

Cost Behavior and Cost Estimation

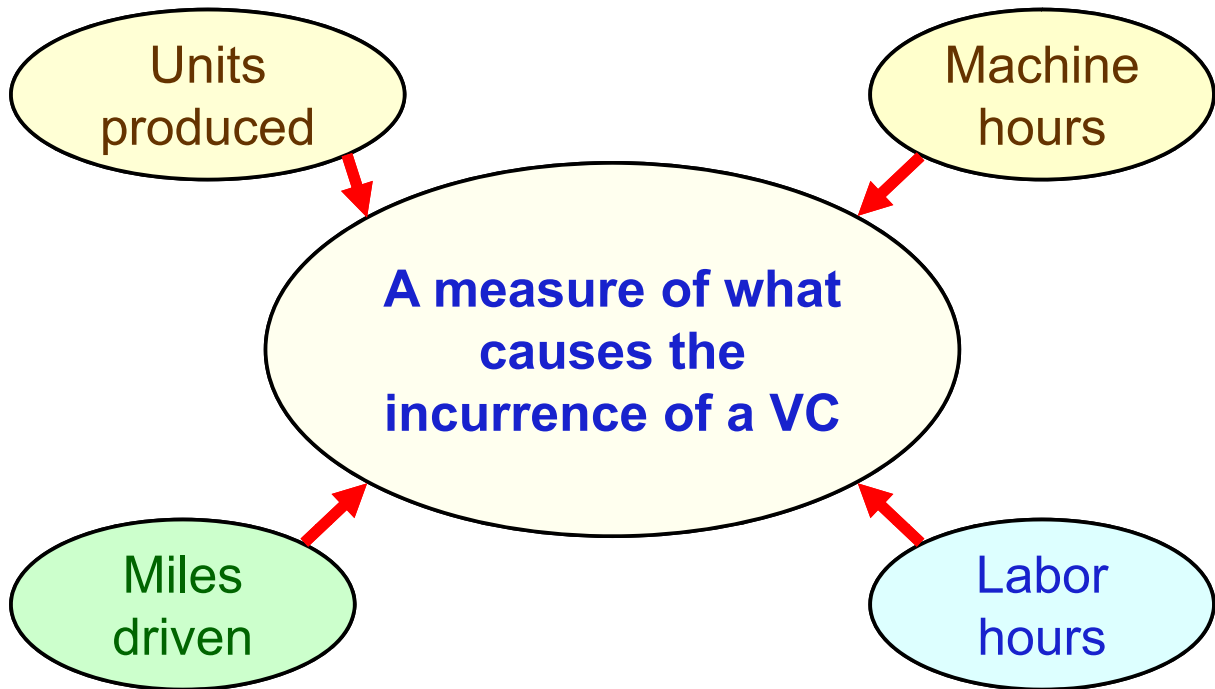
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Types of Cost Behavior Patterns

Summary of VC and FC Behavior		
Cost	In Total	Per Unit
VC	Total VC is proportional to the activity level within the RR.	VC per unit remains the same over wide ranges of activity.
FC	Total FC remains the same even when the activity level changes within the RR.	FC per unit goes down as activity level goes up.

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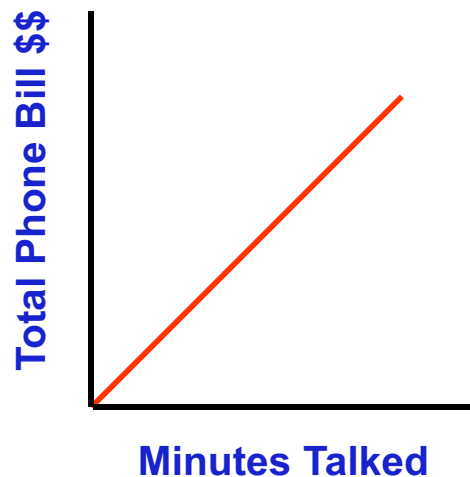
The Activity Base



