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CLASS 12 · CBSE BUSINESS STUDIES (054)

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WHAT YOU GET

10 years of CBSE Business Studies papers. Every question solved. Sorted chapter-wise.

114	1843	9	11	605
board papers	solved questions	years · 2016–26	chapters	MCQs solved

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2026 · 66/1/1	2026 · 66/1/2	2026 · 66/1/3	2025 · 66/1/1	2024 · 66/1/1
2023 · 66/1/1	2022 · 66/1/1 (Term 2)	2019 · 66/1/1	2018 · 66/1	2017 · 66/1
2016 · 66/1				

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How to use this book

Part A puts every board question of a chapter together, from 1-mark MCQs to 6-mark case studies. Finish a chapter in your notes, then solve its Part A questions without looking at the solutions. Check your answer, mark the ones you got wrong, and repeat them a week later.

Each question shows where it was asked, for example **CBSE 2026 · 66/1/1 · Q13**. Use the weightage table and the most-asked topics chart at the start of each chapter to decide what to revise first.

Part B gives full papers. In the last month before the exam, sit with a clock and write one paper in 3 hours, then check it with the solutions that follow the paper.

Solutions are written the way the board awards marks: a bold heading for each point followed by its explanation, the lines quoted from the case where the question asks for them, and distinctions in table form. Write your answers the same way.

Contents

Part A · Chapter-wise questions with solutions

1. Nature and Significance of Management 145 Qs
2. Principles of Management 170 Qs
3. Business Environment 73 Qs
4. Planning 145 Qs
5. Organising 161 Qs
6. Staffing 174 Qs
7. Directing 205 Qs
8. Controlling 109 Qs
9. Financial Management and Financial Markets 362 Qs
10. Marketing Management 184 Qs
11. Consumer Protection 115 Qs

Part B · Full board papers, each followed by its solutions

1. CBSE 2026 · 66/1/1 solutions
2. CBSE 2026 · 66/1/2 solutions
3. CBSE 2026 · 66/1/3 solutions
4. CBSE 2025 · 66/1/1 solutions
5. CBSE 2024 · 66/1/1 solutions
6. CBSE 2023 · 66/1/1 solutions
7. CBSE 2022 · 66/1/1 (Term 2) solutions
8. CBSE 2019 · 66/1/1 solutions
9. CBSE 2018 · 66/1 solutions
10. CBSE 2017 · 66/1 solutions
11. CBSE 2016 · 66/1 solutions

1843 questions in all. Questions are taken from the CBSE Class 12 Business Studies board papers and the solutions are our own, checked against the official marking schemes wherever we could get them. Financial Markets (Unit 10 of the current syllabus) is taught with Financial Management in Chapter 9 of this book, as CBSE gives both units one combined weightage. Where a paper quotes the old Consumer Protection Act, 1986, the solution also states the law now in force. The 2020 paper is not included because its files are not available on the CBSE website.

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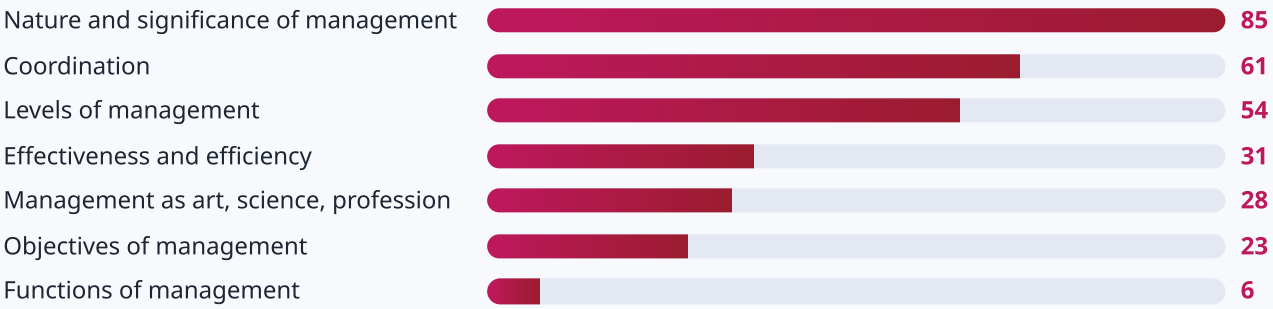
CHAPTER 1

Nature and Significance of Management

Board weightage 2016–2026

Year	2016	2017	2018	2019	2022	2023	2024	2025	2026
Questions per paper	2.1	1	1	3	–	3.5	3.4	3.2	3.3
Marks per paper	6	4	5	10	–	7	7	9	8

Most asked topics



145 different questions from 98 papers. Repeated questions are shown once with every year they were asked.

1 mark: MCQ and Assertion–Reason

CBSE 2026 · 66/1/1 · Q9 | CBSE 2026 · 66/1/2 · Q2 | CBSE 2026 · 66/1/3 · Q19 **asked 3 times** **1 mark**

'CARO Tech Solutions' aimed at development of a software system for the company's growing operations. The project was to be completed within six months with a budget of ₹ 12,00,000.
The software development team successfully completed its project on time by outsourcing a part of the project, leading to an additional expense of ₹ 2,00,000.
From the following, identify whether the software development team is :

(A) Efficient and Effective
(B) Efficient but not effective
(C) Effective but not efficient
(D) Neither efficient nor effective

Solution

Goal achieved on time (effective) but at a higher cost (not efficient). **(C)**

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CBSE 2026 · 66/1/1 · Q10 | CBSE 2026 · 66/1/2 · Q1 | CBSE 2026 · 66/1/3 · Q12 **asked 3 times** **1 mark**

Due to severe winter and rising pollution levels, 'Green India Electronics' planned to launch a new eco-friendly heater in the market. It conducted a survey and found that the demand of this product was very high. As the winter season lasts only for 2 to 3 months, the Chief Executive Officer wanted that there should be close coordination among all the managers to deliver orders on time. Top level managers were asked to work in coordination with their subordinates to ensure that company's policies were properly followed. To ensure that the heaters would be ready on time, the production manager co-ordinated with the operational level managers. Operational level managers co-ordinated the activities of the workers to ensure that work proceeded according to plans. As a result 'Green India Electronics' was able to launch its heaters on time, in the market. The feature of co-ordination discussed in the above case is :

(A) Co-ordination is a deliberate function.

(B) Co-ordination is the responsibility of all managers.

(C) Co-ordination is a continuous process.

(D) Co-ordination ensures unity of action.

Solution

Coordination at every level of management. **(B)**

CBSE 2026 · 66/2/1 · Q1 | CBSE 2026 · 66/2/2 · Q18 | CBSE 2026 · 66/2/3 · Q18 **asked 3 times** **1 mark**

Identify which of the following functions is Not performed by 'Top Level Management' :

(A) Cooperating with other departments for smooth functioning of the organisation.

(B) Being responsible for the welfare and survival of the organization.

(C) Analyzing the business environment and its implications for the survival of the firm.

(D) Formulating overall organizational goals and strategies for their achievement.

Solution

Cooperating with other departments is a middle-level function. **(A)**

CBSE 2026 · 66/2/1 · Q3 | CBSE 2026 · 66/2/3 · Q19 **asked 2 times** **1 mark**

The process by which a manager synchronizes the activities of different departments is known as :

(A) Management

(B) Planning

(C) Organising

(D) Co-ordination

Solution

Answer: (D) Co-ordination

Synchronising (orderly arranging) the activities of different departments so that they work towards common goals is **co-ordination**.

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CBSE 2026 · 66/2/1 · Q18 | CBSE 2026 · 66/2/2 · Q2 | CBSE 2026 · 66/2/3 · Q8 asked 3 times 1 mark

Neha is working as a Manager at 'NutriBite', a company that makes protein rich snacks which are high in demand. She is responsible for implementing organisation's marketing plans, and ensuring that her department has necessary personnel to achieve goals as per company's policy. Identify the 'level' of management at which Neha is working :

(A) Top level
(B) Middle level
(C) Operational level
(D) Both Middle level and Operational level

Solution

Answer: (B) Middle level

Implementing the organisation's plans and ensuring that the department has the necessary personnel are functions of **middle level** management.

CBSE 2026 · 66/2/2 · Q3 1 mark

'The process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected aims' is known as :

(A) Management
(B) Planning
(C) Organising
(D) Co-ordination

Solution

Answer: (A) Management

This is the definition of **management**: designing and maintaining an environment in which individuals in groups efficiently accomplish selected aims.

CBSE 2026 · 66/3/1 · Q12 | CBSE 2026 · 66/3/2 · Q3 | CBSE 2026 · 66/3/3 · Q6 asked 3 times 1 mark

'A manager motivates and leads his team in such a manager that individual members are able to achieve personal goals while contributing to the organisational objective.'
The point of importance of management highlighted above is :

(A) Management helps in achieving group goals
(B) Management helps in increasing efficiency
(C) Management helps in achieving personal objectives
(D) Management helps in the development of society

Solution

Answer: (C) Management helps in achieving personal objectives

Individual members achieve their personal goals while contributing to organisational objectives: management helps in **achieving personal objectives**.

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CBSE 2026 · 66/4/1 · Q12 | CBSE 2026 · 66/4/2 · Q2 | CBSE 2026 · 66/4/3 · Q3 **asked 3 times** **1 mark**

Rohit is a manager at a furniture manufacturing company. The company holds an annual sale in the month of December, which is very popular. Rohit prepares the production plans for the annual sale well in advance, in the month of June every year. After planning, he ensures that enough workers are available and continuously monitors whether the work is progressing as scheduled or not. He also informs the marketing team well in time so that they can plan their promotional campaigns accordingly. The feature of coordination highlighted in the above case is :

(A) Coordination is an all-pervasive function.
(B) Coordination is a continuous process.
(C) Coordination is a deliberate function.
(D) Coordination is the responsibility of all managers.

Solution

It begins at planning and continues till controlling. **(B)**

CBSE 2026 · 66/4/1 · Q18 | CBSE 2026 · 66/4/2 · Q10 | CBSE 2026 · 66/4/3 · Q16 **asked 3 times** **1 mark**

Dinkar, the General Manager at 'Tara Lamps' noticed that rising costs were affecting the company's profits. To increase the profits, he decided to reduce the costs and increase the productivity. He planned for rearrangement of work processes, assigned the tasks according to workers' skills, gave clearer directions to employees than before and regularly controlled the activities of the organisation. This not only resulted in cost reduction but also in increased productivity and profits.
The point of importance of management highlighted in the above case is :

(A) Management creates a dynamic organisation
(B) Management helps in achieving personal objectives
(C) Management helps in the development of a society
(D) Management increases efficiency

Solution

Answer: (D) Management increases efficiency

Reducing costs and increasing productivity through better planning, organising, directing and controlling is how **management increases efficiency**.

CBSE 2026 · 66/5/1 · Q13 | CBSE 2026 · 66/5/2 · Q18 | CBSE 2026 · 66/5/3 · Q4 **asked 3 times** **1 mark**

Read the following statements carefully :
Statement I : The entry to a profession is not restricted either through an examination or through acquiring an educational degree.
Statement II : There is no restriction on anyone being designated or appointed as a manager in any business enterprise irrespective of the educational qualifications possessed.
In the light of the given statements, choose the correct alternative from the following :

(A) Statement I is true and Statement II is false.
(B) Statement I is false and Statement II is true.
(C) Both Statement I and Statement II are true.
(D) Both Statement I and Statement II are false.

Solution

Entry to a profession is restricted; entry to management is not. **(B)**

CBSE 2025 · 66/1/1 · Q2 | CBSE 2025 · 66/1/2 · Q15 | CBSE 2025 · 66/1/3 · Q6 **asked 3 times** **1 mark**

Bimal Rai is working in Funny Bunny Ltd. The company manufactures games and toys for children. The basic task of Bimal Rai is to integrate diverse elements and coordinate the activities of different departments. He also analyses the business environment and its implications for the survival of the firm. The level of management at which Bimal Rai is working is :

(A) Top level
(B) Middle level
(C) Operational level
(D) Both Middle and Operational level

Solution

Integrating diverse elements, coordinating all departments and analysing the environment for survival are top-management tasks. **(A)**

CBSE 2025 · 66/1/1 · Q10 | CBSE 2025 · 66/1/2 · Q19 | CBSE 2025 · 66/1/3 · Q2 **asked 3 times** **1 mark**

There are two statements, Assertion (A) and Reason (R) :
Assertion (A) : Coordination ensures unity of action.
Reason (R) : Coordination act as a binding force between departments and ensures that all action is aimed at achieving the goals of the organisation.
Choose the correct alternative from the alternatives given below :

(A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).
(B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is not the correct explanation of Assertion (A).
(C) Assertion (A) is correct, but Reason (R) is wrong.
(D) Assertion (A) is wrong, but Reason (R) is correct.

Solution

Coordination binds departments together so that all their actions are directed towards the common goals of the organisation; that is exactly why it ensures unity of action. **Answer: (A)**

CBSE 2025 · 66/1/1 · Q19 | CBSE 2025 · 66/1/2 · Q6 | CBSE 2025 · 66/1/3 · Q9 **asked 3 times** **1 mark**

Sadhna, a graduate of a reputed institute of management, is a successful manager. She applies her acquired knowledge in a personalised and skillful manner in difficult situations at work. She uses her imagination and creativity in handling these situations.
The aspect of the nature of management highlighted in the above case is :

(A) Management as an Art
(B) Management as a Science
(C) Management as a Profession
(D) Management both as a Science and as a Profession

Solution

Personalised application of knowledge with skill and creativity is art. **(A)**

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CBSE 2025 · 66/2/1 · Q1 | CBSE 2025 · 66/2/2 · Q20 | CBSE 2025 · 66/2/3 · Q17 asked 3 times 1 mark

'It is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.' Identify the process.

(A) Management
(B) Organising
(C) Staffing
(D) Directing

Solution

This is Koontz's definition of management. **(A)**

CBSE 2025 · 66/2/1 · Q17 | CBSE 2025 · 66/2/2 · Q4 | CBSE 2025 · 66/2/3 · Q8 asked 3 times 1 mark

Akshara runs a business in the name of 'AK Solutions' in a well reputed area of her city where people provide spaces to students as library, as study centres and as training and event centres to businesses. Akshara provides only conference halls to big and small enterprises for their meetings and events.
Suddenly, in July 2024, floods affected some libraries and study centres in her neighbouring area. The exams were fast approaching and students were facing a lot of problems as these study centres and libraries had to be closed.
Taking advantage of this opportunity and to help the students 'AK Solutions' adapted itself to the needs of the environment, they decided to convert some of their conference halls into libraries and study centres. They also decided to provide food and other facilities required by the students at subsidized rates. This initiative increased their business manifold and earned them significant goodwill.
The feature of management highlighted in the above case is :

(A) Management is a continuous process.
(B) Management is an intangible force.
(C) Management is a dynamic function.
(D) Management is a group activity.

Solution

Adapting to the changing environment is the dynamic nature of management. **(C)**

CBSE 2025 · 66/5/1 · Q1 1 mark

'The task of management is to make people work towards achieving the organisational goals, by making their strengths effective and their weaknesses irrelevant.'
The dimension of management discussed above is :

(A) Management of work
(B) Management of people
(C) Management of operations
(D) Both (A) and (C)

Solution

Answer: (B) Management of people

Making people work towards goals by making their strengths effective and weaknesses irrelevant is **management of people**.

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CBSE 2025 · 66/5/1 · Q2 | CBSE 2025 · 66/5/2 · Q6 | CBSE 2025 · 66/5/3 · Q11 asked 3 times 1 mark

'Management helps in providing good quality products and services, creates employment opportunities, adopts new technology for the greater good of the people and leads to the path towards growth and development.'
The point of importance of management highlighted above is :

(A) Management helps in achieving group goals.
(B) Management increases efficiency.
(C) Management helps in achieving personal objectives.
(D) Management helps in development of society.

Solution

Answer: (D) Management helps in development of society.

Good quality products, employment, new technology and growth for the good of the people show that management **helps in development of society**.

