

Roll No.

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(Write Roll Number from left side exactly as in the Admit Card)

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Signature of Invigilator

Question Booklet Series

X

PAPER-II

Question Booklet No.

(Identical with OMR Answer Sheet Number)

Subject Code : 31

MANAGEMENT

Time : 2 Hours

Maximum Marks: 200

Instructions for the Candidates

- Write your Roll Number in the space provided on the top of this page as well as on the OMR Sheet provided.
- At the commencement of the examination, the question booklet will be given to you. In the first 5 minutes, you are requested to open the booklet and verify it:
 - To have access to the Question Booklet, tear off the paper seal on the edge of this cover page.
 - Faulty booklet, if detected, should be got replaced immediately by a correct booklet from the invigilator within the period of 5 (five) minutes. Afterwards, neither the Question Booklet will be replaced nor any extra time will be given.
 - Verify whether the Question Booklet No. is identical with OMR Answer Sheet No.; if not, the full set is to be replaced.
 - After this verification is over, the Question Booklet Series and Question Booklet Number should be entered on the OMR Sheet.
- This paper consists of One hundred (100) multiple-choice type questions. All the questions are compulsory. Each question carries *two* marks.
- Each Question has four alternative responses marked: **(A)** **(B)** **(C)** **(D)** . You have to darken the circle as indicated below on the correct response against each question.

Example: **(A)** **(B)** **●** **(D)** , where **(C)** is the correct response.
- Your responses to the questions are to be indicated correctly in the OMR Sheet. If you mark your response at any place other than in the circle in the OMR Sheet, it will not be evaluated.
- Rough work is to be done at the end of this booklet.
- If you write your Name, Phone Number or put any mark on any part of the OMR Sheet, except in the space allotted for the relevant entries, which may disclose your identity, or use abusive language or employ any other unfair means, such as change of response by scratching or using white fluid, you will render yourself liable to disqualification.
- Do not tamper or fold the OMR Sheet in any way. If you do so, your OMR Sheet will not be evaluated.
- You have to return the Original OMR Sheet to the invigilator at the end of the examination compulsorily and must not carry it with you outside the Examination Hall. You are, however, allowed to carry question booklet and duplicate copy of OMR Sheet after completion of examination.
- Use only Black Ball point pen.**
- Use of any calculator, mobile phone, electronic devices/gadgets etc. is strictly prohibited.**
- There is no negative marks for incorrect answer.**

PAPER II

(MANAGEMENT)

1. The pyramid of hierarchy of needs is a representation of
- Maslow's Theory
 - Alderfer's Theory
 - Murray's Theory
 - Adam's Equity Theory
2. To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge is known as :
- Work Load Analysis
 - Work Force Analysis
 - Job Analysis
 - Forecasting
3. Which of the following is alternatively called corporate venturing?
- Entrepreneurship
 - Intrapreneurship
 - Offering new products by an existing company
 - Act of starting a new venture
4. _____ is not a type of Marketing concept.
- The Production concept
 - The Selling concept
 - The Societal Marketing concept
 - The Supplier concept
5. Which of the following gives formula for Material Price Variance?
- Actual Quantity \times (Standard Price – Actual Price)
 - Actual Quantity \times (Standard Price + Actual Price)
 - Standard Quantity \times (Standard Price – Actual Price)
 - Standard Quantity \times (Standard Price + Actual Price)
6. Which of the following is aptly described by '2/10, net 30'?
- Credit Policy
 - Credit Standards
 - Credit Terms
 - Collection Policy
7. Choose the correct code for the following statements being correct or incorrect :
- Statement I* : Companies generally do not prefer low cost debit financing.
- Statement II* : Raising debt requires credit rating and payment of interest even if companies suffer losses.
- Codes:*
- Statement I* is correct, but *Statement II* is incorrect.
 - Statement II* is correct, but *Statement I* is incorrect.
 - Both *Statements I* and *II* are correct.
 - Both *Statements I* and *II* are incorrect.
8. The extent to which technology permeates an area or department is called _____.
- Technology diffusion
 - Technology infusion
 - Technology collusion
 - Technology fusion
9. $\text{Var}(X) = 4$ and $\text{Var}(Y) = 9$. If X and Y are independent random variables, then $\text{Var}(2X + Y)$ is
- 13
 - 17
 - 25
 - 1
10. Skills inventory, Regression analysis, Markou analysis are used for
- Human Resource Planning
 - Compensation Management
 - Performance Management System
 - Post Retirement Settlement

