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# BUSINESS STUDIES OFFICIAL PAPER - 2025

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## BUSINESS STUDIES PAPER – CUET 2025

1. Arrange the following in the correct sequence of the organizing process.  
 (A) Grouping the activities into workable units  
 (B) Workers are placed under the charge of an individual  
 (C) Identification and classification of activities  
 (D) Establishing a hierarchical structure and making provision for effective coordination  
 Choose the correct answer from the options given below:  
 (a) (A), (C), (B), (D)      (b) (C), (A), (B), (D)  
 (c) (B), (A), (D), (C)      (d) (C), (B), (D), (A)
  
2. Which of the following are the correct statements in the context of controlling?  
 (A) Controlling is a function that brings back the management cycle back to the planning function.  
 (B) Controlling helps in the formulation of future plans.  
 (C) Controlling is only backward looking function.  
 (D) Controlling is a pervasive function.  
 Choose the correct answer from the options given below:  
 (a) (A), (B) and (D) only  
 (b) (A), (B) and (C) only  
 (c) (A), (B), (C) and (D)  
 (d) (B), (C) and (D) only
  
3. Savitri is biased towards her female subordinates when it comes to solving the conflicts among the employees. Which principle is being violated here?  
 (a) Order  
 (b) Equity  
 (c) Discipline  
 (d) Span of control
  
4. Which of the following is NOT the suggested ways or means of consumer protection?  
 (a) Self-regulation by Business  
 (b) Consumer protest  
 (c) Consumer Awareness  
 (d) Government
  
5. \_\_\_\_\_ bridges the gap from where we are, to where we want to go by deciding in advance what to do, when to do, and who is to do it.  
 (a) Management

- (b) Organising  
 (c) Planning  
 (d) None of the above

6. It is difficult to understand the impact of social, economic, political or legal factors on change in demand of a product in the market. Which feature of the business environment is indicated here ?  
 (a) Relativity  
 (b) Uncertainty  
 (c) Inter-relatedness  
 (d) Complexity
  
7. Which of the following are correct statements regarding leadership?  
 (A) Influences behaviour of people  
 (B) Helps in handling conflicts  
 (C) Confirms that actual performance meets standards.  
 (D) Helps in introduction of required changes  
 Choose the correct answer from the options given below:  
 (a) (A), (B) and (D) only  
 (b) (A), (B) and (C) only  
 (c) (A), (B), (C) and (D)  
 (d) (B), (C) and (D) only

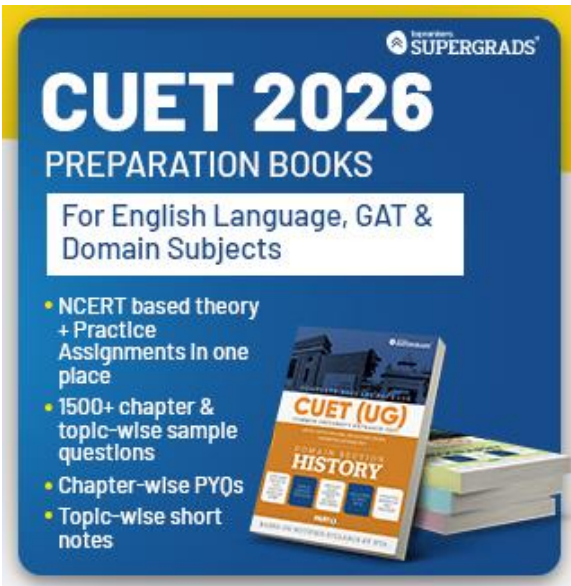
8. Match List-I with List-II

List-I	List-II
Management Function	Description
(A) Planning	(I) Supervising employees
(B) Organising	(II) Directly related to primary function
(C) Directing	(III) Primary Function
(D) Controlling	(IV) Assigning of work

Choose the correct answer from the options given below:

- (a) (A) - (III), (B) - (I), (C) - (II), (D) - (IV)  
 (b) (A) - (II), (B) - (III), (C) - (I), (D) - (IV)  
 (c) (A) - (I), (B) - (II), (C) - (IV), (D) - (III)  
 (d) (A) - (III), (B) - (IV), (C) - (I), (D) - (II)





9. Match List-I with List-II

List-I	List-II
(A) Brand	(I) Provides legal protection against its use by other firms.
(B) Brand Name	(II) Used for identification of product
(C) Brand Mark	(III) It is the verbal component which is spoken to identify the product.
(D) Trade Mark	(IV) It is recognized from a symbol or design but can not be spoken.

