Department:

## Education

PROVINCE OF KWAZULU-NATAL


## NATIONAL SENIOR CERTIFICATE

## GRADE 12

## MARKS: 300

## MARKING PRINCIPLES:

1. Penalties for foreign items are applied only if the candidate is not losing marks elsewhere in the question for that item. No double penalty applied.
2. Penalties for placement or poor presentation (e.g. details) are applied only if the candidate is earning marks on the figures for that item.
3. Full marks for correct answer. If answer incorrect, mark the workings provided.
4. If a pre-adjustment figure is shown as the final figure, award one mark. Not the method mark for the answer. Note: if figures are stipulated in memo for components of workings, these do not carry the method for final answer.
5. Unless otherwise indicated, the positive or negative effect of any figure must be considered to award the mark. If no + or - sign or bracket is provided, assume that the figure is positive.
6. Where indicated, part-marks may be awarded to differentiate between differing qualities of answers from candidates.
7. This memorandum is not for public distribution, as certain items might imply incorrect treatment. The adjustments made are due to nuances in a certain question.
8. Where penalties are applied, the marks for that section of the question cannot be a final negative.
9. Where method marks are awarded for operation, the marker must inspect the reasonableness of the answer before awarding the mark.
10. Operation' means 'Check operation'. 'One part correct' means 'Operation \& one part correct'. Note: check operation must be $+,-, \mathrm{x}, \div$, or per candidates operation.
11. In awarding method marks, ensure that candidates do not get full marks for any item that is incorrect, indicate with a $\mathbb{Q}$. Note: do not award marks for workings if numerator and denominator are swapped-this also applies to ratios.
12. Be aware of candidates who provide valid alternatives beyond the marking guideline.
13. Codes: $f=$ foreign item; $p=p l a c e m e n t$.

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## QUESTION 1

Choose the correct answer from the words provided within brackets.
Write only the answer, next to each number (1.1.1-1.1.4) in the ANSWER BOOK.
1.1

| 1.1.1 | Cash Receipts Journal | $\checkmark$ |
| :--- | :--- | :--- |
| 1.1 .2 | Debit | $\checkmark$ |
| 1.1 .3 | Credit note | $\checkmark$ |
| 1.1 .4 | Discount allowed | $\checkmark$ |

1.2.1 Bank Reconciliation Statement on 30 June 2019.

|  |  | Debit | Credit |
| :---: | :---: | :---: | :---: |
| Credit balance as per bank statement | 11300 |  | $11300 \checkmark$ |
| Credit outstanding deposit | 8900 |  | $8900 \checkmark$ |
| Credit amount wrongly debited | 8000 |  | $8000 \checkmark$ |
| Debit outstanding cheques: No. 621 | (3 200) | $3200 \checkmark$ |  |
| No. 821 | (600) | $600 \checkmark$ |  |
| No. 937 | (2400) | $2400 \checkmark$ |  |
| Debit balance as per bank account | 22000 | 22000 V |  |
| Operation one part correct for both totals |  | 28 200V | 28200 |

1.3.1 Briefly explain why the balance of the debtors control account should correspond with the total of the list of debtors.
Any valid point $\checkmark \checkmark$
The Debtors Control account is a summary of all the debtors' accounts in the Debtors Ledger. / Complete/compiled from the same source documents.
1.3.2 Calculate the correct closing balance of the debtors control account as at 30 June 2019.

175700-4100v+2300 $\quad$ +8700 two marks $\quad$| Operation one part correct |
| :---: |

| 1.3.3 | List of debtors of Birdswood Traders on 30 June 2019. |  |  |
| :---: | :---: | :---: | :---: |
|  | S. M Mazibuko | 46 500-1400 - 1 400 2800 two marks | $43700 \checkmark$ |
|  | T.G Nyembe | $31800-7600 \checkmark$ | $24200 \checkmark$ |
|  | T.M Msweli | $27000+2300 \checkmark$ | 29300 r |
|  | J.P Botha | $63200-2700 \checkmark$ | $60500 \checkmark$ |
|  | P.S Pillay | $8600+7600 \checkmark+8 \underset{9000 \text { two marks }}{700 \checkmark+300 \checkmark}$ | 25 200* |
|  |  |  |  |
|  |  | *Operation one part correct | 182 900* ${ }^{\text {V }}$ |

### 1.3.4 BIRDSWOOD TRADERS

- Does Birdswood Traders have effective control over their debtors? Explain by quoting figures to motivate your answer.