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True VC Example

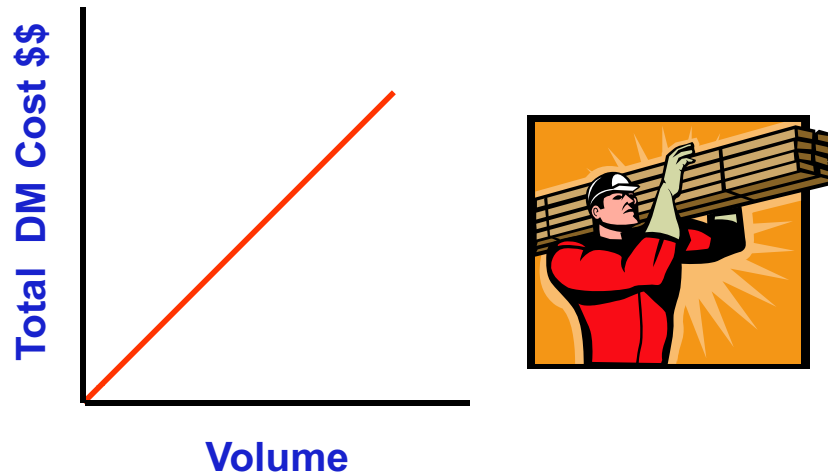
A VC is a cost whose total dollar amount varies in direct proportion to changes in the activity level. Supposed you had a phone bill that is based on the number of minutes talked.



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True Variable Costs

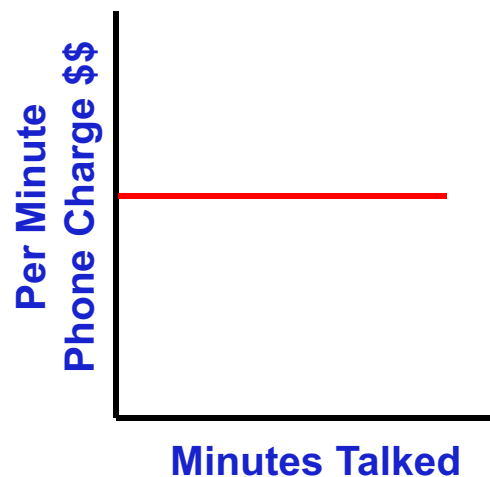
Direct materials is a true or proportionately VC because the total cost of direct material used during a period will vary in direct proportion to the level of production activity.



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VC Per Unit Example

A VC remains constant if expressed on a per unit basis. The cost per minute talked is constant. For example, 10 cents per minute.



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Extent of Variable Costs

The proportion of VCs *differs* across organizations. For example . . .

A public utility with large investments in equipment will tend to have *fewer* VCs.

A manufacturing company will often have *many* VCs.

A service company will normally have a *high proportion* of VCs.

A merchandising company usually will have a *high proportion* of VCs, like cost of sales.

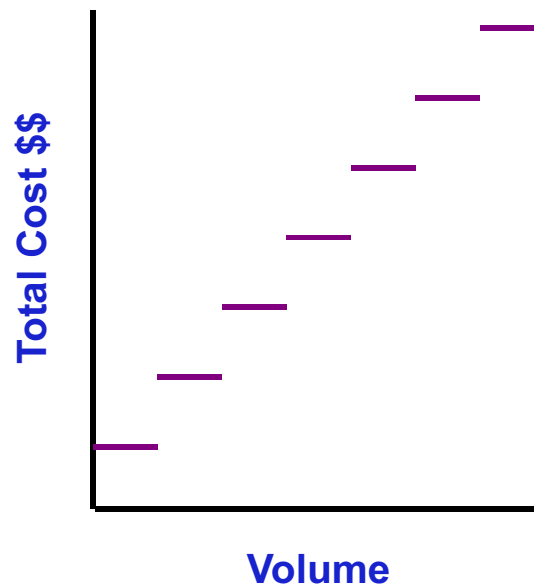
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Examples of Variable Costs

1. *Merchandising companies* – cost of goods sold.
2. *Manufacturing companies* – direct materials, direct labor, and variable overhead.
3. *Merchandising and manufacturing companies* – commissions, shipping costs, and clerical costs, such as invoicing.
4. *Service companies* – supplies, travel, and clerical.

