

Chapter 11

Flexible Budgets and Overhead Analysis

Solutions to Questions

11-1 A static budget is a budget prepared for a single level of activity. The static budget is not adjusted even if the activity level subsequently changes.

11-2 A flexible budget can be adjusted to reflect any level of activity. By contrast, a static budget is prepared for a single level of activity and is not subsequently adjusted.

11-3 Criteria for choosing an activity base:

1. The activity base and overhead cost should be causally related.
2. The activity base should not be expressed in dollars.
3. The activity base should be simple and easy to understand.

11-4 If the flexible budget is based on actual hours worked, only a spending variance will be produced on the performance report. Both a spending and an efficiency variance will be produced if the flexible budget is based on both actual hours and standard hours.

11-5 Standard hours allowed means the time that should have been taken to complete the actual output of the period.

11-6 The materials price variance is entirely caused by any difference between the standard price of a material and the price actually paid. The variable overhead spending variance consists of two elements. One element is like a price variance and results from differences between actual and standard prices for variable overhead inputs. The other element is like a quantity variance and results from differences between the amount of variable overhead inputs that should have been used and the amounts that were actually used. Ordinarily these two elements are not separated.

11-7 The overhead efficiency variance does not really measure efficiency in the use of overhead. It actually measures efficiency in the use of the base underlying the flexible budget. This base could be direct labor-hours, machine-hours, or some other measure of activity.

11-8 The denominator level of activity is the denominator in the predetermined overhead rate.

11-9 A normal costing system was used in Chapter 3, whereas in Chapter 11 a standard cost system is used. Standard costing ensures that the same amount of overhead is applied to a product regardless of the actual amount of the application base (such as machine-hours or direct labor-hours) that is used during a period.

11-10 In a standard cost system both a budget variance and a volume variance are computed for fixed manufacturing overhead cost.

11-11 The fixed overhead budget variance is the difference between total budgeted fixed overhead cost and the total amount of fixed overhead cost incurred. If actual costs exceed budgeted costs, the variance is labeled unfavorable.

11-12 The volume variance is favorable when the activity level for a period, at standard, is greater than the denominator activity level. Conversely, if the activity level, at standard, is less than the denominator level of activity, the volume variance is unfavorable. The variance does not measure deviations in spending. It measures deviations in actual activity from the denominator level of activity.

11-13 If fixed costs are expressed on a per unit basis, managers may be misled into think-

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J Elliott



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