## Managerial Accounting

## Example 1

The production company has the following data on its performance:

1. total fixed costs 15000 , - CZK,
2. variable costs per unit of production $10,-\mathrm{CZK}$,
3. total production of 500 pcs .

## TASK:

1) Calculate the total variable costs of production.
2) Calculate the fixed cost per unit of production.
3) Calculate the total cost of production.
4) Calculate the average total cost of production.

## Example 2

The manufacturing company has the following production data for its product:

1. total fixed costs CZK 40,000
2. Total variable costs 30000 CZK
3. price of 1 product 40 CZK
4. quantity produced - capacity 2000 pcs
5. planned production range 1700 pcs

## Calculate:

(1) production volume for break-even point;
2) contribution margin,
3) contribution margin ratio,
4) sales in break-even point
5) margin of safety.

## Example 3

The company records the following data: unit selling price $\$ 25$, unit variable cost $\$ 10$, total fixed costs $\$ 15,000$. The company produces 1,500 products.

Determine:
a) Contribution margin (CM)
b) Unit CM
c) CM ratio
d) Break-even point
e) Break-even point in dollars
f) Break-even point with target profit $\$ 15,000$

## Example 4

The total amount of fixed costs in a textile company is CZK 5434610 in a certain period. The optimum production range that can be ensured by the existing capacity is 9520000 meters of fabric. However, only 8436614 meters of fabric were produced in the last reporting period.

1) How much of the fixed cost remained unused?
2) How has the size of unit fixed costs changed?

## Example 5

The maximum annual volume of production (production, output) of CZK 125000 can be assured at the expense of annual fixed costs of CZK 2400000 . During the period under review, the production capacity was used only at $95 \%$.

1) Identify free (unused) fixed costs
2) Find out how unit fixed cost has changed

## Example 6

| Item | Total for 500 000 pieces | Per 1 <br> piece |
| :--- | :--- | :--- |
| material | 3000000 CZK | 6 CZK |
| wages | 1000000 CZK | 2 CZK |
| production overheads (depreciation, service and <br> management, energy, repairs and maintenance, overhead <br> material) | 4000000 CZK | 8 CZK |
| total | 8000000 CZK | 16 CZK |

Of the total of 4000,000 crowns of production overhead costs, 3000000 crowns are fixed costs and variable overhead costs are 2 crowns per piece.

- Calculate the total cost of producing 300,000 products.


## Example 7

Drink, a.s. produces and sells fruit lemonade, which it distributes through a single chain. Although lemonades differ in flavor, they are comparable in terms of selling price, variable costs and capacity requirements. Selling price of one liter is 10 CZK , variable costs 4 CZK . The total amount of fixed costs is CZK 2400000 per month. The planned production volume for April 2019 is 1000000 liters.

## Tasks:

1. Determine contribution margin and contribution margin ratio
2. Find out your planned profit for April 2019
3. Determine the break-even point in pieces and value (CZK)

## Example 8

The company evaluates two variants of production for next year. Which option is more favorable for the company? Determine which costs are relevant and irrelevant to the decision. Compare variants by relevant costs and benefits.

| Item | Original variant | New variant |
| :--- | :--- | :--- |
| Material | 5000 CZK | 5000 CZK |
| Wages | 1500 CZK | 900 CZK |
| Depreciation of products | 0 CZK | 300 CZK |
| Manufacturing overhead | 4000 CZK | 4500 CZK |
| Revenue | 10000 CZK | 10000 CZK |

## Example 9

The company wants to invest in modernizing the production process, which will, among other things, increase the number of products produced and reduce the level of direct wages. Calculate the difference cost and describe how modernizing the production process will affect the company's performance.

| Item | Original costs | Changes costs |
| :--- | :--- | :--- |
| Volume of production | 100 CZK | 130 CZK |
| Price per piece | 120 CZK | 120 CZK |
| Direct personnel costs | 1500 CZK | 1000 CZK |
| Direct <br> consumption production | 5000 CZK | 6500 CZK |
| Manufacturing overhead | 4000 CZK | 4500 CZK |

## Example 10

The office furniture company reports the following summary information about a specified part of its business - a particular set of furniture:

| Sales (1 000 units sold) | 18000000 CZK |
| :--- | :--- |
| Total cost | 16000000 CZK |
| Profit | $?$ |

The company offers the opportunity to equip this furniture in the amount of 100 sets of new customer building. However, it requires a maximum set price of $15,000 \mathrm{CZK}$, which is below the current average cost of the set.

Of the current CZK $16,000,000$, a total of CZK $10,000,000$ is spent on consumables, unit personnel costs, unit energy consumption and variable production overhead costs.

Another CZK 2,500,000 is depreciation of production equipment intended for the production of these sets. This production facility is currently almost used in capacity.

Another CZK 500,000 is depreciation of costs for development and technical preparation of production.

## Managerial Accounting

Another CZK 2,000,000 is the masters' personnel costs and other avoidable fixed costs. A oneoff increase in capacity can be expected to increase by $5 \%$ (CZK 100,000).

The last CZK 1,000,000 is corporate administrative overhead, which will not affect the increase in production capacity.

- Does the company clearly refuse the contract or does it need additional information to decide?