Choose the correct answer from the options given below:

- (a) (A) - (IV), (B) - (II), (C) - (III), (D) - (I)
- (b) (A) - (III), (B) - (II), (C) - (I), (D) - (IV)
- (c) (A) - (I), (B) - (II), (C) - (IV), (D) - (III)
- (d) (A) - (II), (B) - (III), (C) - (IV), (D) - (I)

10. Which of the following is not a characteristic of a good brand name?

- (a) Distinctive
- (b) Technical jargon
- (c) Short and Simple
- (d) Sufficiently versatile

11. Which of the following statement does not represent a feature of leadership?
  - (a) Leadership indicates ability of an individual to influence others.
  - (b) Leadership indicates interpersonal relations between leaders and followers.
  - (c) Leadership is a continuous process.
  - (d) Leadership tries to restrict change in the behaviour of others.
12. \_\_\_\_\_ makes diverse elements and sub-systems of an organisation to work harmoniously towards the realization of common objectives.
  - (a) Cooperation
  - (b) Coordination
  - (c) Directing
  - (d) Controlling
13. Identify the importance of organising, from the options given below:
  - (A) Facilitates Administration
  - (B) Facilitates Growth and Diversification
  - (C) Facilitates optimum use of resources
  - (D) Facilitates adaptation to change
 Choose the correct answer from the options given below:
  - (a) (A), (B) and (D) only
  - (b) (A), (B) and (C) only
  - (c) (A), (B), (C) and (D)
  - (d) (B), (C) and (D) only
14. Which organizational structure consists of separate business units?
  - (a) Divisional Structure
  - (b) Functional Structure
  - (c) Vertical Structure
  - (d) Informal Structure
15. Identify the concept which implies "a desire to accomplish something difficult"?
  - (a) Need for Affiliation
  - (b) Need for Power
  - (c) Need for Achievement
  - (d) Need for Autonomy
16. Arrange the following stages of the communication process in the correct sequence.
  - (A) The message that is intended to be communicated is converted into words.
  - (B) A person wants to send a message to his friend.

- (C) The words that are to be conveyed in the message are converted into symbols.  
 (D) The message is sent as SMS  
 Choose the correct answer from the options given below:  
 (a) (B), (A), (C), (D)  
 (b) (A), (B), (C), (D)  
 (c) (B), (A), (D), (C)  
 (d) (C), (B), (D), (A)

17. \_\_\_\_\_ may be described as an attractive economic idea which could be implemented to create a business, earn profits and ensure further growth.  
 (a) Creativity  
 (b) Business enterprise  
 (c) Business Opportunity  
 (d) Entrepreneurial Effort

18. Identify from the options given below which is not a function of marketing?  
 (a) Analysing Market Information  
 (b) Marketing Planning  
 (c) Capital Structuring  
 (d) Promotion

19. Sandhya, the Plant Supervisor, found that there were many unnecessary movements while doing a job which could be eliminated. Which technique can be used to solve the problem?  
 (a) Motion Study  
 (b) Method Study  
 (c) Time Study  
 (d) Fatigue Study

20. Match List-I with List-II

List-I	List-II
Features of Business Environment	Example
(A) Relative	(I) Difficult to comprehend which factor is responsible for the increase in demand of a product.

(B) Complex	(II) Difficult to predict future development in Information Technology.
(C) Dynamic	(III) Demand of Saree is more in South India than that of North India.
(D) Uncertain	(IV) Fast Technological upgradation and rising competition

Choose the correct answer from the options given below:

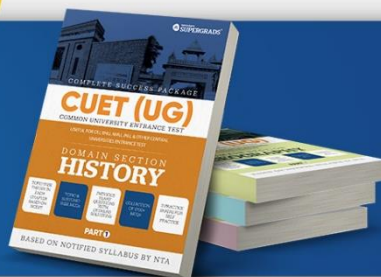
- (a) (A) - (III), (B) - (I), (C) - (IV), (D) - (II)  
 (b) (A) - (I), (B) - (II), (C) - (III), (D) - (IV)  
 (c) (A) - (I), (B) - (II), (C) - (IV), (D) - (III)  
 (d) (A) - (III), (B) - (IV), (C) - (I), (D) - (II)

21. Which of the following does not highlight the importance of controlling?  
 (a) To verify whether the standards set are accurate and objective  
 (b) To initiate action by people in the organization towards attainment of desired objectives  
 (c) To facilitate coordination in action  
 (d) To ensure an environment of order and discipline
22. Which of the following factor do not affect the price determination of a product?  
 (a) Product cost  
 (b) Extent of competition  
 (c) Utility and Demand of the product  
 (d) Sales of the product
23. Which of the following is not an element of directing function of management?  
 (a) Motivation  
 (b) Supervision  
 (c) Centralisation  
 (d) Leadership
24. Which of the following is NOT an importance of consumer protection?  
 (a) Consumer ignorance  
 (b) Social responsibility  
 (c) Moral justification  
 (d) Organised consumers