Explanation $\checkmark$ Figure $\checkmark \checkmark$
60 000/187500 x $100=32 \%$ of the debtors keep to the credit terms of 30 days.
OR
$127500 / 187500 \times 100=68 \%$ of the debtors exceed the payment period of 30 days.
OR
Mazibuko, Botha and Pillay have exceeded their credit limits by R13 700, R20 500 and R15 200 respectively.

- State TWO actions that Birdswood could take in order to encourage debtors to settle their accounts according to the terms.

Any two relevant answer

- Issue monthly statements
- Send reminders through text messages [SMS].
- Allow discounts to debtors who pay in time.
- Charge interest on overdue accounts.
- Stop selling to debtors until overdue accounts are settled.

| TOTAL MARKS |
| :---: |
|  |
| 40 |

## QUESTION 2

| 2.1.1 | Production Cost Statement on 28 February 2019 |  |  |
| :---: | :---: | :---: | :---: |
|  | Direct Materials Cost (1770 000 ${ }^{\text {c }} 10000 \checkmark$ ) | 1760000 | $\checkmark$ |
|  | Direct Labour Cost Balancing figure | 1475000 | $\checkmark$ |
|  | Prime Cost Operation | 3235000 | $\checkmark$ |
|  | Factory Overhead Cost (327000 $1010000 \checkmark$ ) | 337000 | $\checkmark$ |
|  | Total Cost of Production Operation | 3572000 | $\checkmark$ |
|  | Work-in Process at the beginning of the year | 37600 | $\checkmark$ |
|  |  | 3609600 |  |
|  | Work-in Process at the end of the year | (84 600) | $\checkmark$ |
|  | Cost of Production of Finished Good | 3525000 | $\checkmark$ |
|  | (315000r + $3337000 \checkmark-127000 \checkmark$ ) | Operation one part corr |  |

### 2.1.2 Calculate the Net profit

| Sales | $6390000 \checkmark$ |
| :--- | ---: |
| Cost of sales | $(3337000) \checkmark$ |
| Selling and distribution cost | $(603000) \checkmark$ |
| Administration cost | $(810000) \checkmark$ |
| Net profit | $1640000 \square$ |

$6390000-3337000-603000-810000=1640000$

2.2.1 Calculate the break-even point for the year ended 28 February 2019.

348500 two marks
$\frac{246000 \checkmark+102500}{150 \checkmark-70 \checkmark \checkmark}$
80 three marks
4356 or $4357 \boxtimes$ units Operation one part correct


### 2.2.2 Should the business be satisfied with the number of units that are currently produced? Explain.

Any one explanation $\checkmark \checkmark$ Figure $\checkmark$
Compare BEP with units produce and sold see 2.2.1
They are producing 4100 and the break-even is $4356 / 4357$ units. OR
Produce 256/257 units less than what is required to break-even.
2.2.3 Despite the fact that there was an increase in the price of direct material, the direct material cost per unit decreased from R32 to R27. Give TWO valid reasons for the decrease.

Any two valid points

- Better training of workers resulted to less wastage.
- Raw material obtained at a cheaper price.
- Greater care or efficiency in the use of raw material resulted to less wastage.
- Tighter control over use of raw material.

Award one mark for the following response

- Training of workers.
- Less wastage.
2.2.4 Despite the fact that there was no increase in wages during the year, the direct labour cost per unit increased from R20 to R28. Give a valid reason for the increase.
Any valid point
- More overtime
- Decrease in productivity, working slower, demotivated or lazy workers
- Poor supervision of workers.
- Unproductive workers due to power cuts


| TOTAL MARKS |
| :---: |
|  |
| 35 |

## QUESTION3

3.1

| 3.1 .1 | Shareholders | $\checkmark$ |
| :--- | :--- | :--- |
| 3.1 .2 | Directors | $\checkmark$ |
| 3.1 .3 | External Auditor | $\checkmark$ do not accept auditor |