[Please Turn Over]

11. Individuals who are the founders of the business and conceptualize a business plan by putting efforts to make the plan a success are known as

- (A) Bold Entrepreneurs
- (B) Quasi Entrepreneurs
- (C) Owner-Manager
- (D) Pure Entrepreneurs

12. Beta (β) is a measure of

- (A) Systematic risk
- (B) Unsystematic risk
- (C) Total risk
- (D) Business risk

13. Big Data is generally characterized by three V's that stands for _____, _____ and _____.

- (A) Volume; Viscosity; Variety
- (B) Variety; Velocity; Vivid
- (C) Viscosity; Volume; Velocity
- (D) Volume; Variety; Velocity

14. Advertising is part of sales promotion by creating awareness and comprehension that form a level of _____.

- (A) Customer pull
- (B) Customer loyalty
- (C) Customer image
- (D) Customer push

15. Among the following options, which one is not the objective of the WTO?

- (A) To improve the standard of living of people of the member countries.
- (B) To improve the balance of payment situation of the member countries.
- (C) To enlarge the production and trade of goods.
- (D) To protect environment.

16. The 'Stakeholder Model', as given by R. Edward, is a model of CSR which

- (A) creates a loyal bond with the investors, employees, suppliers and customers.
- (B) deals with philanthropically driven activities of the companies.
- (C) deals with the responsibility toward shareholders.
- (D) deals with aligning the activities of a company with the social responsibilities.

17. Want for a specific product backed by an ability to pay is called _____.

- (A) Need
- (B) Demand
- (C) Customer
- (D) Want

18. A manager thinks that men perform better in oral presentations than women. What type of bias has been in operation in this case?

- (A) The halo effect
- (B) The projection effect
- (C) Stereotyping
- (D) The contrast effect

19. *Assertion (A)* : An arbitrage is a person who simultaneously buys large amounts of a currency in one market and sells in another market.

Reason (R) : Arbitrage is a process where the aim is to maximize profits by exploiting imperfect market situations.

In the context of the above two statements which one of the following is correct?

- (A) Both (A) and (R) are correct and (R) is correct explanation of (A).
- (B) Both (A) and (R) are correct but (R) is not the correct explanation of (A).
- (C) (A) is correct but (R) is incorrect.
- (D) (A) is incorrect but (R) is correct.

20. When annual demand = 18,000, holding cost = Rs. 1·20, set up cost = Rs. 400, what would be the value for EOQ?

- (A) 3465
- (B) 3750
- (C) 3500
- (D) 4000

21. The term 'XBRL' stands for

- (A) Extensible Business Reporting League
- (B) Extensible Boards Reporting Language
- (C) Extensive Business Reporting Language
- (D) Extensible Business Reporting Language

22. According to Security Market Line (SML), the expected return of any security is a function of

- (A) total risk
- (B) diversifiable risk
- (C) unique risk
- (D) systematic risk

23. Scalar chain refers to _____.

- (A) every employee should receive orders from only one superior
- (B) degree to which subordinates are involved in decision-making
- (C) the line of authority from top management to the lowest rank
- (D) people and materials should be in the right place at the right time

24. A facility with a design capacity of 1,000 units, an actual average of 800 units, and effective capacity of 850 units has a utilisation of _____.

- (A) 85%
- (B) 80%
- (C) 125%
- (D) 94%

25. Which one of the following methods is used for collecting information for job analysis?

- (A) Questionnaire method
- (B) Ratio analysis
- (C) Optimisation models
- (D) Trend analysis

26. To enhance competitive advantage, which of the following is not a step in the process of strategic management?

- (A) Evaluation
- (B) Planning
- (C) Implementation
- (D) Profiteering

27. Giving complete freedom to subordinate is

- (A) Autocratic Leadership
- (B) Laissez Fair Leadership
- (C) Democratic Leadership
- (D) Benevolent Leadership

28. Capacity decisions have a direct influence on performance of production system in respect of _____.

- (A) delivery performance
- (B) quality control
- (C) plant size
- (D) manpower

29. Balance of payment on capital accounts covers

- (A) debts and the claims payable in money or those constituting money.
- (B) the value of imports and exports of both goods and services.
- (C) all the goods and services of a country.
- (D) purchase and sale of all visible and invisible items.

30. _____ is the basic reason for its existence.