25. Management has to adapt itself to the changing environment. Which feature of management is discussed here?  
 (a) Intangible  
 (b) Pervasive  
 (c) Continuous  
 (d) Dynamic
26. Which of the following is a semantic barrier in communication?  
 (a) Rules and Regulation  
 (b) Distrust  
 (c) Technical Jargon  
 (d) Complex organizational structure
27. What is the full form of EBIT?  
 (a) Earning Before Income Tax  
 (b) Earning Before Interest and Tax  
 (c) Expense Before Income and Tax  
 (d) Expenses Before Interest and Tax
28. Which of the following are the importance of Planning?  
 (A) Planning provides direction  
 (B) Planning reduces overlapping and wasteful activities  
 (C) Planning promotes innovative ideas  
 (D) Planning reduces the risk of certainty  
 Choose the correct answer from the options given below:  
 (a) (A), (B) and (D) only  
 (b) (A), (B) and (C) only  
 (c) (A), (B), (C) and (D)  
 (d) (B), (C) and (D) only
29. Which type of plan is a combination of objectives, policies, procedure, rules etc?  
 (a) Budget  
 (b) Programme  
 (c) Strategy  
 (d) Method
30. Which of the following does not represent the nature of management?  
 (a) Management is a group activity  
 (b) Management involves decision making  
 (c) Management is dynamic activity  
 (d) Management is a tangible force
31. Which of the following are the communication barriers?  
 (A) Inverted U  
 (B) Semantic  
 (C) Psychological  
 (D) Organisational  
 Choose the correct answer from the options given below:  
 (a) (A), (B) and (D) only (b) (A), (B) and (C) only  
 (c) (A), (B), (C) and (D) (d) (B), (C) and (D) only
32. Who emphasized that there should be complete harmony between the management and the workers?  
 (a) F W Taylor (b) Henry Fayol  
 (c) Abraham Maslow (d) Harold Koontz
33. Which of the following is not a function of management?  
 (a) Planning (b) Controlling  
 (c) Cooperating (d) Staffing
34. Arrange the following in the correct sequence of controlling process.  
 (A) Measurement of Actual Performance against Standards and their Comparison  
 (B) Establishment of Goals and Standards  
 (C) Corrective Action  
 (D) Using Critical Point Control and Management by Exception while analyzing the deviations  
 Choose the correct answer from the options given below:  
 (a) (A), (B), (D), (C) (b) (A), (B), (C), (D)  
 (c) (B), (A), (D), (C) (d) (C), (B), (D), (A)

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35. \_\_\_\_\_ can be defined as a process that initiates implementation of plans by clarifying jobs and coordinating human efforts.

- (a) Planning (b) Organising  
(c) Directing (d) Controlling

36. Arrange the following steps of Planning Process in a correct sequence.

- (A) Evaluation of alternatives  
(B) Search for alternative  
(C) Determining Planning premises  
(D) Selection of an alternative

Choose the correct answer from the options given below:

- (a) (C), (B), (A), (D) (b) (A), (B), (C), (D)  
(c) (B), (A), (D), (C) (d) (C), (B), (D), (A)

37. Match List-I with List-II

List-I	List-II
(A) Right to be heard	(I) To be protected against hazardous goods
(B) Right to Consumer Education	(II) Setting up a consumer grievance cell for the redressal of consumer complaints.
(C) Right to seek redressal	(III) Being aware about the rights and reliefs available in case of problems with a product or service
(D) Right to Safety	(IV) Providing relief to consumers in the form of replacement of a product or in the form of compensation.

Choose the correct answer from the options given below:

- (a) (A) - (III), (B) - (II), (C) - (I), (D) - (IV)  
(b) (A) - (II), (B) - (III), (C) - (IV), (D) - (I)  
(c) (A) - (I), (B) - (II), (C) - (IV), (D) - (III)  
(d) (A) - (III), (B) - (IV), (C) - (I), (D) - (II)

38. Match List-I with List-II

List-I	List-II
Fayol' Principle	Purpose

(A) Division of Work	(I) To produce more and secure better performance with the same effort.
(B) Order	(II) To emphasize the need for teamwork.
(C) Equity	(III) To ensure everything is at its appointed place.
(D) Esprit de corps	(IV) To promote equality of treatment while dealing with people.