3.2

| Net profit before tax | $\mathbf{1 4 4 9} \mathbf{2 0 0}$ |  |
| :--- | ---: | ---: |
| Directors fees $(625000 \checkmark-25000 \checkmark)$ | $600000)$ | $\checkmark$ |
| Packing material $(12000 \checkmark \times 80 / 20 \checkmark)$ | $(48000)$ | $\checkmark$ |
| Bad debts $(1200 \checkmark-480 \checkmark)$ | $(720)$ | $\checkmark$ |
| Rent income $(177600 \checkmark-26400 \checkmark)$ | 151200 | $\checkmark$ |
| Salaries | 55820 | $\checkmark \checkmark$ |
| Operating profit before interest expense | 1007500 | $\checkmark$ |
| Interest expense | $(157500)$ | $\checkmark$ |
| Net profit before tax | 850000 | $\checkmark$ |
| Income tax | $(255000)$ | $\checkmark$ |
| Net profit after tax | 595000 | $\checkmark$ |

Accept brackets instead of - If no sign, assume + Positive/negative effect \& figure must be correct Foreign entries -1 (max -2)

### 3.3.1 Trade and other receivables

| Trade debtors ( $44800 \checkmark-1200 \checkmark+1000 \checkmark$ ) | 44600 | V |
| :---: | :---: | :---: |
| Provision for bad debts | (1700) | $\checkmark$ |
| Net trade debtors Operation one part correct | 42900 | V |
| Prepaid expense (Directors fees) See 3.2 | 25000 | V |
| SARS Income tax ( 267 000 $\checkmark$ - 255 000V) See 3.2 | 12000 | $\checkmark$ |
| Operation one part correct | 79900 | V |

3.3.2 Retained income

| Balance at the beginning (130 $000 \checkmark+79000 \checkmark$ ) | 209000 | $\checkmark$ |
| :---: | :---: | :---: |
| Buy-back of shares (20 000 $\times 3.95 \checkmark$ ) | (79 000) | $\checkmark$ |
| Net profit after tax See 3.2 | 595000 | $\square$ |
| Dividends Operation one part correct | (190 820) | $\checkmark$ |
| Paid / interim | 55820 | $\checkmark$ |
| Final/ recommended (180 000 ${ }^{\text {X } 0.75 \checkmark \text { ) }}$ | 135000 | $\checkmark$ |
| Balance at the end of the year Operation | 534180 | V |

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3.4 Balance Sheet (Statement of Financial Position) on 28 February 2019.


| TOTAL MARKS |
| :---: |
| 75 |

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## QUESTION 4

4.1 Choose a term from COLUMN B that matches the description in COLUMN A. Write only the letter (A-D) next to the question number

| 4.1 .1 | D | $\checkmark$ |
| :--- | :--- | :--- |
| 4.1 .2 | C | $\checkmark$ |
| 4.1 .3 | B | $\checkmark$ |


4.2.1 $\quad$ Notes to the Financial Statements

2

|  | Calculations | Answer |
| :---: | :---: | :---: |
| A. | $1900000-1100000$ | $\begin{array}{r} 800000 \quad \checkmark \checkmark \\ \text { no part marks } \end{array}$ |
| B. | Vehicle 1 <br> $500000 \times 20 / 100=100000$ but only <br>  <br> Vehicle 2 $49999 \checkmark \checkmark$ <br> $437500 \times 20 / 100 \times 9 / 12$ $65625 \checkmark \checkmark$ <br>   <br> Vehicle 3 <br> $350000 \times 20 / 100$ $70000 \checkmark \checkmark$ | $\begin{aligned} & 185624 \nabla \\ & \text { One part correct } \end{aligned}$ |
| C. | $437500 \checkmark-(87500 \checkmark+65 \text { See B }$ | $284375 \text { V }$ <br> One part correct |
| D. | $300000-120000=180000 \checkmark-81000 \checkmark$ | $99000 \text { V }$ One part correct |

4.2.2 Ordinary share capital

Authorised 2000000 shares Issue

| $\mathbf{8 0 0} \mathbf{0 0 0}$ | Shares issued at the beginning @ R7 | $\mathbf{5 6 0 0 0 0 0}$ |
| ---: | :--- | ---: |
| $\mathbf{2 0 0 0 0 0}$ | shares issued during the year @ R9.80 | $1960000 \checkmark$ |
| $(120000) \checkmark$ | Buy-back of shares at R7.56 $\checkmark$ | $(907200) \checkmark$ |
| $880000 \checkmark$ | Shares issued at the end Operation | $6652800 \checkmark$ |

