

Class 12 Business Studies 2026 Complete Master Revision

Education / By Principal Sir, M.S.Yadav / 13 March 2026

 Class 12 Business Studies 2026 Complete Master Revision

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CLASS 12 BUSINESS STUDIES PYQS (2021, 2023, 2024, 2025) के पूरे हल!

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 LONG ANSWERS

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 LONG ANSWERS

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✔ SHORT ANSWERS

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1 CHAPTER-WISE REPETITION ANALYSIS (2021–2025)

● PART A – Principles & Functions of Management

● PART B – Business Finance & Marketing

✔ हर साल पूछे जाने वाले MCQ Areas:

🔥 HIGH PROBABILITY 6 MARK QUESTIONS

🔥 HIGH PROBABILITY 4 MARK QUESTIONS

HBSE Class 12 Business Studies 2026 – Most Expected Question Bank (100

Questions) 👉 Hindi + English Mix Answers (Both Medium Helpful) 👉 PYQs

Included (2021–2025 Trend Based) 👉 Exam Oriented | Direct NCERT Language

1. Management क्या है? What is Management?
2. Coordination क्या है?
3. Scientific Management किसने दिया?
4. Fayol के कितने principles हैं?
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7. Staffing क्या है?
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9. Directing के तत्व लिखो।
10. Controlling के प्रथम चरण का नाम?

11. Financial Management क्या है?
12. Working Capital Formula
13. ICR Formula
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15. Consumer Protection Act 2019 कब लागू हुआ?
16. Hallmark किसके लिए?
17. ISI Mark का Full Form?
18. SEBI का Full Form?
19. Capital Market क्या है?
20. Money Market क्या है?
21. Maslow की Need Hierarchy में Physiological Needs किस स्थान पर आती हैं?
22. 'Span of Management' क्या है?
23. Financial Market का एक कार्य लिखो।
24. Dividend Decision क्या है?
25. 'Hallmark' किसके लिए उपयोग होता है?
26. Marketing क्या है?
27. 'Authority' का अर्थ क्या है?
28. 'Responsibility' क्या है?
29. 'Accountability' क्या है?
30. Money Market का एक उदाहरण लिखो।
31. Planning के चार लाभ लिखो। (PYQ Repeated 4 Times)
32. Delegation क्यों आवश्यक है?
33. Barriers to Communication (Any Four)
34. Recruitment के तीन Internal Sources
35. Recruitment के तीन External Sources
36. Dividend Decision के चार factors
37. Consumer Rights (Any Four)
38. Financial Market के functions
39. Financial Planning क्यों आवश्यक है?

40. Objectives of Financial Management लिखिए।
41. Differences between Authority and Responsibility.
42. Features of Planning.
43. Importance of Organising.
44. Steps in Staffing Process.
45. Objectives of Marketing Management.
46. Factors Affecting Dividend Decision.
47. Features of Business Environment.
48. Importance of Business Environment.
49. Differences between Formal & Informal Organisation.
50. Meaning of Motivation & Its Importance.
51. Features of Controlling.
52. Differences Between On-the-Job & Off-the-Job Training.
53. Functions of SEBI.
54. Objectives of Consumer Protection Act.
55. Role of Stock Exchange.
56. Factors Affecting Fixed Capital Requirement.
57. Features of Leadership.
58. Importance of Directing.
59. Objectives of Financial Market.
60. Consumer Rights (Any Four).
61. Functions of Top-Level Management.
62. Differences Between Capital Market & Money Market.
63. Features of Financial Planning.
64. Importance of Delegation.
65. Methods of Sales Promotion.
66. Importance of Planning (Most Repeated)
67. Principles of Scientific Management
68. Marketing Mix Explain

69. Factors Affecting Working Capital
70. Consumer Protection Remedies
71. Functions of Management
72. Financial Decisions Explain
73. Delegation और Decentralisation में अंतर स्पष्ट करें।
74. Elements of Delegation Explain करें।
75. Barriers to Effective Communication Explain करें।
76. Measures to Overcome Communication Barriers
77. Factors Affecting Fixed Capital Requirement
78. Factors Affecting Working Capital Requirement
79. SEBI Functions Explain करें।
80. Objectives of Management
81. Differences Between Capital Market & Money Market
82. Merits of Advertising
83. Limitations of Advertising
84. Internal Sources of Recruitment – Merits & Demerits
85. External Sources of Recruitment – Merits & Demerits
86. On-the-Job Training Methods
87. Off-the-Job Training Methods
88. Principles of Management by Fayol (Any Six)
89. Explain Unity of Command.
90. Explain Scalar Chain.
91. Marketing Concept Explain करें।
92. Selling Concept Explain करें।
93. Product Life Cycle Stages
94. Financial Planning क्या है?

95. Difference Between Fixed Cost & Variable Cost

96. Importance of Financial Management

97. Consumer Responsibilities (Any Four)

98. Methods of Sales Promotion

99. Importance of Staffing

100. Why Management is Important?

🔥 Rapid Fire (1–100)

🔥 Rapid Fire (101–200)

111. Business Environment includes:

🔥 HBSE Class 12 Business Studies – 100 Most Expected Case Studies (2026)

Case 1

Case 2

Case 3

Case 4

Case 5

Case 6

Case 7

Case 8

Case 9

Case 10

Case 11

Case 12

Case 13

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Case 32
Case 33
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Case 35

📖 50 Guaranteed SHORT Answers (Fully Written) 🙌 3-4 Marks Pattern 🙌 Hindi
+ English Mix 🙌 Directly Write in Exam 🙌 PYQ Based + 2026 Expected 700

- ✅ 1. Define Management.
- ✅ 2. What is Coordination?
- ✅ 3. Difference between Efficiency and Effectiveness.
- ✅ 4. Functions of Management.
- ✅ 5. What is Division of Work?
- ✅ 6. What is Unity of Command?
- ✅ 7. What is Scalar Chain?
- ✅ 8. What is Equity Principle?
- ✅ 9. What is Business Environment?
- ✅ 10. Features of Business Environment.

- ✓ 11. Importance of Business Environment.
- ✓ 12. Define Planning.
- ✓ 13. Features of Planning.
- ✓ 14. What is Policy?
- ✓ 15. What is Budget?
- ✓ 16. What is Organising?
- ✓ 17. Elements of Delegation.
- ✓ 18. What is Decentralisation?
- ✓ 19. Difference between Formal and Informal Organisation.
- ✓ 20. What is Staffing?
- ✓ 21. What is Recruitment?
- ✓ 22. What is Selection?
- ✓ 23. What is Training?
- ✓ 24. What is Directing?
- ✓ 25. What is Motivation?
- ✓ 26. What is Leadership?
- ✓ 27. What is Communication?
- ✓ 28. What is Controlling?
- ✓ 29. Steps in Controlling.
- ✓ 30. Why Planning and Controlling are interrelated?
- ✓ 31. What is Financial Management?
- ✓ 32. Objectives of Financial Management.
- ✓ 33. What is Investment Decision?
- ✓ 34. What is Financing Decision?
- ✓ 35. What is Dividend Decision?
- ✓ 36. Working Capital Formula.
- ✓ 37. What is Capital Structure?
- ✓ 38. What is Marketing?
- ✓ 39. What are 4Ps of Marketing?

- ✓ 40. What is Branding?
- ✓ 41. What is Packaging?
- ✓ 42. What is Advertising?
- ✓ 43. What is Personal Selling?
- ✓ 44. What is Sales Promotion?
- ✓ 45. What is Consumer Protection?
- ✓ 46. Consumer Rights (Any Four).
- ✓ 47. Consumer Responsibilities.
- ✓ 48. What is District Commission?
- ✓ 49. What is Hallmark?
- ✓ 50. What is SEBI?

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100 Ultra Rapid Revision One-Liners

UNIT 1: Nature & Significance of Management (1–10)

1. **Management = Getting work done through others.**
👉 प्रबंधन का अर्थ है दूसरों से कार्य करवाकर संगठन के लक्ष्यों को प्राप्त करना।
2. **Management is goal oriented.**
👉 प्रबंधन का हर कार्य संगठन के निश्चित लक्ष्यों की ओर होता है।
3. **Efficiency = Doing things right.**
👉 न्यूनतम लागत और समय में कार्य को सही ढंग से करना दक्षता है।
4. **Effectiveness = Doing right things.**
👉 सही लक्ष्य चुनकर उसे प्राप्त करना प्रभावशीलता है।
5. **Efficiency + Effectiveness = Success.**
👉 सफलता के लिए दोनों आवश्यक हैं।
6. **Management is continuous process.**
👉 यह एक निरंतर चलने वाली प्रक्रिया है।
7. **Management is pervasive (all levels).**
👉 यह सभी स्तरों (Top, Middle, Lower) पर लागू होता है।
8. **Coordination is essence of management.**
👉 समन्वय प्रबंधन का सार है।
9. **Five Functions: Planning, Organising, Staffing, Directing, Controlling.**
👉 प्रबंधन के पाँच मुख्य कार्य।
10. **Planning precedes controlling.**
👉 बिना योजना के नियंत्रण संभव नहीं है।

■ UNIT 2: Principles of Management (11–20)

11. **Taylor gave Scientific Management.**
👉 एफ.डब्ल्यू. टेलर ने वैज्ञानिक प्रबंधन का सिद्धांत दिया।
12. **Science not rule of thumb.**
👉 अनुमान की जगह वैज्ञानिक विधि अपनानी चाहिए।
13. **Harmony not discord.**
👉 प्रबंधन और श्रमिकों में सहयोग होना चाहिए।
14. **Functional foremanship divides supervision.**
👉 पर्यवेक्षण को विभिन्न विशेषज्ञों में बाँटा जाता है।
15. **Fayol gave 14 principles.**
👉 हेनरी फेयोल ने 14 प्रशासनिक सिद्धांत दिए।

16. **Division of Work increases efficiency.**
👉 कार्य विभाजन से दक्षता बढ़ती है।
17. **Unity of Command = One boss.**
👉 एक कर्मचारी को एक ही अधिकारी से आदेश मिलना चाहिए।
18. **Unity of Direction = One plan.**
👉 एक उद्देश्य के लिए एक ही योजना होनी चाहिए।
19. **Authority & Responsibility go together.**
👉 अधिकार और दायित्व साथ-साथ होने चाहिए।
20. **Esprit de Corps = Team spirit.**
👉 टीम भावना संगठन को मजबूत बनाती है।

■ UNIT 3: Business Environment (21–30)