CBSE 2025 · 66/5/1 · Q8 | CBSE 2025 · 66/5/2 · Q4 | CBSE 2025 · 66/5/3 · Q17 asked 3 times 1 mark

Ramesh and Harish are best friends, both working at 'Anuja Garments Ltd.', a company manufacturing designer clothing for women. Ramesh works in the marketing department and aims to increase the sales by 15% by offering discounts. However, Harish, the finance manager is not giving approval for this discount as it would mean loss of revenue for the company. This kind of conflict arises in organisations where each department performs activities in isolation from the other. To resolve such issues, there is a need for linking the activities of various departments. The concept of management which integrates the efforts of different departments, and at different levels, is :

(A) Efficiency
(B) Effectiveness
(C) Controlling
(D) Coordination

Solution

Answer: (D) Coordination

Linking the activities of departments that work in isolation, and integrating efforts at different levels, is **coordination**.

CBSE 2025 · 66/5/2 · Q1 1 mark

'All organisations exist for the performance of some work. Management translates this work in terms of goals to be achieved and assigns the means to achieve it.'
The dimension of management discussed above is :

(A) Management of work
(B) Management of people
(C) Management of operations
(D) Both (B) and (C)

Solution

Answer: (A) Management of work

Translating work into goals and assigning the means to achieve them is **management of work**.

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CBSE 2025 · 66/5/3 · Q1 — 1 mark

'In order to survive, every management has some basic product or service to provide. This requires a production process which entails the flow of input material and the technology for transforming this input into the desired output for consumption.'
The dimension of management discussed above is :

(A) Management of work
(B) Management of people
(C) Management of operations
(D) None of the above

Solution

Answer: (C) Management of operations

A production process that transforms input material into desired output through technology is **management of operations**.

CBSE 2025 · 66/6/1 · Q15 | CBSE 2025 · 66/6/2 · Q8 | CBSE 2025 · 66/6/3 · Q13 — asked 3 times — 1 mark

'Green Tech Solutions', a manufacturer of eco-friendly products had an organisational structure with separate departments for production, marketing, sales, etc. Each department had its own objectives, policies and style of working. The company was facing challenges as the production department would focus on producing goods without consulting the sales department and the marketing department developed advertising campaigns without considering the production timelines, leading to confusion and conflicts. To resolve this, the Chief Executive Officer, Madhur arranged inter-departmental meetings explaining to the respective managers that they have to consult each other while performing their activities. All the departmental managers agreed to this. By linking the activities of all the departments, the Chief Executive Officer was able to ensure that the right products are available when needed, marketing efforts match with the product availability and sales targets are achieved.
The concept of management followed by the Chief Executive Officer to resolve confusion and conflicts between departments was :

(A) Organising
(B) Coordination
(C) Planning
(D) Staffing

Solution

Answer: (B) Coordination

Linking the activities of all departments through inter-departmental meetings to resolve conflicts is **coordination**.

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CBSE 2025 · 66/7/1 · Q2 | CBSE 2025 · 66/7/2 · Q19 | CBSE 2025 · 66/7/3 · Q11 asked 3 times 1 mark

Shreyansh and Sudhir were close friends and were studying in a reputed engineering college. During campus recruitment in the final year of engineering, both of them got their dream jobs. Shreyansh's consultancy firm was in India and Sudhir's was a manufacturing firm situated out of India. Both looked forward to join their respective organisations after completing their engineering degree.

One month after joining the organisation, Sudhir came to India on an assignment and both friends decided to meet. Shreyansh looked happy and was all praise for the management of his company. He told Sudhir that there was complete orderliness in his organisation and that all employees were happy and satisfied with the work and the working environment. Targets of the organization too were met as per the plans. Sudhir, in contrast was unhappy with his job and was thus on the lookout for another job.

The characteristic of management being highlighted in the above case by Shreyansh is :

(A) Management is a group activity.
(B) Management is a dynamic function.
(C) Management is an intangible force.
(D) Management is all pervasive.

Solution

Management cannot be seen but its presence is felt in orderliness, satisfaction and targets met. **(C)**

CBSE 2024 · 66/1/1 · Q4 | CBSE 2024 · 66/1/2 · Q1 | CBSE 2024 · 66/1/3 · Q10 asked 3 times 1 mark

_____ refers to doing the task correctly and with minimum cost.

(A) Effectiveness
(B) Coordination
(C) Process
(D) Efficiency

Solution

Efficiency is the cost-benefit relationship between input and output. **(D)**

CBSE 2024 · 66/3/1 · Q1 | CBSE 2024 · 66/3/2 · Q9 | CBSE 2024 · 66/3/3 · Q2 asked 3 times 1 mark

'Bonfast Cement Ltd.' supports 7 villages with housing facilities, schools, safe drinking water, health and hygiene. The company sends its employees to visit a nearby village every 15 days to provide support and to see whether the facilities provided are being implemented on ground. The objective which 'Bonfast Cement Ltd.' is trying to achieve is :

(A) Personal objective
(B) Social objective
(C) Organizational objective
(D) Economic objective

Solution

Creating benefit for society, such as housing, schools and safe drinking water, is a social objective. **(B)**

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CBSE 2024 · 66/3/1 · Q17 | CBSE 2024 · 66/3/2 · Q12 | CBSE 2024 · 66/3/3 · Q18 **asked 3 times** **1 mark**

Most of the organizations these days have adapted themselves to changing environment. To reach and engage with the target customers, they started to have a strong presence on social media like Facebook, Instagram, etc.
From the following, identify the feature of management being highlighted :

(A) Management is a group activity.
(B) Management is a continuous process.
(C) Management is multidimensional.
(D) Management is a dynamic function.

Solution

Adapting to a changing environment makes management a dynamic function. **(D)**

CBSE 2024 · 66/3/1 · Q18 | CBSE 2024 · 66/3/2 · Q16 | CBSE 2024 · 66/3/3 · Q7 **asked 3 times** **1 mark**

Match the Levels of Management given in Column I with the functions performed at each level given in Column II :

Column I	Column II
1. Top Level Management	(i) They directly oversee the efforts of the workforce.
2. Middle Level Management	(ii) They ensure that their department has the necessary personnel.
3. Operational Management	(iii) They are responsible for the welfare and survival of the organisation.

Choose the correct option from the following :

(A) 1-(i), 2-(ii), 3-(iii)
(B) 1-(iii), 2-(ii), 3-(i)
(C) 1-(iii), 2-(i), 3-(ii)
(D) 1-(ii), 2-(iii), 3-(i)

Solution

Top management is responsible for welfare and survival (iii); middle management ensures the department has the necessary personnel (ii); operational management directly oversees the workforce (i). **(B)**

CBSE 2024 · 66/3/1 · Q19 | CBSE 2024 · 66/3/2 · Q7 | CBSE 2024 · 66/3/3 · Q13 **asked 3 times** **1 mark**

'Panmol Dairy' started using environment-friendly 'Bilona' method of making ghee, unlike other dairies which were using modern methods involving machines and chemicals. By doing this, 'Panmol Dairy' is providing employment to hundreds of illiterate people in the rural areas.
Which objective of management is 'Panmol Dairy' trying to achieve :

(A) National objective
(B) Personal objective
(C) Social objective
(D) Economic objective

Solution

Using environment-friendly methods and giving employment to disadvantaged sections of society are social objectives. **(C)**

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CBSE 2024 · 66/4/1 · Q1 | CBSE 2024 · 66/4/2 · Q4 | CBSE 2024 · 66/4/3 · Q4 **asked 3 times** **1 mark**

A multinational sweets and snacks company had been into catering business for the last many years. To add to its prospects and to grow in the long run, it wants to increase its sales volume, the number of products and capital investment.
The organisational objective of management it seeks to achieve is :

(A) Survival
(B) Profit
(C) Growth
(D) Corporate Social responsibility

Solution

Growth is measured by sales volume, the number of products, capital investment and so on. **(C)**

CBSE 2024 · 66/4/1 · Q2 **1 mark**

With respect to levels of management choose the incorrect statement from the following :

(A) Operational level management is responsible for maintaining safety standards in the organisation.
(B) At middle level management, managers ensure that their department has the necessary personnel.
(C) Chief Executive officer at Top Level management is responsible for all activities of first line managers.
(D) Top level management is responsible for all the activities of the business and for its impact on the society.

Solution

Middle level managers, not the Chief Executive Officer, are responsible for the activities of first line managers. **(C)**

CBSE 2024 · 66/4/1 · Q10 | CBSE 2024 · 66/4/2 · Q12 | CBSE 2024 · 66/4/3 · Q6 **asked 3 times** **1 mark**

_____ is the process by which a manager synchronises the activities of different departments.

(A) Management
(B) Planning
(C) Co-ordination
(D) Directing

Solution

Coordination is the process by which a manager synchronises the activities of different departments. **(C)**

CBSE 2024 · 66/4/2 · Q2 **1 mark**

Choose the incorrect statement with respect to levels of management from the following :

(A) Operational level management is responsible for maintaining quality of output.
(B) At middle level management, managers carry out the plans formulated by the top level managers.
(C) At top level management, the managers are responsible for all the activities of the business and its impact on the society.
(D) At top level management, the managers co-operate with other departments for smooth functioning of the organisation.

Solution

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Co-operating with other departments for smooth functioning is a duty of middle level managers, not top level managers. **(D)**

CBSE 2024 · 66/4/3 · Q2 — 1 mark

Choose the incorrect statement with respect to levels of management from the following :

(A) Operational level management is responsible for implementing and controlling plans and strategies developed by top management.

(B) At middle level management, managers interpret the policies framed by top management.

(C) At operational level management with the efforts of supervisors wastage of materials is minimised.

(D) At top level management, managers are responsible for the welfare and survival of the organisation.

Solution

Implementing and controlling plans and strategies developed by top management is the task of middle level management, not operational level management. **(A)**

CBSE 2024 · 66/5/1 · Q17 | CBSE 2024 · 66/5/2 · Q12 | CBSE 2024 · 66/5/3 · Q18 — asked 3 times — 1 mark

_____ means doing the task correctly and with minimum cost.

(A) Efficiency

(B) Effectiveness

(C) Management

(D) Coordination

Solution

Efficiency is doing the task correctly and with minimum cost. Effectiveness is completing the work on time. **(A)**

CBSE 2024 · 66/5/1 · Q18 | CBSE 2024 · 66/5/2 · Q16 | CBSE 2024 · 66/5/3 · Q7 — asked 3 times — 1 mark

Which of the following is the function of Top level management ?

(A) They ensure that their department has the necessary personnel.

(B) They interact with the actual work force and pass on instructions of the middle management to the workers.

(C) They co-operate with other departments for smooth functioning of the organisation.

(D) They analyse the business environment and its implications for the survival of the firm.

Solution

(A) and (C) are middle level functions and (B) is supervisory. Analysing the business environment is a top level function. **(D)**

CBSE 2024 · 66/5/1 · Q19 | CBSE 2024 · 66/5/2 · Q7 | CBSE 2024 · 66/5/3 · Q13 — asked 3 times — 1 mark

The activities involved in managing the enterprise are common to all organisations whether economic, political or social. Identify the feature of management :

(A) Management is multidimensional.

(B) Management is all pervasive.

(C) Management is a continuous process.

(D) Management is a dynamic function.

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Solution

Being common to all organisations, economic, political or social, makes management all pervasive. **(B)**

CBSE 2023 · 66/1/1 · Q1 | CBSE 2023 · 66/1/2 · Q13 | CBSE 2023 · 66/1/3 · Q10 **asked 3 times** **1 mark**

'Coordination integrates the efforts of different departments and at different levels.'
Identify the characteristic of coordination highlighted in the above statement.

(a) Coordination ensures unity of action.
(b) Coordination is an all pervasive function.
(c) Coordination is a deliberate function.
(d) Coordination is the responsibility of all managers.

Solution

Coordination is needed in all departments (purchase, production, sales) and at all levels (top, middle, lower); integrating efforts across departments and levels shows that it is **all pervasive**.
Answer: (b)

CBSE 2023 · 66/1/1 · Q5 | CBSE 2023 · 66/1/2 · Q16 | CBSE 2023 · 66/1/3 · Q14 **asked 3 times** **1 mark**

Statement I : Management is multi-dimensional.
Statement II : The activities involved in managing an enterprise are common to all organisations whether economic, social or political.
Choose the correct option from the options given below :

(a) Statement I is true and II is false.
(b) Statement II is true and I is false.
(c) Both the statements are false.
(d) Both the statements are true.

Solution

Statement I is true: management has three dimensions, management of work, people and operations. Statement II is also true: it describes the all-pervasive nature of management.
Answer: (d)

CBSE 2023 · 66/1/1 · Q11 | CBSE 2023 · 66/1/2 · Q2 | CBSE 2023 · 66/1/3 · Q17 **asked 3 times** **1 mark**

'Management has its own vocabulary of terms and concepts. Managers need to communicate with one another with the help of a common vocabulary for the better understanding of their work situation.'
Which characteristic of 'Management as a Science' is highlighted in the above statement ?

(a) Principles based on experimentation
(b) Systematised body of knowledge
(c) Universal validity
(d) Personalised application

Solution

Like any science, management has a systematised body of knowledge with its own theories, principles, terms and concepts. **Answer: (b)**

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CBSE 2023 · 66/1/1 · Q12 | CBSE 2023 · 66/1/2 · Q4 | CBSE 2023 · 66/1/3 · Q20 asked 3 times 1 mark

'Alfanzo Ltd.' is achieving all its objectives in an effective and efficient manner. It is earning enough revenue to cover costs and the risks of the business. Now the company wants to increase the sales volume, the capital investment, the number of employees and the number of products also.
By doing this, the management wants to achieve its following objective :

(a) Survival
(b) Profit
(c) Personal
(d) Growth

Solution

Growth of a business is measured by sales volume, number of employees, number of products and capital investment. **Answer: (d)**

CBSE 2023 · 66/2/1 · Q1 | CBSE 2023 · 66/2/2 · Q4 | CBSE 2023 · 66/2/3 · Q2 asked 3 times 1 mark

Akash works as a production manager in 'Elite Enterprises' manufacturing LED lights. Due to festive season, there is lot of demand for their lights. Akash was given the task of producing 100 units of LED lights @ ₹ 200 per unit within 5 days for an urgent order. Akash was able to achieve the target of 100 units of LED lights within 5 days @ ₹ 220 per unit.
Identify from the following whether Akash is :

(a) Efficient only
(b) Effective only
(c) Both efficient and effective
(d) Neither efficient nor effective

Solution

He completed the task on time, so he is effective. The cost rose from ₹ 200 to ₹ 220 per unit, so he is not efficient. **Answer: (b)**

CBSE 2023 · 66/2/1 · Q5 | CBSE 2023 · 66/2/2 · Q2 | CBSE 2023 · 66/2/3 · Q3 asked 3 times 1 mark

Which of the following features of 'Management as an Art' highlights that every manager applies his knowledge of principles in his own way to deal with a given situation ?

(a) Ethical code of conduct
(b) Existence of theoretical knowledge
(c) Personalised application
(d) Universal Validity

Solution

Each manager applying the principles in his or her own way is personalised application. **Answer: (c)**

CBSE 2023 · 66/2/1 · Q7 | CBSE 2023 · 66/2/2 · Q9 | CBSE 2023 · 66/2/3 · Q10 asked 3 times 1 mark

The management of a bag manufacturing company has recently changed. Due to this, an improvement can be felt in the way company functions. Now, targets are met according to plans, whereas, earlier deadlines were never given importance. Now there is orderliness, instead of chaos in the organisation and the employees are happy and satisfied.
From the following identify the characteristic of management which is highlighted in the above case :

(a) Management is dynamic.
(b) Management is a continuous process.
(c) Management is a group activity.
(d) Management is an intangible force.

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Solution

Management cannot be seen, but its presence can be felt in the way the organisation functions.
Answer: (d)

CBSE 2023 · 66/2/1 · Q8 | CBSE 2023 · 66/2/2 · Q6 | CBSE 2023 · 66/2/3 · Q9 asked 3 times 1 mark

In an organisation, coordination is the function of every manager. Top level managers need to coordinate with their subordinates to ensure that the overall plans of the organisation are duly carried out. Middle level managers coordinate with both the top level and the supervisory level managers. Supervisory level managers coordinate the activities of workers to ensure that work proceeds according to plans.
The characteristic of coordination discussed in the above para is :

(a) Coordination is a continuous process.
(b) Coordination is a deliberate function.
(c) Coordination is the responsibility of all Managers.
(d) Coordination integrates group efforts.

Solution

Managers at all three levels coordinate, so it is the responsibility of all managers. **Answer: (c)**

CBSE 2023 · 66/3/1 · Q5 | CBSE 2023 · 66/3/2 · Q12 | CBSE 2023 · 66/3/3 · Q19 asked 3 times 1 mark

Which of the following is ***not*** a function of middle level management ?

