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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

D

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

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

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

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

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

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

51. 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
52. Additional processing cost ₹10, additional revenue ₹15. Decision =
- (A) Do not process
(B) Process further
(C) Ignore
(D) Sell immediately
53. 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
54. SP ₹10, AP ₹12, AQ 100 units. Price variance =
- (A) ₹ 200 F
(B) ₹ 200 A
(C) ₹ 100 F
(D) ₹ 100 A
55. Labour efficiency variance depends on:
- (A) Wage rate
(B) Hours used
(C) Selling price
(D) Fixed cost
56. Capital budget focuses on:
- (A) Daily expenses
(B) Short-term planning
(C) Long-term investments
(D) Inventory control
57. 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
58. A key limitation of budgeting is that it:
- (A) Improves coordination
(B) Is based on estimates
(C) Enhances planning
(D) Improves communication

59. Participative budgeting means:
- (A) Top management decides
 - (B) Employees are not involved
 - (C) Budgets are imposed
 - (D) Employees are involved in preparation
60. Flexible budget is useful when:
- (A) Activity is fixed
 - (B) Activity fluctuates
 - (C) Cost is fixed
 - (D) No production
61. Sell or process further decision depends on:
- (A) Total cost
 - (B) Fixed cost
 - (C) Incremental analysis
 - (D) Historical data
62. Opportunity cost is:
- (A) Paid cost
 - (B) Lost benefit
 - (C) Fixed cost
 - (D) Sunk cost
63. 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
64. Fixed overhead variance arises due to:
- (A) Price change
 - (B) Activity level change
 - (C) Sales variation
 - (D) Material change
65. Make-or-buy decisions are based on:
- (A) Historical cost
 - (B) Sunk cost
 - (C) Relevant cost
 - (D) Book value
66. Variance analysis compares:
- (A) Budget vs sales
 - (B) Actual vs standard
 - (C) Cost vs revenue
 - (D) Profit vs tax

67. Standard price ₹10, actual ₹8, quantity 100. Price variance =
- (A) ₹ 200 F
 (B) ₹ 200 A
 (C) ₹ 100 F
 (D) ₹ 100 A
68. Flexible budget is prepared for:
- (A) One level
 (B) Multiple levels
 (C) Fixed cost only
 (D) Past data
69. Standard cost means:
- (A) Actual cost
 (B) Historical cost
 (C) Estimated cost
 (D) Variable cost
70. 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
71. 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
72. If VC increases by ₹5, contribution will:
- (A) Increase
 (B) Decrease
 (C) Remain same
 (D) Double
73. Standard qty 120, actual qty 100, SP ₹5. Usage variance =
- (A) ₹ 100 A
 (B) ₹ 50 A
 (C) ₹ 100 F
 (D) ₹ 50 F
74. If MOS ₹40,000 and sales ₹2,00,000, ratio =
- (A) 10%
 (B) 20%
 (C) 25%
 (D) 30%
75. Which of the following is NOT a key function of budgeting?
- (A) Planning
 (B) Coordination
 (C) Auditing
 (D) Control

76. 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
77. Budgeting generally starts with:
- (A) Cash budget
 (B) Production budget
 (C) Sales budget
 (D) Purchase budget
78. Contribution ₹1,50,000 and fixed cost ₹1,00,000. Profit =
- (A) ₹ 25,000
 (B) ₹ 50,000
 (C) ₹ 75,000
 (D) ₹ 1,00,000
79. Contribution ₹60,000, sales ₹2,00,000. P/V ratio =
- (A) 20%
 (B) 25%
 (C) 30%
 (D) 35%
80. Cash budget is part of:
- (A) Financial budget
 (B) Operating budget
 (C) Production budget
 (D) Sales budget
81. 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
82. The master budget is:
- (A) Only sales budget
 (B) Only production budget
 (C) Summary of all budgets
 (D) Cash budget
83. If the sales mix becomes unstable, CVP analysis results will be:
- (A) More accurate
 (B) Less reliable
 (C) Unchanged
 (D) Fixed

84. 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
85. Which of the following factors does NOT affect contribution?
- (A) Selling price
 - (B) Variable cost
 - (C) Fixed cost
 - (D) Sales volume
86. 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
87. 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
88. 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
89. Sensitivity analysis is also known as:
- (A) Ratio analysis
 - (B) What-if analysis
 - (C) Costing analysis
 - (D) Audit analysis
90. Which of the following is NOT typically analyzed in sensitivity analysis?
- (A) Selling price
 - (B) Variable cost
 - (C) Fixed cost
 - (D) Historical cost
91. The angle of incidence in a break-even chart indicates:
- (A) Cost behavior
 - (B) Sales trend
 - (C) Profitability after BEP
 - (D) Fixed cost level

92. Sensitivity analysis studies:

- (A) Past
- (B) Future changes
- (C) Audit
- (D) Tax

93. Contribution margin ratio is also called:

- (A) P/V ratio
- (B) Profit ratio
- (C) Cost ratio
- (D) Sales ratio

94. If the contribution increases, BEP:

- (A) Increases
- (B) Decreases
- (C) Constant
- (D) Zero

95. BEP chart shows relation between:

- (A) Cost, volume, profit
- (B) Sales, tax
- (C) Profit, audit
- (D) Cost, audit

96. Higher P/V ratio indicates:

- (A) Lower profit
- (B) Higher profitability
- (C) Loss
- (D) Risk

97. Margin of safety =

- (A) Actual – BEP
- (B) BEP – Actual
- (C) Profit – Sales
- (D) Sales – Cost

98. If FC ₹10,000 and contribution ₹20/unit, BEP =

- (A) 200
- (B) 300
- (C) 500
- (D) 400

99. BEP (units) =

- (A) FC / SP
- (B) $FC / (SP - VC)$
- (C) VC / SP
- (D) SP / FC

100. Break-even point is where:

- (A) Profit is max
- (B) Loss is max
- (C) Profit = Loss = 0
- (D) Revenue = 0

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।