

Homework 3 - ABC: Case # 6.19 (Managerial Accounting)

Denny Asbestos Removal Company removes potentially toxic asbestos insulation and related products from buildings. The company's estimator has been involved in a long-simmering dispute with the on-site work supervisors. The on-site supervisors claim that the estimator does not adequately distinguish between routine work such as removal of asbestos insulation around heating pipes in older homes and nonroutine work such as removing asbestos-contaminated ceiling plaster in industrial buildings. The on-site supervisors believe that nonroutine work is far more expensive than routine work and should bear higher customer charges. The estimator sums up his position in this way: "My job is to measure the area to be cleared of asbestos. As directed by top management, I simply multiply the square footage by \$4,000 per thousand square feet (tsf) to determine the bid price. Since our average cost is only \$3,000 per tsf, that leaves enough cushion to take care of the additional costs of nonroutine work that shows up. Besides, it is difficult to know what is routine or not routine until you actually start tearing things apart. "To shed light on this controversy, the company initiated an activity-based costing study of all of its costs. Data from the activity-based costing system follow:

Activity Cost Pool	Activity Measure	Total Activity
Removing Asbestos	Thousands of square feet	500 thousand square feet
Estimating and job setup	Number of jobs	200 jobs*
Working on nonroutine jobs	Number of nonroutine jobs	25 nonroutine jobs
Other (organization-sustaining and idle capacity costs)	None	Not applicable

*The total number of jobs includes nonroutine jobs as well as routine jobs. Nonroutine jobs as well as routine jobs require estimating and setup work.

Costs for the Year	
Wages and salaries	\$ 200,000
Disposal fees	600,000
Equipment Depreciation	50,000
On-site supplies	60,000
Office expenses	150,000
Licensing and insurance	570,000
Total cost	<u>\$ 1,500,000</u>

Distribution of Resource Consumption Across Activities					
	Removing Asbestos	Estimating & Job Setup	Working on Nonroutine Jobs	Other	Total
Wages and salaries	40%	10%	15%	15%	100%
Disposal fees	70%	0%	30%	0%	100%
Equipment Depreciation	50%	0%	40%	10%	100%
On-site supplies	55%	15%	20%	10%	100%
Office expenses	10%	40%	30%	20%	100%
Licensing and insurance	50%	0%	40%	10%	100%

Required:

1. Using exhibit 6-5 as a guide, perform the first-stage allocation of costs to the activity cost pools.

Mchenry Hotels Inc A Practice Case In Managerial Accounting

RJ Shavelson



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