(a) Analysing the business environment and its implications for survival of the firm
(b) Interpreting the policies framed by top management
(c) Ensuring that their department has necessary personnel
(d) Motivating people in their department to achieve desired objectives

Solution

Analysing the business environment and its implications for survival is a function of top management. **Answer: (a)**

CBSE 2023 · 66/4/1 · Q5 | CBSE 2023 · 66/4/2 · Q6 | CBSE 2023 · 66/4/3 · Q8 asked 3 times 1 mark

Management helps in providing good quality products and services, creating employment opportunities, adopting new technology for the greater good of the people and leads the path towards growth and development.
This highlights the following point of importance of management :

(a) Management helps in achieving group goals.
(b) Management creates a dynamic organisation.
(c) Management helps in the development of society.
(d) Management helps in achieving personal objectives.

Solution

Quality products, employment and technology for the good of people are the ways management helps in the development of society. **Answer: (c)**

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CBSE 2023 · 66/4/1 · Q7 | CBSE 2023 · 66/4/2 · Q5 | CBSE 2023 · 66/4/3 · Q19 **asked 3 times** **1 mark**

Neeraj is the Director of 'Tulip Public School' having 2000 students. There are two Headmasters — one for Senior classes and another for Junior classes. 50 teachers are under the supervision of the Senior Headmaster and 60 teachers under the supervision of the Junior Headmaster. No teacher working under the supervision of the Senior Headmaster is happy and satisfied, which is affecting the result of the Senior classes. On the other hand the teachers working under the supervision of the Junior Headmaster are performing their duties willingly and achieving their objectives. All the teachers are happy and satisfied. The Director, Neeraj can feel how nicely the Junior Headmaster was managing his classes.

The characteristic of management discussed above is :

(a) Management is a goal-oriented process
(b) Management is a dynamic function
(c) Management is an intangible force
(d) Management is a continuous process

Solution

Management cannot be seen, but its presence can be felt in the way the organisation functions. "Neeraj can feel" shows that it is an intangible force. **Answer: (c)**

CBSE 2023 · 66/5/1 · Q8 | CBSE 2023 · 66/5/2 · Q5 | CBSE 2023 · 66/5/3 · Q18 **asked 3 times** **1 mark**

Different organisations have different goals. 'Zeepo' is an upcoming retail chain for providing consumer goods door-to-door, the objective of this organisation is to increase sales. 'Allie' is an educational organisation working with an objective of providing education to under privileged children of the society. Management of each of these organisations unite the efforts of their employees towards achieving organisational goals.

The characteristic of management discussed above is :

(A) Management is goal-oriented.
(B) Management is a continuous process.
(C) Management is a dynamic function.
(D) Management is an intangible force.

Solution

Uniting the efforts of employees towards organisational goals shows that management is goal-oriented. **Answer: (A)**

CBSE 2019 · 66/2/1 · Q1 | CBSE 2019 · 66/2/2 · Q1 | CBSE 2019 · 66/2/3 · Q3 **asked 3 times** **1 mark**

Das is the Managing Director of 'Gamut Ltd.', manufacturing different varieties of cheese. He has an efficient team working under him consisting of Rajat – the Production manager, Vinay – the Marketing manager and Adit – the Finance manager. They understand and interpret the policies made by Das, ensure that their departments have adequate manpower, assign them the necessary duties and motivate them to achieve the desired objectives.

State one more function other than those mentioned above, that this team may perform at the level they are working.

Solution

The team works at the **middle level of management**. One more function: to **co-operate with other departments** for the smooth functioning of the organisation.

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CBSE 2019 · 66/3/1 · Q1(a) | CBSE 2019 · 66/3/2 · Q7(a) | CBSE 2019 · 66/3/3 · Q5(a) asked 3 times — 1 mark

Define 'Efficiency'.

Solution

Efficiency means doing the task correctly and with minimum cost.

CBSE 2019 · 66/3/1 · Q1(b) | CBSE 2019 · 66/3/2 · Q7(b) | CBSE 2019 · 66/3/3 · Q5(b) asked 3 times — 1 mark

State any two functions to be performed at supervisory level of management.

Solution

Any two: (1) overseeing the efforts of the workforce; (2) interacting with the actual workforce and passing on the instructions of the middle management to the workers; (3) ensuring that the quality of output is maintained and wastage of material is minimised; (4) ensuring that safety standards are maintained.

CBSE 2019 · 66/3/2 · Q1 — 1 mark

What is meant by 'Effectiveness' in management ?

Solution

Effectiveness in management means doing the right task, completing activities and achieving goals on time.

CBSE 2019 · 66/3/3 · Q1(a) — 1 mark

What is meant by 'Management of People' ?

Solution

Management of people means dealing with employees as individuals with diverse needs and behaviour, as well as dealing with individuals as a group of people.

CBSE 2019 · 66/3/3 · Q1(b) — 1 mark

What is meant by 'Management of Operations' ?

Solution

Management of operations means managing a production process which involves transforming inputs into output for consumption.

CBSE 2019 · 66/5/1 · Q1 | CBSE 2019 · 66/5/2 · Q4 | CBSE 2019 · 66/5/3 · Q3 asked 3 times — 1 mark

Various input resources are required by management to complete a task effectively and efficiently. Name any two.

Solution

Any two: **money, materials, equipment, persons**.

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CBSE 2016 · 66/1/1 · Q1 | CBSE 2016 · 66/1/2 · Q5 | CBSE 2016 · 66/1/3 · Q4 asked 3 times — 1 mark

'Management is the process of getting things done.' State the meaning of the term 'process' used in this statement.

Solution

Process means the series of primary functions or activities (planning, organising, staffing, directing and controlling) that management performs to get things done.

CBSE 2016 · 66/1 · Q1 | CBSE 2016 · 66/2/1 · Q1 | CBSE 2016 · 66/2/2 · Q6 | CBSE 2016 · 66/2/3 · Q5 | CBSE 2016 · 66/2 · Q6 | CBSE 2016 · 66/3 · Q4
asked 6 times — 1 mark

'Is Management concerned only with doing the right task, completing activities and achieving goals without taking into consideration the cost benefit ?' Give reason in support of your answer.

Solution

No. Management is concerned not only with effectiveness (doing the right task, completing activities and achieving goals) but also with efficiency, i.e. doing the task correctly and with minimum cost, keeping the cost-benefit relationship in view.

3 marks: short answer

CBSE 2026 · 66/1/1 · Q24(a) — 3 marks

State any three functions of middle level management.

Solution

(1) **Interpret the policies** framed by top management. (2) Ensure their department has the **necessary personnel**. (3) **Assign duties and responsibilities** to personnel in their department. (Also: motivate people; cooperate with other departments; implement and control plans and strategies of top management; responsible for the activities of first-line managers.)

CBSE 2026 · 66/1/2 · Q24(a) — 3 marks

State any three functions of operational level management.

Solution

Functions of operational level (supervisory) management:
(i) They **directly oversee the efforts of the workforce**.
(ii) They **interact with the actual workforce** and pass on the instructions of the middle management to the workers.
(iii) Through their efforts **quality of output is maintained, wastage of materials is minimised and safety standards are maintained**.

CBSE 2026 · 66/1/2 · Q24(b) | CBSE 2026 · 66/2/3 · Q21(a) asked 2 times — 3 marks

State any three points of importance of management.

Solution

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Importance of management (any three):
(i) It helps in **achieving group goals** by giving a common direction to individual effort.
(ii) It **increases efficiency** by reducing costs and increasing productivity through better planning, organising, staffing, directing and controlling.
(iii) It **creates a dynamic organisation** by helping people adapt to changes, so that the organisation keeps its competitive edge.
(Also: helps in achieving personal objectives; helps in the development of society.)

CBSE 2026 · 66/1/3 · Q24(a) — 3 marks

State any three functions of top level management.

Solution

Functions of top level management (any three):
(i) They **integrate diverse elements and coordinate the activities of different departments** according to the overall objectives of the organisation.
(ii) They are responsible for the **welfare and survival** of the organisation.
(iii) They **analyse the business environment** and its implications for the survival of the firm.
(Also: formulate overall organisational goals and strategies; responsible for all activities of the business and for its impact on society.)

CBSE 2026 · 66/2/1 · Q21(a) — 3 marks

State any three features of Co-ordination.

Solution

(1) **Integrates group efforts**, unifying diverse interests into purposeful work. (2) **Ensures unity of action**, binding departments towards organisational goals. (3) **Continuous process**: from planning to controlling. (Also: all-pervasive; responsibility of all managers; a deliberate function.)

CBSE 2026 · 66/2/2 · Q21(a) — 3 marks

State any three features of Management.

Solution

Features of management (any three):
(i) **Goal-oriented process**: it unites the efforts of different individuals towards achieving organisational goals.
(ii) **All-pervasive**: its activities are common to all organisations, whether economic, social or political.
(iii) **Multidimensional**: it involves management of work, of people and of operations.
(Also: continuous process; group activity; dynamic function; intangible force.)

CBSE 2026 · 66/2/3 · Q21(b) — 3 marks

State any three objectives of Management.

Solution

Objectives of management:
(i) **Organisational objectives**: utilising human and material resources to the maximum advantage

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to fulfil the economic objectives of survival, profit and growth.
(ii) **Social objectives**: consistently creating economic value for constituents of society, such as using environment-friendly methods of production and giving employment to disadvantaged sections.
(iii) **Personal objectives**: reconciling the diverse needs of employees (financial, social and higher-level) with organisational objectives.

CBSE 2025 · 66/1/1 · Q21 | CBSE 2025 · 66/1/2 · Q24 | CBSE 2025 · 66/1/3 · Q23 **asked 3 times** **3 marks**

P. Madhav is the production manager of 'Trendy Style Pvt. Ltd.', a firm manufacturing office furniture. His objective is to increase production by 20% in the next one year. But the Sales Manager, R. Shetty does not approve of the increase in production, till changes are brought about in the quality of wood, locks, handles etc. to incorporate latest trends. This kind of conflict brings to light an important concept of management that can help to link the activities of various departments.
(i) Identify and explain the concept discussed above.
(ii) State any two points of importance of the concept identified in (i) above.

Solution

(i) **Coordination**: the process by which a manager synchronises the activities of different departments towards the achievement of a common goal.
(ii) (1) **Growth in size**: as the number of employees grows, coordination is needed to integrate their efforts and harmonise individual and organisational goals. (2) **Functional differentiation**: departments such as production and sales pursue their own targets; coordination links their activities (as between Madhav and Shetty). (Also: **specialisation**: specialists may not take advice from others; coordination reconciles their differences.)

CBSE 2024 · 66/3/1 · Q21 | CBSE 2024 · 66/3/2 · Q23 | CBSE 2024 · 66/3/3 · Q24 **asked 3 times** **3 marks**

Two ambitious friends, Sana and Mihir, having passion for creating innovative software applications, established a tech startup named 'Quick Solutions'. Their software was developed in such a way that it caters to the needs of all sections. Since its inception, 'Quick Solutions' was earning enough revenue to cover the costs. They faced countless challenges from competing with large and well-established companies. But they learned from their mistakes and continuously improved their product. Slowly, their software gained recognition for its quality and uniqueness and the company started making profits. It was a big incentive for Sana and Mihir for the continued successful operation of the enterprise. Within two years, the customer base increased manifold. Now, Sana and Mihir decided to make additional capital investment and hired more employees. They invested in research and development and expanded their product line to meet emerging market demands. 'Quick Solutions' ultimately became the industry leader because of the tireless efforts of Sana and Mihir.
Quoting lines, identify and state the objectives of management discussed in the above case which 'Quick Solutions' seeks to achieve.

Solution

These are **organisational objectives**:
(1) **Survival** ("was earning enough revenue to cover the costs"): management must earn enough revenue to cover costs so that the business survives.
(2) **Profit** ("started making profits. It was a big incentive ... for the continued successful operation

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of the enterprise"): profit covers costs and risks and is an incentive for continued operation.
(3) **Growth** ("make additional capital investment and hired more employees ... expanded their product line"): growth is measured by sales, employees, products, capital investment and so on.

CBSE 2024 · 66/4/1 · Q21 | CBSE 2024 · 66/4/2 · Q24 | CBSE 2024 · 66/4/3 · Q23 **asked 3 times** **3 marks**

Three friends, Aman, Ashish and Ashi after completing their MBA from a reputed management institute, formed a start up named 'Solutions'. The goal of the start up was to make a social and environmental impact through its services. 'Solutions' supports social business ideas to improve living conditions in slums of Mumbai. As all the three friends are specialised in social work, they adopted three different slums of Mumbai and started educating the slum dwellers in their own creative manner. Aman used 'playway method', Ashish used 'music' as a method of learning while Ashi used 'activity based method of learning'. They used basic knowledge in their unique manner and were able to educate the slum dwellers.
It implies that skillful and personal application of acquired knowledge varies from individual to individual in achieving desired results.
(a) Identify and state the nature of management discussed in the above case.
(b) Quoting lines from the above para, state any two features of nature of management identified in (a) above.

Solution

(a) **Management as an art**: the skilful and personal application of existing knowledge to achieve desired results.
(b) (1) **Existence of theoretical knowledge** ("They used basic knowledge"): an art presupposes a body of knowledge that the practitioner learns. (2) **Personalised application** ("started educating the slum dwellers in their own creative manner"; "in their unique manner"): each person applies the knowledge in his or her own way.

CBSE 2024 · 66/5/1 · Q21 | CBSE 2024 · 66/5/2 · Q23 | CBSE 2024 · 66/5/3 · Q24 **asked 3 times** **3 marks**

'Cortico Fabrics' was started by Ashish in 2001 to sell bed sheets, towels, comforters, pillows, cushions, bath mats etc. It is now a famous name and its branches are across India. To manage the work all over India, it has eight teams-two each for North, South, East and West India. Ashish spends a considerable amount of time to develop an orderly pattern of group efforts among different teams and to secure unity of action in pursuit of a common purpose.
To ensure suitable allocation of tasks to the various members of the teams and to see that the tasks are performed with harmony among the members, he tries to balance the different teams at different locations.
(a) Identify and explain the concept of management discussed in the above para.
(b) Also, explain any one point of importance of the concept identified in (a) above.

Solution

(a) **Coordination**: the process by which a manager synchronises the activities of different departments. It is the orderly arrangement of group efforts to provide unity of action in pursuit of a common purpose.
(b) **Growth in size**: as an organisation grows (eight teams across India), the number of people increases and it becomes hard to ensure that everyone works towards the same goals.

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Coordination integrates their efforts and harmonises individual and organisational goals. (Or: functional differentiation; specialisation.)

CBSE 2023 · 66/1/1 · Q21 | CBSE 2023 · 66/1/2 · Q23 | CBSE 2023 · 66/1/3 · Q22 **asked 3 times** **3 marks**

Hitesh is the Chief Executive Officer of 'Kids Garments Ltd.' Due to festive season, Hitesh got an additional order of 10,000 garments which he had to supply within two days. Due to his goodwill in the market, he did not want to lose the order. So, he decided to achieve the target by operating on double shifts. He achieved the target and supplied the order within two days. But due to double shifts, his cost of production was higher than the regular production cost.
Identify and give the meaning of the two concepts of management discussed in the above para.

Solution

(1) **Effectiveness**: completing the right task, achieving the target on time. Hitesh supplied 10,000 garments within two days, so he was effective.
(2) **Efficiency**: doing the task correctly and with minimum cost, i.e. the relationship between inputs and outputs. Because of double shifts his cost of production was higher than usual, so he was not efficient.

CBSE 2023 · 66/3/1 · Q21 | CBSE 2023 · 66/3/2 · Q24 | CBSE 2023 · 66/3/3 · Q22 **asked 3 times** **3 marks**

Praveen and Naveen are friends. Praveen became a professional after completing his MBBS from 'Hindu Medical College'. Naveen completed his MBA from IIM, Bangalore. In a discussion with Praveen, Naveen said that he too is a professional and is working with a multinational company as a senior manager getting a good package. Praveen was not convinced about the fact that Naveen was a professional in spite of being aware that nowadays there is increasing emphasis on managed business concerns. Praveen gave three reasons in support of his opinion. Explain the three reasons that Praveen might have given.

