

CH 1 - Nature and Significance of Management

◆ Section A: MCQs (1 mark each)

Q1. Management is considered both a science and an art because it:

- (a) Uses systematic knowledge and personal skills
- (b) Is universally applicable
- (c) Is intangible
- (d) None of these

Q2. Which of the following is the essence of management?

- (a) Planning
- (b) Coordination
- (c) Controlling
- (d) Staffing

Q3. At which level are policies formulated?

- (a) Supervisory
- (b) Middle
- (c) Top
- (d) Lower

Q4. "Management is a goal-oriented process." Identify the feature.

- (a) Continuous process
- (b) Group activity
- (c) Goal-oriented
- (d) Intangible

◆ Section B: Assertion-Reason (CBSE Trend)

Q5. Assertion (A): Coordination is a separate function of management.

Reason (R): It is the essence of management.

Assertion (A): Management is universal.

Reason (R): It is needed only in business organizations.

◆ Section C: Case-Based Questions (Competency Based)

Q6. A company achieved its targets but employees were dissatisfied due to lack of harmony.

(a) Identify the concept missing.

(b) Why is it important?

AQ7. A school principal ensures all departments work together effectively.

Identify and explain the concept being highlighted.

◆ Section D: Short Answer (3–4 marks)

Q8. Explain any three features of management.

Q9. “Management is intangible.” Explain with example.

Q10. Distinguish between coordination and cooperation (any 3 points).

◆ Section E: Long Answer (6 marks)

Q11. Explain importance of management (any 5 points). (PYQ repeated theme)

Q12. “Management is a science as well as an art.” Explain.

Q13. Explain levels of management with functions.

Case Study (CBSE style)

Q14. A company facing losses improved after managers focused on planning and coordination.

Identify functions and explain their importance.

■ CHAPTER 2: Principles of Management

◆ Section A: MCQs

Q1. Who is known as the Father of General Management?

(a) F.W. Taylor

(b) Henri Fayol

(c) Drucker

(d) Gilbreth

Q2.“One employee, one boss” relates to:

(a) Unity of direction

(b) Unity of command

(c) Discipline

(d) Authority

Q3.Scalar chain refers to:

(a) Chain of suppliers

(b) Line of authority

(c) Span of control

(d) Communication

Q4.Which technique is related to Scientific Management?

(a) Standardisation

(b) Unity of direction

(c) Equity

(d) Discipline

◆ Section B: Assertion-Reason

Q5.Assertion (A): Principles of management are rigid.

Reason (R): They are applied universally without change.

Assertion (A): Taylor focused on shop floor efficiency.

Reason (R): Fayol focused on top-level management.

◆ Section C: Case-Based

Q6.Workers in a factory receive orders from multiple bosses leading to confusion.

(a) Identify violated principle

(b) State its importance

Q7. A company rewards employees fairly and treats them with kindness.

Identify principle and explain.

◆ Section D: Short Answer

Q8. Explain any three Fayol's principles.

Q9. What is functional foremanship?

Q10. State difference between Taylor and Fayol (any 3 points). (Highly repeated)

◆ Section E: Long Answer

Q11. Explain any five principles of management given by Fayol.

Q12. Explain techniques of Scientific Management.

Q13. "Principles of management are flexible." Explain.

Case Study (6 marks)

Q14. A company introduced scientific techniques to improve productivity.

Q15. Identify techniques and explain benefits.

CHAPTER 3: Business Environment

◆ Section A: MCQs (1 mark)

Q1. Business environment is described as "dynamic" because:

- (a) It does not change over time
- (b) It changes rapidly due to external forces
- (c) It is easy to predict
- (d) It affects only large firms

Q2. Which of the following is a part of the economic environment of business?

- (a) Government stability
- (b) Inflation rate
- (c) Traditions and customs

(d) Technology

Q3. Demonetisation affects which dimension of business environment the most?