Choose the correct answer from the options given below:


- (a) (A) - (II), (B) - (III), (C) - (I), (D) - (IV)  
(b) (A) - (I), (B) - (III), (C) - (IV), (D) - (II)  
(c) (A) - (I), (B) - (II), (C) - (IV), (D) - (III)  
(d) (A) - (III), (B) - (IV), (C) - (I), (D) - (II)

39. "Just take the universe, subtract from it the subset that represents the organisation, and the remainder is:"

- (a) Environment (b) Management  
(c) Planning (d) Business

40. Which among the following concept serves as a benchmark towards which an organization strives to work?

- (a) Positive Deviation  
(b) Negative Deviation  
(c) Performance Standards  
(d) Actual Performance



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**Passage (Q.41-Q.45):** Read the following passage carefully and answer the given questions.

Apex Solutions, a mid-sized technology firm, recently embarked on a mission to expand its workforce due to increased demand for its services. The company's staffing process began with workforce planning, identifying the need to hire 30 new employees across various departments, including software development, sales, and customer support. The HR team outlined the required qualifications, experience levels, and skill sets for each role.

The recruitment phase involved a mix of strategies. Apex Solutions posted job advertisements on popular job boards and their company website. They also leveraged employee referrals and collaborated with a recruitment agency to attract a diverse pool of candidates. Within two weeks, they received over 500 applications.

The selection process was meticulously designed to ensure the best fit. Initial screening eliminated candidates who didn't meet the basic criteria. Shortlisted candidates underwent online aptitude tests and technical assessments. The top performers were invited for panel interviews, where their problem-solving abilities, technical expertise, and cultural fit were evaluated. Finally, background checks and reference verification were conducted for the selected candidates.

By following a structured staffing process, Apex Solutions successfully hired 30 new employees who aligned with the company's strategic goals. This approach minimized hiring errors and enhanced team productivity.

41. What was the final step in the selection process at Apex Solutions?
- (a) Conducting interviews
  - (b) Screening application
  - (c) Background checks and reference verification
  - (d) Technical assessments
42. Which phase involves generating a pool of candidates?
- (a) Recruitment
  - (b) Selection
  - (c) Workforce planning
  - (d) Onboarding

43. What is one benefit Apex Solutions achieved through their staffing process?
- (a) Increased hiring errors
  - (b) Higher employee turnover
  - (c) Reduced strategic alignment
  - (d) Enhanced team productivity
44. Which recruitment strategy was not used by Apex Solutions?
- (a) Job Boards
  - (b) Employee Referrals
  - (c) Campus recruitment
  - (d) Recruitment agencies
45. What was the first step in Apex Solutions' staffing process?
- (a) Recruitment
  - (b) Workforce planning
  - (c) Selection
  - (d) Onboarding

**Passage (Q.46-Q.50):** Read the following passage carefully and answer the given questions.

ABC Manufacturing Ltd., a mid-sized company, is planning to expand its operations by setting up a new production facility. The financial planning team estimates the project cost at \$10 million. The company's finance manager must decide how to fund this project and evaluate its profitability.

The finance team forecasts future cash flows, determining that \$6 million can be sourced internally through retained earnings. They prepare a financial budget aligning expected inflows and outflows with the company's goals.

The finance manager evaluates options for the remaining \$4 million, including issuing equity or taking a bank loan. After analyzing interest rates and dilution of ownership, they decided to issue long-term debt at a 5% interest rate.

A detailed capital budgeting process is conducted. Using Net Present Value (NPV) and Internal Rate of Return (IRR), the project shows an NPV of \$2 million and an IRR of 18%, higher than the company's hurdle rate of 12%. The investment is approved.

Post-debt issuance, the company's capital structure becomes 60% equity and 40% debt, maintaining an optimal balance to minimize the cost of capital.

The company plans to allocate funds for raw materials, labor, and inventory to ensure smooth

operations. Efficient working capital management will reduce bottlenecks during the initial phases of production.

46. What is an optimal capital structure for ABC Ltd.?

- (a) 100% Equity
- (b) 100% Debt
- (c) A mix of debt and equity to minimize cost of capital
- (d) Equal proportion of debt and equity

47. Which of the following ensures smooth operations in production?

- (a) Long-term debt
- (b) Working capital management
- (c) Capital budgeting
- (d) Financial leverage

48. What was the source of internal funding for ABC Manufacturing Ltd.?

- (a) Debt issuance
- (b) Equity sale
- (c) Retained earnings
- (d) Working capital loans

49. In the context of ABC Manufacturing Ltd., the basic requirement of financial planning is to:

- (a) Prepare annual reports
- (b) Forecast financial needs to ensure availability of funds.
- (c) Auditing accounts
- (d) Managing inventories

50. Why is financial planning crucial for expansion?

- (a) It aligns resources with company goals.
- (b) It eliminates costs.
- (c) It ensures zero debt in the capital structure.
- (d) It guarantees profit maximization

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Political Science,  
Sociology

--- &amp; many more...