21. **Business environment = External forces.**
👉 व्यवसाय को प्रभावित करने वाले बाहरी कारक।
22. **It is dynamic and uncertain.**
👉 यह बदलता रहता है और अनिश्चित होता है।
23. **Economic environment affects purchasing power.**
👉 आर्थिक स्थिति ग्राहकों की क्रय शक्ति को प्रभावित करती है।
24. **Political environment includes government policies.**
👉 सरकारी नीतियाँ व्यवसाय को प्रभावित करती हैं।
25. **Technological environment affects production.**
👉 नई तकनीक उत्पादन प्रक्रिया को प्रभावित करती है।
26. **Environment helps identify opportunities.**
👉 व्यवसायिक अवसरों की पहचान करने में सहायक।
27. **Liberalisation reduces government control.**
👉 उदारीकरण से सरकारी नियंत्रण कम होता है।
28. **Privatisation increases private sector role.**
👉 निजी क्षेत्र की भागीदारी बढ़ती है।
29. **Globalisation connects global markets.**
👉 वैश्वीकरण से विश्व बाजार जुड़ते हैं।
30. **Environmental scanning is essential.**
👉 वातावरण का विश्लेषण आवश्यक है।

■ UNIT 4: Planning (31–40)

31. **Planning means deciding in advance.**
 - 👉 पहले से निर्णय लेना कि क्या और कैसे करना है।
32. **Planning reduces uncertainty.**
 - 👉 भविष्य की अनिश्चितता कम होती है।
33. **Planning provides direction.**
 - 👉 कर्मचारियों को स्पष्ट दिशा मिलती है।
34. **Planning reduces overlapping.**
 - 👉 कार्यों की पुनरावृत्ति कम होती है।
35. **Steps: Objectives → Premises → Alternatives → Selection → Implementation.**
 - 👉 नियोजन की प्रमुख अवस्थाएँ।
36. **Policy gives general guidelines.**
 - 👉 नीति निर्णय लेने की सामान्य दिशा देती है।
37. **Procedure gives sequence of actions.**
 - 👉 प्रक्रिया कार्यों का क्रम बताती है।
38. **Rule specifies what must or must not be done.**
 - 👉 नियम बताता है क्या करना है या नहीं।
39. **Budget is financial plan.**
 - 👉 बजट आय-व्यय का अनुमान है।
40. **Planning promotes innovation.**
 - 👉 नए विचारों को बढ़ावा देता है।

■ UNIT 5: Organising (41–50)

41. **Organising means arranging resources systematically.**
 - 👉 संगठन में कार्यों और संसाधनों को व्यवस्थित करना ही आयोजन है।
42. **Delegation has three elements: Authority, Responsibility, Accountability.**
 - 👉 अधिकार, दायित्व और जवाबदेही – ये तीनों मिलकर प्रत्यायोजन बनाते हैं।
43. **Authority flows downward.**
 - 👉 अधिकार ऊपर से नीचे की ओर दिया जाता है।

44. **Responsibility flows upward.**
👉 दायित्व अधीनस्थ से उच्च अधिकारी की ओर उत्तरदायी होता है।
45. **Delegation reduces workload of superior.**
👉 प्रत्यायोजन से वरिष्ठ का कार्यभार कम होता है।
46. **Decentralisation means dispersal of authority at all levels.**
👉 विकेंद्रीकरण में अधिकार विभिन्न स्तरों पर बाँटे जाते हैं।
47. **Functional structure is based on functions like production, marketing.**
👉 कार्य के आधार पर विभाग बनाए जाते हैं।
48. **Divisional structure is based on product or region.**
👉 उत्पाद या क्षेत्र के आधार पर विभाग बनाए जाते हैं।
49. **Formal organisation has clearly defined authority and responsibility.**
👉 औपचारिक संगठन में अधिकार और दायित्व स्पष्ट होते हैं।
50. **Informal organisation develops automatically from social relations.**
👉 अनौपचारिक संगठन सामाजिक संबंधों से स्वतः बनता है।

■ UNIT 6: Staffing (51–60)

51. **Staffing is filling and keeping positions in organisation.**
👉 संगठन में पदों को भरना और बनाए रखना स्टाफिंग है।
52. **Recruitment creates a pool of applicants.**
👉 भर्ती संभावित उम्मीदवारों का समूह तैयार करती है।
53. **Selection chooses the best candidate.**
👉 चयन प्रक्रिया में सर्वोत्तम उम्मीदवार चुना जाता है।
54. **Selection is a negative process.**
👉 इसमें अनुपयुक्त उम्मीदवारों को हटाया जाता है।
55. **Training improves skills and productivity.**
👉 प्रशिक्षण से कार्यकुशलता और उत्पादन बढ़ता है।
56. **Development prepares employees for future responsibilities.**
👉 विकास भविष्य की जिम्मेदारियों के लिए तैयारी है।

57. **Internal recruitment motivates employees.**
👉 आंतरिक पदोन्नति से कर्मचारियों का मनोबल बढ़ता है।
58. **External recruitment brings fresh talent.**
👉 बाहरी भर्ती से नए विचार और प्रतिभा आती है।
59. **Right person at right job increases efficiency.**
👉 सही व्यक्ति को सही कार्य देने से दक्षता बढ़ती है।
60. **Training reduces accidents and wastage.**
👉 प्रशिक्षण से दुर्घटनाएँ और संसाधनों की बर्बादी कम होती है।

■ UNIT 7: Directing (61–70)

61. **Directing initiates action in organisation.**
👉 निर्देशन से वास्तविक कार्य प्रारंभ होता है।
62. **Directing includes Supervision, Motivation, Leadership and Communication.**
👉 निर्देशन के चार मुख्य तत्व हैं।
63. **Motivation increases morale of employees.**
👉 प्रेरणा से कर्मचारियों का मनोबल बढ़ता है।
64. **Maslow's hierarchy consists of five levels of needs.**
👉 मास्लो ने आवश्यकताओं के पाँच स्तर बताए।
65. **Leadership influences behaviour of others.**
👉 नेतृत्व दूसरों के व्यवहार को प्रभावित करता है।
66. **Communication is a two-way process.**
👉 संचार में संदेश और प्रतिक्रिया दोनों आवश्यक हैं।
67. **Feedback completes communication process.**
👉 प्रतिक्रिया मिलने से संचार पूर्ण होता है।
68. **Semantic barriers arise due to language problems.**
👉 शब्दों की गलत समझ से अर्थ भ्रम पैदा होता है।
69. **Financial incentives include salary, bonus, commission.**
👉 धन संबंधी प्रोत्साहन कर्मचारियों को प्रेरित करते हैं।
70. **Non-financial incentives include recognition and promotion.**
👉 प्रशंसा और पदोन्नति भी प्रेरणा के साधन हैं।

UNIT 8: Controlling (71–80)

71. **Controlling ensures that organisational goals are achieved.**
👉 नियंत्रण से लक्ष्य प्राप्ति सुनिश्चित होती है।
72. **Steps: Set standards → Measure → Compare → Corrective action.**
👉 नियंत्रण की चार मुख्य अवस्थाएँ।
73. **Planning and controlling are interdependent.**
👉 दोनों कार्य एक-दूसरे पर निर्भर हैं।
74. **Controlling is forward looking.**
👉 यह भविष्य की त्रुटियों को रोकने में सहायक है।
75. **Deviation analysis identifies differences.**
👉 मानक और वास्तविक प्रदर्शन के अंतर को पहचानता है।
76. **Management by exception focuses on major deviations.**
👉 केवल महत्वपूर्ण विचलनों पर ध्यान दिया जाता है।
77. **Budgetary control is an important technique of control.**
👉 बजट के माध्यम से नियंत्रण किया जाता है।
78. **Break-even point means no profit no loss.**
👉 जहाँ लाभ और हानि दोनों शून्य हों।
79. **Controlling improves future planning.**
👉 नियंत्रण से भविष्य की योजना बेहतर होती है।
80. **Controlling is a continuous process.**
👉 यह निरंतर चलने वाली प्रक्रिया है।

UNIT 9: Financial Management (81–90)

81. **Wealth maximisation is main objective of financial management.**
👉 शेयरधारकों की संपत्ति बढ़ाना मुख्य उद्देश्य है।
82. **Investment decision relates to long-term assets.**
👉 मशीन, भवन आदि में निवेश का निर्णय।
83. **Financing decision relates to choice of sources of funds.**
👉 धन कहाँ से प्राप्त करना है इसका निर्णय।

84. **Dividend decision relates to distribution of profit.**
👉 लाभ का कितना भाग बाँटना है।
85. **Capital structure means proportion of debt and equity.**
👉 ऋण और इक्विटी का अनुपात।
86. **Working capital = Current Assets – Current Liabilities.**
👉 चालू पूंजी का सूत्र।
87. **Fixed capital is required for long-term assets.**
👉 स्थायी संपत्तियों के लिए आवश्यक पूंजी।
88. **High debt increases financial risk.**
👉 अधिक ऋण से जोखिम बढ़ता है।
89. **Retained earnings are internal source of finance.**
👉 संचित लाभ आंतरिक वित्त का स्रोत है।
90. **SEBI regulates the capital market in India.**
👉 सेबी पूंजी बाजार को नियंत्रित करता है।

■ **UNIT 10 & 11: Marketing & Consumer Protection (91–100)**

91. **Marketing starts with identification of customer needs.**
👉 विपणन ग्राहक की आवश्यकता से शुरू होता है।
92. **Marketing mix consists of 4Ps – Product, Price, Place, Promotion.**
👉 विपणन मिश्रण के चार तत्व।
93. **Product includes branding and packaging.**
👉 उत्पाद में नाम और पैकेजिंग शामिल हैं।
94. **Price is the only revenue generating element.**
👉 मूल्य ही आय उत्पन्न करता है।
95. **Advertising is non-personal paid communication.**
👉 विज्ञापन जनसंचार माध्यम से होता है।
96. **Sales promotion provides short-term incentives.**
👉 छूट, कूपन आदि अस्थायी प्रोत्साहन।
97. **Personal selling is face-to-face communication.**
👉 विक्रेता और ग्राहक आमने-सामने।

98. **Consumer Protection Act 2019 protects consumers.**

👉 यह कानून उपभोक्ताओं को शोषण से बचाता है।

99. **Consumer rights include Safety, Information, Choice, Redressal, Education.**

👉 उपभोक्ताओं के पाँच मुख्य अधिकार।

100. **Consumer courts are District, State and National Commissions.**

👉 तीन स्तर की उपभोक्ता अदालतें होती हैं।

🎯 FINAL MESSAGE FOR STUDENTS

अगर विद्यार्थी ये 1–100 Points revise कर लें:

- ✓ पूरा सिलेबस कवर
- ✓ MCQ + Assertion Reason Ready
- ✓ 3 Marker + 6 Marker Ready
- ✓ 70–80 Marks Target

CLASS 12 BUSINESS STUDIES PYQS (2021, 2023, 2024, 2025) के पूरे हल!

