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Mark Scheme (Results)
Summer 2016

Pearson Edexcel IAL in Accounting (WAC02)
Paper 01 Corporate and Management Accounting

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- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme.
Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.


## Section A

1 (a)

| Capital Budget |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Shares to family | 27000 V |  |  |  |  |  |  |
| Bank Loan | 36000 V | $\checkmark$ |  |  |  |  |  |
| Chong + Mei - Shares | 18000 V | $\checkmark$ |  |  |  |  |  |
| Chong + Mei - Loan | 9000 V | $\checkmark$ |  |  |  |  |  |
|  | 90000 |  |  |  |  |  | (4) |
| 1 (b) |  |  |  |  |  |  |  |
| Cash Budget |  |  |  |  |  |  |  |
| Option 1 |  |  |  |  |  |  |  |
| Inflow | Month 1 |  | Month 2 |  | Month 3 |  |  |
| Sales | 1440 | $\checkmark$ | 2880 | $\checkmark$ | 4320 | $\checkmark$ |  |
|  |  |  |  |  |  |  |  |
| Outflow |  |  |  |  |  |  |  |
| Initial costs | 30000 |  |  |  |  |  |  |
| Shop lease | 10000 |  |  |  |  |  |  |
| Furniture | 4000 |  |  |  |  |  |  |
| Computers | 2500 V | $\checkmark$ | (all 4) |  |  |  |  |
| Rent | 500 |  | 500 |  | 500 | $\checkmark$ | (all 3) |
| Staff wages | 6000 |  | 6000 |  | 6000 | $\checkmark$ | (all 3) |
| Other expenses | 1800 |  | 1800 |  | 1800 | $\checkmark$ | (all 3) |
| Total expenses | 54800 |  | 8300 |  | 8300 | Vo/f | (all 3) |
|  |  |  |  |  |  |  |  |
| Monthly net cash flow | -53360 V | $\checkmark$ of | -5420 | $\checkmark$ of | -3980 | Vo/f |  |
| Balance b/f | 90000 V | $\checkmark$ | 36640 | $\sqrt{ }$ of | 31220 | Vo/f |  |
| Balance c/f | 36640 | Vof | 31220 | $\checkmark$ of | 27240 | Vo/f | (17) |
|  |  |  |  |  |  |  |  |
| Option 2 |  |  |  |  |  |  |  |
| Inflow | Month 1 |  | Month 2 |  | Month 3 |  |  |
| Sales | 2880 | $\checkmark$ | 5760 | $\checkmark$ | 8640 | $\checkmark$ |  |
|  |  |  |  |  |  |  |  |
| Outflow |  |  |  |  |  |  |  |
| Initial costs | 30000 |  |  |  |  |  |  |
| Furniture | 3000 |  |  |  |  |  |  |
| Computers | 2000 V | $\checkmark$ | (all 3) |  |  |  |  |
| Rent | 400 |  | 400 |  | 400 | $\checkmark$ | (all 3) |
| Staff wages | 4000 |  | 4000 |  | 4000 | $\checkmark$ | (all 3) |
| Commission | 720 | $\checkmark$ | 1440 |  | 2160 | $\checkmark$ |  |
| Other expenses | 1600 |  | 1600 |  | 1600 | $\checkmark$ | (all 3) |
| Total expenses | 41720 |  | 7440 |  | 8160 | Vo/f | (all 3) |
|  |  |  |  |  |  |  |  |
| Monthly net cash flow | -38840 | Vof | -1680 | $\checkmark$ of | 480 | Vo/f |  |
| Balance b/f | 90000 |  | 51160 | $\checkmark$ of | 49480 | Vo/f |  |
| Balance c/f | 51160 | Vof | 49480 | $\sqrt{ }$ of | 49960 | Vo/f | (19) |