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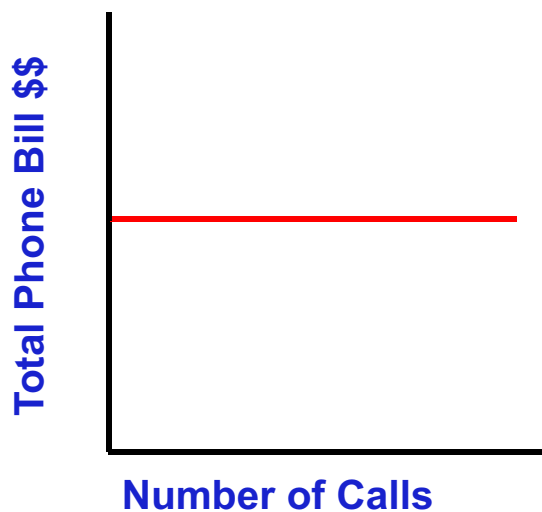
Step-Variable Costs



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Total Fixed Costs Example

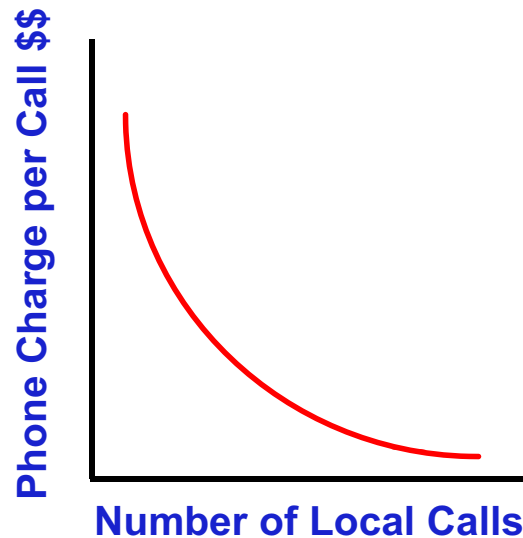
A FC is a cost whose total dollar amount remains constant as the activity level changes. Suppose your monthly phone bill is fixed and does not change, no matter how many calls you make.



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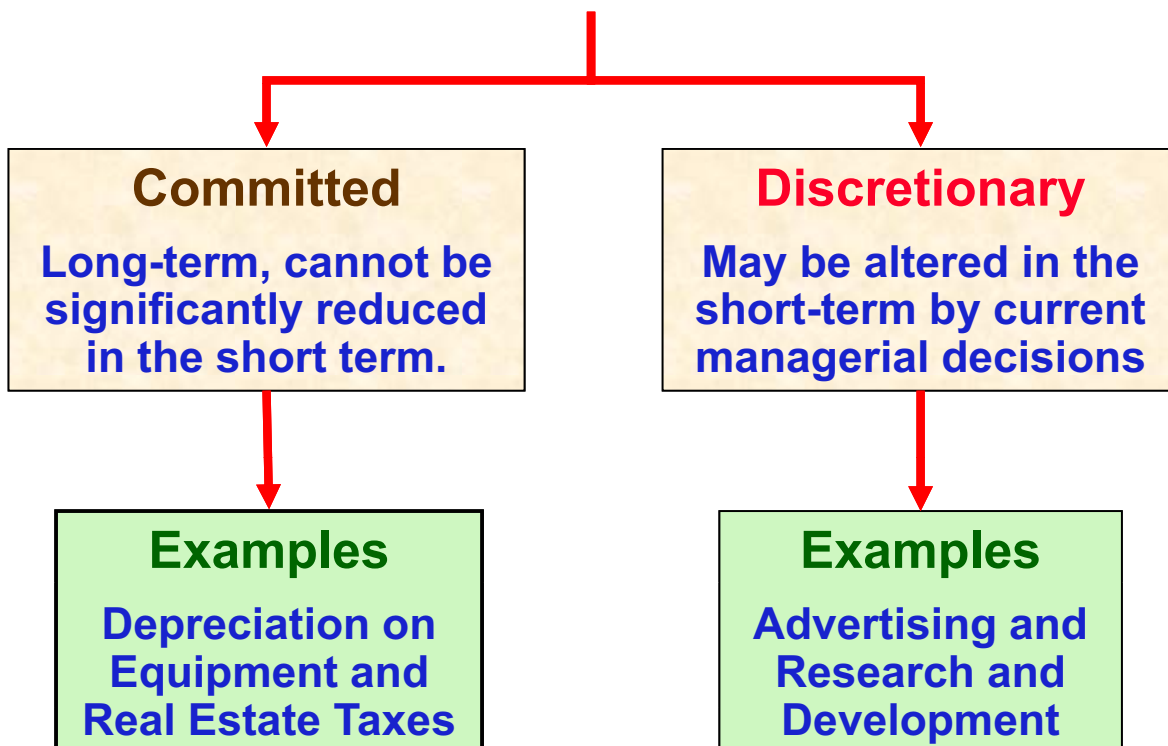
FC Per Unit Example