✓ **BUSINESS STUDIES 2021**

✓ **OBJECTIVE ANSWERS (1–40)**

1. (D) Collective
2. True
3. (B) A Process
4. (D) None of these
5. (C) Third
6. (B) Two
7. (D) None of these
8. (C) Top level managers

9. (C) F.W. Taylor
 10. (D) Mental change
 11. (B) Mining Engineer
 12. (C) Mechanical Engineer
 13. (C) Product
 14. (A) Flexible
 15. (C) Planning
 16. (A) First
 17. (B) Continuous
 18. True
 19. (A) Two
 20. (C) Both A & B
 21. (B) Informal
 22. (C) Span of Management
 23. (C) Informal Organization
 24. (A) Narrow form of delegation
 25. (C) Direction
 26. (D) Above all
 27. Continuous
 28. (D) All of the above
 29. (C) Both A & B
 30. (A) Bonus
 31. Ability to get work done through others
 32. (C) Written & Verbal
 33. (C) Communication
 34. (D) All of the above
 35. (A) Furniture
 36. (B) Brand Name
 37. (B) Primary packaging
 38. Marketing
 39. (A) Net Working Capital
 40. Critical Path Method
-

✓ LONG ANSWERS

Q1 Delegation of Authority

Meaning: Superior assigns authority to subordinate.

Six Advantages:

1. Reduces workload
2. Develops managers
3. Quick decision
4. Motivation
5. Effective supervision
6. Growth of organisation

Q2 Training

Meaning: Systematic development of skills.

Six Features:

1. Planned process
2. Improves efficiency
3. Continuous
4. Job oriented
5. Reduces accidents
6. Improves morale

Q3 Sales Promotion

Meaning: Short-term incentives to boost sales.

Six Tools:

1. Discount
2. Coupons
3. Free samples
4. Contests
5. Rebates
6. Premium offers

 **SHORT ANSWERS (Examples)**

Q6 Steps in Controlling

1. Setting standards
2. Measuring performance
3. Comparing
4. Corrective action

Q7 Roles of Finance Manager

1. Investment decision
2. Financing decision
3. Dividend decision
4. Liquidity management

Q8 Capital Market vs Money Market

Capital Market	Money Market
Long term	Short term
Shares/Debentures	T-Bills
High risk	Low risk
Regulated by SEBI	RBI

OBJECTIVES (24–33)

- 24. (A) One year
- 25. (A) Medical Council of India
- 26. (B) Interpreting Policies
- 27. (C) Time & Cost Clerk
- 28. (C) Strategy
- 29. (B) Reliance Industries
- 30. (D) Flow of capital
- 31. (A) Less
- 32. (C) Women
- 33. (C) Enterprise

 BUSINESS STUDIES 2024

OBJECTIVE ANSWERS

1. (A) 12,000
2. (C) Technological
3. (A) Marketing Concept
4. (A) Rules
5. (C) Third
6. (A) Uncertainty
7. (C) 1,50,000
8. (B) Selection Test
9. (D) Both false
10. (A) Both correct & explanation
11. Three
12. Hallmark
13. Top level
14. Debentures
15. 1 crore
16. Science
17. 8 November
18. True
19. False
20. True

 **LONG ANSWERS**

Q31 Recruitment Sources

Internal:

1. Promotion
2. Transfer
3. Internal advertisement

External:

1. Campus recruitment
 2. Advertisement
 3. Employment exchange
-

Q32 Marketing Mix (4P's)

1. Product
 2. Price
 3. Place
 4. Promotion
-

Q33 Importance of Planning

1. Direction
 2. Reduces uncertainty
 3. Coordination
 4. Improves efficiency
 5. Controls waste
 6. Facilitates decision making
-

 **BUSINESS STUDIES 2025**

OBJECTIVE ANSWERS

1. (A) What a Manager does
2. (B) Art
3. (C) Staffing, Directing & Controlling
4. (B) Soft
5. (A) Formal
6. (D) Division of Labour

7. (D) All of the above
8. (D) Last
9. (C) Both A & B
10. (C) To pay for daily work
11. (D) Long term investment
12. (B) Brand Name
13. (D) Seller of goods
14. (C) Both A & B
15. (A) Disregard for social values
16. Direct contact with customer
17. Discount
18. Indian Standards Institute
19. (C) A true R false
20. (C) A true R false

SHORT ANSWERS

Q21 Top Level Functions

1. Policy making
2. Strategic decisions
3. Overall control

Q22 Leadership

Meaning: Influencing people to achieve goals.

Features:

1. Continuous
2. Goal oriented

Q24 Importance of Planning

1. Provides direction
2. Reduces risk
3. Coordination

LONG ANSWERS

Q33 Why Management is Essential?

1. Achieves group goals
2. Increases efficiency
3. Creates dynamic organisation
4. Achieves personal objectives
5. Development of society

Q35 Marketing Mix

Meaning: Combination of 4P's

Elements:

1. Product
2. Price
3. Place
4. Promotion

1 CHAPTER-WISE REPETITION ANALYSIS (2021–2025)

● PART A – Principles & Functions of Management

Chapter	20 21	20 23	20 24	20 25	Repetition Level
Nature & Significance of Management	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Principles of Management (Taylor/Fayol)	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Business Environment	✗	✓	✓	✓	🔥🔥🔥 HIGH
Planning	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Organising	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Staffing	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH

Directing	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Controlling	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH

👉 **Observation:**

Functions of Management हर साल 30–40% पेपर कवर करते हैं।

🔵 PART B – Business Finance & Marketing

Chapter	20 21	20 23	20 24	20 25	Repetition Level
Financial Management	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Financial Markets	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
Marketing Management	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH

Consumer Protection	✓	✓	✓	✓	🔥🔥🔥🔥 VERY HIGH
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👉 **Observation:**

Marketing + Finance मिलाकर लगभग 35-40 अंक हर साल।

🎯 **MOST REPEATED LONG QUESTIONS (4-6 Marks)**

Topic	20 21	20 23	20 24	20 25	Times Asked
Delegation of Authority	✓	✓	✓	✓	4/4
Recruitment Sources	✗	✓	✓	✓	3/4
Marketing Mix	✓	✓	✓	✓	4/4
Importance of Planning	✓	✓	✓	✓	4/4
Principles of Management	✓	✓	✓	✓	4/4

Consumer Rights/Remedies	✓	✓	✓	✓	4/4
Factors affecting Working Capital	✓	✓	✓	✓	4/4

 **100% Repeated Core Topics:**

- Planning
- Delegation
- Marketing Mix
- Consumer Protection
- Financial Decisions

 **3 MCQ PATTERN ANALYSIS**

 **हर साल पूछे जाने वाले MCQ Areas:**

1. Working Capital formula
2. Hallmark / ISI / Brand Name
3. Recruitment Steps
4. Functions of Management order
5. Maslow hierarchy
6. Financial ratios
7. Advertising objections
8. SEBI functions

 MCQ में 60–70% direct NCERT line-based।

 **4 ASSERTION-REASON TREND (2024-2025)**

- Financial decisions
- Sales promotion
- Consumer rights
- Controlling
- Long term investment

👉 2026 में भी A-R 100% आएगा।

🚀 5 2026 MOST EXPECTED AREAS (Based on Trend)

🔥 HIGH PROBABILITY 6 MARK QUESTIONS

1. Importance of Planning
2. Delegation – Elements & Importance
3. Marketing Mix
4. Principles of Scientific Management
5. Dividend Decision Factors
6. Consumer Protection – Rights & Remedies

🔥 HIGH PROBABILITY 4 MARK QUESTIONS

1. Differences: Capital Market vs Money Market
2. Barriers to Communication
3. Features of Controlling
4. Sources of Recruitment
5. Objectives of Financial Management

🎯 6 SAFE SCORE STRATEGY FOR 2026

If student prepares only:

- Planning
- Delegation
- Staffing
- Financial Decisions
- Marketing Mix
- Consumer Protection

👉 They can safely target **60+** marks.

HBSE Class 12 Business Studies 2026 – Most Expected Question Bank (100 Questions)

👉 **Hindi + English Mix Answers (Both Medium Helpful)**

👉 **PYQs Included (2021–2025 Trend Based)**

👉 **Exam Oriented | Direct NCERT Language**

SECTION A – VERY SHORT ANSWER (1–2 Marks)

(1–30 Questions)

1. Management क्या है? What is Management?

Answer:

Management is the process of getting work done through others to achieve organisational goals effectively and efficiently.

प्रबंधन वह प्रक्रिया है जिसके द्वारा दूसरों से कार्य करवाकर संगठन के उद्देश्यों को प्रभावी और कुशल तरीके से प्राप्त किया जाता है।

2. Coordination क्या है?

Coordination is the process of synchronizing different activities of organisation.

समन्वय विभिन्न गतिविधियों को एक दिशा में जोड़ने की प्रक्रिया है।

3. Scientific Management किसने दिया?

F.W. Taylor ने दिया।

4. Fayol के कितने principles हैं?

14 Principles.

5. Planning की परिभाषा लिखो।

Planning is deciding in advance what to do and how to do.

नियोजन पहले से निर्णय लेना है कि क्या करना है और कैसे करना है।

6. Delegation के तीन तत्व लिखो।

1. Authority
2. Responsibility
3. Accountability

7. Staffing क्या है?

Staffing means filling and keeping positions in organisation.
नियुक्तिकरण संगठन में पदों को भरने की प्रक्रिया है।

8. Recruitment क्या है?

Recruitment is the process of searching prospective employees.
भर्ती संभावित कर्मचारियों की खोज की प्रक्रिया है।

9. Directing के तत्व लिखो।

1. Supervision
2. Motivation
3. Leadership
4. Communication

10. Controlling के प्रथम चरण का नाम?

Setting Standards.

11. Financial Management क्या है?

It is concerned with procurement and proper use of funds.
वित्तीय प्रबंधन धन की प्राप्ति और उसके सही उपयोग से संबंधित है।

12. Working Capital Formula

Working Capital = Current Assets – Current Liabilities.

13. ICR Formula

Interest Coverage Ratio = EBIT / Interest.

14. Marketing Mix के 4P's

Product, Price, Place, Promotion.

15. Consumer Protection Act 2019 कब लागू हुआ?

20 July 2020.

16. Hallmark किसके लिए?

Gold Jewellery.

17. ISI Mark का Full Form?

Indian Standards Institute.

18. SEBI का Full Form?

Securities and Exchange Board of India.

19. Capital Market क्या है?

Long-term funds market.

20. Money Market क्या है?

Short-term funds market.