Solution

Any three:
(1) **Restricted entry**: there is no restriction on anyone being appointed as a manager in a business enterprise, whatever his educational qualifications, unlike professions such as doctor or lawyer.
(2) **Professional association**: there are associations of practising managers in India, such as the AIMA (All India Management Association), but there is no compulsion for managers to be members and no statutory backing.
(3) **Ethical code of conduct**: all professionals are bound by a code of conduct. The AIMA has laid down one for its members, but managers are not bound to follow it.
(Also: **service motive**: the basic purpose of a profession is to serve clients with dedicated service, whereas the basic purpose of management is to help the organisation achieve its stated goal, which may be profit maximisation.)

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CBSE 2023 · 66/4/1 · Q21 | CBSE 2023 · 66/4/2 · Q22 | CBSE 2023 · 66/4/3 · Q21 **asked 3 times** **3 marks**

After completing his MBA degree, Aman joined a multinational company 'Zeyovya Ltd.' His job demands long hours and commitment to the organisation. He is responsible for integrating diverse elements and coordinating all the activities of the business and for its impact on society. His job is complex and stressful.

(a) Identify the level of management at which Aman joined the organisation.

(b) State any two functions to be performed by Aman at this level other than those discussed in the para.

Solution

(a) **Top level management**.

(b) Any two:

(1) Being responsible for the welfare and survival of the organisation.

(2) Analysing the business environment and its implications for the survival of the firm.

(Also: formulating overall organisational goals and strategies for their achievement.)

CBSE 2023 · 66/5/1 · Q21 | CBSE 2023 · 66/5/2 · Q22 | CBSE 2023 · 66/5/3 · Q21 **asked 3 times** **3 marks**

Monika, Rashmi and Garima are childhood friends. After completing their education, Monika joined a school as a teacher. Rashmi joined a firm as a Chartered Accountant and Garima as a General Manager in a Multi-National Company. After a long time in a re-union function of the school, they met each other. Rashmi said that they were all professionals now. Garima told Rashmi that she can say this about Monika and herself, but not about her since Manager is not considered a full fledged professional.

Why did Garima say that she was not a professional ? State any three points in support of your answer.

Solution

Management is not considered a full-fledged profession because (any three):

(1) **Restricted entry**: there is no restriction on anyone being appointed as a manager, whatever his educational qualifications, unlike professions such as doctor or lawyer.

(2) **Professional association**: there are associations of practising managers in India, such as the AIMA, but there is no compulsion to be members and no statutory backing.

(3) **Ethical code of conduct**: all professionals are bound by a code of conduct. The AIMA has laid one down, but managers are not bound to follow it.

(Also: **service motive**: the basic motive of a profession is to serve clients, whereas the basic purpose of management is to help the organisation achieve its stated goal, which may be profit maximisation.)

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CBSE 2019 · 66/1/1 · Q10 | CBSE 2019 · 66/1/2 · Q12 | CBSE 2019 · 66/1/3 · Q9 **asked 3 times** **3 marks**

Mita has a successful ice cream business at Bikaner, namely 'Smartflavours'. Her ice creams are utterly delicious. She makes ice creams from fresh milk and the same are available in a wide range of flavours and packs. She sets viable business objectives and works with the same in mind in order to ensure that the customers will come back for purchasing.
Having the first mover advantage, her business was doing well. To earn higher profits, she started cutting costs. This would sometimes lead to delay in delivery and the ice cream was not reaching the market in time. Over a period of time, the demand for her ice cream declined and because of it the competitors entered the market. She lost some of her market share to competitors.
At the beginning of summer season, she got back to back orders for supply of 4,000 ice cream packs of different flavours for special occasions. To ensure that the task was completed and orders delivered in time she hired additional workers. She was, thus able to produce and deliver the ice cream packs but at a high production cost. While completing activities and finishing the given task for achieving goals, Mita realized that she was ignoring one of the important aspects of management.
Identify the aspects of management that has been ignored by Mita. Also explain the same with the help of an example.

Solution

Efficiency (ignored in the summer orders, where she achieved the target at a high cost). Efficiency means doing the task correctly and with minimum cost: the cost-benefit relationship between inputs and outputs.
Example: a company's target production is 5,000 units a year. Due to frequent power failure the manager operates double shifts and produces 5,000 units, but at a higher production cost: he is effective but not efficient.
(Earlier, by cutting costs she delayed deliveries and lost market share: there she ignored **effectiveness**, i.e. doing the right task, completing activities and achieving goals on time. The marking scheme accepted either aspect, or both, with a correct example.)

CBSE 2019 · 66/1/1 · Q13(a) **3 marks**

'Science is a systematized body of knowledge that explains certain general truths or the operation of general laws.' In the light of this statement, describe management a science.

Solution

Management is a science, but not an exact science:
(1) **Systematised body of knowledge**: like science, management has its own theories and principles developed over time. This feature is present.
(2) **Principles based on observation and experimentation**: management principles are derived through observation and repeated experimentation; but since management deals with human beings, the outcomes cannot be accurately predicted. So it is present only partly.
(3) **Universal validity**: management principles provide standardised techniques usable in different situations, but they must be modified according to the situation, so their application is not universal. This feature is not fully present.
Hence management is an **inexact science**.

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CBSE 2019 · 66/1/1 · Q13(b) — 3 marks

Management is a complex activity that has three main dimensions. Explain these dimensions.

Solution

(1) **Management of work**: every organisation exists to perform some work (e.g. a hospital treats patients); management translates this work into goals and decides the means to achieve them.
(2) **Management of people**: dealing with employees as individuals with diverse needs and behaviour, and as a group, so as to make their strengths effective and weaknesses irrelevant.
(3) **Management of operations**: managing the production process that converts inputs (materials) into outputs (goods and services); it is interlinked with management of work and of people.

CBSE 2019 · 66/1/2 · Q10(a) — 3 marks

'Co-ordination is needed at all levels of management and is the responsibility of all managers. ' Explain.

Solution

Coordination is needed at all levels of management: because activities of the various departments and levels are interdependent, it is required at every level to integrate their efforts.
It is the responsibility of all managers: coordination is the function of every manager in the organisation.
(1) **Top level managers** coordinate with their subordinates to ensure that the overall policies of the organisation are duly carried out.
(2) **Middle level managers** coordinate with both the top level and first line managers.
(3) **Operational level managers** coordinate the activities of their workers to ensure that work proceeds according to plans.

CBSE 2019 · 66/1/2 · Q10(b) — 3 marks

Explain any three reasons, which clarify that management is gaining importance day by day.

Solution

Reasons why management is important (any three):
(1) **Helps in achieving group goals**: it unites individual efforts in the common direction of the organisation's overall goals.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, staffing, directing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change, so that the organisation keeps its competitive edge.
(Others: helps in achieving personal objectives; helps in the development of society.)

CBSE 2019 · 66/1/3 · Q12(a) — 3 marks

'Co-ordination is the essence of management.' Explain.

Solution

Coordination is not a separate function of management; it is the force that binds all the other functions, and so it is called the essence of management.

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(1) It begins at the **planning** stage, where top management plans for the entire organisation.
(2) At the **organising** stage the organisation structure is developed as per the plans, and **staffing** is then performed according to this structure.
(3) **Directing** is required to ensure that the plans are executed accordingly, and **controlling** takes care of discrepancies between actual and planned activities.
Coordination thus synchronises the efforts through all functions of management and ensures that the organisational objectives are achieved with a minimum of conflict.

CBSE 2019 · 66/1/3 · Q12(b) — 3 marks

'Art is concerned with personal application of knowledge.' In the light of this statement compare all the features of management with art and prove that it is an art.

Solution

Features of art compared with management:
(1) **Existence of theoretical knowledge**: as in art, there is a lot of literature available in various areas of management, in which the manager has to specialise.
(2) **Personalised application**: like an artist, a manager applies the acquired knowledge in a personalised and unique manner.
(3) **Based on practice and creativity**: a manager gains experience through regular practice and becomes more effective; after studying various situations, he formulates his own theories, which gives rise to different styles of management.
As all the criteria of art are satisfied by management, it qualifies as an art.

4 marks: case-based / source-based

CBSE 2026 · 66/1/1 · Q29 | CBSE 2026 · 66/1/2 · Q30 | CBSE 2026 · 66/1/3 · Q28 — asked 3 times — 4 marks

'GW Industries', known for its paper products, decided to produce and launch a new line of sustainable packaging called 'EcoPac'. As management is a complex activity, the Chief Executive Officer of the company translated the work into clear goals and assigned the means to achieve those. He knew that human resources are the greatest asset of an organization, so getting work done through them is also a major task. The production of high quality sustainable packaging also required a proper production process. This was put in place for managing the flow of input materials and technology to convert these materials into high quality sustainable packaging.
In this way 'GW industries' took care of various aspects for successful launch of 'EcoPac'.
A characteristic of management is discussed in the above case. Identify and explain the characteristic.

Solution

Management is multidimensional, with three dimensions: (1) **Management of work**: all organisations exist to perform some work; management translates it into goals and assigns the means to achieve them. (2) **Management of people**: dealing with employees as individuals with diverse needs and behaviour, and as groups. (3) **Management of operations**: a production process involving the flow of input materials and technology to transform inputs into the desired output.

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CBSE 2026 · 66/4/1 · Q27 | CBSE 2026 · 66/4/2 · Q29 | CBSE 2026 · 66/4/3 · Q30 **asked 3 times** **4 marks**

Arjun and Neha were close friends. They had studied together in the same school. After completing their higher education, both of them joined a company named 'Apex Ltd.' in different roles, based on their qualifications. Arjun's role involved analysing the business environment and its implications for the survival of the firm. He was also responsible for the welfare and survival of the organisation. Neha, on the other hand, was heading the marketing department in the organisation. Her responsibility was to ensure that her department had the necessary personnel. In addition to many other responsibilities, she had to motivate them to achieve desired objectives. Apart from the functions mentioned in the above case, state two more functions each for Arjun and Neha that they would perform at the level at which they are working.

Solution

Arjun (top level): (1) integrate diverse elements and coordinate activities of departments per overall objectives; (2) formulate overall organisational goals and strategies; (3) be responsible for all activities and their impact on society.
Neha (middle level): (1) interpret policies framed by top management; (2) assign duties and responsibilities to departmental personnel; (3) co-operate with other departments; (4) be responsible for first-line managers; (5) implement and control plans and strategies of top management. (Any two each.)

CBSE 2026 · 66/5/1 · Q26(a) **4 marks**

State any four features of coordination.

Solution

Features of coordination (any four):
(1) **Integrates group efforts**: it unifies diverse interests into purposeful work activity.
(2) **Ensures unity of action**: it acts as a binding force between departments, so that all action is aimed at the goals of the organisation.
(3) **Continuous process**: it starts at the planning stage and continues till controlling.
(4) **All-pervasive function**: it is required at all levels of management and in all departments.
(Also: **responsibility of all managers** at the top, middle and operational levels; **a deliberate function**, as a manager coordinates the efforts of different people in a conscious manner.)

CBSE 2026 · 66/5/1 · Q26(b) **4 marks**

State any four points of importance of management.

Solution

(1) Helps achieve **group goals** by giving common direction to individual effort. (2) **Increases efficiency** by reducing costs and raising productivity. (3) Creates a **dynamic organisation** that adapts to change. (4) Helps achieve **personal objectives** while contributing to organisational objectives. (5) Helps in the **development of society**.

CBSE 2026 · 66/5/2 · Q26(a) | CBSE 2024 · 66/1/1 · Q26(a) **asked 2 times** **4 marks**

State any four characteristics of management.

Solution

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Characteristics of management (any four):
(i) **Goal-oriented process**: it unites the efforts of individuals towards achieving organisational goals.
(ii) **All-pervasive**: its activities are common to all organisations, whether economic, social or political.
(iii) **Multidimensional**: management of work, of people and of operations.
(iv) **Continuous process**: a series of continuous, composite but separate functions.
(Also: group activity; dynamic function; intangible force.)

CBSE 2026 · 66/5/2 · Q26(b) — 4 marks

State any four functions performed by top level managers.

Solution

Functions of top level managers (any four):
(i) They **integrate diverse elements and coordinate activities** of different departments according to overall objectives.
(ii) They are responsible for the **welfare and survival** of the organisation.
(iii) They **analyse the business environment** and its implications for the survival of the firm.
(iv) They **formulate overall organisational goals and strategies** for their achievement.
(Also: responsible for all activities of the business and for its impact on society.)

CBSE 2026 · 66/5/3 · Q25(a) — 4 marks

Explain the following points of importance of coordination :
(i) Growth in size
(ii) Specialisation

Solution

(i) **Growth in size**: As organisations grow, the number of people increases and it may become difficult to integrate their efforts. Employees may have their own goals, so for efficiency it is important to harmonise individual and organisational goals through coordination.
(ii) **Specialisation**: Organisations employ specialists, who often feel only they are qualified to judge matters in their area and do not take advice from others. This causes conflict, so coordination by a superior is needed to reconcile their differences.

CBSE 2026 · 66/5/3 · Q26(b) — 4 marks

State any four functions performed by middle level managers.

Solution

Functions of middle level managers (any four):
(i) They **interpret the policies** framed by top management.
(ii) They ensure that their department has the **necessary personnel**.
(iii) They **assign necessary duties and responsibilities** to personnel in their department.
(iv) They **motivate people** in their department to achieve desired objectives.
(Also: cooperate with other departments; implement and control plans and strategies of top management; responsible for the activities of first-line managers.)

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CBSE 2025 · 66/2/1 · Q26(a) — 4 marks

Explain the following features of co-ordination :
(i) Co-ordination integrates group efforts.
(ii) Co-ordination is the responsibility of all managers.

Solution

(i) It unifies unrelated or diverse interests into purposeful work activity and gives a common focus to group effort so that performance is as planned and scheduled.
(ii) It is the function of every manager: top managers coordinate with subordinates to carry out overall policies; middle managers coordinate with top and first-line managers; operational managers coordinate their workers' activities so work proceeds as planned.

CBSE 2025 · 66/2/1 · Q26(b) — 4 marks

Explain the following features of management :
(i) Management is a goal-oriented process.
(ii) Management is a continuous process.

Solution

(i) An organisation has basic goals that are the reason for its existence, simple and clearly stated; management unites the efforts of different individuals towards achieving them.
(ii) Management is a series of continuous, composite but separate functions (planning, organising, staffing, directing, controlling) performed simultaneously by all managers all the time.

CBSE 2025 · 66/2/1 · Q27 | CBSE 2025 · 66/2/2 · Q29 | CBSE 2025 · 66/2/3 · Q30 — asked 3 times — 4 marks

Nisha had given some old dresses of her own to her house-helper Beenu. After a few days, Nisha was happily surprised when she saw Beenu wearing one of the dresses beautifully refurbished. On enquiry, Beenu told Nisha that this was done by her daughter who had just completed her Class 12th studies. Beenu also told Nisha that she was a little concerned as her daughter did not want to study further. Nisha was very much impressed by the creativity of Beenu's daughter, so she decided to setup a small business for her. Nisha bought 15 sewing machines and appointed 15 girls to refurbish the old dresses. Nisha also arranged old dresses from various sources and employed a person who will sell these dresses at a very low cost for the one's who could not purchase news dresses due to their low income.
Nisha divided the girls in three equal groups, each having five sewing machines. Each group was given a target of refurbishing 150 old dresses in a fortnight with a cost of Rs. 30 per dress.
After a fortnight, Nisha who was supervising this business with Beenu was informed that Group I was able to meet the target by refurbishing 150 old dresses at a cost of Rs. 30 per dress. Group II was able to refurbish 150 old dresses at a cost of Rs. 35 per dress, whereas Group III could refurbish only 140 old dresses but at a cost of Rs. 27 per dress.
(i) Identify the concepts of management discussed above for each of the three groups giving reason in support of your answer.
(ii) Give meaning of the concepts identified in (i) above and state which one is important for the management and why ?

Solution

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(i) **Group I**: effective and efficient: met the target (150) at the planned cost (₹ 30). **Group II**: effective but not efficient: met the target but at a higher cost (₹ 35). **Group III**: efficient but not effective: lower cost (₹ 27) but missed the target (140).
(ii) **Efficiency**: doing the task correctly, with minimum cost (cost-benefit). **Effectiveness**: doing the right task, completing activities and achieving goals on time. Management must be **both effective and efficient**: achieving goals at the lowest cost; one without the other is not good management.