- (A) The organizational objectives
- (B) The organizational mission
- (C) The organization's CEO
- (D) The organizational vision

31. "Leadership is the activity of influencing people to strive willingly for group objectives." This statement is made by

- (A) George R Terry
- (B) Harris A Thomas
- (C) Keith Davis
- (D) Rensis Likert

32. $BEP = F / (S - V) \times 100$

What does 'F' stand for? Where S= Sales, V= Variable Cost

- (A) Fixed Sales
- (B) Finished Stock
- (C) Fixed Cost
- (D) Final Output

33. Which of the following knowledge can be articulated, codified and stored in certain media?

- (A) Explicit knowledge
- (B) Tacit knowledge
- (C) Procedural knowledge
- (D) Declarative knowledge

34. In MRP (Materials Requirement Planning), the Bill of Materials (BOM) is

- (A) the required output from a process overtime.
- (B) a list of required safety stock items.
- (C) the sum of stock-in-hand and work-in-progress.
- (D) the product structure showing where common parts are used.

35. Job evaluation essentially seeks to

- (A) determine the relative worth of various jobs in an organisation in monetary terms.
- (B) evaluate the performance of employees on their respective jobs.
- (C) evaluate the importance of various jobs.
- (D) establish the hierarchy of various jobs in an organization.

36. Match the following :

A	B
(a) Indian Trade Union Act	(i) 1923
(b) Industrial Disputes Act	(ii) 1926
(c) Workmen's Compensation Act	(iii) 1948
(d) Employees State Insurance Act	(iv) 1947

Codes:

	(a)	(b)	(c)	(d)
(A)	(ii)	(iv)	(i)	(iii)
(B)	(ii)	(iii)	(iv)	(i)
(C)	(ii)	(iv)	(iii)	(i)
(D)	(i)	(iii)	(ii)	(iv)

37. In a symmetrical distribution, $Q_3 - Q_1 = 20$, median = 15, Q_3 is equal to

- (A) 5
- (B) 15
- (C) 20
- (D) 25

38. Which of the following about the relationship between marginal utility and price is correct?

- (A) The marginal utility of a commodity or service must be lesser than its price to ensure maximum satisfaction of the consumer.
- (B) There is no relationship between the marginal utility of a commodity or service and its price.
- (C) The marginal utility of a commodity or service must be greater than its price to ensure maximum satisfaction of the consumer.
- (D) The marginal utility of a commodity or service must be equal to its price to ensure maximum satisfaction of consumer.

39. The Total Assets Turnover Ratio and Total Assets to Networth Ratio of XYZ Limited are 3.50 and 4 respectively. If the Net Profit Margin of this company is 18%, what is the Return on Equity (RoE)?

- (A) 0.20
- (B) 0.25
- (C) 0.22
- (D) 0.28

40. Which one of the following is not a feature of 'preference share'?

- (A) Prior claim on income/assets of the company over equity shares.
- (B) Redeemability after certain period.
- (C) Possessing voting rights on all issues of the company.
- (D) Possessing the right to participate in surplus profits of the company.

41. QFD stands for

- (A) Quantity For Deployment
- (B) Quality For Deployment
- (C) Quality Function Deployment
- (D) Quality For Decision

42. Which of the following is the correct meaning of concentration of decision-making authority?

- (A) Span of management
- (B) Centralisation
- (C) Decentralisation
- (D) Devolution

43. Match the following :

List-I

List-II

(Types of Debentures)

(Elements)

- | | |
|--------------------------|---------------------------------|
| (a) Secured Debentures | (i) Mortgage on Assets |
| (b) Unsecured Debentures | (ii) No mortgage on Assets |
| (c) Zero Coupon Bonds | (iii) Pays no interest |
| (d) Callable Bonds | (iv) Prior to the maturity date |

Codes:

- | | | | | |
|-----|-----|-------|-------|-------|
| | (a) | (b) | (c) | (d) |
| (A) | (i) | (iii) | (ii) | (iv) |
| (B) | (i) | (ii) | (iii) | (iv) |
| (C) | (i) | (ii) | (iv) | (iii) |
| (D) | (i) | (iii) | (iv) | (ii) |

44. Repo Rate means _____.

- (A) rate at which the Reserve Bank of India lends money to commercial banks or financial institutions in India against government securities
- (B) rate at which commercial banks discount bills of exchange and avail loan from RBI
- (C) rate at which RBI offers loan facilities to development banks
- (D) rate offered by banks to their premium customers