## ANSWER KEY AND EXPLANATIONS

1. **(b)** The organizing process in management follows a logical sequence:  
(c) Identification and classification of activities – First, all the activities necessary to achieve organizational goals are identified.  
(a) Grouping the activities into workable units – Similar or related activities are grouped into departments or divisions.  
(b) Workers are placed under the charge of an individual – This refers to assigning duties and responsibilities to people.  
(d) Establishing a hierarchical structure and making provision for effective coordination – Finally, a structure of authority and reporting relationships is created to ensure smooth coordination.
2. **(a)** (a) True – Controlling compares actual performance with plans, thus linking back to the planning function and completing the management cycle.  
(b) True – Insights from controlling help in identifying deviations and trends, which aids in future planning.  
(d) True – Controlling is pervasive, meaning it applies at all levels of management and in all departments.
3. **(b)** Savitri's behavior of favoring her female subordinates in conflict situations violates the principle of equity, as outlined by Henri Fayol. This principle emphasizes that managers must be kind, fair, and impartial when dealing with their employees. Equity creates a sense of loyalty and devotion among workers, whereas favoritism or discrimination can lead to dissatisfaction and a lack of trust in leadership. In the given situation, Savitri's biased behavior disrupts fairness and harms team harmony, making it a clear violation of the equity principle. Other principles like order (proper arrangement of people and resources), discipline (obedience to rules), and span of control (number of subordinates under a manager) are not applicable here.
4. **(b)** While consumer protest is a form of expressing dissatisfaction, it is not a formally suggested or structured means of consumer protection. The most recognized and effective ways of consumer protection include self-regulation by business, where companies voluntarily follow ethical practices; consumer awareness, where consumers are educated about their rights and responsibilities; and government intervention, through laws like the Consumer Protection Act. Consumer protest, on the other hand, is a reactive approach and not a proactive or institutional method advocated for safeguarding consumer interests in a structured manner.
5. **(c)** Planning is the fundamental function of management that involves setting objectives and deciding in advance the appropriate actions to achieve those objectives. It helps bridge the gap between the present situation (where we are) and the desired goals (where we want to go). By determining what to do, when to do it, and who is to do it, planning ensures coordinated and goal-oriented efforts. While management and organizing are broader or more specific aspects of this process, it is planning that specifically focuses on future-oriented decision-making and direction.
6. **(d)** Complexity as a feature of the business environment refers to the fact that it consists of multiple, diverse, and interrelated forces — such as economic, political, social, technological, and legal factors — all operating simultaneously and affecting business decisions.
7. **(a)** (a) True – Leadership involves influencing the behavior and attitudes of people to achieve organizational goals.  
(b) True – A good leader resolves conflicts by building trust and maintaining group harmony.  
(c) False – Ensuring that actual performance meets standards is part of the controlling function, not leadership.  
(d) True – Leadership is crucial in introducing and managing change effectively by motivating and guiding employees.
8. **(d)** (a) Planning is the primary function (III) of management, as it sets the foundation for all other activities.  
(b) Organising involves assigning work and resources (IV) to achieve planned objectives.  
(c) Directing includes supervising and guiding employees (I) to ensure efficient performance.  
(d) Controlling is directly related to the primary function (II) as it ensures alignment with plans through feedback and corrective measures. Thus, the correct matching is (d).
9. **(d)** (a) Brand is a broader concept used for identification of a product (II), encompassing name, mark, and other elements.  
(b) Brand Name is the verbal/spoken component (III) (e.g., "Nike").  
(c) Brand Mark is a visual symbol/design (IV) that cannot be spoken (e.g., Apple's bitten apple logo).  
(d) Trade Mark is legally protected (I), preventing unauthorized use by others (e.g., ® symbol).
10. **(b)** A good brand name should be: Distinctive – to stand out in the market, Short and simple – for easy recall and pronunciation, Versatile – so it can be used across different products or markets. However, the use of technical jargon is not recommended, as it can