21. Maslow की Need Hierarchy में Physiological Needs किस स्थान पर आती हैं?

Answer:

Physiological needs come at the **first (lowest) level** of Maslow's hierarchy. मास्लो की आवश्यकता सिद्धांत में शारीरिक आवश्यकताएँ प्रथम स्तर पर आती हैं।

22. 'Span of Management' क्या है?

Answer:

It refers to the number of subordinates working under a superior.

एक अधिकारी के अधीन कार्य करने वाले कर्मचारियों की संख्या को प्रबंधन विस्तार कहते हैं।

23. Financial Market का एक कार्य लिखो।

Answer:

Mobilisation of savings.

बचत को निवेश में बदलना।

24. Dividend Decision क्या है?

Answer:

It is a decision regarding how much profit should be distributed as dividend. लाभ का कितना भाग शेयरधारकों को बाँटना है, इसका निर्णय।

25. 'Hallmark' किसके लिए उपयोग होता है?

Answer:

Hallmark is used for **Gold Jewellery quality certification**. सोने के आभूषण की शुद्धता प्रमाणित करने के लिए।

26. Marketing क्या है?

Answer:

Marketing is the process of identifying and satisfying customer needs profitably. विपणन ग्राहकों की आवश्यकताओं की पहचान और संतुष्टि की प्रक्रिया है।

27. 'Authority' का अर्थ क्या है?

Answer:

Authority means the right to give orders and take decisions. अधिकार का अर्थ है आदेश देने और निर्णय लेने का अधिकार।

28. 'Responsibility' क्या है?

Answer:

Responsibility means the obligation to perform assigned task.
सौंपे गए कार्य को पूरा करने की बाध्यता।

29. 'Accountability' क्या है?

Answer:

Accountability means being answerable for the result of assigned work.
कार्य के परिणाम के लिए उत्तरदायी होना।

30. Money Market का एक उदाहरण लिखो।

Answer:

Treasury Bills (T-Bills).
ट्रेजरी बिल।

■ SECTION B – SHORT ANSWER (3–4 Marks)

(31–65 Questions)

31. Planning के चार लाभ लिखो। (PYQ Repeated 4 Times)

1. Direction provides
 2. Reduces uncertainty
 3. Reduces overlapping
 4. Facilitates control
-

32. Delegation क्यों आवश्यक है?

1. Reduces burden
 2. Develops managers
 3. Motivation
 4. Quick decisions
-

33. Barriers to Communication (Any Four)

1. Semantic barriers
 2. Psychological barriers
 3. Organisational barriers
 4. Personal barriers
-

34. Recruitment के तीन Internal Sources

1. Promotion
 2. Transfer
 3. Internal advertisement
-

35. Recruitment के तीन External Sources

1. Advertisement
 2. Campus recruitment
 3. Employment exchange
-

36. Dividend Decision के चार factors

1. Earnings
2. Stability of earnings
3. Cash flow position

4. Growth opportunities
-

37. Consumer Rights (Any Four)

1. Right to safety
 2. Right to information
 3. Right to choose
 4. Right to seek redressal
-

38. Financial Market के functions

1. Mobilisation of savings
 2. Price determination
 3. Liquidity
 4. Capital formation
-

39. Financial Planning क्यों आवश्यक है?

Answer:

1. Ensures availability of funds – धन की उपलब्धता सुनिश्चित करता है।
 2. Avoids overcapitalisation & undercapitalisation.
 3. Helps in proper utilisation of funds.
 4. Improves coordination between departments.
-

40. Objectives of Financial Management लिखिए।

1. Profit maximisation
2. Wealth maximisation (Shareholder value)

3. Proper utilisation of funds
4. Ensures financial discipline

41. Differences between Authority and Responsibility.

Authority	Responsibility
Right to give orders	Duty to perform task
Flows downward	Flows upward
Delegated	Cannot be delegated fully

42. Features of Planning.

1. Goal oriented
2. Pervasive
3. Continuous
4. Futuristic

43. Importance of Organising.

1. Clarifies working relationships
2. Avoids duplication
3. Optimum utilisation of resources
4. Facilitates growth

44. Steps in Staffing Process.

1. Manpower planning
2. Recruitment
3. Selection
4. Training
5. Performance appraisal

45. Objectives of Marketing Management.

1. Customer satisfaction
2. Increase sales
3. Market share growth
4. Profit earning

46. Factors Affecting Dividend Decision.

1. Earnings
2. Cash flow position
3. Growth opportunities
4. Stability of earnings

47. Features of Business Environment.

1. Totality of external forces
2. Specific & general forces
3. Dynamic nature
4. Uncertainty

48. Importance of Business Environment.

1. Identifies opportunities
2. Helps in planning
3. Improves performance
4. Avoids threats

49. Differences between Formal & Informal Organisation.

Formal	Informal
Official structure	Social structure
Written rules	No written rules
Authority based	Relationship based

50. Meaning of Motivation & Its Importance.

Meaning:

Motivation means stimulating employees to perform better.

प्रेरणा कर्मचारियों को बेहतर कार्य करने के लिए प्रेरित करना है।

Importance:

1. Increases efficiency

2. Improves morale
3. Reduces absenteeism

51. Features of Controlling.

1. Goal oriented
2. Continuous
3. Corrective action
4. Forward looking

52. Differences Between On-the-Job & Off-the-Job Training.

On-the-Job	Off-the-Job
At workplace	Outside workplace
Practical learning	Theoretical learning
Less costly	Costly

53. Functions of SEBI.

1. Protect investors
2. Regulate stock exchange
3. Promote fair practices

54. Objectives of Consumer Protection Act.

1. Protect consumers
2. Provide redressal
3. Prevent unfair trade practices

55. Role of Stock Exchange.

1. Provides liquidity
2. Price determination
3. Capital formation

56. Factors Affecting Fixed Capital Requirement.

1. Nature of business
2. Scale of operations
3. Technology
4. Growth prospects

57. Features of Leadership.

1. Continuous process
2. Influencing behaviour
3. Goal oriented
4. Two-way relationship

58. Importance of Directing.

1. Initiates action
2. Integrates efforts
3. Motivates employees
4. Improves efficiency

59. Objectives of Financial Market.

1. Mobilise savings
2. Provide liquidity
3. Facilitate capital formation

60. Consumer Rights (Any Four).

1. Right to safety
2. Right to information
3. Right to choose
4. Right to redressal

61. Functions of Top-Level Management.

1. Policy formulation
2. Strategic planning
3. Overall control

62. Differences Between Capital Market & Money Market.

Capital Market	Money Market

Long term	Short term
SEBI	RBI
Shares	Treasury bills

63. Features of Financial Planning.

1. Based on forecasts
2. Linked with business objectives
3. Ensures coordination
4. Flexible

64. Importance of Delegation.

1. Reduces workload
2. Develops managers
3. Motivation
4. Quick decisions

65. Methods of Sales Promotion.

1. Discount
2. Coupons
3. Free samples
4. Rebates

■ **SECTION C – LONG ANSWER (6 Marks)**

(66–100 Questions)

66. Importance of Planning (Most Repeated)

1. Provides direction
 2. Reduces uncertainty
 3. Reduces overlapping
 4. Facilitates control
 5. Improves decision making
 6. Promotes innovation
-

67. Principles of Scientific Management

1. Science not rule of thumb
 2. Harmony not discord
 3. Cooperation not individualism
 4. Development of workers
-

68. Marketing Mix Explain

Product: Quality, brand, packaging

Price: Pricing strategy

Place: Channels of distribution

Promotion: Advertising, Sales promotion

69. Factors Affecting Working Capital

1. Nature of business
 2. Scale of operations
 3. Business cycle
 4. Credit policy
 5. Inventory cycle
-

70. Consumer Protection Remedies

1. Removal of defect
 2. Replacement
 3. Refund
 4. Compensation
 5. Discontinue unfair trade practice
-

71. Functions of Management

1. Planning
 2. Organising
 3. Staffing
 4. Directing
 5. Controlling
-

72. Financial Decisions Explain

1. Investment Decision
 2. Financing Decision
 3. Dividend Decision
-

(Questions 73–100 continue covering all repeated PYQ topics such as:)

- Delegation vs Decentralisation
- Barriers of Communication
- SEBI Functions
- Fixed Capital Factors
- Objectives of Management
- Differences Capital & Money Market
- Advertising Merits & Limitations
- Internal vs External Recruitment
- On the Job & Off the Job Training
- Fayol Principles (Unity of Command, Scalar Chain, etc.)

 **2026 STRATEGIC NOTE FOR STUDENTS**

अगर विद्यार्थी ये 100 प्रश्न अच्छे से तैयार कर लेते हैं तो:

- ✓ 65–75 Marks Secure
- ✓ Long Answers Covered
- ✓ PYQs Covered
- ✓ Assertion–Reason Ready

 **SECTION C – LONG ANSWER (6 Marks Continued)**

73. Delegation और Decentralisation में अंतर स्पष्ट करें।

Delegation:

Authority is delegated by a superior to subordinate.
अधिकार उच्च अधिकारी द्वारा अधीनस्थ को सौंपा जाता है।

Decentralisation:

Systematic dispersal of authority at all levels.
संगठन के विभिन्न स्तरों पर अधिकारों का वितरण।

Differences:

Delegation	Decentralisation
Individual level	Organisation level
Temporary	Permanent policy
Reduces burden	Develops initiative
Control remains with superior	Wider authority spread

74. Elements of Delegation Explain करें।

1. Authority – अधिकार देना
2. Responsibility – कार्य सौंपना
3. Accountability – जवाबदेही तय करना

All three must go together.

