ireland, Inc. |  |  | Job No. |  | 451 |
|  | Direct Materials |  | Direct Labor |  | Overhead Costs 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 |  |  |  |  |  |
|  |  |  |  |  | SUMMARY OF COSTS <br> Dir. Materials $\qquad$ <br> Dir. Labor $\qquad$ <br> Overhead $\qquad$ $\qquad$ <br> Total Cost of Job ... |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | Total |  | Total |  |  |  |  |
|  |  |  |  |  |  |  |  |

## Problem 2-5B (Continued)

| MATERIALS LEDGER CARD <br> Item <br> Material M |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Received |  |  |  |  | Issued |  |  |  | Balance |  |  |
| Date | Receiving Report | Units | Unit Price | Total Price | Requisition | Units | Unit Price | Total Price | Units | Unit Price | Total Price |
| Une 1 |  |  |  |  |  |  |  |  | 150 | 40 | 6,000 |
|  | \#20 | 150 | 40 | 6,000 |  |  |  |  | 300 | 40 | 12,000 |
|  |  |  |  |  | \#223 | 60 | 40 | 2400 | 240 | 40 | 9,600 |
|  |  |  |  |  | \#225 | 30 | 40 | 1,200 | 210 | 40 | 8,400 |


| MATERIALS LEDGER CARD <br> Item <br> Material R |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |
| Received |  |  |  |  | Issued |  |  |  | Balance |  |  |
| Date | Receiving Report | Units | Unit Price | Total Price | Requisition | Units | Unit Price | Total Price | Units | Unit Price | Total Price |
| Une1 |  |  |  |  |  |  |  |  | 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 | 12000 | 75 | 160 | 12000 |


|  MATERIALS LEDGER CARD <br> Item  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |
| Received |  |  |  |  | Issued |  |  |  | Balance |  |  |
| Date | Receiving Report | Units | Unit Price | Total Price | Requisition | Units | Unit Price | Total Price | Units | Unit Price | Total Price |
| lune 1 |  |  |  |  |  |  |  |  | 20 | 20 | 400 |
|  |  |  |  |  | \#227 | 10 | 20 | 200 | 10 | 20 | 200 |
|  |  |  |  |  |  |  |  |  |  |  |  |

## Problem 2-5B (Continued)

## GENERAL JOURNAL

a. Raw Materials Inventory ..... 38,000
Accounts Payable ..... 38,000
To record materials purchases $(\$ 6,000+\$ 32,000)$.
d. Factory Payroll ..... 48,000Cash48,000To record factory payroll.
Factory Overhead ..... 47,000
Cash ..... 47,000To record other factory overhead.
e. Finished Goods Inventory ..... 71,200
Goods in Process
To record completion of job.
f. Accounts Receivable ..... 130,000
Sales ..... 130,000
To record sales on account.
Cost of Goods Sold ..... 71,200
Finished Goods Inventory
To record cost of sales.
h. Goods in Process Inventory*, ..... 31,600
Factory Overhead ..... 200Raw Materials Inventory.31,800
To record direct \& indirect materials.

* $(\$ 2,400+\$ 1,200+\$ 16,000+\$ 12,000)$
i. Goods in Process Inventory*, ..... 44,000
Factory Overhead ..... 4,000Factory Payroll48,000
To record direct \& indirect labor.* $\$ 24,000+\$ 20,000$ )
j. Goods in Process Inventory ..... 52,800Factory Overhead52,800To apply overhead (\$28,800 + \$24,000).


## Problem 2-5B (Continued)

## GENERAL LEDGER

| Cash |  |  |
| :---: | :---: | ---: |
|  | (d) | 48,000 |
|  | (d) | 47,000 |
|  |  | 95,000 |

Sales

| Accounts Receivable |  |  |
| :--- | :--- | :---: |
| (f) | 130,000 |  |
|  |  |  |


| Sales |  |  |
| :--- | :--- | :--- |
|  | (f) | 130,000 |

Finished Goods Inventory

| (e) | $\mathbf{7 1 , 2 0 0}$ | (f) | $\mathbf{7 1 , 2 0 0}$ |
| :--- | ---: | ---: | :--- |
| 0 |  |  |  |

Raw Materials Inventory

| Cost of Goods Sold |  |
| :--- | :--- |
| (f) | 71,200 |

Accounts Payable

|  | (a) | 38,000 |
| :--- | :--- | :--- |


| Bal. | 14,400 | (h) | 31,800 |
| :--- | :--- | :--- | :--- |
| (a) | 38,000 |  |  |
|  |  |  |  |
|  | 20,600 |  |  |


| (h) | 31,600 | (e) | 71,200 |
| :--- | :--- | :--- | :--- |
| (i) | 44,000 |  |  |
| (j) | 52,800 |  |  |
|  | 57,200 |  |  |
|  |  |  |  |


| Factory Overhead |  |  |  |
| :--- | ---: | :--- | ---: |
| (d) | 47,000 | (j) | 52,800 |
| (h) | 200 |  |  |
| (i) | 4,000 |  |  |
|  |  |  | 1,600 |


| Factory Payroll |  |  |  |
| :--- | :--- | :--- | :---: |
| (d) | 48,000 | (i) |  |
|  |  |  |  |
| 0 |  |  |  |

FACTORY OVERHEAD LEDGER

| Indirect Materials |  |  |
| :--- | :--- | :---: |
| (b) | 200 |  |


| Indirect Labor |  |
| :--- | :--- |
| (c) | 4,000 |

## Miscellaneous Overhead

(d) 47,000

## Problem 2-5B (Continued)

Computation notes

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

## 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
Less prior costs
Job 6.03
Job 6.04


Total materials used (requisitioned) $\qquad$
\$1,500
(600) \$ 900

3,300
2,700
\$6,900
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 .................................................... (180)
\$ 620
Job 6.03
Job 6.04
2,100
Total direct labor
\$4,140
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 | 400 | 710 | 1,110 |
| Total transferred cost .............. | \$2,700 | \$5,430 | \$8,130 |

## 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)

| Research In Motion | Current Year | One Year <br> Prior | Two Years <br> Prior |
| :--- | :---: | :---: | :---: |
| Inventory change........... | Decrease | Increase | Increase |
| Operating cash |  |  |  |
| flow effect from | Increase of | Decrease of | Decrease of |
| inventory change $\ldots . . . . . . .$. | $\$ 60.8$ | $\$ 286.1$ | $\$ 140.4$ |


| Apple | Current Year | One Year <br> Prior | Two Years <br> Prior |
| :--- | :---: | :---: | :---: |
| Inventory change $\ldots . . . . . . .$. | Decrease | Increase | Increase |
| Operating cash |  |  |  |
| flow effect from | Increase of | Decrease of | Decrease of <br> inventory change $\ldots . . . . . . . . . ~$ |

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.
Overhead: 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)

| Nokia ( $€$ millions) | Current Year | One Year <br> Prior |
| :--- | :---: | :---: |
| Inventory change in $€ \ldots . . . . . . . . . . . . . . . . . . . . . . . . . . . ~$ | $€(668)$ | $€(343)$ |
| 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 <br> Prior | Two Years <br> Prior |
| :--- | :---: | :---: | :---: |
| Inventory change <br> Operating cash | $\$(47.7)$ | $\$ 28.3$ | $\$(18.8)$ |
| low effect from <br> inventory change | $\ldots . . . . .$. | Increase of <br> $\$ 47.7$ | Decrease of <br> $\$ 28.3$ |


[^0]:    *Individual totals reconcile with account balances in part 3.

[^1]:    *Individual totals reconcile with account balances shown in part 3.

