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Roll No. _____

Question Booklet Number

O.M.R. Serial No. :

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BBA Second Semester Examination, 2025-26

Management and Cost Accounting

Paper Code							
F	O	1	O	2	O	3	T N

Question Booklet Series

A

Time : 1 : 30 Hours]

[Maximum Marks : 75

Instructions to the Examinee :

1. Do not open the booklet unless you are asked to do so.
2. The booklet contains 100 questions. Examinee is required to answer 75 questions in the OMR Answer-Sheet provided and not in the question booklet. **All** questions carry equal marks.
3. Examine the Booklet and the OMR Answer-Sheet very carefully before you proceed. Faulty question booklet due to missing or duplicate pages/questions or having any other discrepancy should be got immediately replaced.
4. Four alternative answers are mentioned for each question as – A, B, C & D in the booklet. The candidate has to choose the correct answer and mark the same in the OMR Answer-Sheet as per the direction :

(Remaining instructions on the last page)

परीक्षार्थियों के लिए निर्देश :

1. प्रश्न-पुस्तिका को तब तक न खोलें जब तक आपसे कहा न जाए।
2. प्रश्न-पुस्तिका में 100 प्रश्न हैं। परीक्षार्थी को 75 प्रश्नों को केवल दी गई OMR आन्सर-शीट पर ही हल करना है, प्रश्न-पुस्तिका पर नहीं। **सभी** प्रश्नों के अंक समान हैं।
3. प्रश्नों के उत्तर अंकित करने से पूर्व प्रश्न-पुस्तिका तथा OMR आन्सर-शीट को सावधानीपूर्वक देख लें। दोषपूर्ण प्रश्न-पुस्तिका जिसमें कुछ भाग छपने से छूट गये हों या प्रश्न एक से अधिक बार छप गए हों या उसमें किसी अन्य प्रकार की कमी हो, तो उसे तुरन्त बदल लें।
4. प्रश्न-पुस्तिका में प्रत्येक प्रश्न के चार सम्भावित उत्तर- A, B, C तथा D हैं। परीक्षार्थी को उन चारों विकल्पों में से सही उत्तर छँटना है। उत्तर को OMR उत्तर-पत्रक में सम्बन्धित प्रश्न संख्या में निम्न प्रकार भरना है :

(शेष निर्देश अन्तिम पृष्ठ पर)

Rough Work
रफ़ कार्य

1. Management accounting primarily focuses on:
 - (A) External reporting
 - (B) Decision making
 - (C) Tax calculation
 - (D) Audit
2. Management accounting information is mainly used by:
 - (A) Shareholders
 - (B) Creditors
 - (C) Internal management
 - (D) Government
3. Which is not a function of management accounting?
 - (A) Planning
 - (B) Controlling
 - (C) Decision making
 - (D) Auditing
4. Management accounting helps in:
 - (A) Cost minimization
 - (B) Profit maximization
 - (C) Decision support
 - (D) All of the above
5. Cost of goods manufactured includes:
 - (A) Office expenses
 - (B) Factory costs
 - (C) Selling costs
 - (D) Financial costs
6. Gross profit =
 - (A) Sales – Expenses
 - (B) Sales – Cost of goods sold
 - (C) Revenue – Tax
 - (D) Income – Loss
7. Work-in-progress is:
 - (A) Finished goods
 - (B) Raw material
 - (C) Partially completed goods
 - (D) Sold goods
8. Variable cost varies with:
 - (A) Time
 - (B) Output
 - (C) Price
 - (D) Demand
9. Direct cost can be:
 - (A) Easily traced
 - (B) Indirect
 - (C) Fixed
 - (D) Semi-variable

10. Uncontrollable cost is:
- (A) Controllable
 - (B) External
 - (C) Influenced
 - (D) Relevant
11. Sunk cost is:
- (A) Future cost
 - (B) Avoidable
 - (C) Past cost
 - (D) Variable
12. Administrative cost relates to:
- (A) Production
 - (B) Management
 - (C) Selling
 - (D) Finance
13. TQM stands for:
- (A) Total Quality Management
 - (B) Total Quantity Management
 - (C) Time Quality Method
 - (D) None
14. Example of service industry:
- (A) Manufacturing
 - (B) Banking
 - (C) Mining
 - (D) Agriculture
15. Continuous improvement is called:
- (A) Kaizen
 - (B) JIT
 - (C) ABC
 - (D) TOC
16. Intangible output means:
- (A) Physical goods
 - (B) Services
 - (C) Products
 - (D) Materials
17. Cost driver is:
- (A) Cost cause
 - (B) Profit
 - (C) Loss
 - (D) Revenue