45. The Product Life Cycle Theory, as proposed by Raymond Vernon, does not deal with

- (A) Standardised product
- (B) Early stage
- (C) Maturity
- (D) Strategy

46. In which kind of organisation structure teams are formed and team members report to two or more managers?

- (A) Formal organisation
- (B) Informal organisation
- (C) Matrix organisation
- (D) Divisional organisation

47. Which of the following are institutional sources of rural credit?

- (A) Landlords
- (B) Money lenders
- (C) Regional Rural Banks
- (D) Traders

48. First stage in the basic model of consumer decision-making is _____.

- (A) purchase
- (B) need
- (C) evaluation of alternatives
- (D) information search

49. _____ happens in manufacturing when information about consumer demand for any product becomes increasingly distorted as it moves upstream in the manufacturing process.

- (A) Information effect
- (B) Bullwhip effect
- (C) Supply effect
- (D) Demand effect

50. Which form of participative management promotes 'semi-autonomous work-groups'?

- (A) Quality of work life
- (B) Quality circle
- (C) TQM
- (D) Quality group

51. The Career Path Model in an organisation, initiating career planning does not include :

- (A) Rotation
- (B) Transfer
- (C) Placement
- (D) Compensation

52. The occurrence of degeneracy while solving a transportation problem means that

- (A) total supply equals total demand.
- (B) the solution so obtained is not feasible.
- (C) few allocations become negative.
- (D) all the allocations become negative.

53. Interest Rate of Deposits of Co-operative Credit Societies are fixed by

- (A) Government
- (B) Registrar of Co-operatives
- (C) RBI
- (D) General Body

54. Following information is available for the year 2020 and 2021 of ABC Limited.

Year	2020	2021
Sales	Rs. 32,00,000	Rs. 57,00,000
Profit/(Loss)	Rs. (3,00,000)	Rs. 7,00,000

Calculate Profit Volume (P/V) Ratio.

- (A) 40%
- (B) 16%
- (C) 28%
- (D) 12%

55. Match the following :

<i>List-I</i> (Items)	<i>List-II</i> (Features)
(a) Capital Budget Decision	(i) Fixed Assets
(b) Cash Portion Ratio	(ii) Liquid Ratio
(c) EOQ	(iii) Inventory Control
(d) Cost of Capital	(iv) Capital Structure

Codes:

- | | | | |
|-----------|-------|-------|-------|
| (a) | (b) | (c) | (d) |
| (A) (ii) | (i) | (iv) | (iii) |
| (B) (iii) | (i) | (iv) | (ii) |
| (C) (i) | (ii) | (iii) | (iv) |
| (D) (i) | (iii) | (ii) | (iv) |

56. Zero-base budgeting is a budgeting process which

- (A) allocates funding based on programme efficiency and necessity rather than budget history.
- (B) is a traditional process of allocating the funds.
- (C) involves approving expenses by top management.
- (D) prepares budgets for each activities of an organization.

57. Managerial Utility Function is expressed as :

- (A) $u = s(s, m, i)$
- (B) $u = s(s, m)$
- (C) $u = f(s, m, i)$
- (D) $u = f(s, m, w)$

where,

- u = managerial utility
- s = additional expenditure on staff
- m = managerial emoluments
- i = discretionary investment
- w = wealth

58. Which of the following is not included in the McKinsey 7S Framework?

- (A) Shared values
- (B) Style
- (C) Society
- (D) Staff

59. In case of failure of the exporter, the liability of the bank which has issued the performance guarantee is to

- (A) find alternative contractor who can execute the contract.
- (B) compel the exporter to fulfil his obligation.
- (C) financially compensate the beneficiary up to the guaranteed amount.
- (D) financially compensate the beneficiary up to the value of the contract.

60. _____ is used to accomplish the protect economically in the minimum available time with limited resources.

- (A) Critical Planning
- (B) Project Scheduling
- (C) Network Analysis
- (D) Budget Analysis

61. Which of these is a factor that affects ethical and unethical behaviour?

- (A) Ethical dilemma
- (B) Diversity
- (C) Team-work
- (D) Open communication

62. The process improvement technique that sorts the 'vital few' from the 'trivial many' is

- (A) Taguchi Analysis
- (B) Pareto Analysis
- (C) Benchmarking
- (D) Yamaguchi Analysis

63. Promotion is basically a reward for

- (A) efficiency
- (B) seniority
- (C) physical fitness
- (D) retention

64. The division of the total task to be performed into manageable and efficient units is termed as

- (A) Job Design
- (B) Job Analysis
- (C) Job Specification
- (D) Job Description

65. A petrol pump has one fuel dispenser machine vehicles arrive at the petrol pump according to Poisson input process at average of 12 per hour. The service time follows exponential distribution with a mean of 4 minutes. The pumps are expected to be idle for _____.