CBSE 2025 · 66/2/2 · Q26(a) — 4 marks

Explain the following features of co-ordination :
(i) Co-ordination ensures unity of action.
(ii) Co-ordination is a continuous process.

Solution

(i) **Co-ordination ensures unity of action**: Its purpose is to secure unity of action in the realisation of a common purpose. It acts as the binding force between departments and ensures that all action is aimed at achieving organisational goals.
(ii) **Co-ordination is a continuous process**: It is not a one-time function. It begins at the planning stage and continues till controlling.

CBSE 2025 · 66/2/2 · Q26(b) — 4 marks

Explain the following features of management :
(i) Management is a group activity.
(ii) Management is an intangible force.

Solution

(i) **Management is a group activity**: An organisation is a collection of diverse individuals with different needs working towards a common goal. This requires team work and coordination of individual effort in a common direction.
(ii) **Management is an intangible force**: It cannot be seen, but its presence can be felt in the way the organisation functions. Its effect is noticeable where targets are met according to plans, employees are happy and satisfied, and there is orderliness.

CBSE 2025 · 66/2/3 · Q26(a) — 4 marks

Explain the following features of co-ordination :
(i) Co-ordination is an all pervasive function.
(ii) Co-ordination is a deliberate function.

Solution

(i) **Co-ordination is an all pervasive function**: It is required at all levels of management due to the interdependent nature of activities of various departments. It integrates the efforts of different departments and levels.
(ii) **Co-ordination is a deliberate function**: A manager has to coordinate the efforts of different people in a conscious and deliberate manner. Even where members willingly cooperate, coordination gives a direction to that willing spirit.

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CBSE 2025 · 66/2/3 · Q26(b) — 4 marks

'Management is multidimensional' is one of the features of management. Explain its following dimensions :
(i) Management of work.
(ii) Management of people.

Solution

(i) **Management of work**: All organisations exist for the performance of some work. Management translates this work into goals to be achieved and assigns the means to achieve it, in terms of problems to be solved, decisions to be made, plans, budgets, responsibilities and authority.
(ii) **Management of people**: It has two dimensions: dealing with employees as individuals with diverse needs and behaviour, and dealing with individuals as a group of people. Management must get them to work towards organisational goals.

CBSE 2025 · 66/5/1 · Q28(a) — 4 marks

Explain the following features of 'Management' :
(i) Management is a dynamic function.
(ii) Management is an intangible force.

Solution

(i) **Dynamic function**: management must adapt to the changing environment; an organisation interacts with its external environment (social, economic, political) and must change itself and its goals according to its needs to succeed.
(ii) **Intangible force**: management cannot be seen but its presence is felt in the way the organisation functions: targets are met as planned, employees are happy and satisfied, and there is orderliness instead of chaos.

CBSE 2025 · 66/5/2 · Q28(a) — 4 marks

Explain the following features of 'Management' :
(i) Management is a goal-oriented process.
(ii) Management is a group activity.

Solution

(i) **Management is a goal-oriented process**: An organisation has a set of basic goals, simple and clearly stated, which are the reason for its existence. Management unites the efforts of different individuals towards achieving these goals.
(ii) **Management is a group activity**: An organisation is a collection of diverse individuals with different needs working towards a common goal. This requires team work and coordination of individual effort in a common direction.

CBSE 2025 · 66/5/3 · Q28(a) — 4 marks

Explain the following features of 'Management' :
(i) Management is a continuous process.
(ii) Management is all pervasive.

Solution

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(i) **Management is a continuous process**: It is a series of continuous, composite but separate functions (planning, organising, staffing, directing and controlling), performed simultaneously by all managers all the time.
(ii) **Management is all pervasive**: The activities of managing are common to all organisations, whether economic, social or political. How it is done may differ from organisation to organisation or country to country.

CBSE 2025 · 66/6/1 · Q28 | CBSE 2025 · 66/6/2 · Q26 | CBSE 2025 · 66/6/3 · Q27 **asked 3 times** **4 marks**

Shreedar had worked as an Operations Manager at a cab aggregator firm for ten years, gaining in-depth knowledge of the business. He then decided to leave the job and started his own cab aggregator business 'Easy Cab' with his friend Mukesh. Shreedar became the Chief Executive Officer and Mukesh the Chief Operating Officer in 'Easy Cab'. They decided to initially offer their services only in Goregram. To finance the venture, they applied for a loan to purchase electric cars for their fleet aiming to provide a sustainable and eco-friendly way to travel.
(a) Identify the level of management at which Shreedar and Mukesh are working in 'Easy Cab'.
(b) State any three functions required to be performed by both Shreedar and Mukesh at the level of management they are working.

Solution

(a) Both are at the **top level**.
(b) (1) Integrate diverse elements and coordinate the activities of different departments according to overall objectives. (2) Formulate overall organisational goals and strategies for their achievement. (3) Analyse the business environment and its implications for survival. (Also: responsible for the welfare and survival of the organisation; responsible for all activities and their impact on society.)

CBSE 2025 · 66/7/1 · Q30 | CBSE 2025 · 66/7/2 · Q26 | CBSE 2025 · 66/7/3 · Q25 **asked 3 times** **4 marks**

'Silver Mills' started their business as a B2B supplier of high quality millet seeds. The firm was set up in a backward area of Ransdhan. The firm was earning just enough revenues to cover its cost. Over a period of time, due to rising awareness amongst people about the health benefits of millets and with the year 2023 declared as 'International Year of Millets', the demand for millets increased and the firm was able to earn profits. This gave a vital incentive to the firm to continue its successful operations. It then expanded its operations and introduced millet flour, millet-based snacks and millet-based beverages. With increase in its operations, it provided employment opportunities specially to women, involving them in dehusking, cleaning and packing of millets. State the objectives of management highlighted in the above case.

Solution

(1) **Organisational objectives**: using human and material resources to the maximum advantage to fulfil economic objectives: **survival** (earning enough revenue to cover costs), **profit** (a vital incentive, covering costs and risks) and **growth** (exploiting growth potential: new millet products).
(2) **Social objectives**: creating economic value for society: environment-friendly methods, **employment opportunities** for disadvantaged sections (women in a backward area), basic amenities.

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CBSE 2024 · 66/1/1 · Q26(b) — 4 marks

State any four functions performed by Top Level Management.

Solution

(1) Integrate diverse elements and coordinate activities of departments according to overall objectives. (2) Formulate overall organisational goals and strategies. (3) Be responsible for all activities of the business and its impact on society. (4) Analyse the business environment and its implications for survival. (Also: responsible for the welfare and survival of the organisation.)

CBSE 2024 · 66/1/2 · Q26(a) — 4 marks

State any four points that highlight the importance of management.

Solution

(1) **Helps in achieving group goals**: it integrates individual efforts in the direction of overall organisational goals.
(2) **Increases efficiency**: it reduces costs and raises productivity through better planning, organising, directing, staffing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change, so that the organisation keeps its competitive edge.
(4) **Helps in achieving personal objectives**: through motivation and leadership, it helps individuals achieve their personal goals while contributing to organisational objectives.
(Also: helps in the development of society.)

CBSE 2024 · 66/1/2 · Q26(b) — 4 marks

State any four functions of 'Operational Level Management'.

Solution

(1) It oversees the efforts of the workforce and directly interacts with the actual workers.
(2) It passes on the instructions of the middle management to the workers.
(3) It maintains the quality of output and ensures safety standards.
(4) It minimises the wastage of materials and helps maintain discipline among the workers.
(Also: it interprets the workers' grievances to the middle level and helps in developing their morale.)

CBSE 2024 · 66/1/3 · Q26(a) — 4 marks

State any four characteristics of coordination.

Solution

(1) **Integrates group efforts**: it unifies diverse interests into purposeful work activity.
(2) **Ensures unity of action**: it acts as a binding force between departments and ensures that all action is aimed at common goals.
(3) **Continuous process**: it begins at the planning stage and continues till controlling.
(4) **All-pervasive function**: it is needed in all departments and at all levels.
(Also: responsibility of all managers; deliberate function.)

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CBSE 2024 · 66/1/3 · Q26(b) — 4 marks

State any four functions of Middle Level Management.

Solution

(1) They interpret the policies framed by top management.
(2) They ensure that their department has the necessary personnel.
(3) They assign necessary duties and responsibilities to the personnel.
(4) They motivate them to achieve the desired objectives.
(Also: co-operate with other departments for smooth functioning of the organisation.)

CBSE 2019 · 66/5/1 · Q14(a) | CBSE 2019 · 66/5/2 · Q18(a) | CBSE 2019 · 66/5/3 · Q17(a) — asked 3 times — 4 marks

Define 'Management'. Explain how management is a multidimensional activity.

Solution

Management is the process of getting things done with the aim of achieving goals effectively and efficiently.
It is multidimensional, as it has three main dimensions:
(1) **Management of work**: every organisation exists to perform some work; management translates this work into goals and decides the means to achieve them.
(2) **Management of people**: dealing with employees as individuals with diverse needs and behaviour, and as a group.
(3) **Management of operations**: managing the production process which transforms inputs into output for consumption.

CBSE 2017 · 66/1/1 · Q14 | CBSE 2017 · 66/1/2 · Q15 | CBSE 2017 · 66/1/3 · Q15 — asked 3 times — 4 marks

Ashutosh Goenka was working in 'Axe Ltd.', a company manufacturing air purifiers. He found that the profits had started declining from the last six months. Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline.
(a) Identify the level of management at which Ashutosh Goenka was working.
(b) State three other functions being performed by Ashutosh Goenka.

Solution

(a) **Top level management**.
(b) Any three other functions:
(1) To coordinate the activities of different departments.
(2) To be responsible for the welfare and survival of the organisation.
(3) To formulate overall organisational goals and strategies for their achievement.
(4) To be responsible for all the activities of the business and for its impact on society.

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CBSE 2017 · 66/1 · Q14 | CBSE 2017 · 66/2 · Q15 | CBSE 2017 · 66/3 · Q15 **asked 3 times** **4 marks**

Rishitosh Mukerjee has recently joined AMV Ltd, a company manufacturing refrigerators. He found that his department was under-staffed and other departments were not cooperating with his department for smooth functioning of the organisation. Therefore, he ensured that his department has the required number of employees and its cooperation with other departments is improved.
(a) Identify the level at which Rishitosh Mukerjee was working.
(b) Also, state three more functions required to be performed by Rishitosh Mukerjee at this level.

Solution

(a) **Middle level management**.
(b) Any three other functions:
(1) Interpreting the policies framed by top management.
(2) Assigning necessary duties and responsibilities to personnel in the department.
(3) Motivating employees to achieve the desired objectives.
(4) Being responsible for implementing and controlling plans and strategies developed by top management.
(5) Being the link between top and lower levels of management.

CBSE 2017 · 66/2/1 · Q14 | CBSE 2017 · 66/2/2 · Q15 | CBSE 2017 · 66/2/3 · Q15 **asked 3 times** **4 marks**

Chandrika Bhattacharya is working in Olax Ltd., a company manufacturing room heaters. She is responsible for all the activities of the business and for its impact on the society. Her job demands long hours and commitment to the organisation.
(a) Identify the level at which Chandrika Bhattacharya is working.
(b) State three more functions required to be performed by Chandrika Bhattacharya at this level.

Solution

(a) **Top level management**.
(b) Any three other functions:
(1) To coordinate the activities of different departments.
(2) To be responsible for the welfare and survival of the organisation.
(3) To formulate overall organisational goals and strategies for their achievement.
(4) To analyse the business environment and its implications for the survival of the firm.

CBSE 2016 · 66/1/1 · Q14 **4 marks**

Explain any four points of importance of management.

Solution

Any four:
(1) **Helps in achieving group goals**: it unites individual efforts in a common direction towards the overall goals of the organisation.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, directing, staffing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change so that the organisation keeps its competitive edge.
(4) **Helps in achieving personal objectives**: it motivates and leads the team so that individual

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members also achieve their personal goals.
(5) **Helps in the development of society**: it provides good quality products, creates employment and adopts new technology.

CBSE 2016 · 66/1 · Q14 — 4 marks

What is meant by 'Management' ? Explain its any three features that establish it as an Art.

Solution

Management is the process of getting things done with the aim of achieving goals effectively and efficiently.
Features of art present in management:
(1) **Existence of theoretical knowledge**: art presupposes theoretical knowledge; management has vast literature on its principles and practices.
(2) **Personalised application**: the use of this knowledge varies from person to person; each manager applies principles in his own way, depending on the situation.
(3) **Based on practice and creativity**: art involves creative practice of existing knowledge; managers apply knowledge in a unique manner through practice and creativity, improving with experience.

CBSE 2016 · 66/2/1 · Q14 — 4 marks

Explain any four features of management.

Solution

Any four:
(1) **Goal-oriented process**: management unites the efforts of different individuals to achieve the goals of the organisation.
(2) **Group activity**: an organisation is a collection of individuals with different needs, working towards common goals.
(3) **Intangible force**: management cannot be seen or touched, but its effect is felt in the working of the organisation.
(4) **Pervasive**: it is common to all organisations, in every department and at every level.
(5) **Multi-dimensional**: it involves management of work, people and operations.
(6) **Continuous process**: the functions of management are performed simultaneously and without a break.
(7) **Dynamic function**: management adapts to the changing environment.

CBSE 2016 · 66/2/2 · Q14 — 4 marks

Explain any four points that highlight the importance of management.

Solution

Any four:
(1) **Helps in achieving group goals**: it unites individual efforts in a common direction towards the overall goals of the organisation.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, directing, staffing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change so that the organisation

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keeps its competitive edge.
(4) **Helps in achieving personal objectives**: it motivates and leads the team so that individual members also achieve their personal goals.
(5) **Helps in the development of society**: it provides good quality products, creates employment and adopts new technology.

CBSE 2016 · 66/2/3 · Q14 — 4 marks

Explain any four features of co-ordination.

Solution

Any four:
(1) **Coordination integrates group efforts**: it unifies unrelated or diverse interests into purposeful work activity and gives a common focus to group effort.
(2) **Coordination ensures unity of action**: it acts as the binding force between departments and ensures that all action is aimed at achieving the goals of the organisation.
(3) **Coordination is a continuous process**: it begins at the planning stage and continues till controlling.
(4) **Coordination is an all-pervasive function**: it is required at all levels and in all departments because of the interdependent nature of activities.
(5) **Coordination is the responsibility of all managers**: top management coordinates with middle, middle with lower levels, and supervisors coordinate workers.
(6) **Coordination is a deliberate function**: a manager has to coordinate the efforts of different people consciously; even where people cooperate, coordination is needed to direct the cooperation.

CBSE 2016 · 66/2 · Q14 — 4 marks

Explain the features of management that do not establish it as a profession.

Solution

(1) **Restricted entry**: entry to a profession is restricted through a prescribed qualification, but there is no restriction on anyone being appointed as a manager in a business enterprise.
(2) **Professional association**: all professions are affiliated to an association that regulates entry and grants a certificate of practice; managers are under no compulsion to be members of such an association.
(3) **Ethical code of conduct**: all professions are bound by a code of conduct that guides their members. AIMA has devised a code for Indian managers, but it has no statutory backing.
(4) **Service motive**: a profession aims to serve its clients' interests through dedicated service, whereas the basic purpose of management is to help the organisation achieve its stated goal, which may be profit maximisation. This is changing, but the feature is not fully present in management.

CBSE 2016 · 66/3 · Q14 — 4 marks

Define Management. Explain the features that establish it as a social science.

Solution

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Management is the process of getting things done with the aim of achieving goals effectively and efficiently.
Features that establish it as a social science:
(1) **Principles based on observation and experimentation**: like science, management principles are derived through observation and repeated experimentation. However, since management deals with human beings, the outcome of these experiments cannot be predicted accurately.
(2) **Universal validity**: like the principles of pure science, management principles give managers certain standardised techniques that can be used in different situations. Since they have to be modified according to the situation, their application is not universal.
These features of science are not fully present in management, so management is considered a **social science** (an inexact science).

5 marks: long answer

CBSE 2019 · 66/2/1 · Q20(a) | CBSE 2019 · 66/4/1 · Q21(a) **asked 2 times** **5 marks**

Explain any five characteristics of 'Co-ordination'.