18. Quality cost includes:
- (A) Prevention
 - (B) Appraisal
 - (C) Failure
 - (D) All of the above
19. JIT reduces:
- (A) Labor
 - (B) Inventory
 - (C) Sales
 - (D) Profit
20. Overhead allocation is done using:
- (A) Estimates
 - (B) Actual only
 - (C) Cash basis
 - (D) Tax rules
21. Job order costing is suitable for:
- (A) Mass production
 - (B) Continuous production
 - (C) Custom jobs
 - (D) Standard goods
22. ABC allocates cost based on:
- (A) Volume
 - (B) Activities
 - (C) Time
 - (D) Labor
23. Job cost sheet includes:
- (A) Material
 - (B) Labor
 - (C) Overhead
 - (D) All of these
24. ABC is more useful when:
- (A) Simple production
 - (B) Complex production
 - (C) Low overhead
 - (D) No cost
25. Job order costing emphasizes:
- (A) Process
 - (B) Department
 - (C) Individual job
 - (D) Market

26. Management accounting supports:
- (A) External audit
 - (B) Internal decision making
 - (C) Tax filing
 - (D) Legal reporting
27. Loss in process may be:
- (A) Normal
 - (B) Abnormal
 - (C) Both
 - (D) None
28. FIFO method assumes:
- (A) New units first
 - (B) Old units first
 - (C) Random
 - (D) Equal
29. ERP stands for:
- (A) Enterprise Resource Planning
 - (B) Economic Resource Planning
 - (C) External Resource Planning
 - (D) None
30. Underapplied overhead means:
- (A) Applied > Actual
 - (B) Applied < Actual
 - (C) Equal
 - (D) Fixed
31. ERP integrates:
- (A) Finance
 - (B) Production
 - (C) HR
 - (D) All of these
32. Digital costing improves:
- (A) Accuracy
 - (B) Delay
 - (C) Errors
 - (D) Waste
33. External failure cost occurs:
- (A) Before sale
 - (B) After sale
 - (C) During production
 - (D) None
34. Cost data is updated:
- (A) Monthly
 - (B) Yearly
 - (C) Real-time
 - (D) Weekly

35. ERP enhances:
- (A) Transparency
 - (B) Complexity
 - (C) Delay
 - (D) Error
36. Traditional costing uses:
- (A) Multiple drivers
 - (B) Single base
 - (C) Activity base
 - (D) None
37. Future of costing is:
- (A) Manual
 - (B) Paper-based
 - (C) Digital
 - (D) Traditional
38. Real-time costing helps in:
- (A) Delayed decisions
 - (B) Quick decisions
 - (C) No decisions
 - (D) Audit
39. In weighted average method, beginning inventory is:
- (A) Ignored
 - (B) Treated separately
 - (C) Combined with current cost
 - (D) Sold
40. Perpetual system helps in:
- (A) Delayed control
 - (B) Real-time tracking
 - (C) No control
 - (D) Audit only
41. FIFO method separates:
- (A) Current and past costs
 - (B) Sales and profit
 - (C) Fixed and variable
 - (D) Material and labor
42. Barcode/RFID systems help in:
- (A) Costing
 - (B) Inventory tracking
 - (C) Sales
 - (D) Audit