- (A) 3/5
- (B) 4/5
- (C) 5/3
- (D) 6/5

66. In which organizational form are there dual or multiple lines of authority?

- (A) Matrix
- (B) Modular
- (C) Decentralized
- (D) Multidivisional

67. Which one is more appropriate for cost of retained earnings?

- (A) Weighted Average Cost of Capital
- (B) Opportunity Cost of the Firm
- (C) Expected Rate of return by the investor
- (D) Interest rate of Fixed Deposit

68. Which one of the following accounting equations is correct?

- (A) Assets = Owners' Equity
- (B) Assets = Liabilities + Owners' Equity
- (C) Assets = Liabilities – Owners' Equity
- (D) Assets + Liabilities = Owners' Equity

69. Which of the following statement is not correct about Pradhan Mantri Kaushal Vikas Yojana, 2015?

- (A) It was launched by the Central Government.
- (B) It will focus on the class X and class XII students.
- (C) It will provide training to 200 million youths.
- (D) It will be implemented by the Ministry of Skill Development and Entrepreneurship.

70. External analysis, which is one of the foundations of strategic planning, involves?

- (A) Studying the marketing and financial environment.
- (B) Studying the Macro and Micro environmental factors.
- (C) Studying the strategic decisions relating to external environment.
- (D) Studying the external environment, including political, social, economic and legal environment.

71. What is the lowest interest rate that the IMF charges on its different loans to member countries?

- (A) 0%
- (B) 1%
- (C) 3%
- (D) 5%

72. In Vroom's Expectancy theory, Expectancy indicates

- (A) Probability of achieving that outcome
- (B) Advancement
- (C) Award
- (D) Accounting

73. Which of the following is not a force in the Porter Five Forces Model?

- (A) Suppliers
- (B) Buyers
- (C) Industry rivalry
- (D) Complementary products

74. Which of the following is not an application of artificial intelligence?

- (A) Face recognition system
- (B) Chatbots
- (C) LIDAR
- (D) DBMS

75. Role of performance management is not to

- (A) manage performance needs of the organisation.
- (B) guide the development of employees.
- (C) motivate the employees for improve performance.
- (D) estimate the future workforce of the organisation.

76. Market intensity is

- (A) Capital/ GNP
- (B) Market condition
- (C) GNP/Capital
- (D) GDP/Capital

77. Which phase starts after the investment decision is taken?

- (A) Construction phase
- (B) Normalization phase
- (C) Pre-investment phase
- (D) Product identification phase

78. The principle of organisation that no employee should report to more than one supervisor is called

- (A) Scalar Chain
- (B) Span of Control
- (C) Unity of Command
- (D) Unity of Direction

79. Which among the following is not a correct statement with regard to Corporate Governance in India?

- (A) The independent directors must attend at least three meetings a year.
- (B) Every company must appoint an individual or firm as auditor.
- (C) One or more women directors are recommended for certain classes of companies.
- (D) The maximum number of permissible directors cannot exceed 15 in a public limited company.

80. Which of the following is correct?

- (A) Liquidity ratio measures long term solvency of a concern.
- (B) Inventory is not a part of liquid assets.
- (C) Rule of thumb for acid test ratio is 2 : 1.
- (D) Amount of gross assets is equal to net capital employed.

81. In 'Agency Theory' of corporate governance, the management is required

- (A) to act like guardian of the corporation.
- (B) to carry out the operations on behalf of the shareholders.
- (C) to take care of all the parties affected by the company's operations.
- (D) to ensure that the company complies with laws and ethics.

82. In PERT, the span of time between the optimistic and pessimistic time estimate of an activity is

- (A) 3σ
- (B) 6σ
- (C) 10σ
- (D) 12σ

83. Experiments performed by Ivan Pavlov led to which theory?

- (A) Operant Conditioning
- (B) Behaviour Shaping
- (C) Social Learning
- (D) Classical Conditioning

84. Deming's 4-Step cycle for improvement is _____.

- (A) plan, do, check, act
- (B) schedule, do, act, check
- (C) do, act, check, monitor
- (D) plan, control, act, sustain