1 (c)

|  | Advantage | Disadvantage |
| :---: | :---: | :---: |
| Option 1 | Monthly cash flow will soon be positive $\sqrt{ }$ Possibility of passing trade $\sqrt{ }$ Higher profile/ helps advertise business $\sqrt{ }$ | Negative monthly cash flow at present $\sqrt{ } \mathrm{o} / \mathrm{f}$ <br> Higher costs at start and per month $\sqrt{ }$ <br> Staff are not active in trying to sell policies $\sqrt{ }$ <br> Basic pay only gives no incentive to sell $\sqrt{ }$ |
| Option 2 | Commission gives incentive to sell $\sqrt{ }$ Staff are actively trying to sell policies $\sqrt{ }$ <br> Monthly cash flow is positive for month 3 and continues positive $\sqrt{ } 0 / \mathrm{f}$ Lower costs at start and per month $\sqrt{ }$ | Negative monthly cash flow for first two months Vo/f <br> No possibility of passing trade $\sqrt{ }$ |

Maximum of $4 \sqrt{ }$ 's per box. Maximum of 10 ticks for all boxes.
General points:
Figures are only predictions, may not be actual figures. $\sqrt{ }$

## Conclusion

Option 2 is the best option $\sqrt{ } \sqrt{ }$

Total for Question $1=52$ Marks

2 (a) (i) Calculation of Purchase price for Bangla Homes Furnishings plc

|  | $\underline{\underline{m}}$ |
| :--- | :--- |
| Buildings | 27 |
| Fixtures and Fittings | 4 |
| Computer system | 2 |
| Vehicles | $1 \quad \sqrt{ }$ (all NCA) |
| Inventories | 12 |
| Trade receivables | $3 \quad \sqrt{ }$ (any 2) |
| Bank | 2 |
| Cash | $1 \quad \sqrt{ }$ (all other CA ) |
| Goodwill | $3 \vee$ |
| Bank Loan | $(8)$ |
| Trade payables | $(5) \sqrt{ }$ (all Liab) |
|  |  |
| Purchase Price | $42 \sqrt{ }$ o/f $\sqrt{ } \mathrm{C}$ |

2 (a) (ii)
Purchase Price $\frac{£ 42000000}{£ 1.40 \sqrt{ }} \mathrm{~V} / \mathrm{f}=30000000$ shares $\sqrt{ } \mathrm{o} / \mathrm{f} \sqrt{ } \mathrm{C}$
(4)

2 (b) (i)
Bangla Homes Furnishings plc Realisation Account

| Buildings | 22 | Bank loan | 8 |
| :--- | :---: | :--- | :---: |
| Fixtures and Fittings | 5 | Trade payables | $5 \sqrt{ }$ (all 2) |
| Computer system s | 3 | Style plc <br> (Purchase Consideration) $\sqrt{ }$ | $42 \mathrm{~V} / \mathrm{f}$ |
| Vehicles | $1 \sqrt{ }$ (all NCA) |  |  |
| Inventories | 12 |  |  |
| Trade receivables | 4 |  |  |
| Bank | 2 |  |  |
| Cash | 1 V (all CA) |  | 55 |
| Sundry Shareholders <br> (Profit on Realisation) | $5 \sqrt{ }$ o/f $\sqrt{ } \mathrm{C}$ |  |  |

(8)

2 (b) (ii)
Bangla Homes Furnishings plc Sundry Shareholders Account

| Style plc <br> (Purchase Consideration) $\sqrt{ }$ | 42 V o/f | Share Capital | $20 \sqrt{ }$ |
| :--- | :---: | :--- | :---: |
|  |  | Share Premium | $12 \sqrt{ }$ |
|  |  | Retained Earnings | 5 V |
|  |  | (Profit on Realisation) $\sqrt{ }$ | $5 \sqrt{ } \mathrm{~V} / \mathrm{f}$ |
|  | 42 |  | 42 |

2 (c) Possible answers could include:

## For Merger

Style should enjoy benefits of horizontal/vertical integration $\sqrt{ }$ as in same line of business $\sqrt{ }$
New company could enjoy economies of scale $\sqrt{ }$ eg bulk buying $\sqrt{ }$
New company should be able to reduce costs $\sqrt{ }$ eg reduce staff $\sqrt{ }$ or close some branches $\sqrt{ }$
Red Sun Department Stores plc is a similar size company $\sqrt{ }$ eg assets and liabilities $\sqrt{ }$ and shareholders are receiving a similar price for the company. $\sqrt{ }$
Shareholders are receiving a profit on realisation $\sqrt{ }$ and goodwill $\sqrt{ }$ in the merger.
New firm may enjoy increased market share /power $\sqrt{ }$
Against Merger
Dilution of ownership $\sqrt{ }$ and voting power $\sqrt{ }$
We do not know what the market price of Style plc shares is likely to settle at $\sqrt{ }$ It is quite possible it will not settle at $£ 1.40 \sqrt{ }$
Possible culture clash $\sqrt{ }$ leading to demotivation etc $\sqrt{ }$
Dividends may decrease in the future as more shareholders $\sqrt{ }$
(Maximum of 8 marks for argument if candidate argues only one side of argument)
Conclusion
Should conclude and relate to points made above. $\sqrt{ } \sqrt{ }$

2 (d)
Statement of Financial Position of Style plc as at April 1 ${ }^{\text {st }} 2016$

| ASSETS |  |  |
| :---: | :---: | :---: |
| Non-Current Assets |  |  |
| Buildings | 57 V |  |
| Fixtures and fittings | 9 V |  |
| Computer systems | $4 \sqrt{ }$ |  |
| Vehicles | $2 \sqrt{ }$ |  |
| Goodwill | $5 \sqrt{ }$ |  |
|  |  | 77 |
| Current Assets |  |  |
| Inventories | 23 V |  |
| Trade receivables | 6 V |  |
| Bank | 2 |  |
| Cash | $2 \sqrt{ }$ (both) |  |
|  |  | 33 |
| Total Assets |  | 110 |
|  |  |  |
| Equity and Liabilities |  |  |
| Ordinary shares of $£ 1$ each ( $30 \sqrt{ } \mathrm{o} / \mathrm{f}+30 \sqrt{ }$ ) | $60 \sqrt{ } \sqrt{ }$ |  |
| Share premium ( $12 \sqrt{ } \mathrm{o} / \mathrm{f}+12 \sqrt{ }$ ) | $24 \sqrt{ } \sqrt{ }$ |  |
| Total Equity |  | 84 |
|  |  |  |
| Non-Current Liabilities |  |  |
| Bank loan | 13 V |  |
|  |  | 13 |
| Current Liabilities |  |  |
| Trade payables | 9 |  |
| Overdraft | $4 \sqrt{ }$ (both) |  |
|  |  | 13 |
| Total Equity and Liabilities |  | 110 |

Total for Question $2=52$ marks

3 (a)
Ordinary Share Capital Account

|  |  |  | Apr 1 2015 | Balance b/d | 600 V |
| :--- | :--- | :--- | :--- | :--- | :---: |
|  |  |  | June 10 | Applctn \& Allotmnt | $96 \sqrt{ }$ |
|  |  |  | July 30 | Applctn \& Allotmnt | 8 V |
| Mar31 | Balance c/d | $\underline{760}$ | Dec 30 | First \& Final Call | 56 V |
|  |  | $\underline{760}$ |  |  | $\underline{760}$ |
|  |  |  | Apr 1 2016 | Balance b/d | 760 |
|  |  |  |  |  |  |

$+\sqrt{ }$ if balanced off correctly

Share Premium Account

|  |  |  | Apr 1 | Balance b/d | 150 V |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Mar31 | Balance c/d | $\underline{190}$ | Jul 30 | Applictn \& Allotment | $\underline{\underline{40} \sqrt{ }}$ |
|  |  | $\underline{190}$ |  |  | $\underline{190}$ |
|  |  |  |  | Apr 1 | Balance b/d |

$+\sqrt{ }$ if balanced off correctly

Application and Allotment Account

| June 10 | Ordinary Share Capital | 96V | June 10 | Bank | $111 \sqrt{ }$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| June 20 | Bank | $3 \sqrt{ }$ | July 30 | Bank | $36 \sqrt{ } \sqrt{ }$ |
| July 30 | Ordinary Share Capital | $8 \sqrt{ } \sqrt{ }$ |  |  |  |
|  | Share Premium | $40 \sqrt{ }$ |  |  |  |
|  |  | 147 |  |  | 147 |
|  |  |  |  |  |  |