### 4.2.3 Calculations of figures to appear in the Cash Flow Statement

- Calculations

Answers
Dividends paid

| $+230000 \checkmark+514000 \checkmark-290000 \checkmark$ |  |  |
| :--- | ---: | ---: | ---: |
| 224000 two marks | Operation one part correct | $454000 \vee$ |
| $-230000-514000+290000$ | choose the line |  |



| 4.2.4 | Cash flow from financing activities |  |  |
| :---: | :---: | :---: | :---: |
|  | Proceeds on shares issued | 1960000 | $\checkmark$ |
|  | Buy back of shares (120 000 X 10 ) | $(1200000)$ | $\checkmark \checkmark$ |
|  | Changes in loan | 340000 | $\checkmark$ |
|  |  |  |  |
|  | Operation one part correct | 1100000 | $\checkmark$ |

4.2.5 The directors have taken significant decisions which will be reflected in the Cash Flow Statement. Identify TWO of these major decisions and quote figures. In each case give one consequence of the decision to the business.

| Any two valid decisions and consequences | Consequence marked with a decision |
| :--- | :--- |
| Decision $\checkmark$ Figure $\checkmark$ | Consequences $\checkmark$ |
| Proceed on shares issued by <br> R1 960000 | To finance the purchases of fixed assets <br> and to finance the repurchased shares. |
| Purchases of fixed assets by <br> R 1270000 | Productivity will increased and the business <br> will have more fixed assets |
| Buy-back of shares by | To reduce the dividends and shareholders' <br> R 1200000 |
|  |  |


4.2.6 Percentage Operating Profit on Sales
$\frac{952000}{3400000} \checkmark \quad \times \frac{100}{1}$
$28 \%$ operation one part correct

4.2.7 Briefly explain ONE consequence that might be faced by directors and ONE consequence for majority shareholder.
Any valid point $\checkmark \checkmark$
Directors

- Directors might lose their job.
- Lose customer or investors because of the fraud/tarnished image.
- Directors might lose trust from minority shareholders.


## Majority shareholder

- Shares will lose value in JSE.
- Business can be liquidated.
4.3.1 Your friend is of the opinion that the liquidity position of Westland Ltd. is better than that of Northwood Ltd. Quote TWO financial indicators (with figures) to support her opinion.

Quote TWO financial indicators.
Candidate must compare both companies
Any two financial indicators $\checkmark \checkmark$ Figures for both companies $\checkmark \checkmark$ Explanation $\checkmark \checkmark$

- Current ratio of Northwood Ltd is 3,6:1 and Westland Ltd. is 2,4:1
- Acid-test ratio of Northwood Ltd is 0,6:1 and Westland Ltd. is $1,2: 1$
- The stock turnover rate of Northwood Ltd. is 4 times and Westland Ltd. is 8 times


## Explanation

- Westlands Ltd. has a better current ratio and is able to cover current liabilities whereas Northwood Ltd's. ratio is too high - funds tied up in stock (current assets)/not used profitably
- Westlands Ltd. has a better Acid-Test Ratio than Northwood Ltd. Northwood Ltd. has too much stock on hand which resulted in the poor Acid-Test Ratio
- Westlands Ltd. is selling its stock faster (8 times) during the year as compared to Northwood Ltd. (4 times).


### 4.3.2 Northwood Ltd. paid off a large portion of its loan during the financial year. Quote TWO financial indicators with relevant figures to show why this was not a good decision taken by the directors.

Financial indicators and figures $\checkmark \checkmark \checkmark \checkmark$
Valid comment $\checkmark \checkmark$
Relevant financial indicators:
Debt: equity is $0,2: 1$
ROTCE: is $18,4 \%$
Comment
The company is at low risk. Therefore there was no need to pay a large portion of the loan.
It is also positively geared. The ROTCE $(18,4 \%)$ is higher than the interest rate of $10,5 \%$.


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4.3.3


|  | Northwood Ltd. | Westland Ltd. |
| :--- | :--- | :--- |
| Yes/No | NO | YES |

### 4.3.4 Your friend owns $\mathbf{3 0} \mathbf{0 0 0}$ shares in each of the companies.

|  | Northwood Ltd. | Westland Ltd. |
| :---: | :---: | :---: |
| Calculate the dividends that he earned from each company. | $\begin{aligned} & 30000 \times \text { R2,30 } \\ & =\text { R69 } 000 \checkmark \end{aligned}$ | $\begin{gathered} 30000 \times R 2,45 \\ =R 73500 \checkmark \end{gathered}$ |
| Compare and comment on the dividend pay-out policies of the two companies. Provide calculations in your explanation. | DPS 230 cents EPS 350 cents Distributes 66\% $\checkmark$ (230/350) of earnings. OR Northwood Ltd. decided to retain 34\% of its EPS. | DPS 245 cents EPS 285 cents Distributes 86\% $\checkmark$ (245/285) of earnings. <br> OR <br> Westland Ltd. decide to retain only $14 \%$ of its EPS. |
| Explain ONE reason for the dividend pay-out of each company. | Northwood Ltd. appears to have plans for growth (better long-term benefits) / equalisation of dividends over time. | Westland Ltd. appears to keep shareholders satisfied by giving them good dividends. $\checkmark \checkmark$ |