(a) Social

(b) Political

(c) Economic

(d) Technological

◆ Section B: Assertion–Reason (1 mark each)

Q4. Assertion (A): Business environment includes both specific and general forces.

Reason (R): These forces influence the business differently.

(a) Both A and R are true and R is the correct explanation

(b) Both A and R are true but R is not the correct explanation

(c) A is true but R is false

(d) A is false but R is true

Q5. Assertion (A): The business environment is uncertain.

Reason (R): It is difficult to predict future changes in environment.

(a) Both A and R are true and R is correct explanation

(b) Both true but R not explanation

(c) A true, R false

(d) A false, R true

◆ Section C: Case-Based Questions (Competency-Based | PYQ Style)

Q6. The Government of India reduced import duties on certain products. As a result, many domestic companies faced increased competition, while some expanded their business globally.

(a) Identify the feature of business environment highlighted in the above case.

(b) State any one importance of business environment which is reflected here.

Q7. After the announcement of economic reforms in 1991, several Indian companies had to either improve their efficiency or close down their operations.

(a) Identify the economic reform referred to in the above case.

(b) Explain how this reform affected Indian businesses.

◆ Section D: Short Answer Questions (3–4 marks)

Q8. Explain any three features of business environment.

Q9. Distinguish between specific environment and general environment on any three bases.

Q10. Explain briefly why business environment is considered dynamic in nature.

◆ Section E: Long Answer Questions (6 marks each)

Q11. Explain the importance of business environment by giving any five points. (Highly repeated CBSE question)

Q12. Explain the various dimensions of business environment with examples.

Case Study (6 marks)

Q13. “Organic Foods Ltd.” noticed that consumers are becoming more health conscious. The company decided to introduce organic products in the market and earned huge profits.

(a) Identify the dimension of business environment discussed above.

(b) Explain any two other dimensions of business environment.

(c) State one importance of business environment highlighted here.

■ CHAPTER 4: Planning

◆ Section A: MCQs

Q1. Planning is considered a mental exercise because it involves:

(a) Physical work

(b) Thinking before doing

(c) Delegation of authority

(d) Controlling activities

Q2. The first step in the planning process is:

(a) Setting objectives

- (b) Developing premises
- (c) Evaluating alternatives
- (d) Implementing plans

Q3. Which of the following is a single-use plan?

- (a) Policy
- (b) Procedure
- (c) Budget
- (d) Rule

Q4. Strategy refers to:

- (a) Detailed steps to perform work
- (b) Broad plan to achieve objectives in competitive situations
- (c) Routine plan
- (d) Short-term decision

◆ Section B: Assertion–Reason

Q5. Assertion (A): Planning reduces the risk of uncertainty.

Reason (R): Planning completely eliminates uncertainties.

- (a) Both true, R correct
- (b) Both true, R not correct
- (c) A true, R false
- (d) A false, R true

Q6. Assertion (A): Planning is a continuous process.

Reason (R): Plans are prepared for a specific period.

- (a) Both true, R correct
- (b) Both true, R not correct
- (c) A true, R false
- (d) A false, R true

◆ Section C: Case-Based Questions

Q7. "ABC Ltd." did not prepare proper plans before launching a new product. As a result, the product failed in the market.

- (a) Identify the function of management which was ignored.
- (b) State any two reasons why this function is important.

Q8. A company has established rules for employee attendance, leave and behaviour. These rules must be followed strictly by all employees.

- (a) Identify the type of plan being referred to.
- (b) Explain any one feature of this type of plan.

◆ Section D: Short Answer Questions

Q9. Explain any three features of planning.

Q10. Explain any three limitations of planning. (Very frequently asked)

Q11. Explain the concept of "Planning premises" with an example.

◆ Section E: Long Answer Questions

Q12. Explain the steps involved in the planning process. (Most repeated CBSE PYQ)

Q13. Explain the importance of planning in an organisation.