First and Final Call Account

|  | Ordinary Share Capital | $56 \sqrt{ }$ | Dec 30 | Bank | $\underline{56} \sqrt{ }$ |
| :--- | :--- | :--- | :--- | :--- | :--- |
|  | $=-56$ |  |  | $\underline{56}$ |  |

(total 20)
3 (b)
Profit after interest $=43 \sqrt{ }-40 \sqrt{ }-44 \sqrt{ }-9 \sqrt{ }=£ 50 \mathrm{~m}$ loss $\sqrt{ }$ of

3 (c)
The Journal

|  |  | Dr Cr |
| :---: | :---: | :---: |
| April 12016 V | 8\% Debenture 2022 V | 500 |
|  | £1 Ordinary shares $\sqrt{ }$ | 500 Vboth |
|  | Conversion of 8\% Debenture 2022 into $£ 1$ Ordinary shares $\sqrt{ }$ |  |

3 (d) Gearing ratio $=$ Prior charge capital $\sqrt{ } \times 100$ Capital employed $\sqrt{ }$

$$
\begin{gather*}
=\frac{400 \sqrt{ }+100 \sqrt{ }}{(760+500) \sqrt{ }+190 \sqrt{ }+(170) \sqrt{ }+20 \sqrt{ }+(400+100)} \times 100 \\
=\frac{500}{1800} \times 100=27.77 \% \sqrt{ } \tag{10}
\end{gather*}
$$

3 (e) Answers may include:

## Case for Ordinary shares/ For Conversion

- Shareholders do not have to be paid dividends, $\sqrt{ }$ useful when short of funds. $\sqrt{ }$
- No interest has to be paid, $\sqrt{ }$ so profits of company higher (or smaller losses) $\sqrt{ }$ which will result in share price rising $\sqrt{ }$
- Assets no longer offered as security, $\sqrt{ }$ so no claims on assets by debenture holders, if debenture not repaid, or company fails. $\sqrt{ }$
- Share issue reduces gearing $\sqrt{ }$ and therefore risk $\sqrt{ }$ Very important here as gearing goes from above benchmark $50 \% \sqrt{ }$ to below $50 \% \sqrt{ }$
- OR Debenture results in higher gearing $\sqrt{ }$ which increases risk to company $\sqrt{ }$ (and may affect credit rating $\sqrt{ }$ )
- No "outside" parties (ie debenture holders) having any influence on running of company $\sqrt{ }$ eg place on Board $\sqrt{ }$
- Statement of financial position will look stronger $\sqrt{ }$ and may attract investors $\sqrt{ }$


## Case for Debentures / Against Conversion

- Interest is allowable for tax, $\sqrt{ }$ so company may be able to retain more funds than if paying dividends. $\sqrt{ }$
- Keeping debenture sees no dilution of ownership $\sqrt{ }$ for existing shareholders. $\sqrt{ }$
- Debenture issuer may bring expertise and experience to company, $\sqrt{ }$ and maybe Board. $\sqrt{ }$
- Cost of share issue $\sqrt{ }$ eg fees etc $\sqrt{ }$
- The Memorandum of Association may have to be changed $\sqrt{ }$
- There may be a fall in dividends per share $\sqrt{ }$
- Share price may fall $\sqrt{ }$

Maximum of 8 marks for arguing one side

## Conclusion

Should relate to above points made.
Conversion will benefit Mashariki Railways plc $\sqrt{ } \sqrt{ }$

Total for Question 3 = 52 marks

## Section B

(4) (a)


Calculation of Inventories ie $5 \sqrt{ } \sqrt{ } \sqrt{ } \sqrt{ }$ shown above
Valuation of Closing Inventories $\frac{2,537600}{520000} \sqrt{ }$ o/f $=£ 4.88$ per unit $\sqrt{ } \mathrm{V}$ /f $(£ 4.88 \mathrm{o} / \mathrm{f} \times 20000) \sqrt{ }=£ 97600 \sqrt{ } \mathrm{o} / \mathrm{f}$
(4) (b)