- confuse or alienate customers who may not understand the terminology. Hence, option (b) is not a characteristic of a good brand name.
11. **(d)** Leadership tries to restrict change in the behaviour of others," which is not a valid feature of leadership. In reality, leadership is fundamentally about bringing positive change—whether in the attitudes, behavior, or performance of individuals and teams. A good leader motivates people to adapt, grow, and embrace new ideas or ways of working. Leadership is often required in situations of transition or transformation, where change is necessary for achieving organizational goals. Therefore, suggesting that leadership restricts change contradicts its very purpose. Instead of limiting behavior, effective leadership inspires and facilitates meaningful change in followers.
  12. **(b)** Coordination is the management function that ensures all departments, teams, and individuals work together harmoniously to achieve common organizational goals. It binds together diverse activities and efforts, removing duplication and conflict, and ensures that all parts of the organization move in sync.
  13. **(c)** All four statements correctly reflect the importance of organising in management:
    - (a) Facilitates Administration – A clear structure helps in better supervision and coordination.
    - (b) Facilitates Growth and Diversification – Organising creates frameworks for expansion and new ventures.
    - (c) Facilitates Optimum Use of Resources – It ensures that resources (human, physical, and financial) are used efficiently.
    - (d) Facilitates Adaptation to Change – A flexible organizational structure allows businesses to respond quickly to environmental changes.
 Hence, all options (A–D) are valid.
  14. **(a)** A Divisional Structure is an organizational setup where the company is divided into separate business units or divisions, each responsible for its own operations, products, or geographical area. Each division operates semi-autonomously with its own resources like finance, production, and marketing. This structure is ideal for large, diversified companies.
  15. **(c)** The Need for Achievement refers to an individual's strong desire to accomplish challenging goals, take responsibility for results, and seek personal excellence. It is one of the components of McClelland's Theory of Motivation, which includes three needs: achievement, affiliation, and power. A person with a high need for achievement is often goal-oriented and driven by performance and success.
  16. **(a)** Let's understand the correct sequence of the communication process:
    - 1) (b) A person wants to send a message to his friend → This is the idea generation stage (sender has an intent to communicate).
    - 2) (a) The message that is intended to be communicated is converted into words → This is message formulation.
    - 3) (c) The words are converted into symbols → This is encoding (translating the message into a form that can be sent).
    - 4) (d) The message is sent as SMS → This is the transmission of the message through a medium.
 This sequence reflects the logical flow of communication: Idea → Message Formation → Encoding → Transmission.
  17. **(c)** A Business Opportunity refers to a promising economic idea that can be turned into a profitable venture. It involves identifying a market need and implementing a feasible plan to fulfill that need, leading to profit and potential growth. Unlike just an idea or effort, a business opportunity is actionable and market-driven, making it the right answer here.
  18. **(c)** Capital Structuring refers to decisions related to raising and managing financial resources, which is a function of financial management, not marketing. In contrast: Analysing Market Information, Marketing Planning, and Promotion are all core functions of marketing, involved in understanding consumer needs, strategizing, and promoting products or services.
  19. **(a)** Motion Study is a technique under scientific management used to analyze and eliminate unnecessary movements in the performance of a task. By observing how a job is performed, it helps in designing the most efficient method of doing work, reducing wasteful motions, and increasing productivity. This makes it the most suitable technique for Sandhya's situation.
  20. **(a)** (a) Relative to (III) Demand of Saree is more in South India than that of North India Business environment is relative as it varies from place to place, person to person, or country to country.
    - (b) Complex to (I) Difficult to comprehend which factor is responsible for the increase in demand of a product. The environment is complex because it consists of numerous interrelated factors, making it hard to pinpoint causes.
    - (c) Dynamic to (IV) Fast Technological upgradation and rising competition. The business environment is dynamic due to continuous changes like tech updates and market competition.
    - (d) Uncertain to (II) Difficult to predict future development in Information Technology. Uncertainty arises because it's hard to predict future trends or outcomes accurately.