Case Study (6 marks)

Q14. "Sunrise Ltd." is facing tough competition. The management is planning to launch a new product after analysing market conditions and consumer preferences.

- (a) Identify the step of planning process being discussed.
- (b) Explain any three other steps of planning process.
- (c) State one importance of planning highlighted in the above case.

CHAPTER 5: Organising

◆ Section A: MCQs

Q1. Organising function of management involves:

- (a) Setting objectives
- (b) Assigning duties and grouping tasks

(c) Motivating employees

(d) Controlling activities

Q2. Delegation of authority means:

(a) Transfer of responsibility only

(b) Transfer of authority from superior to subordinate

(c) Complete transfer of accountability

(d) None of these

Q3. Authority flows from:

(a) Bottom to top

(b) Top to bottom

(c) Horizontal level

(d) Outside organisation

Q4. Span of management refers to:

(a) Number of subordinates under a supervisor

(b) Number of managers in organisation

(c) Level of authority

(d) Degree of decentralisation

◆ Section B: Assertion–Reason

Q6. Assertion (A): Delegation improves efficiency of managers.

Reason (R): Managers perform all tasks themselves.

(a) Both A and R are true and R is correct explanation

(b) Both true but R not explanation

(c) A true, R false

(d) A false, R true

Q7. Assertion (A): Authority, responsibility and accountability are interrelated.

Reason (R): Responsibility should match authority.

- (a) Both A and R are true and R is correct explanation
- (b) Both true but R not explanation
- (c) A true, R false
- (d) A false, R true

◆ Section C: Case-Based Questions

Q8. The manager of a company is overburdened with work as he does not delegate authority to his subordinates.

- (a) Identify the concept being ignored.
- (b) Explain any two benefits of this concept.

Q9. In an organisation, decision-making authority is given to lower levels of management.

- (a) Identify the concept.
- (b) State any one advantage of this concept.

◆ Section D: Short Answer Questions

Q10. Explain any three steps involved in the process of organising.

Q11. Explain any three elements of delegation.

Q12. Distinguish between delegation and decentralisation on any three bases. (Very important PYQ)

◆ Section E: Long Answer Questions

Q13. Explain the importance of organising function in an organisation.

Q14. Explain the process of delegation of authority.

Case Study (6 marks)

Q15. "XYZ Ltd." is facing delays in decision-making because all decisions are taken only by top management.

- (a) Identify the concept which needs to be introduced.
- (b) Explain any three advantages of this concept.

■ CHAPTER 6: Staffing

◆ Section A: MCQs

Q1. Staffing function deals with:

- (a) Planning
- (b) Managing people
- (c) Marketing
- (d) Finance

Q2. Recruitment refers to:

- (a) Selecting candidates
- (b) Inviting applications for a job
- (c) Training employees
- (d) Giving promotion

Q3. Which of the following is an off-the-job training method?

- (a) Apprenticeship
- (b) Internship
- (c) Vestibule training
- (d) Job rotation

Q4. The first step in selection process is:

- (a) Interview
- (b) Written test
- (c) Preliminary screening
- (d) Medical test

◆ Section B: Assertion–Reason

Q5. Assertion (A): Staffing is a continuous process.

Reason (R): Employees keep joining and leaving the organisation.

Assertion (A): Training increases employee efficiency.

Reason (R): Training increases the cost of organisation.

◆ Section C: Case-Based Questions

Q6.A company is facing high labour turnover as employees are leaving frequently.

- (a) Identify the problem.
- (b) Suggest any two measures to reduce it.

Q7.A company is giving training to employees by simulating real working conditions in a separate area.

- (a) Identify the method of training.
- (b) State any one advantage of this method.

◆ Section D: Short Answer Questions

Q8.Explain any three steps involved in the staffing process.

Q9.Explain any three sources of recruitment. (Frequent PYQ)

Q10.Explain briefly the selection process.

◆ Section E: Long Answer Questions

Q11.Explain the importance of staffing in an organisation.