| TOTAL MARKS |
| :---: |
|  |
| 75 |

NSC

## QUESTION 5

### 5.1.1 Calculate the closing stock for memory stick using weighted average method.

```
    \(\frac{12000 \checkmark+56640 \checkmark-3400 \checkmark-1440 \checkmark+1675 \checkmark}{100 \checkmark+420 \checkmark-25 \checkmark-10 \checkmark}\)
    five marks
    65475
    485
    four marks
```

R135 nine marks x $51=R 6885 \checkmark$ Operation one part correct Multiplied by 51 for a method mark
5.1.2 Themba Zondi suspects that memory sticks are being stolen. Show calculations to support his suspicions.

$$
(420+100) \checkmark-(25+10) \checkmark-427 \checkmark-51 \checkmark=7 \nabla \text { Operation one part correct }
$$

5.1.3 Calculate the stock holding period in days for memory sticks.

| 1.1 |  |  | Onemark One mak |  |
| :---: | :---: | :---: | :---: | :---: |
| $\underline{1} 22(12000 \checkmark+6885 \square)$ | $\times 365$ | OR | $\underline{1 / 2}(100+51) X$ | 365 |
| $\begin{aligned} & 58590 \square \\ & \hline \text { See 5.1.1 } \end{aligned}$ | 1 |  | 427 One mark | 1 |
| 59 days Operation one | correct |  | 64,5 days Onem | thod mark |


5.1.4 Suggest TWO (separate) internal control measures that Themba Zondi can introduce to prevent the stock losses.

Any valid point

- Improve or step-up security measures.
- Train security personnel.
- Conduct regular checks at exit point.
- Rotate and divide duties / responsibility among staff.
- Conduct regular stock counts and inspection of stock register.


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5.2.1 Calculate VAT payables to or receivable from SARS in respect of calculators. Note that sales include VAT while purchases do not include VAT. Round off your calculations to nearest rand.

|  | VAT Inclusive | VAT Exclusive | VAT |
| :--- | ---: | :---: | ---: |
| Purchases |  | $\mathbf{1 5 1 5 0 0 0}$ | $\mathbf{2 2 7 2 5 0}$ |
| Returns to suppliers |  | $84000 \checkmark$ | $(12600) \checkmark$ |
| Sales | $2306900 \checkmark$ |  | $(300900) \checkmark$ |
| Returns by debtors | $19550 \checkmark$ |  | $2550 \checkmark$ |
| Payables $\checkmark$ | Operation one part correct |  | $(83700) \checkmark$ |


|  |
| :---: |
| 8 |

5.2.2 Themba Zondi intends to deliberately reduce the sales amount when completing the VAT returns so as to reduce the amount of VAT payable to SARS.

What advice you provide to the owner regarding his intentions? Provide ONE point of advice.

Any valid point $\checkmark \checkmark$

- It is illegal to reduce the sales amount/ change the price.
- It is unethical to manipulate the sales figures.
- It is a criminal offence


### 5.3 PROBLEM SOLVING

You are provided with information relating to Leno Stores. They sell tents,
chairs and tables for cash only. The owner is concerned that the figures
provided reflect poor internal control and decision-making.
Identify ONE problem for each product. Quote figures. In EACH case, give
advice on how to solve the problem.