Solution

Any five:
(1) **Integrates group efforts**: it unifies diverse interests into purposeful work activity.
(2) **Ensures unity of action**: it acts as the binding force between departments, so that all act towards common goals.
(3) **Continuous process**: it begins at the planning stage and continues till controlling.
(4) **Pervasive function**: it is required at all levels and in all departments, as their activities are interdependent.
(5) **Responsibility of all managers**: top, middle and lower level managers each have to coordinate.
(6) **Deliberate function**: a manager has to coordinate the efforts of different people in a conscious manner.

CBSE 2019 · 66/2/1 · Q20(b) | CBSE 2019 · 66/3/2 · Q21(a) | CBSE 2019 · 66/4/2 · Q22(a) **asked 3 times** **5 marks**

Explain any five characteristics of 'Management'.

Solution

Any five:
(1) **Goal-oriented process**: it unites the efforts of different individuals to achieve the organisation's goals.
(2) **Group activity**: an organisation is a collection of individuals who work as a group towards common goals.
(3) **Intangible force**: it cannot be seen, but its presence is felt in the way the organisation functions.
(4) **Pervasive**: it is universal, used in all organisations, at all levels and in all departments.
(5) **Multi-dimensional**: it covers management of work, of people and of operations.
(6) **Continuous process**: planning, organising, staffing, directing and controlling are performed in a continuous series.
(7) **Dynamic function**: it adapts itself to the changing environment.

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CBSE 2019 · 66/2/2 · Q20(a) | CBSE 2019 · 66/4/1 · Q21(b) asked 2 times — 5 marks

Explain any five points of importance of management.

Solution

(1) **Helps in achieving group goals**: it unites individual efforts in the common direction of the organisation's overall goals.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, staffing, directing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change, so that the organisation keeps its competitive edge.
(4) **Helps in achieving personal objectives**: by motivating and leading the team, it helps members achieve personal goals while contributing to organisational objectives.
(5) **Helps in the development of society**: it provides good quality products, creates employment, adopts new technology and leads to growth and development.

CBSE 2019 · 66/2/3 · Q20(b) — 5 marks

Explain management as a profession.

Solution

(1) **Well-defined body of knowledge**: all professions are based on a well-defined body of knowledge that can be acquired through instruction. Management has a systematic body of knowledge, with well-defined principles, taught at different institutions. This feature is present.
(2) **Restricted entry**: entry to a profession is restricted through a prescribed qualification, but there is no restriction on anyone being appointed as a manager. This feature is not present.
(3) **Professional association**: legal and medical professions are affiliated to bodies like the Bar Council and the Medical Council, which regulate entry. Associations of managers such as AIMA exist, but membership is not compulsory. This feature is not present.
(4) **Ethical code of conduct**: professions are bound by a code of conduct. AIMA has devised one for Indian managers, but it has no statutory backing. This feature is not present.
(5) **Service motive**: the basic motive of a profession is to serve clients' interests. The basic purpose of management is to help the organisation achieve its goals by providing good quality products at reasonable prices. This feature is not fully present.
Hence management does not fully meet the features of a profession.

CBSE 2019 · 66/3/1 · Q21(a) — 5 marks

Explain any five points which highlight the importance of management.

Solution

(1) **Helps in achieving group goals**: it unites individual efforts in the common direction of the organisation's overall goals.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, staffing, directing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change, so that the organisation keeps its competitive edge.
(4) **Helps in achieving personal objectives**: by motivating and leading the team, it helps members achieve personal goals while contributing to organisational objectives.

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(5) **Helps in the development of society**: it provides good quality products, creates employment, adopts new technology and leads to growth and development.

CBSE 2019 · 66/3/1 · Q21(b) — 5 marks

Explain any five features of 'Co-ordination'.

Solution

Any five:
(1) **Integrates group efforts**: it unifies diverse interests into purposeful work activity.
(2) **Ensures unity of action**: it acts as the binding force between departments, so that all act towards common goals.
(3) **Continuous process**: it begins at the planning stage and continues till controlling.
(4) **Pervasive function**: it is required at all levels and in all departments, as their activities are interdependent.
(5) **Responsibility of all managers**: top, middle and lower level managers each have to coordinate.
(6) **Deliberate function**: a manager has to coordinate the efforts of different people in a conscious manner.

CBSE 2019 · 66/3/2 · Q21(b) — 5 marks

Explain the various objectives which management seeks to achieve.

Solution

(1) **Organisational objectives**: the objectives of the organisation as an economic entity:
(a) **Survival**: earning enough revenue to cover costs, so that the business stays in existence.
(b) **Profit**: earning enough profit to cover the costs and risks of the business.
(c) **Growth**: increasing its prospects in the long run, measured by sales volume, number of employees, products, capital investment, etc.
(2) **Social objectives**: creating benefit for society, e.g. using environment-friendly methods of production, giving employment opportunities to the disadvantaged sections and providing basic amenities like schools and creches to employees.
(3) **Personal objectives**: meeting the diverse needs of employees, such as competitive salaries and perks, peer recognition, and personal growth and development.

CBSE 2019 · 66/3/3 · Q21(a) — 5 marks

What is meant by 'Management' ? State any four functions of top level management.

Solution

Management is the process of getting things done with the aim of achieving goals effectively and efficiently.
Functions of top level management (any four):
(1) To coordinate the activities of different departments.
(2) To be responsible for the welfare and survival of the organisation.
(3) To analyse the business environment and its implications for the survival of the firm.
(4) To formulate overall organisational goals and strategies for their achievement.
(5) To be responsible for all the activities of the business and for its impact on society.

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CBSE 2019 · 66/3/3 · Q21(b) — 5 marks

What is meant by 'Coordination' ? State its importance with the help of any four points.

Solution

Coordination is the process by which a manager synchronises the activities of different departments towards the achievement of a common goal.
Importance:
(1) **Growth in size**: as organisations grow, the number of people employed increases, so coordination is needed to integrate their efforts and activities.
(2) **Harmonising goals**: individuals differ in their habits of work, needs and behaviour and have their own goals; coordination harmonises individual goals and organisational goals.
(3) **Functional differentiation**: functions are divided into departments like finance, production and marketing; coordination links their activities towards common organisational goals.
(4) **Specialisation**: modern organisations have a high degree of specialisation, and specialists often do not take advice from others, which leads to conflict; coordination reconciles their differences.

CBSE 2019 · 66/4/2 · Q22(b) — 5 marks

What is meant by 'Coordination' ? Why is coordination important in an organization ? Explain.

Solution

Coordination is the process by which the activities of different departments are synchronised to ensure unity of action.
Importance:
(1) **Growth in size**: as organisations grow, the number of people employed increases, and they differ in their habits of work, needs and goals. Coordination integrates their efforts and harmonises individual goals with organisational goals.
(2) **Functional differentiation**: functions are divided into departments like finance, production and marketing, which are dependent on each other. Coordination links their activities towards common organisational goals.
(3) **Specialisation**: modern organisations employ a number of specialists, who often do not take advice from others, which leads to conflict. Coordination reconciles their differences.

CBSE 2019 · 66/4/3 · Q20(a) — 5 marks

Management seeks to achieve various objectives. Explain these objectives.

Solution

(1) **Organisational objectives**: management should use human and material resources to the maximum possible advantage to fulfil the economic objectives of the business:
(a) **Survival**: earning enough revenue to cover costs, so that the business survives.
(b) **Profit**: earning profit, which is essential for covering the costs and risks of the business.
(c) **Growth**: exploiting fully the growth potential of the organisation, in order to remain in the industry.
(2) **Social objectives**: creating economic value for various constituents of society, such as by using environment-friendly methods of production.

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(3) **Personal objectives**: reconciling personal goals with organisational objectives, for harmony in the organisation.

CBSE 2019 · 66/4/3 · Q20(b) — 5 marks

'Co-ordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose.' In the light of this statement, explain any five points of importance of coordination.

Solution

(1) **Growth in size**: as organisations grow, the number of people employed increases, so coordination is needed to integrate their efforts and activities.
(2) **Harmonising goals**: individuals differ in their habits of work, needs and behaviour and may have their own goals. Coordination harmonises individual goals and organisational goals.
(3) **Functional differentiation**: functions are divided into departments like finance, production and marketing, all dependent on each other. Coordination links their activities to focus on common goals.
(4) **Binding force**: coordination binds all the functions of management; it begins at the planning stage and continues till controlling.
(5) **Specialisation**: modern organisations employ a number of specialists, which leads to conflict, as some specialists do not like to take advice from others. Coordination reconciles their differences.

CBSE 2018 · 66/1 · Q20 | CBSE 2018 · 66/2 · Q22 | CBSE 2018 · 66/3 · Q21 — asked 3 times — 5 marks

What is meant by co-ordination ? State its any four features.

Solution

Coordination is the process by which a manager synchronises the activities of different departments; it is the force that binds all the other functions of management.
Features:
(1) **Integrates group efforts**: unifies unrelated or diverse interests into purposeful work activity.
(2) **Ensures unity of action**: acts as the binding force between departments so that all action is aimed at achieving the goals of the organisation.
(3) **Continuous process**: it begins at planning and continues till controlling.
(4) **All-pervasive function**: required at all levels and in all departments.
(5) **Responsibility of all managers**: top, middle and lower level managers all coordinate.
(6) **Deliberate function**: a manager has to coordinate efforts consciously.

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6 marks: long answer

CBSE 2026 · 66/3/1 · Q31 | CBSE 2026 · 66/3/2 · Q32 | CBSE 2026 · 66/3/3 · Q31 **asked 3 times** **6 marks**

'Global Tech Ltd.' was a multinational company that manufactured modern electronics devices and employed nearly 10,000 people from across the world. The company had a well-defined organisational structure with separate departments for finance, marketing and production. Every department had its own objectives, policies and style of working. As each department performed its activities in isolation from others, conflicts arose within the organisation.
Further, due to complex technology involved in producing modern electronic devices, 'Global Tech Ltd.' relied heavily on specialists. The specialists were confident of their professional knowledge and often did not consider suggestions from others in matters pertaining to their area of specialisation. This resulted in conflict among different specialists and others in the organisation.
As the company continued to grow, more employees from different backgrounds and work habits joined the organisation. The increasing size of workforce, along with departmental differences and dependence on specialists, made it difficult to ensure that everyone worked towards the same organisational goals. Therefore it became necessary for the management to harmonise individual goals with organisational goals and integrate the efforts of departments and specialists to achieve common objectives.
(i) Identify and state the concept which would help 'Global Tech Ltd.' in bringing together the efforts of employees and specialists to achieve common goals of the organisation.
(ii) Quoting lines from the given case, state any three points of importance of the concept identified in (i) above.

Solution

(i) **Coordination**: the process by which a manager synchronises the activities of different departments towards common goals.
(ii) (1) **Functional differentiation** ("Every department had its own objectives, policies and style of working"): departments are created for finance, production etc.; coordination links their activities.
(2) **Specialisation** ("The specialists were confident... did not consider suggestions from others"): specialists think only they can judge and do not take advice; coordination reconciles their differences.
(3) **Growth in size** ("The increasing size of workforce..."): as the number of people grows, coordination integrates their efforts and harmonises individual and organisational goals.

CBSE 2025 · 66/1/1 · Q31(b) **6 marks**

'Objectives of Management can be classified into organisational, social and personal objectives.' Explain these objectives.

Solution

(1) **Organisational objectives**: using human and material resources to the maximum advantage to fulfil the economic objectives of the business: **survival** (earn enough revenue to cover costs), **profit** (to cover costs and risk) and **growth** (exploit the growth potential to remain in the industry).
(2) **Social objectives**: consistently creating economic value for various constituents of society: using environment-friendly methods of production, giving employment to the under-privileged, providing basic amenities like schools and health care.
(3) **Personal objectives**: people working in organisations have diverse needs (financial, social,

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higher-level); management must reconcile personal goals with organisational objectives for harmony.

CBSE 2025 · 66/1/2 · Q31(b) — 6 marks

Explain any three features of management.

Solution

Features of management (any three):
(i) **Goal-oriented process**: It unites the efforts of different individuals in the organisation towards achieving organisational goals.
(ii) **All-pervasive**: The activities involved in managing are common to all organisations, whether economic, social or political, at all levels and in all departments.
(iii) **Multidimensional**: It has three main dimensions: management of work, management of people and management of operations.
(Also: continuous process; group activity; dynamic function; intangible force.)

CBSE 2025 · 66/1/3 · Q31(a) — 6 marks

Explain any three points of importance of management.

Solution

Importance of management (any three):
(i) **Helps in achieving group goals**: It unites individual efforts and gives them a common direction towards the overall goal of the organisation.
(ii) **Increases efficiency**: It reduces costs and increases productivity through better planning, organising, staffing, directing and controlling.
(iii) **Creates a dynamic organisation**: It helps people adapt to changes, so that the organisation maintains its competitive edge.
(Also: helps in achieving personal objectives; helps in the development of society.)

CBSE 2025 · 66/4/1 · Q31(a) — 6 marks

'Successful organisations do not achieve their goals by chance, but by following a deliberate process called management.' In the light of this statement, explain any four points of the importance of management.

Solution

(1) **Achieving group goals**: management gives a common direction to individual efforts towards the overall goal. (2) **Increases efficiency**: reduces costs and raises productivity through better planning, organising, directing and controlling. (3) **Creates a dynamic organisation**: helps people adapt to change so the organisation keeps its competitive edge. (4) **Achieving personal objectives**: through motivation and leadership, individuals achieve their personal goals while contributing to organisational goals. (5) **Development of society**: good quality products, employment, new technology, growth and development.

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CBSE 2025 · 66/4/1 · Q31(b) — 6 marks

'Coordination is the process by which a manager synchronises the activities of different departments towards the achievement of common goals.'
In the light of this statement, explain any four features of coordination.

Solution

(1) **Integrates group efforts**: unifies diverse interests into purposeful work and gives a common focus. (2) **Ensures unity of action**: acts as a binding force between departments so all action aims at organisational goals. (3) **Continuous process**: begins at planning and continues till controlling. (4) **All-pervasive function**: needed at all levels and in all departments because activities are interdependent. (5) **Responsibility of all managers** at top, middle and lower levels. (6) **Deliberate function**: a manager has to coordinate consciously even among cooperating people.

CBSE 2025 · 66/4/3 · Q31(a) — 6 marks

'There are different objectives in an organisation and management has to achieve all objectives in an effective and efficient manner.' In the light of this statement, explain the organisational, social and personal objectives of management.

Solution

(i) **Organisational objectives**: Utilising human and material resources to the maximum possible advantage to fulfil the economic objectives of the business: **survival** (earning enough revenue to cover costs), **profit** (to cover cost and risk) and **growth** (adding to the prospects of the business).
(ii) **Social objectives**: Consistently creating economic value for constituents of society, such as using environment-friendly methods of production, giving employment to disadvantaged sections and providing basic amenities to employees.
(iii) **Personal objectives**: Reconciling the diverse needs of employees with organisational objectives: financial needs (competitive salaries), social needs (peer recognition) and higher-level needs (personal growth and development).

CBSE 2025 · 66/4/3 · Q31(b) — 6 marks

'Art is the skillful and personal application of existing knowledge to achieve desired results.'
In the light of this statement, compare the basic features of 'Art' with 'Management' and state whether it is an 'Art' or not.

Solution

Management is an art, since it has the basic features of art:
(i) **Existence of theoretical knowledge**: Art presupposes theoretical knowledge from which basic principles are derived. In management too, there is a lot of literature on areas like marketing, finance and human resources, in which a manager specialises.
(ii) **Personalised application**: Art is personalised application of knowledge, varying from individual to individual. A manager applies acquired knowledge in a personalised and skilful manner in the light of the situation.
(iii) **Based on practice and creativity**: Art involves creative practice of knowledge. A manager applies knowledge with practice and creativity, using imagination to deal with situations.
Conclusion: Yes, management is an art.

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CBSE 2024 · 66/2/1 · Q31 | CBSE 2024 · 66/2/2 · Q34 | CBSE 2024 · 66/2/3 · Q31 **asked 3 times** **6 marks**

Nalini has an online flower and gifts retail business. She has eight outlets in four cities of India. From November to February, during the wedding season, the demand shoots up. She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself. She ensures that there is adequate workforce and continuously monitors whether work is proceeding according to plans. She also briefs the marketing department in time to prepare their promotional and advertising campaigns. Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling. This acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals. As a result, Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.
Quoting lines from the above paragraph, identify and explain four features of an important concept of management highlighted in the above case.