43. ERP reduces duplication of:
- (A) Data
 - (B) Cost
 - (C) Labor
 - (D) Sales
44. Process costing is best for:
- (A) Heterogeneous products
 - (B) Homogeneous products
 - (C) Custom jobs
 - (D) Services
45. If OH rate=₹10 per labor hour and 100 hours worked, OH applied =
- (A) ₹ 1,000
 - (B) ₹ 10,000
 - (C) ₹ 100
 - (D) ₹ 500
46. Abnormal gain occurs when:
- (A) Actual loss > normal loss
 - (B) Actual loss < normal loss
 - (C) No loss
 - (D) Sales increase
47. Variable cost per unit is:
- (A) Constant
 - (B) Increasing
 - (C) Decreasing
 - (D) Random
48. Fixed costs remain constant in:
- (A) Per unit
 - (B) Total
 - (C) Both
 - (D) None
49. Step cost is also called:
- (A) Semi-fixed
 - (B) Semi-variable
 - (C) Fixed
 - (D) Variable
50. Variable cost per unit changes with:
- (A) Output
 - (B) Time
 - (C) Price
 - (D) Demand

51. Break-even point is where:
- (A) Profit is max
 - (B) Loss is max
 - (C) Profit = Loss = 0
 - (D) Revenue = 0
52. BEP (units) =
- (A) FC / SP
 - (B) $FC / (SP - VC)$
 - (C) VC / SP
 - (D) SP / FC
53. If FC ₹10,000 and contribution ₹20/unit, BEP =
- (A) 200
 - (B) 300
 - (C) 500
 - (D) 400
54. Margin of safety =
- (A) Actual – BEP
 - (B) BEP – Actual
 - (C) Profit – Sales
 - (D) Sales – Cost
55. Higher P/V ratio indicates:
- (A) Lower profit
 - (B) Higher profitability
 - (C) Loss
 - (D) Risk
56. BEP chart shows relation between:
- (A) Cost, volume, profit
 - (B) Sales, tax
 - (C) Profit, audit
 - (D) Cost, audit
57. If the contribution increases, BEP:
- (A) Increases
 - (B) Decreases
 - (C) Constant
 - (D) Zero
58. Contribution margin ratio is also called:
- (A) P/V ratio
 - (B) Profit ratio
 - (C) Cost ratio
 - (D) Sales ratio
59. Sensitivity analysis studies:
- (A) Past
 - (B) Future changes
 - (C) Audit
 - (D) Tax

60. The angle of incidence in a break-even chart indicates:
- (A) Cost behavior
 - (B) Sales trend
 - (C) Profitability after BEP
 - (D) Fixed cost level
61. Which of the following is NOT typically analyzed in sensitivity analysis?
- (A) Selling price
 - (B) Variable cost
 - (C) Fixed cost
 - (D) Historical cost
62. Sensitivity analysis is also known as:
- (A) Ratio analysis
 - (B) What-if analysis
 - (C) Costing analysis
 - (D) Audit analysis
63. Which of the following is most relevant for short-term decision making using CVP?
- (A) Historical cost
 - (B) Sunk cost
 - (C) Relevant cost
 - (D) Book value
64. Which of the following best explains the behavior of fixed cost per unit?
- (A) It remains constant regardless of output
 - (B) It increases as output increases
 - (C) It decreases as output increases
 - (D) It fluctuates unpredictably
65. If sales volume increases beyond the break-even point, profit will:
- (A) Increase by contribution per unit
 - (B) Increase by selling price per unit
 - (C) Remain constant
 - (D) Decrease
66. Which of the following factors does NOT affect contribution?
- (A) Selling price
 - (B) Variable cost
 - (C) Fixed cost
 - (D) Sales volume
67. Which of the following is a limitation of multi-product CVP analysis?
- (A) It assumes constant fixed cost
 - (B) It assumes stable sales mix
 - (C) It ignores variable cost
 - (D) It ignores selling price