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21. (b) The statement in option (b) does not highlight the importance of controlling, as it is more closely associated with the function of directing. Directing involves guiding, supervising, motivating, and leading employees to take action and move toward achieving organizational goals. In contrast, controlling is concerned with monitoring actual performance, comparing it with pre-set standards, and taking corrective actions to ensure that the goals are achieved efficiently. While controlling ensures order, discipline, and coordination, it does not initiate action—that responsibility lies within the directing function. Therefore, option (b) does not represent the core importance of controlling.
22. (d) Sales of the product is an outcome, not a factor influencing price determination. In contrast, factors like product cost, competition, and demand & utility directly affect how a company sets the price. For example, if the product cost is high or demand is strong, the price may be set higher. Similarly, high competition might force prices down. But sales volume depends on the price already set, making it a result, not a determining factor.
23. (c) Centralisation refers to the extent to which decision-making authority is concentrated at the top levels of management. It is related to the organising function of management, not directing. On the other hand, motivation, supervision, and leadership are all key elements of directing, which is concerned with guiding and influencing people to achieve organizational goals. Therefore, centralisation is not an element of the directing function.
24. (d) Organised consumers are a result of consumer protection efforts, not a reason for its importance. In contrast, consumer ignorance, social responsibility of businesses, and moral justification for fair treatment are key reasons why consumer protection is important. These factors highlight the need to safeguard consumers from exploitation and ensure their rights are upheld. Thus, option (d) is not an importance of consumer protection.
25. (d) The feature of management being dynamic means it must continuously adapt to changes in the business environment such as technology, market trends, government policies, and consumer preferences. Since the environment is not static, management needs to be flexible and responsive. Hence, the statement about adapting to a changing environment clearly highlights that management is dynamic in nature.
26. (c) Semantic barriers in communication arise due to problems in understanding the meaning of words and symbols. Technical jargon—specialized language used by experts—can confuse people who are not familiar with it, leading to misinterpretation or failure to understand the message. In contrast, options like rules and regulations, distrust, and complex organizational structure are other types of barriers, not semantic ones. Thus, technical jargon is a classic example of a semantic barrier.
27. (b) EBIT stands for Earning Before Interest and Tax. It is a measure of a firm's profitability that excludes interest and income tax expenses, giving a clear picture of the company's operating performance. EBIT is commonly used in financial analysis to assess a firm's ability to generate profits from operations alone, before financial and tax obligations.
28. (b) Planning is a fundamental function of management that serves multiple purposes:  
(a) Planning provides direction: It sets goals and outlines the path to achieve them, giving employees clear guidance.  
(b) Planning reduces overlapping and wasteful activities: It coordinates tasks and avoids duplication of efforts, improving efficiency.  
(c) Planning promotes innovative ideas: During the process of planning, managers often explore new ways to achieve goals, encouraging creativity and innovation. However, (D) is incorrect because planning reduces the risk of uncertainty — not certainty. The term "risk of certainty" is logically flawed.
29. (b) A Programme is a type of plan that outlines a broad objective along with the policies, procedures, rules, and resources needed to achieve it. It is comprehensive and integrates various types of plans to ensure coordinated efforts. For example, launching a new product may involve marketing policies, production procedures, staffing rules, and budgeting — all brought together under a single programme.
30. (d) Management is considered an intangible force because it cannot be seen or touched, but its presence is reflected in how smoothly an organization function. It brings coordination, discipline, and goal-oriented action, but it is not a physical object. On the other hand, statements like management being a group activity, involving decision-making, and being dynamic correctly represent its nature. These highlight how management operates through people, adapts to change, and makes decisions to achieve objectives. Therefore, the idea that management is a tangible force is incorrect.
31. (d) Semantic, psychological, and organisational barriers are widely recognized types of communication barriers. Semantic barriers arise from misinterpretation of words or language. Psychological barriers stem from emotions like fear, mistrust, or stress that affect how messages are received. Organisational barriers occur due to issues like a complex hierarchy or rigid rules. However,

- "Inverted U" is not a communication barrier — it is related to motivation theories (like the Yerkes-Dodson law). Therefore, only options B, C, and D are correct.
32. **(a)** F. W. Taylor, known as the father of Scientific Management, emphasized the need for complete harmony between management and workers. He believed that both should work together with mutual understanding and cooperation to increase productivity and reduce conflict. This idea was part of his principle of "Harmony, not Discord", which aimed to replace adversarial relationships with a spirit of collaboration in industrial settings.
33. **(c)** Cooperating is not listed as a formal function of management. The universally accepted functions of management include Planning, Organising, Staffing, Directing, and Controlling. While cooperation is important for organizational success, it is considered a value or behavior, not a distinct managerial function. Therefore, option (c) is not a function of management.
34. **(c)** The controlling process in management involves a structured sequence of steps:  
(b) Establishment of Goals and Standards – First, management sets performance standards or goals as benchmarks.  
(a) Measurement of Actual Performance against Standards and their Comparison – Next, actual performance is measured and compared with the established standards.  
(d) Using Critical Point Control and Management by Exception while analyzing the deviations – Then, managers focus on significant deviations using tools like critical point control and management by exception.  
(c) Corrective Action – Finally, necessary corrective measures are taken to improve performance where deviations exist.
35. **(b)** Organising is the process that initiates implementation of plans by defining roles, clarifying jobs, and coordinating efforts among people in the organization. It involves identifying tasks, grouping them into departments, assigning responsibilities, and establishing authority relationships — all of which ensure that the human efforts are effectively aligned with the organizational objectives. Therefore, the correct answer is Organising.
36. **(a)** The planning process follows a systematic sequence of steps:  
(c) Determining Planning Premises – First, the assumptions and conditions (internal & external) under which plans will be implemented are identified.  
(b) Search for Alternatives – Next, managers explore various possible ways to achieve objectives.  
(a) Evaluation of Alternatives – The different alternatives are evaluated based on cost, feasibility, and risks.  
(d) Selection of an Alternative – Finally, the most suitable course of action is selected.
37. **(b)** (a) Right to be heard to (II) Setting up a consumer grievance cell. Consumers have the right to voice complaints through formal channels (e.g., grievance cells).  
(b) Right to Consumer Education to (III) Awareness about rights and reliefs. This right ensures consumers know their legal protections and remedies.  
(c) Right to seek redressal to (IV) Replacement/compensation for faulty products. Consumers can demand remedies like refunds or replacements for defective goods.  
(d) Right to Safety to (I) Protection against hazardous goods Ensures products (e.g., medicines, electronics) meet safety standards.
38. **(b)** (a) Division of Work → (I) To produce more and secure better performance with the same effort. Specialization (division of tasks) improves efficiency and productivity.  
(b) Order → (III) To ensure everything is at its appointed place. "A place for everything, and everything in its place" minimizes chaos and optimizes resource use.  
(c) Equity → (IV) To promote equality of treatment while dealing with people. Fairness and justice in employee treatment foster loyalty and motivation.  
(d) Esprit de corps → (II) To emphasize the need for teamwork. Team spirit (unity and harmony) enhances collaboration and morale.
39. **(a)** The business environment refers to everything that surrounds the organization but lies outside its boundaries. If you take the entire universe and remove the part that represents the organization, what remains is the external environment — including economic, social, political, legal, and technological factors. These external forces influence and shape how a business operates, making option (a) Environment the correct answer.
40. **(c)** Performance standards are the benchmarks or targets set by an organization to evaluate its actual performance. They define the expected level of outcomes, productivity, or behavior, and serve as a reference point for managers to measure progress and identify deviations. Organizations strive to achieve or exceed these standards to ensure efficiency and goal attainment, making option (c) the correct answer.
41. **(c)** According to the passage, the final step in Apex Solutions' selection process was conducting background checks and reference verification. This step was carried out after the panel interviews and