The marginal cost of producing the units
$=(£ 0.45+£ 1.85 \sqrt{ }+£ 1.80 \sqrt{ })=£ 4.10 \sqrt{ } \mathrm{o} / \mathrm{f}$
So, the 20000 batteries should be sold $\sqrt{ }$ as there is a positive contribution $\sqrt{ }$ of $£ 0.65$ per battery. $\sqrt{ }$
(4) (c)

Option 1 The marginal cost of producing another 30000 is $(£ 0.45+£ 1.85+£ 2.20)=£ 4.50 \sqrt{ } \mathrm{o} / \mathrm{f}$ Therefore the units should be produced using option 1. $\sqrt{ }$ as there is a contribution. $\sqrt{ }$ of $£ 0.25$ per unit. $\sqrt{ }$ o/f

Option 2 Offer to supply from other firm using option 2 should be rejected $\sqrt{ }$ as a profit of only $£ 0.15$ per unit can be made $\sqrt{ }$

Reject the order The order should not be rejected $\sqrt{ }$ because options $1 \& 2$ have a (positive) contribution $\sqrt{ }$
(d)

Answers may include: (Maximum of $4 \sqrt{ }$ 's for one side of argument).

## For Marginal Costing

Allows seeing whether a contribution is made $\sqrt{ }$ to paying off fixed costs. $\sqrt{ }$ Can be used in situations when deciding whether to accept an offer $\sqrt{ }$ or make or buy $\sqrt{ }$ or to continue or discontinue production. $\sqrt{ }$ find the optimal production mix when there is a shortage of an input $\sqrt{ }$
Useful for short term decision making $\sqrt{ }$
Complies with the prudence concept $\sqrt{ }$
Allocates all costs to the time period $\sqrt{ }$

## Against Marginal Costing

Does not give the whole picture ie overall profit or loss $\sqrt{ }$ as only considers variable costs/fixed costs need to be taken into account $\sqrt{ }$
Not suitable for long term decision making $\sqrt{ }$ eg fixing prices, $\sqrt{ }$ when all costs need to be taken into account. $\sqrt{ }$

Conclusion ( $\sqrt{ } \sqrt{ }$ )
Marginal costing is useful for short term decision making.
(5) (a)

Profit percentage $=\frac{\text { Increase in share price }}{\text { Share price when bought }} \times 100$

$$
\begin{equation*}
=\frac{12}{120} \times 100 \sqrt{ }=10 \% \sqrt{ } \tag{3}
\end{equation*}
$$

(5) (b) (i)

Return on Capital employed $=$ Net profit before interest and tax $\times 100$ Capital employed

$$
=£ 5160000 \times 100 \sqrt{ }=3 \% \sqrt{ }
$$ $£ 172000000 \sqrt{ } \sqrt{ }$

(5) (b) (ii)

Earnings per ordinary share $=$ Net profit after interest and tax
Issued ordinary shares
$=\frac{£ 3360000}{84000000} \sqrt{ } \sqrt{ }=4 p \sqrt{ }$
(5) (b) (iii)

Price/earnings ratio $=$ Market price of share at year end Earnings per share
$=\frac{132 p}{4 p o / f} \sqrt{ }=33$ times o/f $V$ 4 po/f $\sqrt{ }$
(5) (b) (iv)

Dividend paid per share $=$ Total ordinary dividend
Issued ordinary shares
$=\frac{£ 2625000}{84000000} \sqrt{ } \sqrt{ }=3.125 p$ per share
(4)
(5) (b) (v)

Dividend cover $=\frac{\text { Net profit after interest and tax }}{\text { Total ordinary dividend }}$

$$
=\frac{£ 3360000}{£ 2625000} \sqrt{ }=1.28 \text { times } \sqrt{ }
$$

(5) (b) (vi)

Dividend yield

$$
\begin{align*}
& =\frac{\text { Dividend per share }}{\text { Market price of share }} \times 100 \\
& =\frac{3.125 p \text { o/f } \times 100 \sqrt{ }=2.37 \% ~ o / f ~ \sqrt{ }}{132 p \sqrt{ } \sqrt{ }}=
\end{align*}
$$