68. If the sales mix becomes unstable, CVP analysis results will be:
- (A) More accurate
 - (B) Less reliable
 - (C) Unchanged
 - (D) Fixed
69. The master budget is:
- (A) Only sales budget
 - (B) Only production budget
 - (C) Summary of all budgets
 - (D) Cash budget
70. Contribution ratio = 40%, fixed cost ₹1,00,000. BEP (₹) =
- (A) ₹ 2,00,000
 - (B) ₹ 2,50,000
 - (C) ₹ 3,00,000
 - (D) ₹ 4,00,000
71. Cash budget is part of:
- (A) Financial budget
 - (B) Operating budget
 - (C) Production budget
 - (D) Sales budget
72. Contribution ₹60,000, sales ₹2,00,000. P/V ratio =
- (A) 20%
 - (B) 25%
 - (C) 30%
 - (D) 35%
73. Contribution ₹1,50,000 and fixed cost ₹1,00,000. Profit =
- (A) ₹ 25,000
 - (B) ₹ 50,000
 - (C) ₹ 75,000
 - (D) ₹ 1,00,000
74. Budgeting generally starts with:
- (A) Cash budget
 - (B) Production budget
 - (C) Sales budget
 - (D) Purchase budget
75. Actual sales ₹ 2,50,000, BE sales ₹ 2,00,000. Margin of safety =
- (A) ₹ 25,000
 - (B) ₹ 50,000
 - (C) ₹ 75,000
 - (D) ₹ 1,00,000

76. Which of the following is NOT a key function of budgeting?
- (A) Planning
(B) Coordination
(C) Auditing
(D) Control
77. If MOS ₹40,000 and sales ₹2,00,000, ratio =
- (A) 10%
(B) 20%
(C) 25%
(D) 30%
78. Standard qty 120, actual qty 100, SP ₹5. Usage variance =
- (A) ₹ 100 A
(B) ₹ 50 A
(C) ₹ 100 F
(D) ₹ 50 F
79. If VC increases by ₹5, contribution will:
- (A) Increase
(B) Decrease
(C) Remain same
(D) Double
80. A budget that is continuously updated by adding a new period is known as:
- (A) Flexible budget
(B) Zero-based budget
(C) Rolling budget
(D) Master budget
81. Zero-Based Budgeting (ZBB) requires managers to:
- (A) Use last year's budget as base
(B) Justify all expenses from scratch
(C) Focus only on fixed costs
(D) Ignore past data
82. Standard cost means:
- (A) Actual cost
(B) Historical cost
(C) Estimated cost
(D) Variable cost
83. Flexible budget is prepared for:
- (A) One level
(B) Multiple levels
(C) Fixed cost only
(D) Past data
84. Standard price ₹10, actual ₹8, quantity 100. Price variance =
- (A) ₹ 200 F
(B) ₹ 200 A
(C) ₹ 100 F
(D) ₹ 100 A

85. Variance analysis compares:

- (A) Budget vs sales
- (B) Actual vs standard
- (C) Cost vs revenue
- (D) Profit vs tax

86. Make-or-buy decisions are based on:

- (A) Historical cost
- (B) Sunk cost
- (C) Relevant cost
- (D) Book value

87. Fixed overhead variance arises due to:

- (A) Price change
- (B) Activity level change
- (C) Sales variation
- (D) Material change

88. A product should be discontinued if:

- (A) It earns profit
- (B) It has positive contribution
- (C) It has negative contribution
- (D) It has fixed cost

89. Opportunity cost is:

- (A) Paid cost
- (B) Lost benefit
- (C) Fixed cost
- (D) Sunk cost

90. Sell or process further decision depends on:

- (A) Total cost
- (B) Fixed cost
- (C) Incremental analysis
- (D) Historical data

91. Flexible budget is useful when:

- (A) Activity is fixed
- (B) Activity fluctuates
- (C) Cost is fixed
- (D) No production

92. Participative budgeting means:

- (A) Top management decides
- (B) Employees are not involved
- (C) Budgets are imposed
- (D) Employees are involved in preparation

93. A key limitation of budgeting is that it:
- (A) Improves coordination
 - (B) Is based on estimates
 - (C) Enhances planning
 - (D) Improves communication
94. Expected sales = 10,000 units, desired closing stock = 2,000 units, opening stock = 1,000 units. Production =
- (A) 9,000
 - (B) 10,000
 - (C) 11,000
 - (D) 12,000
95. Capital budget focuses on:
- (A) Daily expenses
 - (B) Short-term planning
 - (C) Long-term investments
 - (D) Inventory control
96. Labour efficiency variance depends on:
- (A) Wage rate
 - (B) Hours used
 - (C) Selling price
 - (D) Fixed cost
97. SP ₹10, AP ₹12, AQ 100 units. Price variance =
- (A) ₹ 200 F
 - (B) ₹ 200 A
 - (C) ₹ 100 F
 - (D) ₹ 100 A
98. Each unit requires 3 kg material. Production = 4,000 units. Total material needed =
- (A) 10,000 kg
 - (B) 11,000 kg
 - (C) 12,000 kg
 - (D) 13,000 kg
99. Additional processing cost ₹10, additional revenue ₹15. Decision =
- (A) Do not process
 - (B) Process further
 - (C) Ignore
 - (D) Sell immediately
100. Output increases from 2,000 to 4,000 units. Fixed cost ₹40,000. New fixed cost per unit =
- (A) ₹ 5
 - (B) ₹ 10
 - (C) ₹ 15
 - (D) ₹ 20