Case Study (6 marks)

Q12.“ABC Ltd.” has started a training programme to improve employee performance.

- (a) Identify the function of management being discussed.
- (b) Explain any three benefits of training.

CHAPTER 7: Directing

◆ Section A: MCQs

Q1.Directing function includes:

- (a) Planning and organising
- (b) Supervising, motivating and communicating
- (c) Staffing only
- (d) Controlling

Q2.Motivation refers to:

- (a) Forcing employees
- (b) Inspiring employees to work
- (c) Punishing employees
- (d) None

Q3.Which leadership style involves participation of employees?

- (a) Autocratic
- (b) Democratic
- (c) Laissez-faire
- (d) None

Q4.Communication involves:

- (a) One-way process
- (b) Exchange of ideas
- (c) Only written message
- (d) Only oral message

◆ Section B: Assertion–Reason

Q5.Assertion (A): Motivation increases employee efficiency.

Reason (R): It satisfies needs of employees.

Q6.Assertion (A): Communication is a two-way process.

Reason (R): Feedback is essential.

◆ Section C: Case-Based Questions

Q7.A manager offers incentives to employees to improve their performance.

- (a) Identify the element of directing.
- (b) Explain any one importance of this element.

Q8. Due to poor communication, conflicts arise in the organisation.

- (a) Identify the problem.
- (b) Suggest any one solution.

◆ Section D: Short Answer Questions

Q9.Explain any three barriers to communication.

Q10

Explain briefly Maslow's Need Hierarchy Theory. (Very common PYQ)

◆ Section E: Long Answer Questions

Q11.Explain the importance of motivation.

Q12.Explain different leadership styles.

Case Study (6 marks)

Q13.Employees in a company are not motivated and productivity is low.

(a) Identify the element of directing that is missing.

(b) Explain any three importance of this element.

■ CHAPTER 8: Controlling

◆ Section A: MCQs

Q1.Controlling function ensures:

(a) Planning

(b) Achievement of goals

(c) Staffing

(d) Directing

Q2.Standards in controlling are:

(a) Targets

(b) Deviations

(c) Feedback

(d) Reports

Q3.Deviations mean:

(a) Targets

(b) Differences between actual and standard performance

- (c) Planning
- (d) Organising

Q4. Feedback helps in:

- (a) Planning future actions
- (b) Ignoring mistakes
- (c) Avoiding communication
- (d) None

◆ Section B: Assertion–Reason

Q6. Assertion (A): Planning and controlling are closely related.

Reason (R): Controlling is based on standards set in planning.

Q6. Assertion (A): Controlling is a backward-looking function.

Reason (R): It compares actual performance with standards.

◆ Section C: Case-Based Questions

Q7. A company finds that its sales are below the target.

- (a) Identify the step of controlling being performed.
- (b) Suggest the next step.

Q8. A company uses budgetary control to monitor expenses.

- (a) Identify the technique of controlling.
- (b) State its importance.

◆ Section D: Short Answer Questions

Q9. Explain the steps involved in controlling process. (Frequent PYQ)

Q10. Explain any three importance of controlling.

Q11. Explain any three techniques of controlling.

◆ Section E: Long Answer Questions

Q12. Explain the relationship between planning and controlling. (Very important)

Case Study (6 marks)

Q13“XYZ Ltd.” compared actual performance with standards and took corrective actions.

- (a) Identify the function of management being discussed.
- (b) Explain any three steps involved in this process.

CHAPTER 9: Financial Management

Section A: MCQs

Q1.Financial management deals with:

- (a) Marketing
- (b) Managing finances
- (c) Production
- (d) Staffing

Q2.Capital structure refers to:

- (a) Assets
- (b) Mix of debt and equity
- (c) Profit
- (d) Sales

Q3.Working capital refers to:

- (a) Fixed assets
- (b) Current assets minus current liabilities
- (c) Profit
- (d) Revenue

Q4.Dividend decision relates to:

- (a) Investment
- (b) Financing
- (c) Profit distribution
- (d) Cost control

Section B: Assertion–Reason

Q5.Assertion (A): Financial management aims at wealth maximisation.