Average FCs per unit *decrease* as the activity level *increases*. The FC per local call decreases as more local calls are made.



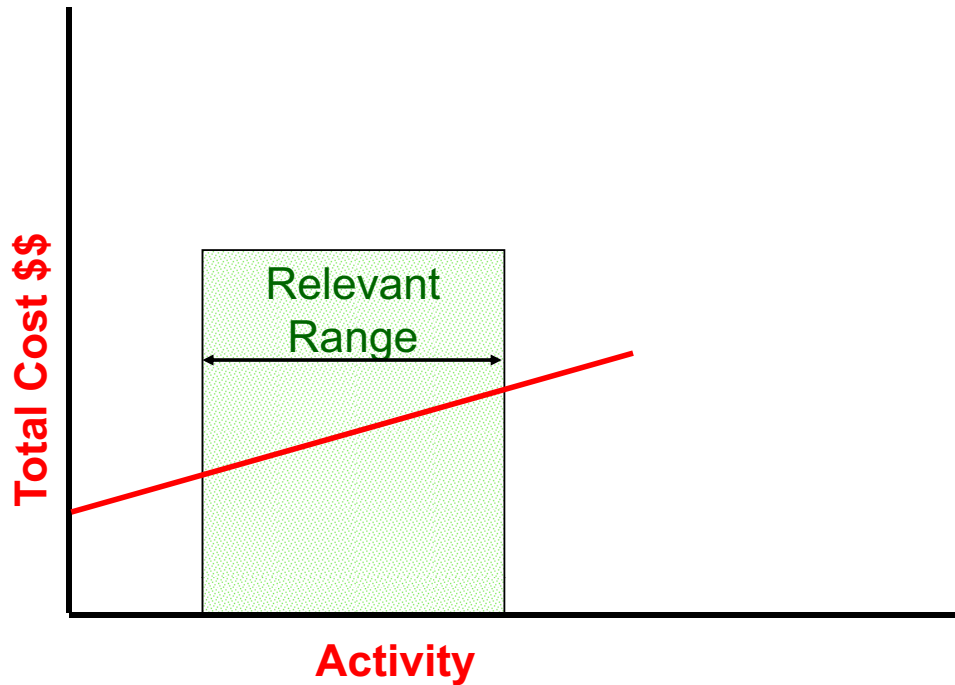
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Types of Fixed Costs



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The Linearity Assumption and the Relevant Range



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Prepare an Income Statement Using the CM Format

	Total	Unit
Revenue	\$ 100,000	\$ 50
Less: VC	60,000	30
CM	\$ 40,000	\$ 20
Less: FC	30,000	
Net Income	<u>\$ 10,000</u>	

The CM format emphasizes cost behavior. CM covers FCs and provides for Net Income.

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Uses of the Contribution (CM) Format

The CM income statement format is used as an internal planning and decision making tool. Uses of this approach include:

1. CVP analysis
2. Budgeting
3. Segmented reporting of profit data
4. Special decisions such as pricing and make-or-buy analysis

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Contribution (CM) Format

Comparison of the Contribution Income Statement with the Traditional Income Statement			
Traditional Approach (costs organized by function)		Contribution Approach (costs organized by behavior)	
Sales	\$ 100,000	Sales	\$ 100,000
Less CGS (product)	70,000	Less VC	60,000
Gross margin	\$ 30,000	Contribution margin	\$ 40,000
Less S&A (period)	20,000	Less FC	30,000
Net operating income	<u>\$ 10,000</u>	Net operating income	<u>\$ 10,000</u>

Used primarily for
external reporting.

Used primarily by
management.

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