(5) (c)

## For selecting own shares

Her choice of share has risen by $3 \%$ points $\sqrt{ }$ o/f more than the market average over the year. $\sqrt{ }$
She has selected a share that has a lower dividend cover, $\sqrt{ }$
by 0.72 times $\sqrt{ }$ o/f which means they give out a higher percentage of profit as dividends. $\sqrt{ }$
Stockbroker will charge commission $\sqrt{ }$ for advice $\sqrt{ }$ which is likely to be higher than what she pays at the moment for buying shares. $\sqrt{ }$

## For visiting a stockbroker

Her choice of share has a lower ROCE $\sqrt{ }$ by $2 \%$ points. $\sqrt{ }$ o/f
Her choice of share has a lower dividend yield $\sqrt{ }$ by $3 \%$ points. $\sqrt{ }$ o/f
Stockbroker will have more experience $\sqrt{ }$ and a greater knowledge of the market. $\sqrt{ }$

Maximum of 4 marks for arguing one side

Conclusion
Yasmin should choose shares herself / visit a stockbroker $\sqrt{ } \sqrt{ }$
(6) (a)

|  | $\begin{gathered} \text { BUDGET } \\ £ \end{gathered}$ |  | $\begin{aligned} & \text { ACTUAL } \\ & £ \end{aligned}$ |  | VARI ANCE £ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | 76800 | A | 75300 V |  | 1500 ADV |
| Less |  |  |  |  |  |
| Material Costs | 8928 | B | 8688 V | C | 240 FAV V o/f |
| Labour Costs | 10120 | D | 10208 V |  | 88 ADV |
| Variable Overheads | 3080 | E | $\underline{2924}$ V |  | 156 FAV |
| $=$ Cost of Sales | 22128 | F | 21820 V o/f | G | 308 FAV V o/f |
| Gross Profit | 54672 | H | 53480 V o/f I |  | 1192 ADV V o/f |
| Less Fixed Overheads | 17575 | $J$ | 17380 V |  | 195 FAV |
| Net Profit | 37097 | K | 36100 V o/f L |  | 997 ADV V o/f |

(6) (b) (i)

Material usage variance $=[(1600 \times 9) \sqrt{ }-(14550 \sqrt{ }-70 \sqrt{ })] \times £ 0.62 \sqrt{ }$

$$
\begin{align*}
& =(14400-14480) \times £ 0.62 \\
& =£ 49.60 \text { Adverse } \sqrt{ } \tag{5}
\end{align*}
$$

(6) (b) (ii)

Material price variance $=[(£ 0.62 \sqrt{ }-£ 0.60 \sqrt{ }) \times 1600] \times \frac{14480}{1600} \sqrt{ }$

$$
\begin{align*}
& =(£ 992-£ 960) \times 9.05 \\
& =£ 289.60 \text { Favourable } \sqrt{ } \tag{5}
\end{align*}
$$

(6) (b) (iii)

Total material cost variance $=(£ 49.60$ Adv $+£ 289.60$ Fav $) \sqrt{ }$

$$
\begin{equation*}
=£ 240 \text { Fav } \sqrt{ } \text { o/f } \tag{2}
\end{equation*}
$$

(6) (c)

## For the statement

May have given lower price/discount $\sqrt{ }$ in order to obtain future orders $\sqrt{ }$ possibly at a higher price $\sqrt{ }$
The profit margin is very large $\sqrt{ }$ at about $50 \% \sqrt{ }$ so there is room for flexibility on prices $\sqrt{ }$ or the variance is very small $\sqrt{ }$
Budget maybe inaccurate $\sqrt{ }$