| Product | Problem $\checkmark \checkmark \checkmark$ <br> Figures $\checkmark \checkmark \checkmark$ <br> Comparison figures not <br> necessary | Advice <br> $\checkmark$ |
| :--- | :--- | :--- |
| Tents | Stolen tents 20 which leads to <br> loss of income of R30 000 | Improve physical security <br> Regular stock counts <br> Check points at doors. |
| Chairs | Missing money <br> Total sales: R1 984 400 but <br> only R1 800 000 banked <br> (R184 400) cash missing | Division of duties (banking) <br> Documentation <br> Request bank notification for <br> transactions (sms, whatsapp, <br> emails). |
| Tables | Too much stock on hand 250 <br> whilst sales is only 500 for the <br> year. <br> $250 / 500=5$ months; Slow <br> movement of goods <br> only 67\% of available stock <br> sold i.e. 500/750 | Reduce the selling price to <br> increase sales <br> More effective advertising <br> Consider discontinuing the <br> product <br> Purchase these goods according <br> to order. |


| TOTAL MARKS |
| :---: |
| 40 |

## NSC

## QUESTION 6

6.1 List TWO items on the Projected Income Statement provided, that would not appear on a cash budget.

Any two valid points $\checkmark \quad \checkmark$
Cost of sales
Discount received
Depreciation
Trading stock deficit
6.2 A. Advertising
$132000 \times 2 \%$
$=R 2640 \vee \nabla$ Operation one part correct

B. Net profit after tax
$17625 \checkmark-585 \checkmark-5112 \checkmark=$ R11 $928 \boxtimes$ Operation one part correct

6.3 Calculate the cost of sales for May 2019. Refer to information C and H.
$51000 \checkmark \times \frac{100}{80}$
$=63750 \boxtimes$ Operation one part correct

6.4 Creditor's payment schedules.

| Month | Credit purchases | July | August | September |
| :--- | :---: | :---: | :---: | :---: |
| May | 51000 | 48960 | - | - |
| June | 55000 |  | 52800 | - |
| July | $49200 \checkmark \checkmark$ |  | If $96 \%$ of July | $47232 \nabla \nabla$ |


|  |
| :---: |
| 4 |

6.5.1 The percentage increase in wage that the cleaners will receive in September 2019.

176 one mark
$\frac{(3376-3200)}{3200 \checkmark} \times 100$
$=5.5 \%$ Operation one part correct

|  |
| :---: |
| 3 |

6.5.2 The monthly salary due to the sales manager in September 2019.
$(17100-300) / 2=(8400 \checkmark+300 \checkmark) \times \frac{108}{100}{ }^{\checkmark}$
$=9396$ Operation one part correct
OR $8700 \times 1.08=9396$
Two marks One mark One method mark

6.5.3 The total credit sales expected in September 2019.
(99 $000 \times 160 \%$ ) $\checkmark \times 75 \% \checkmark=118800 \boxtimes$ Operation one part correct OR
$132000 \times 120 \%=158400 \times 75 \%=118800$
One mark One mark One method mark
OR
$3168 / 2 \%=158400 \times 75 \%=118800$
One mark One mark One method mark

6.5.4 The loan balance on 1 August 2019.
$\left(585 \checkmark \times \frac{1200}{9} \checkmark\right)=78000 \boxtimes$ Operation one part correct
OR
$585 \times 12=7020 \times 100 / 9=78000$
One mark One mark One method mark

6.6 Refer to the actual figures for Depreciation and Trading stock deficit for July 2019. In each case, provide a reason for the difference with the budgeted figures.
Any valid point $\checkmark$
Depreciation:

- Purchases of a new asset.
- Calculation error.

Trading stock deficit

- Unanticipated stock loss.
- Random stock take revealed stock shortage.
- Damaged goods noted and taken into account.


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6.7 Refer to the actual figures for July 2019. Comment on any TWO expenses (excluding items mentioned in QUESTION 6.6) that were not well controlled by the business. In each case, quote the relevant figures and give ONE suggestion on how this expense can be more effectively managed.

| EXPENSE | COMMENT( WITH FIGURE) | SUGGESTION |
| :--- | :--- | :--- |
| Any two: | Comment and figure $\checkmark \checkmark$ <br> each | Suggestion $\checkmark$ each |
| Nomark for |  |  |
| expenses |  |  |
| Maintenance |  |  | | Over budget / underspent. |
| :--- |
| $(4000-1650)$ | | Adjust budget or use the |
| :--- |
| money wisely to maintain the |
| assets. This could extend the |
| lifespan and productivity of the |
| assets. |
| Telephone |
| Advertising |
| Overspent / under <br> budgeted (2 000-4 280) <br> over 50\% <br> Underspent / over <br> budgeted (2 400-1 968) |
| Control / usage or check for <br> misuse. Budget correctly if <br> found to be necessary. <br> Spend money allocated. Look <br> at different forms of advertising <br> may result in better sales / <br> profit |


| TOTAL MARKS |
| :---: |
|  |
| 35 |