75. Barriers to Effective Communication Explain करें।

1. Semantic barriers (शब्दों की अस्पष्टता)
2. Psychological barriers (मानसिक स्थिति)
3. Organisational barriers (लंबी चैन)
4. Personal barriers (व्यक्तिगत अंतर)

76. Measures to Overcome Communication Barriers

1. Simple language
2. Proper feedback
3. Active listening
4. Avoid assumptions
5. Proper channel selection

77. Factors Affecting Fixed Capital Requirement

1. Nature of business
2. Scale of operations
3. Technology used
4. Growth prospects
5. Financing alternatives

78. Factors Affecting Working Capital Requirement

1. Business cycle
2. Credit policy
3. Production cycle
4. Inventory turnover
5. Operating efficiency

79. SEBI Functions Explain करें।

1. Protective – Investor protection
2. Regulatory – Regulating stock exchange
3. Developmental – Promote fair practices

80. Objectives of Management

1. Organisational objectives
2. Social objectives
3. Personal objectives

81. Differences Between Capital Market & Money Market

Capital Market	Money Market
Long term	Short term
Shares & Debentures	T-Bills
SEBI regulates	RBI regulates
Higher risk	Lower risk

82. Merits of Advertising

1. Mass reach
2. Brand building
3. Educates customers

4. Increase sales
-

83. Limitations of Advertising

1. Costly
 2. Misleading claims
 3. Creates monopoly
 4. Social values affected
-

84. Internal Sources of Recruitment – Merits & Demerits

Merits:

- Motivates employees
- Economical
- Reliable

Demerits:

- Limited choice
 - Creates jealousy
 - No new ideas
-

85. External Sources of Recruitment – Merits & Demerits

Merits:

- Wider choice
- Fresh talent
- Better skills

Demerits:

- Costly
- Time consuming
- Morale affected

86. On-the-Job Training Methods

1. Apprenticeship
2. Internship
3. Coaching
4. Job rotation

87. Off-the-Job Training Methods

1. Lectures
2. Case study
3. Vestibule training
4. Conferences

88. Principles of Management by Fayol (Any Six)

1. Division of Work
2. Authority & Responsibility
3. Discipline
4. Unity of Command

5. Unity of Direction
6. Scalar Chain

89. Explain Unity of Command.

One employee should receive orders from one superior only.
एक कर्मचारी को केवल एक अधिकारी से आदेश मिलना चाहिए।

90. Explain Scalar Chain.

Chain of authority from top to bottom.
शीर्ष से निम्न स्तर तक अधिकार की श्रृंखला।

91. Marketing Concept Explain करें।

Focus on customer satisfaction.
ग्राहक की आवश्यकता को पूरा करना ही मुख्य लक्ष्य है।

92. Selling Concept Explain करें।

Focus on aggressive promotion.
उत्पाद बेचने पर जोर देना।

93. Product Life Cycle Stages

1. Introduction
2. Growth

3. Maturity
4. Decline

94. Financial Planning क्या है?

It is deciding the financial needs of business in advance.
व्यवसाय की वित्तीय आवश्यकताओं का पूर्व निर्धारण।

95. Difference Between Fixed Cost & Variable Cost

Fixed Cost	Variable Cost
Constant	Changes with output
Rent	Raw material

96. Importance of Financial Management

1. Proper utilisation of funds
2. Wealth maximisation
3. Financial discipline
4. Survival of business

97. Consumer Responsibilities (Any Four)

1. Check quality marks
 2. Ask for bill
 3. Use products properly
 4. File complaint if required
-

98. Methods of Sales Promotion

1. Discount
 2. Coupons
 3. Free samples
 4. Lucky draw
-

99. Importance of Staffing

1. Right person at right job
 2. Improves efficiency
 3. Employee development
 4. Better morale
-

100. Why Management is Important?

1. Achieves group goals
 2. Increases efficiency
 3. Adapts to environment
 4. Creates dynamic organisation
 5. Develops society
-

अगर विद्यार्थी ये पूरे 100 प्रश्न तैयार कर लेते हैं:

- ✓ All repeated PYQs covered
- ✓ Long answer secured
- ✓ 70+ Marks Target Possible
- ✓ MCQ & Assertion-Reason Ready

HBSE Class 12 Business Studies 2026 – 200 MCQs Rapid Fire Set

- 👉 100 MCQs हिंदी में
- 👉 100 MCQs English में (Completely Different)
- 👉 Answers at the End
- 👉 PYQ Based + 2021–2025 Repetition Trend

■ PART A – 100 MCQs (HINDI)

🔥 Rapid Fire (1–100)

1. प्रबंधन का मुख्य उद्देश्य क्या है?
 - A. लाभ कमाना
 - B. संसाधनों का अपव्यय
 - C. लक्ष्यों की प्राप्ति
 - D. कर्मचारियों को दंड देना
2. समन्वय किसका सार है?
 - A. विपणन
 - B. प्रबंधन
 - C. वित्त
 - D. लेखांकन
3. टेलर किससे संबंधित हैं?
 - A. प्रशासनिक सिद्धांत
 - B. वैज्ञानिक प्रबंधन
 - C. विपणन
 - D. वित्त

4. नियोजन का प्रथम चरण है:
 - A. कार्यान्वयन
 - B. लक्ष्य निर्धारण
 - C. नियंत्रण
 - D. भर्ती
5. अधिकार किसके साथ जुड़ा है?
 - A. जवाबदेही
 - B. आदेश देने का अधिकार
 - C. दायित्व
 - D. प्रेरणा
6. 'Unity of Command' किसने दिया?
 - A. टेलर
 - B. फेयोल
 - C. मास्लो
 - D. कोटलर
7. निम्न में से कौन सा वित्तीय निर्णय है?
 - A. भर्ती
 - B. लाभांश निर्णय
 - C. प्रशिक्षण
 - D. नियंत्रण
8. Working Capital = ?
 - A. Fixed Assets – Current Assets
 - B. Current Assets – Current Liabilities
 - C. Assets – Liabilities
 - D. None
9. विपणन मिश्रण में कितने P होते हैं?
 - A. 2
 - B. 3
 - C. 4
 - D. 5
10. उपभोक्ता संरक्षण अधिनियम 2019 लागू हुआ:
 - A. 2018
 - B. 2019

C. 2020

D. 2021

11. नेतृत्व का अर्थ है?
12. नियंत्रण का अंतिम चरण?
13. पूंजी बाजार किससे संबंधित है?
14. मनी मार्केट अल्पकालीन है या दीर्घकालीन?
15. भर्ती का अर्थ?
16. SEBI का पूरा नाम?
17. ISI चिन्ह किसके लिए?
18. Hallmark किसके लिए?
19. वित्तीय प्रबंधन का उद्देश्य?
20. स्टाफिंग का प्रथम चरण?
21. नियोजन की प्रकृति?
22. समन्वय किस स्तर पर आवश्यक है?
23. लाभ अधिकतमकरण किससे जुड़ा है?
24. Scalar Chain किसका सिद्धांत?
25. अनुशासन किस सिद्धांत में आता है?
26. प्रत्यक्ष विपणन क्या है?
27. उपभोक्ता का सुरक्षा अधिकार?
28. नियंत्रण का उद्देश्य?
29. स्थिर पूंजी किसके लिए?
30. परिवर्तनीय लागत उदाहरण?
31. औपचारिक संगठन क्या है?
32. अनौपचारिक संगठन किस पर आधारित है?
33. प्रेरणा का महत्व?
34. बाजार का अर्थ?
35. ब्रांड नाम किसका भाग है?
36. पैकेजिंग किस P में आती है?
37. लाभांश निर्णय किसका भाग?
38. निवेश निर्णय किससे जुड़ा?
39. प्रबंधन एक कला है या विज्ञान?
40. निर्देशन में क्या शामिल है?
- 41.

■ हिंदी MCQs (41-100)

41. निर्देशन का मुख्य तत्व क्या है?
A. नियंत्रण
B. प्रेरणा
C. लेखांकन
D. उत्पादन
42. संगठन का अर्थ है:
A. लक्ष्य निर्धारण
B. संसाधनों का समूह बनाना
C. वेतन देना
D. प्रचार करना
43. पूंजी संरचना से तात्पर्य है:
A. लाभ वितरण
B. धन के स्रोतों का अनुपात
C. भर्ती प्रक्रिया
D. विपणन रणनीति
44. 'Discipline' किस सिद्धांत से संबंधित है?
A. टेलर
B. फेयोल
C. कोटलर
D. मास्लो
45. नियंत्रण किस पर आधारित है?
A. भविष्य
B. अतीत
C. मानक
D. अनुमान
46. स्टाफिंग का उद्देश्य है:
A. मशीन खरीदना
B. सही व्यक्ति को सही कार्य देना
C. लाभ बढ़ाना
D. मूल्य निर्धारण
47. व्यापार पर्यावरण की प्रकृति है:
A. स्थिर

- B. गतिशील
 - C. सरल
 - D. निश्चित
48. 'Harmony not discord' किसका सिद्धांत है?
- A. टेलर
 - B. फेयोल
 - C. ड्रकर
 - D. कोन्ट्रज
49. उपभोक्ता का सूचना का अधिकार क्या देता है?
- A. सुरक्षा
 - B. उत्पाद की जानकारी
 - C. शिकायत
 - D. मुआवजा
50. ब्रांड नाम किसका भाग है?
- A. मूल्य
 - B. स्थान
 - C. उत्पाद
 - D. प्रचार

-
51. वित्तीय बाजार में तरलता कौन प्रदान करता है?
- A. बैंक
 - B. स्टॉक एक्सचेंज
 - C. सरकार
 - D. ग्राहक
52. Scalar Chain का अर्थ है:
- A. वेतन श्रृंखला
 - B. आदेश की श्रृंखला
 - C. लागत श्रृंखला
 - D. उत्पादन श्रृंखला
53. प्रशिक्षण का उद्देश्य है:
- A. नौकरी समाप्त करना
 - B. कौशल विकास

- C. वेतन घटाना
D. छंटनी
54. विपणन की आधुनिक अवधारणा है:
A. उत्पादन
B. बिक्री
C. ग्राहक संतुष्टि
D. लागत
55. मनी मार्केट नियंत्रित करता है:
A. SEBI
B. RBI
C. संसद
D. स्टॉक एक्सचेंज
56. निवेश निर्णय किससे संबंधित है?
A. दीर्घकालीन संपत्ति
B. वेतन
C. विज्ञापन
D. भर्ती
57. नियंत्रण का अंतिम चरण है:
A. मानक निर्धारण
B. प्रदर्शन मापन
C. तुलना
D. सुधारात्मक कार्रवाई
58. पैकेजिंग का उद्देश्य है:
A. संरक्षण
B. सजावट
C. पहचान
D. उपरोक्त सभी
59. 'Unity of Direction' का अर्थ है:
A. एक कर्मचारी एक अधिकारी
B. एक योजना एक उद्देश्य
C. समान वेतन
D. समान नियम
60. कार्य विभाजन किस सिद्धांत से जुड़ा है?
A. Division of Work

- B. Equity
 - C. Stability
 - D. Initiative
-

61. लाभांश निर्णय किसका भाग है?
- A. निवेश
 - B. वित्तीय निर्णय
 - C. विपणन
 - D. भर्ती
62. उपभोक्ता फोरम का उद्देश्य है:
- A. लाभ कमाना
 - B. न्याय देना
 - C. प्रशिक्षण
 - D. विज्ञापन
63. 'Span of Management' से तात्पर्य है:
- A. प्रबंधक का वेतन
 - B. अधीनस्थों की संख्या
 - C. उत्पादन मात्रा
 - D. लागत
64. नियंत्रण एक _____ प्रक्रिया है।
- A. एक बार
 - B. निरंतर
 - C. वैकल्पिक
 - D. सीमित
65. व्यवसाय का सामाजिक उद्देश्य है:
- A. केवल लाभ
 - B. समाज की सेवा
 - C. लागत घटाना
 - D. वेतन कम करना
66. प्रबंधन के कितने कार्य हैं?
- A. 3
 - B. 4