## Against the statement

Lower price may be due to competition in the market $\sqrt{ }$ which means market price may be falling $\sqrt{ }$
May have accepted lower price in order to meet sales units target $\sqrt{ }$ or ensure sales are made to earn commission. $\sqrt{ }$
Sales staff may be demotivated $\sqrt{ }$
Maximum of 4 marks for arguing one side only
Conclusion
Adverse variance may not be all bad $\sqrt{ } \sqrt{ }$ or is bad $\sqrt{ } \sqrt{ }$

| (7) (a) |  |  |  | Occupancy |  | Price |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Sales | Floors | Rooms | weeks | Rate | Rooms sold | per Room | Inflow |  |
| Year 1 | 5 | 16 | 52 | 0.6 | 2496 V | £225 | £561,600 | $\checkmark$ |
| Years $2+3$ | 5 | 16 | 52 | 0.8 | $3328 \sqrt{ }$ | £230 | £765,440 | $\checkmark$ |
| Years $4+5$ | 5 | 16 | 52 | 0.9 | $3744 \sqrt{ }$ | £235 | £879,840 | $\checkmark$ |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Running costs | Rooms | Cost | Total | Depreciatn | Outflow |  |  |  |
| Year 1 | 2496 | £135 | £336,960V | £250,000 | £86,960 | $\sqrt{\text { o/f }}$ |  |  |
| Year 2 | 3328 | £135 | £449,280V | £250,000 | £199,280 | $\sqrt{ } \mathrm{o} / \mathrm{f}$ |  |  |
| Year 3 | 3328 | £140 | $£ 465,920 \mathrm{~V}$ | £250,000 | £215,920 | $\sqrt{ } \mathrm{o} / \mathrm{f}$ |  |  |
| Year 4 | 3744 | £140 | £524,160V | £250,000 | £274,160 | $\checkmark \mathrm{o} / \mathrm{f}$ |  |  |
| Year 5 | 3744 | £145 | £542,880 V | £250,000 | £292,880 | $\checkmark \mathrm{o} / \mathrm{f}$ |  |  |
|  |  |  |  |  |  |  |  |  |
| NPV |  |  | Net | Discount | Discounted |  |  |  |
|  | Inflow | Outflow | Cash flow | Factor | Net CF |  |  |  |
| Year 0 |  | £2,000,000 |  | 8\% | -£2,000,000 | $\checkmark$ |  |  |
| Year 1 | £561,600 | £86,960 | £474,640 | 0.926 | £439,517 | $\checkmark \mathrm{o} / \mathrm{f}$ |  |  |
| Year 2 | £765,440 | £199,280 | £566,160 | 0.857 | £485,199 | $\checkmark \mathrm{o} / \mathrm{f}$ |  |  |
| Year 3 | £765,440 | £215,920 | £549,520 | 0.794 | £436,319 | $\sqrt{ } \mathrm{o} / \mathrm{f}$ |  |  |
| Year 4 | £879,840 | £274,160 | £605,680 | 0.735 | £445,175 | $\checkmark \mathrm{o} / \mathrm{f}$ |  |  |
| Year 5 | £879,840 | £292,880 | £586,960 | 0.681 | £399,720 | $\sqrt{ } \mathrm{o} / \mathrm{f}$ |  |  |
|  |  |  |  | NPV | £205,929 | $\sqrt{ } \mathrm{l} / \mathrm{f}$ $\sqrt{ } \mathrm{C}$ |  |  |

(7) (b)

Answers may include :
For investment
NPV method states invest as company policy is met $\sqrt{ }$ as NPV is positive after 5 years $\sqrt{ }$
Net cash flow is positive each year $\sqrt{ }$
NPV method takes account of the falling value of money over time/uses a discount factor $\sqrt{ }$

Other Relevant Points - could be For or Against investment.
How accurate are the predictions for costs, cost of capital, and revenues? $\sqrt{ }$ Are there other possible investment projects available at present? $\sqrt{ }$ Are these more or less profitable? $\sqrt{ }$
What are the objectives/strategy of company? $\sqrt{ }$ Is this investment in line with objectives? $\sqrt{ }$
Which other methods of investment appraisal could be used $\sqrt{ }$ e.g. payback method and internal rate of return $\sqrt{ }$

Maximum for arguing one side only is 4 marks
Overall Conclusion - 2 marks
Company should invest in project. $\sqrt{ } \sqrt{ }$

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