85. Break Even Point is also known as

- (A) Total Cost
- (B) Total Revenue
- (C) No Profit No Loss
- (D) Contribution

86. Match the following :

List-I

List-II

- | | |
|---------------|--|
| (a) Ind AS 11 | (i) Revenue recognition |
| (b) Ind AS 2 | (ii) Effect of change in exchange rate |
| (c) Ind AS 3 | (iii) Valuation of inventories |
| (d) Ind AS 9 | (iv) Cash flow statement |

Choose the correct answer from the options given below:

- | | | | | |
|-----|-------|-------|-------|-------|
| | (a) | (b) | (c) | (d) |
| (A) | (i) | (ii) | (iii) | (iv) |
| (B) | (iv) | (ii) | (i) | (iii) |
| (C) | (iii) | (ii) | (iv) | (i) |
| (D) | (ii) | (iii) | (iv) | (i) |

87. Advalorem duties are duties _____.

- (A) according to the direction
- (B) according to the weight
- (C) according to value
- (D) according to length of time

88. Operation research approach is typically based on the use of _____.

- (A) physical model
- (B) mathematical model
- (C) iconic model
- (D) descriptive model

89. Resources and capabilities that serve as a source of competitive advantage for a firm over its rivals are called

- (A) Core competency
- (B) Competence
- (C) Competitive advantage
- (D) Competency

90. Which of the following is considered the first wage incentive plan in modern industrial era?

- (A) Halsey Plan
- (B) Taylor's differential piece rate plan
- (C) Barth Plan
- (D) Gantt Task Plan

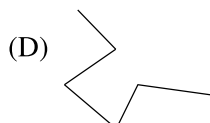
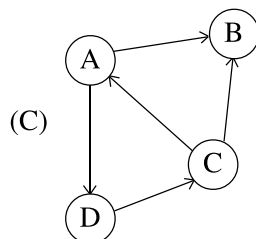
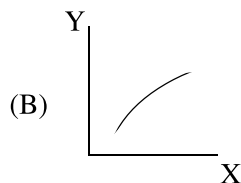
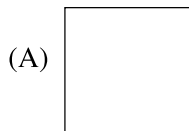
91. Which of the following statements is true of Lean-Six Sigma?

- (A) Lean principles focus on advanced statistical methods.
- (B) Lean principles and Six Sigma are separate bodies of knowledge.
- (C) Lean principles have been developed over a lengthy period.
- (D) Lean principles include the 5Ss framework and practices.

92. The payment of foreign trade is related with

- (A) the merits of export.
- (B) the merits of import.
- (C) the multiplier of foreign trade.
- (D) balance of payment.

93. Which is an example of communication network?



94. _____ shows how consistent customers are in buying your brand, how long they have been buying and how long they may buy.

- (A) Brand Loyalty
- (B) Customer Loyalty
- (C) Product Loyalty
- (D) Company Loyalty

95. Debt Service Coverage Ratio (DSCR) indicates which one of the following?

- (A) Effective utilization of assets
- (B) Number of times fixed assets cover borrowed funds
- (C) Excess of current assets over current liabilities
- (D) Number of times surplus covers interest and instalment of term loans

96. Data scrubbing is

- (A) a process to reject data from the data warehouse and to create the necessary indexes.
- (B) a process to load the data in the data warehouse and to create the necessary indexes.
- (C) a process to upgrade the quality of data after it is moved into a data warehouse.
- (D) a process to upgrade the quality of data before it is moved into a data warehouse.

97. Authorised capital of a company is Rs. 5 lakhs; 40% of it is company is paid up. Loss incurred during the year is Rs. 50,000. Accumulated loss carried from last year is Rs. 2,00,000. The company has a Tangible Net Worth of

- (A) Rs. 2 lakhs
- (B) Rs. 2.50 lakhs
- (C) Rs. (-) 50,000
- (D) Rs. 7,50,000

98. Valuation of inventory is done by a business firm at 'cost price or market price whichever lower' under

- (A) convention of full disclosure
- (B) convention of materiality
- (C) convention of conservatism
- (D) convention of consistency

99. What are the four stages of Simon's model of decision-making?

- (A) Intelligence, Design, Choice, Implementation
- (B) Intelligence, Design, Computation, Implementation
- (C) Information, Design, Choice, Implementation
- (D) Intelligence, Data, Choice, Implementation

100. Using _____ a decision-maker can make hypothetical changes to problem data and observe the impact on the results.

- (A) Simulation
- (B) What-if analysis
- (C) Optimization
- (D) Goal-seeking analysis

X-15
Space for Rough Work

31-II