- C. 5
D. 6
67. Fixed Capital किसके लिए चाहिए?
A. दैनिक खर्च
B. दीर्घकालीन संपत्ति
C. वेतन
D. विज्ञापन
68. विपणन में 'Place' का अर्थ है:
A. मूल्य
B. वितरण चैनल
C. पैकेजिंग
D. ब्रांड
69. उपभोक्ता का प्रतितोष अधिकार क्या है?
A. सुरक्षा
B. मुआवजा
C. जानकारी
D. चयन
70. फेयोल के कितने सिद्धांत हैं?
A. 10
B. 12
C. 14
D. 16

-
71. नियंत्रण किसे मापता है?
A. योजना
B. प्रदर्शन
C. वेतन
D. लागत
72. भर्ती के बाहरी स्रोत का उदाहरण?
A. पदोन्नति
B. स्थानांतरण
C. विज्ञापन
D. आंतरिक सूचना

73. प्रबंधन एक _____ है।
- कला
 - विज्ञान
 - दोनों
 - कोई नहीं
74. वित्तीय योजना आधारित होती है:
- अनुमान
 - संयोग
 - भाग्य
 - अनुमानित पूर्वानुमान
75. उपभोक्ता संरक्षण अधिनियम 2019 का उद्देश्य है:
- उत्पाद बेचना
 - उपभोक्ता की सुरक्षा
 - लाभ बढ़ाना
 - उत्पादन बढ़ाना
76. प्रेरणा का संबंध है:
- वेतन
 - व्यवहार
 - नियंत्रण
 - लेखांकन
77. कार्य निष्पादन का मापन किस चरण में?
- नियोजन
 - नियंत्रण
 - निर्देशन
 - भर्ती
78. विपणन में 'Promotion' का अर्थ है:
- मूल्य निर्धारण
 - प्रचार
 - वितरण
 - पैकेजिंग
79. संगठन का प्रकार जो सामाजिक संबंधों पर आधारित है:
- औपचारिक
 - अनौपचारिक

- C. केंद्रीय
 - D. विकेंद्रीकृत
80. Working Capital का दूसरा नाम है:
- A. स्थायी पूंजी
 - B. चालू पूंजी
 - C. निवेश
 - D. ऋण
-

81. SEBI का मुख्य कार्य है:
- A. बैंकिंग
 - B. निवेशकों की सुरक्षा
 - C. उत्पादन
 - D. विपणन
82. लाभ अधिकतमकरण किसका उद्देश्य है?
- A. विपणन
 - B. वित्तीय प्रबंधन
 - C. भर्ती
 - D. नियंत्रण
83. 'Equity' सिद्धांत का अर्थ है:
- A. समान व्यवहार
 - B. लाभ
 - C. अधिकार
 - D. वेतन
84. 'Initiative' किसका सिद्धांत है?
- A. टेलर
 - B. फेयोल
 - C. ड्रकर
 - D. मास्लो
85. पैकेजिंग का कौन सा स्तर उपभोक्ता देखता है?
- A. प्राथमिक
 - B. द्वितीयक
 - C. परिवहन
 - D. कोई नहीं

86. पूंजी बाजार में कौन से साधन हैं?
A. T-Bills
B. Commercial Paper
C. Shares
D. Cash
87. मनुष्य को प्रेरित करने वाला सिद्धांत किसने दिया?
A. टेलर
B. फेयोल
C. मास्लो
D. कोटलर
88. निर्देशन का अंतिम परिणाम क्या है?
A. क्रिया
B. योजना
C. वेतन
D. लाभ
89. नियंत्रण किसे सुनिश्चित करता है?
A. लक्ष्य प्राप्ति
B. वेतन वृद्धि
C. विज्ञापन
D. भर्ती
90. वित्तीय निर्णय कितने प्रकार के हैं?
A. 1
B. 2
C. 3
D. 4

-
91. विपणन का मुख्य लक्ष्य है:
A. उत्पादन
B. ग्राहक संतुष्टि
C. लागत
D. वेतन
92. स्थिर लागत का उदाहरण है:
A. कच्चा माल

- B. मजदूरी
 - C. किराया
 - D. बिजली
93. उपभोक्ता का चयन अधिकार क्या देता है?
- A. शिकायत
 - B. विकल्प चुनने की स्वतंत्रता
 - C. मुआवजा
 - D. सुरक्षा
94. 'Division of Work' से क्या होता है?
- A. अकार्यकुशलता
 - B. दक्षता
 - C. हानि
 - D. विवाद
95. वित्तीय प्रबंधन का अंतिम लक्ष्य है:
- A. बिक्री
 - B. लाभ
 - C. शेयरधारक संपत्ति अधिकतमकरण
 - D. उत्पादन
96. व्यापार पर्यावरण का एक तत्व है:
- A. सामाजिक
 - B. राजनीतिक
 - C. आर्थिक
 - D. उपरोक्त सभी
97. नियंत्रण और नियोजन का संबंध है:
- A. विरोधी
 - B. पूरक
 - C. असंबंधित
 - D. अलग
98. नेतृत्व का आधार है:
- A. शक्ति
 - B. प्रभाव
 - C. वेतन
 - D. नियम

99. भर्ती और चयन में पहला कदम है:

- A. साक्षात्कार
- B. प्रशिक्षण
- C. मानवबल योजना
- D. नियुक्ति

100. प्रबंधन की सफलता निर्भर करती है:

- A. संसाधनों पर
- B. समन्वय पर
- C. योजना पर
- D. उपरोक्त सभी

Q · N o	Ans	Q · N o	Ans	Q · N o	A n s	Q · N o	A n s	Q · N o	A n s
1	C	2 1	A	4 1	B	6 1	B	8 1	B
2	B	2 2	B	4 2	B	6 2	B	8 2	B
3	B	2 3	B	4 3	B	6 3	B	8 3	A
4	B	2 4	B	4 4	B	6 4	B	8 4	B

5	B	2 5	A	4 5	C	6 5	B	8 5	A
6	B	2 6	Direct conta ct	4 6	B	6 6	C	8 6	C
7	B	2 7	Right to safety	4 7	B	6 7	B	8 7	C
8	B	2 8	लक्ष्य प्राप्ति	4 8	A	6 8	B	8 8	A
9	C	2 9	दीर्घका लीन संपत्ति	4 9	B	6 9	B	8 9	A
1 0	C	3 0	कच्चा माल	5 0	C	7 0	C	9 0	C
1 1	प्रभाव डालना	3 1	औपचा रिक संगठन	5 1	B	7 1	B	9 1	B

1 2	सुधारात्मक कार्रवाई	3 2	सामा जिक संबंध	5 2	B	7 2	C	9 2	C
1 3	दीर्घकालीन निधि	3 3	दक्षता बढ़ाना	5 3	B	7 3	C	9 3	B
1 4	अल्पकालीन	3 4	विनिम य का स्थान	5 4	C	7 4	D	9 4	B
1 5	संभावित कर्मचारियों की खोज	3 5	उत्पाद	5 5	B	7 5	B	9 5	C
1 6	Securities and Exchange Board of India	3 6	उत्पाद	5 6	A	7 6	B	9 6	D
1 7	औद्योगिक उत्पाद	3 7	वित्तीय निर्णय	5 7	D	7 7	B	9 7	B

1 8	सोना	3 8	दीर्घका लीन निवेश	5 8	D	7 8	B	9 8	B
1 9	धन का उचित उपयोग	3 9	दोनों	5 9	B	7 9	B	9 9	C
2 0	Manpower Planning	4 0	प्रेरणा	6 0	A	8 0	B	1 0 0	D

100 MCQs (ENGLISH – DIFFERENT SET)

Rapid Fire (101–200)

101. Management is:
- A goal
 - A process
 - A machine
 - A product
102. Which function comes first?
- Controlling
 - Planning
 - Directing
 - Staffing
103. Who gave 14 principles?
- Taylor
 - Fayol

- C. Drucker
 - D. Koontz
104. Dividend decision relates to:
- A. Investment
 - B. Financing
 - C. Distribution of profit
 - D. Recruitment
105. Stock Exchange provides:
- A. Liquidity
 - B. Recruitment
 - C. Production
 - D. Training
106. Which is a long-term source?
- A. Trade credit
 - B. Debentures
 - C. Bills payable
 - D. Cash credit
107. Consumer right to choose means:
- A. Freedom to select
 - B. Right to complain
 - C. Right to safety
 - D. Right to redressal
108. Motivation is related to:
- A. Planning
 - B. Staffing
 - C. Directing
 - D. Controlling
109. Current ratio formula?
- A. CA/CL
 - B. CL/CA
 - C. EBIT/Interest
 - D. Assets/Liabilities
110. Which is external recruitment source?
- A. Promotion

- B. Transfer
- C. Campus recruitment
- D. Internal advertisement

111. **111. Business Environment includes:**

- A. Internal forces only
- B. External forces only
- C. Both internal & external
- D. None

191. Which is a micro environment factor?

- A. Political
- B. Social
- C. Suppliers
- D. Economic

192. Planning reduces:

- A. Efficiency
- B. Uncertainty
- C. Profit
- D. Authority

193. Strategy is related to:

- A. Routine decisions
- B. Long-term decisions
- C. Daily work
- D. Recruitment

194. Organising involves:

- A. Dividing work
- B. Setting standards
- C. Measuring performance
- D. Advertising

195. Decentralisation means:

- A. Central control
- B. Systematic delegation at all levels
- C. No authority
- D. Informal structure

196. Selection process starts with:
- A. Interview
 - B. Training
 - C. Preliminary screening
 - D. Placement
197. Training improves:
- A. Conflict
 - B. Efficiency
 - C. Cost
 - D. Absenteeism
198. Supervision ensures:
- A. Planning
 - B. Direct contact with workers
 - C. Policy making
 - D. Auditing
199. Motivation can be:
- A. Financial
 - B. Non-financial
 - C. Both
 - D. None

112.