technical assessments, ensuring that the selected candidates had a clean record and reliable references before being formally hired. Therefore, option (c) is the correct answer.

42. **(a)** The recruitment phase is all about generating a pool of potential candidates for job openings. In the passage, Apex Solutions used job advertisements, employee referrals, and recruitment agencies during the recruitment phase to attract over 500 applicants. This stage precedes selection and is crucial for ensuring a wide range of qualified applicants. Hence, option (a) Recruitment is the correct answer.
43. **(d)** The passage clearly states that by following a structured staffing process, Apex Solutions successfully hired 30 new employees who aligned with the company's strategic goals. This careful approach minimized hiring errors and led to enhanced team productivity, making option (d) the correct benefit achieved.
44. **(c)** In the passage, Apex Solutions used multiple recruitment strategies: posting on job boards, employee referrals, and collaborating with recruitment agencies. However, there is no mention of campus recruitment being used as a method to attract candidates. Therefore, the correct answer is (c) Campus recruitment.
45. **(b)** The passage begins by stating that Apex Solutions' staffing process started with workforce planning, where the company identified the need to hire 30 new employees and outlined qualifications and skills required for each role. This step sets the foundation for recruitment and selection, making option (b) Workforce planning the correct answer.
46. **(c)** The passage clearly states that ABC Ltd. structured its capital as 60% equity and 40% debt, aiming to maintain an optimal balance that minimizes the cost of capital. This reflects the concept of an optimal

capital structure, which is achieved by combining debt and equity in proportions that reduce financing costs while balancing risk and control. Hence, the correct answer is (c).

47. **(b)** The passage mentions that efficient working capital management is planned to reduce bottlenecks during the initial phases of production. This indicates that managing current assets and liabilities — like raw materials, labor, and inventory — is essential to ensure smooth day-to-day operations. Hence, the correct answer is (b) Working capital management.
48. **(c)** The passage states that ABC Manufacturing Ltd. was able to source \$6 million internally through retained earnings. Retained earnings are profits that the company has saved over time and reinvested back into the business, making them a common source of internal funding. Therefore, the correct answer is (c) Retained earnings.
49. **(b)** In the passage, the finance team at ABC Manufacturing Ltd. forecasts future cash flows and prepares a financial budget to align expected inflows and outflows. This clearly reflects the core purpose of financial planning — to anticipate financial needs and ensure sufficient funds are available for smooth and timely execution of business operations. Thus, the correct answer is (b).
50. **(a)** Financial planning is essential during expansion because it helps allocate financial resources effectively to meet the strategic objectives of the company. In the passage, ABC Manufacturing Ltd. uses financial planning to forecast cash flows, choose appropriate funding options, and support smooth operations — all of which ensure that resources are aligned with the company's expansion goals. Therefore, the correct answer is (a).

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