Solution

The concept is **Coordination**.
(1) **Deliberate function** ("coordinates the efforts of her staff in a conscious and deliberate manner"): a manager must coordinate consciously; even cooperation needs coordination to give it direction.
(2) **Continuous process** ("begins at the planning stage and continues till controlling"): it is not a one-time function but goes on as long as the organisation works.
(3) **Ensures unity of action** ("acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals"): it makes different departments act together for common goals.
(4) **Integrates group efforts** ("give a common focus to group effort"): it unifies diverse interests into purposeful work activity.
(Also: all-pervasive function, "her coordination with all departments of the organization".)

CBSE 2023 · 66/2/1 · Q31(a) **6 marks**

Explain any three points that highlight the importance of 'Management'.

Solution

Any three:
(1) **Helps in achieving group goals**: management integrates individual efforts in the direction of overall organisational goals.
(2) **Increases efficiency**: it reduces costs and raises productivity through better planning, organising, directing, staffing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change, so that the organisation keeps its competitive edge.
(Also: helps in achieving personal objectives; helps in the development of society.)

CBSE 2023 · 66/2/2 · Q31(b) **6 marks**

Explain any three points that highlight the importance of 'Co-ordination'.

Solution

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Any three:
(1) **Growth in size**: as an organisation grows, the number of people increases and it becomes hard to ensure that everyone works towards the same goals. Coordination integrates their efforts and harmonises individual and organisational goals.
(2) **Functional differentiation**: departments such as production, finance and marketing have their own objectives and may work at cross purposes. Coordination links their activities.
(3) **Specialisation**: specialists think they alone are qualified to judge their work and may ignore others' views. Coordination is needed to reconcile their differences.

CBSE 2023 · 66/4/1 · Q31(a) | CBSE 2023 · 66/4/2 · Q34(a) **asked 2 times** **6 marks**

Explain the following characteristics of management :
(i) Management is a goal-oriented process
(ii) Management is a continuous process
(iii) Management is all pervasive

Solution

(i) **Goal-oriented process**: every organisation has basic goals, and management unites the efforts of different individuals to achieve them. A retail store, for example, may aim to raise sales by a set percentage.
(ii) **Continuous process**: management is a series of ongoing, interrelated functions (planning, organising, staffing, directing and controlling). Managers perform them continuously as long as the organisation exists.
(iii) **All pervasive**: the activities involved in managing an enterprise are common to all organisations, whether economic, social or political, and in every country and at every level.

CBSE 2023 · 66/4/3 · Q31(a) **6 marks**

Explain the following characteristics of management :
(i) Management is a group activity
(ii) Management is a dynamic function
(iii) Management is multidimensional

Solution

(i) **Group activity**: an organisation is a collection of diverse individuals with different needs, and management makes them work together towards a common goal, with each member contributing while fulfilling personal goals.
(ii) **Dynamic function**: management must adapt itself and the organisation to the changing environment, which includes economic, social, political, technological and legal factors.
(iii) **Multidimensional**: it has three main dimensions, namely management of work, management of people and management of operations.

CBSE 2019 · 66/5/1 · Q23(a) **6 marks**

Explain any four characteristics of coordination.

Solution

Any four:
(1) **Integrates group efforts**: it unifies diverse interests into purposeful work activity.

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(2) **Ensures unity of action**: it acts as the binding force between departments, so that all act towards common goals.
(3) **Continuous process**: it begins at the planning stage and continues till controlling.
(4) **Pervasive function**: it is required at all levels and in all departments, as their activities are interdependent.
(5) **Responsibility of all managers**: top, middle and lower level managers each have to coordinate.
(6) **Deliberate function**: a manager has to coordinate the efforts of different people in a conscious manner.

CBSE 2019 · 66/5/2 · Q25(b) — 6 marks

Explain any four points that highlight the significance of management.

Solution

Any four:
(1) **Helps in achieving group goals**: it unites individual efforts in the common direction of the organisation's overall goals.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, staffing, directing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change, so that the organisation keeps its competitive edge.
(4) **Helps in achieving personal objectives**: by motivating and leading the team, it helps members achieve personal goals while contributing to organisational objectives.
(Other: helps in the development of society.)

CBSE 2016 · 66/1/2 · Q25 — 6 marks

Explain any four characterics of management.

Solution

Any four (the paper prints "characterics"; it means characteristics):
(1) **Goal-oriented process**: management unites the efforts of different individuals to achieve the goals of the organisation.
(2) **Group activity**: an organisation is a collection of individuals with different needs, working towards common goals.
(3) **Intangible force**: management cannot be seen or touched, but its effect is felt in the working of the organisation.
(4) **Pervasive**: it is common to all organisations, in every department and at every level.
(5) **Multi-dimensional**: it involves management of work, people and operations.
(6) **Continuous process**: the functions of management are performed simultaneously and without a break.
(7) **Dynamic function**: management adapts to the changing environment.

CBSE 2016 · 66/1/3 · Q25 — 6 marks

Explain any four points of importance of management.

Solution

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Any four:
(1) **Helps in achieving group goals**: it unites individual efforts in a common direction towards the overall goals of the organisation.
(2) **Increases efficiency**: it reduces costs and increases productivity through better planning, organising, directing, staffing and controlling.
(3) **Creates a dynamic organisation**: it helps people adapt to change so that the organisation keeps its competitive edge.
(4) **Helps in achieving personal objectives**: it motivates and leads the team so that individual members also achieve their personal goals.
(5) **Helps in the development of society**: it provides good quality products, creates employment and adopts new technology.

CBSE 2016 · 66/1 · Q23 — 6 marks

Describe any four characteristics of 'co-ordination'.

Solution

Any four:
(1) **Coordination integrates group efforts**: it unifies unrelated or diverse interests into purposeful work activity and gives a common focus to group effort.
(2) **Coordination ensures unity of action**: it acts as the binding force between departments and ensures that all action is aimed at achieving the goals of the organisation.
(3) **Coordination is a continuous process**: it begins at the planning stage and continues till controlling.
(4) **Coordination is an all-pervasive function**: it is required at all levels and in all departments because of the interdependent nature of activities.
(5) **Coordination is the responsibility of all managers**: top management coordinates with middle, middle with lower levels, and supervisors coordinate workers.
(6) **Coordination is a deliberate function**: a manager has to coordinate the efforts of different people consciously; even where people cooperate, coordination is needed to direct the cooperation.

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CBSE BOARD PAPER

2026 · Q.P. Code 66/1/1

Time: 3 hours
Maximum marks: 80

Multiple choice and Assertion–Reason (1 mark each)

1. Ritika wanted to buy a new washing machine. She visited 'Elec Duniya', a large electronics store. She saw there many different brands and models on display like KM, Neo, Unipool, INH etc. 1

The salesperson at the store explained the differences in quality, brand reputation and prices of different washing machines. Ritika could now compare fully automatic, semi-automatic, top load and front load washing machines. The salesperson encouraged her to take her time, check different brands and resolve her queries. Ritika also went to another shop nearby to compare prices and features of different washing machines.

After comparing all the available options, Ritika chose a 'Neo' front load washing machine because it offered the best features within her budget.

The consumer right exercised by Ritika in the above case is :

(A) Right to be heard
(B) Right to be assured
(C) Right to consumer education
(D) Right to seek redressal

2. The workers in Alpha manufacturing company were using traditional methods for production of metal parts. Since no standard procedure existed, workers relied on personal experience and guess work. As a result, productivity in the assembly line began to decline. 1

To improve productivity, the company hired a consultant specializing in scientific management. The consultant explained that there was only one best method to maximize efficiency and this method could be developed through proper study and analysis. He emphasized that the scientific method should replace the old method, that the workers were using. So, to develop the scientific method, the consultant carefully investigated the traditional methods through work-study and by unifying the best practices, he developed a standard method that would be followed by everyone in the organization.

After applying scientific method, there was a three fold increase in productivity within six months.

The principle of scientific management which helped the company in increasing the productivity was :

(A) Science, not Rule of Thumb
(B) Harmony, Not Discord
(C) Cooperation, Not Individualism
(D) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity

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3. Read the following statements carefully : 1

Statement – I : Consumers should get together and form themselves into consumer associations for protection and promotion of their interests.

Statement – II : The Consumer Protection Act provides for setting up a two-tier enforcement machinery for the redressal of consumer grievances.

With reference to given statements, choose the correct alternative from the following :

(A) Both the statements are true.
(B) Both the statements are false.
(C) Statement I is true, Statement II is false.
(D) Statement I is false, Statement II is true.

4. 1



Identify the element of communication process from the above picture :

(A) Feedback
(B) Media
(C) Noise
(D) Decoding

For Visually Impaired Candidates :

The element of communication process that converts the message into communication symbols is :

(A) Feedback
(B) Media
(C) Decoding
(D) Encoding

5. Read the following statements – Assertion (A) and Reason (R) : 1

Assertion (A) : Many enlightened business firms have set up their own consumer service and grievance cells.

Reason (R) : The consumer has a right to file a complaint and to be heard in case of dissatisfaction with a good or service.

Choose the correct alternative from the alternatives given below :

(A) Both Assertion (A) and Reason (R) are false.
(B) Assertion (A) is false and Reason (R) is true.
(C) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
(D) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).

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6. Sudha is a corporate executive and has to attend a felicitation function to be held in her office tomorrow. So she decides to colour her hair. On recommendation of her friend, she purchased 'NATURO' hair colour. After reading essential details such as shade, its ingredients, usage instructions and expiry date mentioned on the box, Sudha opened the box. She took out the colour tube and developer bottle from the box and threw away the box. The level of packaging of box thrown away by Sudha was : 1

(A) Primary packaging
(B) Transportation packaging
(C) Secondary packaging
(D) General packaging

7. Read the following statements – Assertion (A) and Reason (R) : 1
Assertion (A) : Money market instruments have a higher degree of liquidity as compared to capital market securities.
Reason (R) : Money market instruments are traded on the stock exchanges.
Choose the correct alternative from the alternatives given below :

(A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
(B) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
(C) Assertion (A) is true and Reason (R) is false.
(D) Assertion (A) is false and Reason (R) is true.

8. Ravi purchased gold jewellery from a reputed jewellery store. He ensured that the jewellery had a hallmark which confirm its purity and authenticity. To avoid paying goods and services tax (GST) he asked the salesperson to write the gold weight and making charges on a slip of paper and hand over it to him. 1
Which of the following responsibilities of a consumer was not fulfilled by Ravi while purchasing jewellery ?

(A) Be aware about various goods and services available in the market so that an intelligent and wise choice can be made.
(B) Ask for a cash memo on purchase of goods and services.
(C) Buy only standardized goods as they provide quality assurance.
(D) Assert yourself to ensure that you get a fair deal.

9. 'CARO Tech Solutions' aimed at development of a software system for the company's growing operations. The project was to be completed within six months with a budget of ₹ 12,00,000. 1
The software development team successfully completed its project on time by outsourcing a part of the project, leading to an additional expense of ₹ 2,00,000.
From the following, identify whether the software development team is :

(A) Efficient and Effective
(B) Efficient but not effective
(C) Effective but not efficient
(D) Neither efficient nor effective

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10. Due to severe winter and rising pollution levels, 'Green India Electronics' planned to launch a new eco-friendly heater in the market. It conducted a survey and found that the demand of this product was very high. As the winter season lasts only for 2 to 3 months, the Chief Executive Officer wanted that there should be close coordination among all the managers to deliver orders on time. Top level managers were asked to work in coordination with their subordinates to ensure that company's policies were properly followed. To ensure that the heaters would be ready on time, the production manager co-ordinated with the operational level managers. Operational level managers co-ordinated the activities of the workers to ensure that work proceeded according to plans. As a result 'Green India Electronics' was able to launch its heaters on time, in the market. The feature of co-ordination discussed in the above case is : 1

(A) Co-ordination is a deliberate function.
(B) Co-ordination is the responsibility of all managers.
(C) Co-ordination is a continuous process.
(D) Co-ordination ensures unity of action.

11. 'Business environment keeps on changing whether in terms of technological improvement, shifts in consumer preferences or entry of new competitors in the market.' 1
The feature of business environment highlighted in the above statement is :

(A) Totality of external forces
(B) Complexity
(C) Dynamic nature
(D) Relativity

12. A position when a company is unable to meet its fixed financial charges like interest payment, dividend on preference shares and repayment obligations is referred to as _____ . 1

(A) Trading on equity
(B) Financial risk
(C) Business risk
(D) Operating risk

13. Identify the incorrect statement with respect to the importance of planning function of management : 1

(A) Planning provides directions by stating in advance how work is to be done.
(B) Planning eliminates uncertainty by looking ahead and anticipating changes.
(C) Planning facilitates decision making by making a choice among various alternative courses of action.
(D) Planning promotes innovative ideas as new ideas can take the shape of concrete plans.

14. Organising is the process that initiates implementation of plans by clarifying jobs and working relationships and effectively deploying resources for attainment of identified and desired results. Organising process thus involves a series of steps that need to be taken in order to achieve the desired goal. 1
Arrange the steps of the process of organizing in the correct order :

(A) Identification and Division of work, Assignment of duties, Departmentalisation, Establishing authority and reporting relationships
(B) Identification and Division of work, Assignment of duties, Establishing authority and reporting relationships, Departmentalisation
(C) Departmentalisation, Identification and Division of work, Establishing authority and reporting relationships, Assignment of duties
(D) Identification and Division of work, Departmentalisation, Assignment of duties, Establishing authority and reporting relationship

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15. Identify the feature of planning which states that the purpose of planning is to meet future events effectively to the best advantage of an organisation : 1

(A) Planning involves decision making
(B) Planning is futuristic
(C) Planning is a mental exercise
(D) Planning focuses on achieving objectives

16. Match the principle of management given in Column – I with its explanation given in Column – II : 1

Column – I	Column – II
(a) Discipline	(i) There should be one and only one boss for every individual employee in the organisation.
(b) Unity of direction	(ii) There should be a place for everything (everyone) and everything (everyone) should be in its (his/her) place.
(c) Order	(iii) There should be obedience to organisational rules and employment agreement which is necessary for the working of the organisation.
(d) Unity of command	(iv) Each group of activities having the same objective must have one head and one plan.

Choose the correct option from the following :
(a) (b) (c) (d)
(A) (iii) (iv) (i) (ii)
(B) (iv) (iii) (ii) (i)
(C) (iv) (iii) (i) (ii)
(D) (iii) (iv) (ii) (i)

17. The step of controlling process which reveals the deviation between actual performance and desired results is : 1

(A) Setting performance standards
(B) Analysing deviations
(C) Taking corrective action
(D) Comparing actual performance with the standards

18. 'Certain provisions of the Companies Act place restrictions on payouts as dividend. Such provisions must be adhered to while declaring the dividend.' The factor affecting dividend decision discussed above is : 1

(A) Access to capital market
(B) Contractual constraints
(C) Legal constraints
(D) Stock market reaction

19. Read the following statements carefully : 1
Statement – I : Control should focus on key result areas which are critical to the success of an organization.
Statement – II : Only significant deviations which go beyond the permissible limit should be brought to the notice of management.
With reference to the given statements, choose the correct alternative from the following :

(A) Both the statements are true.
(B) Both the statements are false.
(C) Statement I is true and Statement II is false.
(D) Statement I is false and Statement II is true.

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20. Which of the following is NOT an organisational barrier to communication ? 1

(A) Status
(B) Organisational facilities
(C) Lack of proper incentives
(D) Rules and regulations

Short answer (3 marks each)

21. 'Riya Mart' is a company manufacturing disposable crockery. They have been in business for the past five years, but were not earning good profits. Concerned about this, the Chief Executive Officer (CEO), Verma, ordered an internal audit. The audit uncovered several issues like inventory pilferage, employees coming late and their performance not upto the mark. To stop inventory pilferage, Verma, the CEO, introduced surprise stock checks and installed an automated inventory management system to track stock movements. A biometric attendance system was also setup to keep a check on employees coming late. In addition to this, to motivate employees for better performance, they were told in advance what they are expected to do and what are their standards of performance. As a result of these steps, the inventory pilferage reduced, employees became more punctual and their performance improved. 3

(i) Identify and state the function of management performed by Verma, the Chief Executive Officer of the company.
(ii) State any two points of importance of the function identified in (i) above, which are not discussed in the above para.