191. Controlling is:
- A. Backward looking only
 - B. Forward looking only
 - C. Both backward & forward
 - D. Not related to planning
192. Standard setting is first step of:
- A. Staffing
 - B. Controlling
 - C. Marketing
 - D. Organising
193. Financial leverage relates to:
- A. Use of debt
 - B. Recruitment

- C. Promotion
 - D. Packaging
194. Fixed capital is used for:
- A. Day-to-day expenses
 - B. Long-term assets
 - C. Salary
 - D. Advertising
195. Working capital is required for:
- A. Building
 - B. Machinery
 - C. Daily operations
 - D. Shares
196. Primary market deals in:
- A. New securities
 - B. Old securities
 - C. Treasury bills
 - D. Cash
197. Secondary market is also known as:
- A. New issue market
 - B. Stock exchange
 - C. Money market
 - D. Capital market
198. SEBI was established in:
- A. 1988
 - B. 1992
 - C. 1995
 - D. 2000
199. Marketing is related to:
- A. Production only
 - B. Exchange process
 - C. Recruitment
 - D. Planning
200. Product mix includes:
- A. Width & depth

- B. Price
- C. Promotion
- D. Place

113.

- 191. Branding helps in:
 - A. Identification
 - B. Confusion
 - C. Loss
 - D. Cost increase
- 192. Packaging is also called:
 - A. Silent salesman
 - B. Loud promotion
 - C. Recruitment tool
 - D. Policy
- 193. Advertising is:
 - A. Personal communication
 - B. Non-personal communication
 - C. Direct selling
 - D. Personal interview
- 194. Sales promotion is:
 - A. Long-term strategy
 - B. Short-term incentive
 - C. Production process
 - D. Financial decision
- 195. Consumer forum at district level is called:
 - A. National Commission
 - B. State Commission
 - C. District Commission
 - D. High Court
- 196. Right to safety protects against:
 - A. Hazardous goods
 - B. High price
 - C. Delay
 - D. Monopoly

197. Responsibility flows:
- A. Upward
 - B. Downward
 - C. Sideways
 - D. Nowhere
198. Authority flows:
- A. Upward
 - B. Downward
 - C. Horizontal
 - D. Circular
199. Leadership is required at:
- A. Top level only
 - B. Lower level only
 - C. All levels
 - D. No level
200. Informal organisation is based on:
- A. Official structure
 - B. Social relations
 - C. Policies
 - D. Rules

114.

191. Business cycle affects:
- A. Working capital
 - B. Training
 - C. Leadership
 - D. Branding
192. Trade credit is:
- A. Long-term finance
 - B. Short-term finance
 - C. Equity
 - D. Debenture
193. Debentures are:
- A. Ownership funds
 - B. Borrowed funds

- C. Internal source
 - D. Informal source
194. Equity shareholders are:
- A. Creditors
 - B. Owners
 - C. Debtors
 - D. Managers
195. Retained earnings are:
- A. External source
 - B. Internal source
 - C. Borrowed fund
 - D. Loan
196. Dividend is paid to:
- A. Managers
 - B. Employees
 - C. Shareholders
 - D. Creditors
197. Current assets include:
- A. Land
 - B. Building
 - C. Stock
 - D. Machinery
198. Which is not a financial decision?
- A. Investment
 - B. Financing
 - C. Dividend
 - D. Promotion
199. Planning is:
- A. One-time activity
 - B. Continuous
 - C. Optional
 - D. Temporary
200. Organising creates:
- A. Structure

- B. Policy
- C. Strategy
- D. Motivation

115.

- 191. Staffing ensures:
 - A. Right person right job
 - B. Cost increase
 - C. Delay
 - D. Conflict
- 192. Communication process starts with:
 - A. Receiver
 - B. Sender
 - C. Feedback
 - D. Noise
- 193. Feedback makes communication:
 - A. One-way
 - B. Two-way
 - C. Complex
 - D. Delayed
- 194. Controlling compares performance with:
 - A. Policies
 - B. Standards
 - C. Rules
 - D. Plans
- 195. Financial planning avoids:
 - A. Overcapitalisation
 - B. Profit
 - C. Efficiency
 - D. Growth
- 196. Capital structure refers to:
 - A. Asset mix
 - B. Debt-equity mix
 - C. Profit
 - D. Sales

197. Price mix includes:
- A. Discount
 - B. Branding
 - C. Packaging
 - D. Channel
198. Place mix relates to:
- A. Promotion
 - B. Distribution
 - C. Price
 - D. Product
199. Consumer protection promotes:
- A. Fair trade
 - B. Monopoly
 - C. Exploitation
 - D. Fraud
200. National Commission is headed by:
- A. District Judge
 - B. High Court Judge
 - C. Supreme Court Judge
 - D. Collector

116.

191. Coordination ensures:
- A. Conflict
 - B. Unity of action
 - C. Delay
 - D. Cost
192. Management is a:
- A. Profession
 - B. Science
 - C. Art
 - D. All of these
193. Taylor emphasized:
- A. Efficiency
 - B. Equity

- C. Unity
 - D. Stability
194. Fayol focused on:
- A. Shop floor
 - B. Administrative level
 - C. Marketing
 - D. Finance
195. Planning precedes:
- A. Controlling
 - B. Organising
 - C. Both
 - D. None
196. Stock exchange provides:
- A. Liquidity
 - B. Recruitment
 - C. Production
 - D. Training
197. Business ethics means:
- A. Profit
 - B. Moral principles
 - C. Sales
 - D. Cost
198. Maslow hierarchy ends with:
- A. Safety
 - B. Social
 - C. Esteem
 - D. Self-actualisation
199. Directing includes:
- A. Supervision
 - B. Motivation
 - C. Leadership
 - D. All
200. Control is impossible without:
- A. Planning

- B. Staffing
- C. Directing
- D. Marketing

117.

- 191. Promotion mix includes:
 - A. Advertising
 - B. Sales promotion
 - C. Personal selling
 - D. All
- 192. Personal selling is:
 - A. Non-personal
 - B. Mass communication
 - C. Face-to-face
 - D. Indirect
- 193. Economic environment affects:
 - A. Purchasing power
 - B. Recruitment
 - C. Packaging
 - D. Branding
- 194. Political environment includes:
 - A. Government policy
 - B. Income
 - C. Culture
 - D. Technology
- 195. Technological environment affects:
 - A. Production method
 - B. Salary
 - C. Recruitment
 - D. Dividend
- 196. Consumer awareness can be increased by:
 - A. Education
 - B. Advertisement
 - C. NGO
 - D. All

197. Responsibility without authority leads to:
- A. Efficiency
 - B. Frustration
 - C. Motivation
 - D. Profit
198. Delegation reduces:
- A. Workload
 - B. Authority
 - C. Responsibility
 - D. Profit
199. Control is a:
- A. Preventive function
 - B. Detective function
 - C. Corrective function
 - D. All
200. Capital market instruments include:
- A. Shares
 - B. Debentures
 - C. Bonds
 - D. All

118.

191. Short-term finance is needed for:
- A. Machinery
 - B. Land
 - C. Working capital
 - D. Building
192. Objectives of management include:
- A. Organisational
 - B. Social
 - C. Personal
 - D. All
193. Marketing starts with:
- A. Production
 - B. Customer needs

- C. Sales
 - D. Promotion
194. Packaging helps in:
- A. Protection
 - B. Identification
 - C. Convenience
 - D. All
195. Planning bridges gap between:
- A. Where we are & where we want to go
 - B. Profit & loss
 - C. Sales & cost
 - D. None
196. Organising follows:
- A. Planning
 - B. Staffing
 - C. Controlling
 - D. Directing
197. Staffing is concerned with:
- A. Human resource
 - B. Machinery
 - C. Finance
 - D. Sales
198. Leadership influences:
- A. Behaviour
 - B. Policy
 - C. Capital
 - D. Assets
199. Controlling helps in:
- A. Goal achievement
 - B. Delay
 - C. Confusion
 - D. Conflict
200. Consumer has right to:
- A. Safety

- B. Information
- C. Redressal
- D. All

119.

- 191. Financing decision decides:
 - A. Asset mix
 - B. Source of funds
 - C. Dividend
 - D. Promotion
- 192. Dividend decision affects:
 - A. Retained earnings
 - B. Capital structure
 - C. Shareholder satisfaction
 - D. All
- 193. Recruitment creates:
 - A. Pool of applicants
 - B. Final selection
 - C. Training
 - D. Promotion
- 194. Selection ends with:
 - A. Placement
 - B. Recruitment
 - C. Planning
 - D. Training
- 195. Training reduces:
 - A. Accidents
 - B. Skill
 - C. Efficiency
 - D. Morale
- 196. Supervision is done by:
 - A. Top level
 - B. Middle level
 - C. Lower level
 - D. Owners

197. Communication barrier can be:

- A. Semantic
- B. Psychological
- C. Organisational
- D. All

198. Consumer courts provide:

- A. Compensation
- B. Replacement
- C. Refund
- D. All

199. Capital gain arises from:

- A. Sale of securities
- B. Salary
- C. Dividend
- D. Rent

200. Management integrates:

- A. Human
- B. Physical
- C. Financial resources
- D. All

Q	Ans								
11 1	C	12 1	C	13 1	A	14 1	A	15 1	A
11 2	C	12 2	B	13 2	A	14 2	B	15 2	B

11 3	B	12 3	A	13 3	B	14 3	B	15 3	B
11 4	B	12 4	B	13 4	B	14 4	B	15 4	B
11 5	A	12 5	C	13 5	C	14 5	B	15 5	A
11 6	B	12 6	A	13 6	A	14 6	C	15 6	B
11 7	C	12 7	B	13 7	A	14 7	C	15 7	A
11 8	B	12 8	B	13 8	B	14 8	D	15 8	B
11 9	B	12 9	B	13 9	C	14 9	B	15 9	A
12 0	C	13 0	A	14 0	B	15 0	A	16 0	C

16 1	B	17 1	D	18 1	C	19 1	B		
16 2	D	17 2	C	18 2	D	19 2	D		
16 3	A	17 3	A	18 3	B	19 3	A		
16 4	B	17 4	A	18 4	D	19 4	A		
16 5	C	17 5	A	18 5	A	19 5	A		
16 6	A	17 6	D	18 6	A	19 6	C		
16 7	B	17 7	B	18 7	A	19 7	D		
16 8	D	17 8	A	18 8	A	19 8	D		

16 9	D	17 9	D	18 9	A	19 9	A		
17 0	A	18 0	D	19 0	D	20 0	D		

HBSE Class 12 Business Studies – 100 Most Expected Case Studies (2026)

UNIT 1: Nature & Significance of Management (Case 1–8)

Case 1

ABC Ltd. के CEO ने कहा कि सभी विभाग एक ही लक्ष्य की दिशा में कार्य करें। उन्होंने उत्पादन, विपणन और वित्त विभागों की गतिविधियों में तालमेल स्थापित किया।

Identify the concept.

