



The Institute of
Chartered Accountants
of Pakistan

Certificate in Accounting and Finance Stage Examination

8 September 2022
3 hours – 100 marks
Additional reading time – 15 minutes

Cost and Management Accounting

Instructions to examinees:

- (i) Answer all NINE questions.
- (ii) Answer in black pen only.

Section A

- Q-1** Centaurus Limited (CL) is engaged in the business of manufacture and supply of leather jackets. Presently CL manufactures 30,000 jackets per month. Following information is available for the month of August 2022:

Number of skilled workers		350
Standard monthly hours per worker		200
Standard hours per unit		3
Normal wage rate per hour	Rs.	150
Overtime wage rate per hour	Rs.	250
Variable overhead rate per hour	Rs.	120

In order to reduce the conversion cost, CL's management is evaluating the following two wage incentive plans:

Option 1: Introduce a piece wage system at the rate of Rs. 500 per unit. This is expected to make workers 15% more efficient.

Option 2: Introduce a bonus of Rs. 50 per unit if a unit is completed within 90% of the standard time. It is expected that after introduction of bonus, 70% units will be completed within 90% of the standard time.

Required:

Evaluate the above options and advise the most beneficial option.

(08)

- Q-2** Saturn Limited (SL) imports raw material M-1 for manufacturing of its products. Following data relating to M-1 has been extracted from SL's latest records:

Maximum usage in a month	units	5000
Minimum usage in a month	units	3000
Average consumption in a month	units	3750
Maximum lead time	months	4
Minimum lead time	months	2

Required:

- (a) Briefly explain the meaning of 'Lead time' and 'Stock out costs'.
- (b) Compute the following with brief explanation of why it is necessary for SL to maintain these levels of inventories:
 - (i) Reorder level
 - (ii) Maximum inventory level
 - (iii) Safety stock level

(03)

(05)

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