Rough Work
रफ़ कार्य

Example :

Question :

- Q. 1 (A) ● (C) (D)
- Q. 2 (A) (B) ● (D)
- Q. 3 (A) ● (C) (D)

5. Each question carries equal marks. Marks will be awarded according to the number of correct answers you have.
6. All answers are to be given on OMR Answer Sheet only. Answers given anywhere other than the place specified in the answer sheet will not be considered valid.
7. Before writing anything on the OMR Answer Sheet, all the instructions given in it should be read carefully.
8. After the completion of the examination candidates should leave the examination hall only after providing their OMR Answer Sheet to the invigilator. Candidate can carry their Question Booklet.
9. There will be no negative marking.
10. Rough work, if any, should be done on the blank pages provided for the purpose in the booklet.
11. To bring and use of log-book, calculator, pager & cellular phone in examination hall is prohibited.
12. In case of any difference found in English and Hindi version of the question, the English version of the question will be held authentic.

Impt. On opening the question booklet, first check that all the pages of the question booklet are printed properly. If there is any discrepancy in the question booklet, then after showing it to the invigilator, get another question booklet of the same series.

उदाहरण :

प्रश्न :

- प्रश्न 1 (A) ● (C) (D)
- प्रश्न 2 (A) (B) ● (D)
- प्रश्न 3 (A) ● (C) (D)

5. प्रत्येक प्रश्न के अंक समान हैं। आपके जितने उत्तर सही होंगे, उन्हीं के अनुसार अंक प्रदान किये जायेंगे।
6. सभी उत्तर केवल ओ.एम.आर. उत्तर-पत्रक (OMR Answer Sheet) पर ही दिये जाने हैं। उत्तर-पत्रक में निर्धारित स्थान के अलावा अन्यत्र कहीं पर दिया गया उत्तर मान्य नहीं होगा।
7. ओ.एम.आर. उत्तर-पत्रक (OMR Answer Sheet) पर कुछ भी लिखने से पूर्व उसमें दिये गये सभी अनुदेशों को सावधानीपूर्वक पढ़ लिया जाये।
8. परीक्षा समाप्ति के उपरान्त परीक्षार्थी कक्ष निरीक्षक को अपनी OMR Answer Sheet उपलब्ध कराने के बाद ही परीक्षा कक्ष से प्रस्थान करें। परीक्षार्थी अपने साथ प्रश्न-पुस्तिका ले जा सकते हैं।
9. निगेटिव मार्किंग नहीं है।
10. कोई भी रफ कार्य, प्रश्न-पुस्तिका में, रफ-कार्य के लिए दिए खाली पेज पर ही किया जाना चाहिए।
11. परीक्षा कक्ष में लॉग-बुक, कैल्कुलेटर, पेजर तथा सेल्युलर फोन ले जाना तथा उसका उपयोग करना वर्जित है।
12. प्रश्न के हिन्दी एवं अंग्रेजी रूपान्तरण में भिन्नता होने की दशा में प्रश्न का अंग्रेजी रूपान्तरण ही मान्य होगा।

महत्वपूर्ण : प्रश्न-पुस्तिका खोलने पर प्रथमतः जाँच कर देख लें कि प्रश्न-पुस्तिका के सभी पृष्ठ भलीभाँति छपे हुए हैं। यदि प्रश्न-पुस्तिका में कोई कमी हो, तो कक्षनिरीक्षक को दिखाकर उसी सीरीज की दूसरी प्रश्न-पुस्तिका प्राप्त कर लें।