Reason (R): It increases value of shares.

Q6.Assertion (A): Financial decisions are interrelated.

Reason (R): They affect each other.

◆ Section C: Case-Based Questions

Q7.A company is deciding the proportion of debt and equity in its capital.

(a) Identify the financial decision.

(b) Explain any one factor affecting this decision.

Q8.A firm is facing shortage of working capital.

(a) Identify the problem.

(b) Suggest any one solution.

◆ Section D: Short Answer Questions

Q9.Explain any three objectives of financial management.

Q10.Explain any three financial decisions. (Very frequent)

◆ Section E: Long Answer Questions

Q11.Explain factors affecting capital structure. (Very important PYQ)

Q12.Explain factors affecting working capital requirements.

Case Study (6 marks)

Q13.A company wants to expand its operations and is planning its financial requirements.

(a) Identify the concept being discussed.

(b) Explain any three importance of financial planning.

CHAPTER 10: Financial Markets

◆ Section A: MCQs (1 mark each)

Q1.The primary market is also known as:

(a) Stock market

(b) New issue market

- (c) Secondary market
- (d) Commodity market

Q2.NSE stands for:

- (a) National Stock Exchange
- (b) National Securities Exchange
- (c) New Stock Exchange
- (d) National Service Exchange

Q3.Treasury Bills are instruments of:

- (a) Capital Market
- (b) Money Market
- (c) Foreign Exchange Market
- (d) Commodity Market

Q4.Which of the following is not a function of financial markets?

- (a) Mobilisation of savings
- (b) Price discovery
- (c) Reduction of liquidity
- (d) Providing liquidity

◆ Section B: Assertion–Reason

Q5.Assertion (A): Financial markets provide liquidity to financial assets.

Reason (R): Investors can easily buy and sell securities.

- (a) Both A and R are true and R is the correct explanation
- (b) Both true but R is not the correct explanation
- (c) A is true but R is false
- (d) A is false but R is true

Q6.Assertion (A): SEBI protects the interests of investors.

Reason (R): SEBI regulates the securities market in India.

- (a) Both A and R are true and R is the correct explanation
- (b) Both true but R not explanation
- (c) A true, R false
- (d) A false, R true

◆ Section C: Case-Based Questions

Q7. A company issues shares to the public for the first time to raise funds.

- (a) Identify the type of financial market involved.
- (b) State any one function of this market.

Q8. An investor can easily sell shares whenever he needs money.

- (a) Identify the function of financial market being highlighted.
- (b) Explain briefly this function.

◆ Section D: Short Answer Questions (3–4 marks)

Q9. Explain any three functions of financial markets.

Q10. Distinguish between money market and capital market on any three bases. (Very frequent PYQ)

Q11. Explain the trading procedure of stock exchange briefly.

◆ Section E: Long Answer Questions (6 marks)

Q12. Explain the role and functions of SEBI. (Very important and repeated CBSE question)

Q13. Distinguish between primary market and secondary market.

Case Study (6 marks)

Q14. "ABC Ltd." issued shares to the public and later these shares were traded on a recognised stock exchange.

- (a) Identify the two types of financial markets involved.
- (b) Distinguish between these two markets on any three bases.
- (c) State one importance of financial markets.

■ CHAPTER 11: Marketing Management

◆ Section A: MCQs

Q1. Marketing mix consists of:

- (a) 3 Ps
- (b) 4 Ps
- (c) 5 Ps
- (d) 6 Ps

Q2. Branding refers to:

- (a) Packing a product
- (b) Giving a unique name or identity to a product
- (c) Advertising
- (d) Pricing

Q3. Which of the following is an element of promotion mix?