22. 'Soal Footwear Ltd.' is known for its high quality athletic shoes and casual sneakers. With increasing competition and changing consumer preferences, it decided to diversify its product range by adding clothing, bags and accessories under the same brand umbrella. This diversification aimed to capture a larger share of the market and increase customer loyalty. 3

(i) Suggest with reason which type of organisational structure will be suitable for 'Soal Footwear Ltd.'
(ii) State any two advantages of the organisational structure suggested in (i) above.

23. **(a)** State any three measures to improve communication effectiveness. 3

OR

(b) State any three features of leadership. 3

24. **(a)** State any three functions of middle level management. 3

OR

(b) State any three features of 'Demonetisation'. 3

Short answer (4 marks each)

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25. 'Sheetal Cosmetics Ltd.', is a fast growing beauty and skin care company known for its innovative products and aggressive market expansion. As the company increased its marketing activities like new product launches, accelerated advertising campaigns, social media promotions and influencer collaborations etc., the workload of the marketing department grew sharply. Despite working long hours, the marketing manager Arjun couldn't give adequate attention to strategic planning and high impact decisions as minor operational issues began consuming most of his time. Noticing this, the Chief Executive Officer (CEO) advised Arjun that it was now impractical for him to handle the entire volume of work alone, so he should allow his subordinates to take up routine tasks. This would not only help him manage his time better but also satisfy the subordinate's need for recognition. This will also provide opportunities to the subordinates to develop and exercise initiative. 4

(i) Identify the concept suggested by CEO that will help Arjun to manage volume of work effectively.

(ii) State any three points of importance of the concept identified in (i) above.

26. **(a)** State any four merits of internal source of recruitment. 4

OR

(b) State any four benefits of training to the employees. 4

27. **(a)** Explain the following points of importance of planning : 4

(i) Planning establishes standards for controlling

(ii) Planning reduces overlapping and wasteful activities

OR

(b) Explain the following types of plans : 4

(i) Objective

(ii) Method

28. Rajiv was on the board of directors of 'Tako Solutions', a software development company and 'Sabka Mart Retail', a large supermarket chain. He wanted to apply management principles in both the companies to improve efficiency and profitability. 4

He knew that management principles can be applied as much to 'Tako Solutions' as to 'Sabka Mart Retail' though the extent to which the principles can be applied will differ, because the nature of work, scale of operations and business activities in a software firm and a supermarket chain are not the same.

Rajiv also knew that the management principles would not provide readymade solutions because real world situations faced by the two companies were very complex and dynamic. Still, he believed that even small guidelines could help in solving many problems and will improve the way both companies worked.

Identify and explain the two points that highlight the nature of principles of management, in the above case.

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29. 'GW Industries', known for its paper products, decided to produce and launch a new line of sustainable packaging called 'EcoPac'. As management is a complex activity, the Chief Executive Officer of the company translated the work into clear goals and assigned the means to achieve those. He knew that human resources are the greatest asset of an organization, so getting work done through them is also a major task. The production of high quality sustainable packaging also required a proper production process. This was put in place for managing the flow of input materials and technology to convert these materials into high quality sustainable packaging. 4

In this way 'GW industries' took care of various aspects for successful launch of 'EcoPac'.
A characteristic of management is discussed in the above case. Identify and explain the characteristic.

30. 'Eco Care', a start-up, plans to launch a reusable water bottle for environmentally conscious millennials and Gen Z. For this, they conducted a market research to identify the needs of the customers so that an informed decision could be taken for successful marketing of the product. They wanted to work carefully on the design to make the bottle attractive to the target customers. 4

On the basis of consumer views and opinions, they developed a stylish stainless steel bottle with double wall insulation to keep beverages cold for 24 hours, giving it a competitive advantage in the market. They named the bottle 'Eco-Sip' creating a brand identity focused on sustainability and simplicity. It would also help in product differentiation. The packaging was made using hundred percent recyclable cardboard, with details of sustainability, features, price etc. printed on it.
State the four functions of marketing that are carried out by 'Eco Care' in the above case.

Long answer (6 marks each)

31. 'Koka Manufacturing Ltd.' is a large scale manufacturer in the electronics industry. In this industry assets are prone to obsolescence and their replacement becomes due faster with change in technology. The company is constantly under pressure to upgrade its machinery and equipment as it would help company to stay competitive, improve its product quality and reduce production costs. So instead of purchasing the machinery, company decides to lease the required machinery, giving it flexibility to upgrade equipment at the end of lease term. This helps company to maintain operational efficiency, technological competitiveness and financial flexibility. 6

Identify and explain four factors that would affect the fixed capital requirements of 'Koka Manufacturing Ltd.'.

32. **(a)** Explain the following steps in the staffing process : 6
(i) Estimating manpower requirements
(ii) Selection
(iii) Placement and orientation

OR

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(b) Explain the following non-financial incentives : 6
(i) Status
(ii) Organisational climate
(iii) Job security

33. Ria ran a small online bakery business. Her business was doing very well. She saved a good amount of money every month and now wanted to invest it wisely. She was in a dilemma to keep her savings in a bank account or to invest it in the stock market. Her friend Aabha, who had done a certification course from National Stock Exchange, encouraged her to invest in the stock market. She explained to Ria that if she invests in the stock market, she could disinvest and reinvest whenever she wanted, which would provide her good liquidity. Aabha also told her that the membership of stock exchange is well regulated and all trading takes place within the legal framework. As a result, investors get a fair and safe deal. 6
Ria was still apprehensive as she had heard that there is lot of speculation in the stock market. She wanted to be cautious. Aabha clarified that speculation does exist, but it happens in a restricted and controlled way. She also told Ria that the stock exchange is keen to promote wider share ownership and does so by educating public about investments etc. As a result, young people have started investing in the stock market. After all this discussion, Ria felt confident and decided to invest a part of her savings in the stock market.
Quoting lines, identify and explain the four functions of stock exchange highlighted in the above case.

34. **(a)** Explain the following elements of Marketing Mix : 6
(i) Product
(ii) Price
(iii) Promotion

OR

(b) Explain the following components of physical distribution : 6
(i) Order processing
(ii) Warehousing
(iii) Inventory control

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Q1 The right to choose is the right to be assured of access to a variety of products at competitive prices. **(B)**

Q2 Rule-of-thumb (guess work) methods were replaced by one best method developed through scientific study and analysis of work. This is the principle of **science, not rule of thumb**.
Answer: (A)

Q3 The machinery is three-tier (District, State, National). **(C)**

Q4 **Answer: (C) Noise**
The man is unable to receive the message because of the loud, disturbing sounds shown in the picture. Anything that disturbs or interferes with communication is **noise**.
For Visually Impaired Candidates: (D) Encoding, the element that converts the message into communication symbols.

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Q5 Firms set up grievance cells because consumers have the **right to be heard**: a dissatisfied consumer can complain and must be heard. R explains A. **Answer: (D)**

Q6 The tube is primary packaging; the box protecting it, thrown away when the product is used, is secondary. **(C)**

Q7 They are not traded on stock exchanges; DFHI provides a ready market. **(C)**

Q8 By taking a handwritten slip instead of a proper bill to avoid GST, Ravi failed to ask for a cash memo, which is needed as proof of purchase if he ever has to complain. (He did buy a standardised, hallmarked product.) **Answer: (B)**

Q9 Goal achieved on time (effective) but at a higher cost (not efficient). **(C)**

Q10 Coordination at every level of management. **(B)**

Q11 The environment keeps changing (technology, consumer preferences, competitors), so it is **dynamic**. **Answer: (C)**

Q12 Financial risk is the chance that a firm cannot meet its fixed financial charges (interest, preference dividend, repayments); it rises with the use of debt. **Answer: (B)**

Q13 Planning reduces, but cannot eliminate, uncertainty. **(B)**

Q14 Work is first identified and divided into jobs, related jobs are grouped into departments, duties are assigned to people, and finally authority and reporting relationships are established. **Answer: (D)**

Q15 Planning looks ahead and prepares for future events (forecasting), so it is **futuristic**. **Answer: (B)**

Q16 Discipline = obedience to rules (iii); unity of direction = one head and one plan (iv); order = a place for everything (ii); unity of command = one boss (i). **Answer: (D)**

Q17 Comparing actual performance with the standards reveals the deviation; the next step then analyses it. **Answer: (D)**

Q18 Restrictions imposed by the Companies Act are legal constraints. (Contractual constraints arise from loan agreements.) **Answer: (C)**

Q19 Critical point control and management by exception. **(A)**

Q20 Lack of incentives is a personal barrier. **(C)**

Q21 (i) **Controlling**: measuring accomplishment against standards and correcting deviations to assure attainment of objectives according to plans.
(ii) (Not discussed: order and discipline, motivation.) (1) **Accomplishing organisational goals**: it measures progress and brings deviations to light. (2) **Judging accuracy of standards**: reviewing and revising standards in the light of changes. (Also: efficient use of resources; facilitating coordination in action.)

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Q22 (i) **Divisional structure**. **Reason**: it is suitable where a large variety of products is manufactured, and the company has decided to diversify its product range (clothing, bags and accessories along with footwear).
(ii) Advantages (any two):
(1) **Product specialisation**: it helps in the development of varied skills in a divisional head and prepares him for higher positions.
(2) **Accountability for profits**: divisional heads are accountable for profits, as the revenues and costs of each division can be easily identified and assigned to them.
(Also: **flexibility and initiative**, as each division functions as an autonomous unit, leading to faster decision making; **expansion and growth**, as new divisions can be added without interrupting existing operations.)

Q23(a) (1) **Clarify the ideas** before communicating. (2) **Communicate according to the needs of the receiver**: adjust to the education and understanding of subordinates. (3) **Consult others** before communicating, to gain acceptance and cooperation. (Also: be aware of language, tone and content; convey things of help and value; ensure proper feedback; communicate for present and future; follow up communications; be a good listener.)

Q23(b) (1) It is the **ability of an individual to influence others**. (2) It tries to **bring change in the behaviour** of others. (3) It indicates **interpersonal relations** between leaders and followers. (Also: exercised to achieve common goals; a continuous process.)

Q24(a) (1) **Interpret the policies** framed by top management. (2) Ensure their department has the **necessary personnel**. (3) **Assign duties and responsibilities** to personnel in their department. (Also: motivate people; cooperate with other departments; implement and control plans and strategies of top management; responsible for the activities of first-line managers.)

Q24(b) (1) A **tax administration measure**: declaration of unaccounted wealth and payment of tax at a penalty rate. (2) A signal that **tax evasion will no longer be tolerated**. (3) **Channelling savings into the formal financial system**. (4) A move towards a **less-cash economy**, improving tax compliance.

Q25 (i) **Delegation**.
(ii) (1) **Effective management**: managers get more time to concentrate on important matters.
(2) **Employee development**: subordinates use their talent and develop for higher positions.
(3) **Motivation of employees**: entrusting a task shows trust and builds commitment. (Also: facilitates growth with a ready workforce; basis of management hierarchy; better coordination.)

Q26(a) (1) **Motivates employees** to improve performance, as a promotion leads to a chain of promotions. (2) **Simplifies selection and placement**: internal candidates are evaluated more accurately and economically, a reliable source. (3) **Transfer is a tool of training** for higher jobs, and internal recruits need no induction training. (4) Transfer helps **shift surplus staff** to departments with shortages. (5) **Economical**: cheaper than external recruitment.

Q26(b) Benefits of training to the employees:
(1) **Better career**: improved skills and knowledge due to training lead to a better career for the individual.
(2) **Higher earnings**: increased performance by the individual helps him to earn more.

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(3) **Fewer accidents**: training makes the employee more efficient in handling machines, so he is less prone to accidents.
(4) **Satisfaction and morale**: training increases the satisfaction and morale of employees.

Q27(a) (i) **Planning establishes standards for controlling**: Planning provides the goals or standards against which actual performance is measured; comparing them shows whether goals are attained and deviations corrected; planning is a prerequisite for controlling.
(ii) **Planning reduces overlapping and wasteful activities**: Planning is the basis of coordinating the activities of divisions, departments and individuals; it avoids confusion and misunderstanding and eliminates useless and redundant activities.

Q27(b) (i) **Objectives**: the desired future position management wants to reach, expressed in specific terms and in writing; usually set by top management on broad issues; departments may have their own objectives.
(ii) **Method**: the prescribed way or manner in which a task is to be performed considering the objective; it deals with one step of a procedure and specifies how it is to be done; it may vary from task to task.

Q28 (1) **Universal applicability**: principles apply to all types of organisations, business and non-business, small and large, public and private, manufacturing and services; the extent of application varies with the nature of the organisation, activity and scale.
(2) **General guidelines**: principles guide action but give no readymade, straitjacket solutions, as real business situations are complex and dynamic; yet even a small guideline helps to solve a problem.

Q29 **Management is multidimensional**, with three dimensions: (1) **Management of work**: all organisations exist to perform some work; management translates it into goals and assigns the means to achieve them. (2) **Management of people**: dealing with employees as individuals with diverse needs and behaviour, and as groups. (3) **Management of operations**: a production process involving the flow of input materials and technology to transform inputs into the desired output.

Q30 (1) **Gathering and analysing market information**: to identify customers' needs, opportunities and threats, strengths and weaknesses. (2) **Product designing and development**: makes the product attractive and improves performance, giving a competitive advantage. (3) **Branding**: giving the product a brand name creates differentiation, builds loyalty and promotes sale. (4) **Packaging and labelling**: designing the package and the label with information about the product.

Q31 (1) **Nature of business**: a manufacturing organisation needs more investment in plant and machinery than a trading concern. (2) **Scale of operations**: a large-scale manufacturer needs a bigger plant and more space, so higher fixed capital. (3) **Technology upgradation**: where assets become obsolete sooner and need replacement faster, higher investment in fixed assets is required. (4) **Financing alternatives**: leasing (paying lease rentals) reduces the funds to be invested in fixed assets, lowering fixed capital requirements.

Q32(a) (i) **Estimating manpower requirements**: knowing how many persons and of what type are needed; it needs workload analysis (number and type needed) and workforce analysis (number and type available), showing whether the firm is under-, over- or optimally staffed.
(ii) **Selection**: choosing from the pool of candidates developed at recruitment; it ensures the

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organisation gets the best among the available and enhances the self-esteem and prestige of those selected.
(iii) **Placement and orientation**: placement is the employee occupying the post for which selected; orientation is introducing him to other employees and familiarising him with the rules and policies.

Q32(b) (i) **Status**: ranking of positions; authority, responsibility, rewards and recognition of a job indicate status; it satisfies psychological, social and esteem needs.
(ii) **Organisational climate**: characteristics that describe and distinguish an organisation; autonomy, reward orientation, consideration for employees and risk-taking build a better climate.
(iii) **Job security**: stability of future income and work, so employees work with greater zeal; especially important where jobs are few and aspirants many.

Q33 (1) **Providing liquidity and marketability to existing securities**: "if she invests in the stock market, she could disinvest and reinvest whenever she wanted, which would provide her good liquidity." A stock exchange creates a continuous market where securities are bought and sold.
(2) **Safety of transactions**: "the membership of stock exchange is well regulated and all trading takes place within the legal framework. As a result, investors get a fair and safe deal." Dealings are well defined under the existing legal framework.
(3) **Providing scope for speculation**: "speculation does exist, but it happens in a restricted and controlled way." A certain degree of healthy speculation is permitted within the law, to ensure demand and supply of securities.
(4) **Spreading of equity cult**: "the stock exchange is keen to promote wider share ownership and does so by educating public about investments." It regulates new issues, improves trading practices and educates the public.

Q34(a) (i) **Product**: goods, services or anything of value offered for sale, including the extended product (after-sales service, handling complaints, spare parts); decisions on features, quality, packaging, labelling and branding.
(ii) **Price**: the amount customers pay to obtain the product; the level of price affects demand; decisions on pricing objectives, factors affecting price, basic price, discounts and credit terms.
(iii) **Promotion**: activities communicating availability, features and merits and persuading customers to buy, using advertising, personal selling, public relations and sales promotion.

Q34(b) (i) **Order processing**: products flow from makers to customers through channels while orders flow in reverse; accurate, speedy processing avoids late delivery or wrong quantities and dissatisfaction.
(ii) **Warehousing**: storing and assorting products to create time utility; needed because goods are produced at a different time from when they are consumed.
(iii) **Inventory control**: deciding the level of inventory; a higher level gives better service but ties up capital and raises carrying cost, so a balance is kept, based on correct demand forecasts.

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