- (a) Pricing
- (b) Advertising
- (c) Packaging
- (d) Labelling

Q4. Product life cycle consists of how many stages?

- (a) 2
- (b) 3
- (c) 4
- (d) 5

◆ Section B: Assertion–Reason

Q5. Assertion (A): Marketing is a customer-oriented activity.

Reason (R): It focuses only on profit maximisation.

- (a) Both A and R are true and R is correct explanation
- (b) Both true but R not explanation

(c) A true, R false

(d) A false, R true

Q6.Assertion (A): Branding helps in product differentiation.

Reason (R): It creates a unique identity for the product.

(a) Both A and R are true and R is correct explanation

(b) Both true but R not explanation

(c) A true, R false

(d) A false, R true

◆ Section C: Case-Based Questions

Q7.A company launched a new product but failed because it did not promote the product properly.

(a) Identify the element of marketing mix which was ignored.

(b) Explain any one importance of this element.

Q7.A company uses attractive packaging to increase sales of its product.

(a) Identify the marketing function involved.

(b) State any one importance of packaging.

◆ Section D: Short Answer Questions

Q8.Explain any three functions of marketing.

Q9.Explain the concept of marketing mix. (Very frequent PYQ)

◆ Section E: Long Answer Questions

Q10.Explain the factors affecting pricing decisions. (Very important CBSE question)

Q11.Distinguish between advertising and personal selling.

Case Study (6 marks)

Q12.“Healthy Drinks Ltd.” introduced a new energy drink in the market. The company fixed a reasonable price, used attractive packaging and promoted the product through advertisements.

(a) Identify the elements of marketing mix discussed above.

- (b) Explain any two of these elements.
- (c) State one importance of marketing mix.

CHAPTER 12: Consumer Protection

Section A: MCQs

Q1.Consumer Protection Act was passed in the year:

- (a) 1986
- (b) 1991
- (c) 2005
- (d) 2019

Q2.Which of the following is a consumer right?

- (a) Right to exploit
- (b) Right to be informed
- (c) Right to cheat
- (d) Right to avoid

Q3.The District Commission can entertain complaints up to:

- (a) ₹1 crore
- (b) ₹5 crore
- (c) ₹10 crore
- (d) ₹20 crore

Q4.Which organisation protects consumer interests?

- (a) SEBI
- (b) RBI
- (c) Consumer organisations
- (d) Stock exchange

Section B: Assertion–Reason

Q5.Assertion (A): Consumers should be aware of their rights.

Reason (R): Awareness helps in protection from exploitation.

- (a) Both A and R are true and R is correct explanation
- (b) Both true but R not explanation
- (c) A true, R false
- (d) A false, R true

Q6.Assertion (A): Government protects consumers through laws.

Reason (R): Laws prevent unfair trade practices.

- (a) Both A and R are true and R is correct explanation
- (b) Both true but R not explanation
- (c) A true, R false
- (d) A false, R true

◆ Section C: Case-Based Questions

Q7.A customer purchased a defective product and the seller refused to replace it.

- (a) Identify the consumer right that has been violated.
- (b) State the remedy available to the consumer.

Q8.A shopkeeper charges a price higher than the MRP printed on the product.

- (a) Identify the type of unfair trade practice.
- (b) What action can the consumer take in this situation?

◆ Section D: Short Answer Questions

Q9.Explain any three rights of consumers. (Very frequent PYQ)

Q10.Explain any three responsibilities of consumers.

Q11.Explain the redressal machinery available to consumers.

◆ Section E: Long Answer Questions

Q12.Explain the role of government in consumer protection.

Q13Explain the role of consumer organisations and NGOs in protecting consumers.

Case Study

Q14. Rohit purchased an electronic item which stopped working within a week. The seller refused to repair or replace the product.”

(a) Identify the consumer right violated.

(b) Explain any two other rights of consumers.

(c) Suggest the redressal forum where Rohit can file a complaint.