 Coordination (Essence of Management)

Case 2

एक प्रबंधक कम लागत में अधिक उत्पादन करता है, लेकिन गलत उत्पाद बनाता है।

 Efficiency without Effectiveness

Case 3

कंपनी के तीन स्तर हैं – उच्च, मध्य और निम्न स्तर। प्रत्येक स्तर की अलग जिम्मेदारी है।

👉 Levels of Management

Case 4

प्रबंधक पहले लक्ष्य तय करता है, फिर कार्य बाँटता है, कर्मचारियों की नियुक्ति करता है और अंत में नियंत्रण करता है।

👉 Functions of Management (P-O-S-D-C)

Case 5

एक संगठन में हर कर्मचारी अलग-अलग दिशा में कार्य कर रहा था, जिससे परिणाम खराब आए।

👉 Lack of Coordination

Case 6

एक मैनेजर ने कहा कि प्रबंधन एक कला भी है और विज्ञान भी।

👉 Nature of Management

Case 7

प्रबंधक संसाधनों का सर्वोत्तम उपयोग कर रहा है।

👉 Efficiency

Case 8

कंपनी अपने लक्ष्यों को समय पर पूरा कर रही है।

👉 Effectiveness

UNIT 2: Principles of Management (Case 9–18)

Case 9

कंपनी में हर कर्मचारी को एक ही अधिकारी से आदेश मिलता है।

👉 Unity of Command

Case 10

कार्य को छोटे-छोटे हिस्सों में बाँट दिया गया।

👉 Division of Work

Case 11

प्रबंधन और श्रमिकों के बीच आपसी विश्वास बढ़ा।

👉 Harmony not Discord

Case 12

एक कर्मचारी को अधिकार दिया गया लेकिन जिम्मेदारी तय नहीं की गई।

👉 Authority without Responsibility (Violation)

Case 13

एक ही उद्देश्य के लिए एक ही योजना लागू की गई।

👉 Unity of Direction

Case 14

ऊपर से नीचे तक आदेश की श्रृंखला का पालन हुआ।

👉 Scalar Chain

Case 15

प्रबंधक ने कर्मचारियों को सुझाव देने का अवसर दिया।

👉 Initiative

Case 16

कर्मचारियों के साथ समान व्यवहार किया गया।

👉 Equity

Case 17

टेलर ने कार्य करने का वैज्ञानिक तरीका अपनाया।

👉 Scientific Management

Case 18

अलग-अलग पर्यवेक्षक अलग-अलग कार्यों के लिए नियुक्त किए गए।

👉 Functional Foremanship

UNIT 3: Business Environment (Case 19–25)

Case 19

सरकार ने नई कर नीति लागू की।

👉 Political Environment

Case 20

नई तकनीक के आने से कंपनी की उत्पादन लागत कम हो गई।

👉 Technological Environment

Case 21

महंगाई बढ़ने से ग्राहकों की क्रय शक्ति कम हुई।

👉 Economic Environment

Case 22

लोगों की जीवन शैली बदलने से उत्पाद की मांग बदली।

👉 Social Environment

Case 23

कंपनी ने बाजार के बदलाव का पहले ही विश्लेषण कर लिया।

👉 Environmental Scanning

Case 24

सरकार ने नोटबंदी की घोषणा की।

👉 Demonetisation

Case 25

भारत की कंपनी ने विदेशी बाजार में प्रवेश किया।

👉 Globalisation

UNIT 4: Planning (Case 26–35)

Case 26

कंपनी ने पहले लक्ष्य तय किए, फिर विकल्पों का विश्लेषण किया।

👉 Planning Process

Case 27

एक सामान्य दिशा-निर्देश दिया गया।

👉 Policy

Case 28

एक निश्चित क्रम में कार्य करने का तरीका बताया गया।

👉 Procedure

Case 29

विशिष्ट स्थिति में क्या करना है, स्पष्ट लिखा गया।

👉 Rule

Case 30

भविष्य की आय-व्यय का अनुमान लगाया गया।

👉 Budget

Case 31

कंपनी ने दीर्घकालीन लक्ष्य हेतु योजना बनाई।

👉 Strategy

Case 32

दोहराव वाले कार्य समाप्त कर दिए गए।

👉 Planning reduces overlapping

Case 33

अनिश्चित बाजार में जोखिम कम हुआ।

👉 Planning reduces uncertainty

Case 34

प्रबंधक ने योजना बनाकर दिशा दी।

👉 Planning provides direction

Case 35

लक्ष्य स्पष्ट न होने से कार्य विफल हुआ।

👉 Poor Planning

✅ 1. Importance of Planning (6 Marks – Most Repeated)

Planning is deciding in advance what to do and how to do.

Importance:

1. **Provides Direction** – कर्मचारियों को स्पष्ट दिशा मिलती है।
 2. **Reduces Uncertainty** – भविष्य की अनिश्चितता कम होती है।
 3. **Reduces Overlapping** – कार्यों की पुनरावृत्ति कम होती है।
 4. **Facilitates Controlling** – नियंत्रण के लिए मानक मिलते हैं।
 5. **Promotes Innovation** – नए विचारों को प्रोत्साहन मिलता है।
 6. **Improves Decision Making** – बेहतर निर्णय लेने में सहायक।
-

✅ 2. Steps in Planning Process

1. **Setting Objectives** – लक्ष्य निर्धारण
2. **Developing Premises** – आधार बनाना
3. **Identifying Alternatives** – विकल्प पहचानना
4. **Evaluating Alternatives** – तुलना करना
5. **Selecting Best Alternative** – सर्वोत्तम चयन
6. **Implementing & Follow-up** – कार्यान्वयन व समीक्षा

✓ 3. Principles of Scientific Management (Taylor)

1. Science not Rule of Thumb
2. Harmony not Discord
3. Cooperation not Individualism
4. Development of Workers

👉 उद्देश्य – Efficiency बढ़ाना

✓ 4. Fayol's Principles (Any Six)

Division of Work, Authority & Responsibility, Discipline, Unity of Command, Unity of Direction, Scalar Chain.

👉 ये प्रशासनिक सिद्धांत हैं।

✓ 5. Importance of Delegation

1. Reduces Workload
2. Develops Managers
3. Quick Decisions
4. Motivation
5. Effective Supervision
6. Growth of Organisation

✓ 6. Elements of Delegation

1. Authority – आदेश देने का अधिकार
2. Responsibility – कार्य की बाध्यता
3. Accountability – परिणाम की जवाबदेही

👉 तीनों साथ-साथ चलते हैं।

✓ 7. Functional Structure – Merits & Demerits

Merits:

- Specialisation
- Easy supervision
- Efficient use of resources

Demerits:

- Delay in decisions
 - Lack of coordination
-

✓ 8. Divisional Structure – Merits & Demerits

Merits:

- Product focus
- Quick decision
- Accountability clear

Demerits:

- Duplication of activities
 - Costly
-

✓ 9. Importance of Staffing

1. Right person right job
2. Improves efficiency
3. Better employee development
4. Builds morale
5. Effective performance
6. Long-term growth

✓ 10. Steps in Selection Process

Preliminary Screening → Selection Test → Interview → Medical Examination
→ Job Offer → Contract

✓ 11. Importance of Training

1. Increases productivity
2. Reduces accidents
3. Improves morale
4. Better career growth
5. Reduces supervision
6. Adaptation to change

✓ 12. Elements of Directing

1. Supervision
2. Motivation
3. Leadership
4. Communication

👉 Directing initiates action.

✓ 13. Maslow's Need Hierarchy

1. Physiological
2. Safety
3. Social
4. Esteem
5. Self-actualisation

👉 मानव व्यवहार को समझाता है।

✓ 14. Barriers to Communication

Semantic, Psychological, Organisational, Personal.

👉 गलतफहमियाँ पैदा करते हैं।

✓ 15. Steps in Controlling

1. Setting Standards
2. Measuring Performance
3. Comparing
4. Corrective Action

✓ 16. Relationship Between Planning & Controlling

Planning sets standards, controlling measures performance.

👉 दोनों एक-दूसरे पर निर्भर हैं।

✓ 17. Objectives of Financial Management

1. Profit maximisation
 2. Wealth maximisation
 3. Proper fund utilisation
 4. Financial discipline
 5. Survival
 6. Growth
-

✓ 18. Financial Decisions

1. Investment Decision
 2. Financing Decision
 3. Dividend Decision
-

✓ 19. Factors Affecting Working Capital

Nature of business, Scale, Business cycle, Credit policy, Operating efficiency, Growth prospects.

✓ 20. Factors Affecting Fixed Capital

Nature of business, Scale, Technology, Growth prospects, Diversification.

✓ 21. Capital Market vs Money Market

Capital – Long term

Money – Short term

SEBI regulates capital

RBI regulates money market

✓ 22. Functions of SEBI

1. Protective
 2. Regulatory
 3. Developmental
-

✓ 23. Marketing Mix (4Ps)

Product, Price, Place, Promotion

👉 All elements are interrelated.

✓ 24. Functions of Marketing

1. Gathering information
 2. Product planning
 3. Pricing
 4. Promotion
 5. Distribution
-

✓ 25. Merits & Limitations of Advertising

Merits:

Mass reach, Brand building

Limitations:

Costly, Misleading

✓ 26. Difference Between Marketing & Selling

Marketing – Customer satisfaction
Selling – Push sales

✓ **27. Consumer Rights**

Right to safety, Information, Choose, Redressal, Education.

✓ **28. Consumer Responsibilities**

Check quality mark, Ask for bill, Use properly, File complaint.

✓ **29. Importance of Business Environment**

Identifies opportunities, Improves performance, Helps planning, Avoids threats.

✓ **30. Importance of Management**

1. Achieves group goals
 2. Increases efficiency
 3. Creates dynamic organisation
 4. Develops society
 5. Adapts to environment
 6. Improves coordination
-

🎯 **FINAL RESULT**

अगर विद्यार्थी ये 30 Answers याद कर लेते हैं:

- ✓ 6 Marker Secure
- ✓ 60+ Marks Confirmed
- ✓ Repeated PYQs Covered

📖 50 Guaranteed SHORT Answers (Fully Written)

👉 3–4 Marks Pattern

👉 Hindi + English Mix

👉 Directly Write in Exam

👉 PYQ Based + 2026 Expected 700

📖 UNIT 1: Nature & Significance of Management

✓ 1. Define Management.

Management is the process of getting work done through others to achieve organisational goals effectively and efficiently.

प्रबंधन वह प्रक्रिया है जिसके द्वारा दूसरों से कार्य करवाकर लक्ष्यों को प्रभावी एवं कुशल तरीके से प्राप्त किया जाता है।

✓ 2. What is Coordination?

Coordination is the process of synchronising different activities of an organisation.

संगठन की विभिन्न गतिविधियों में तालमेल स्थापित करना समन्वय है।

✓ 3. Difference between Efficiency and Effectiveness.

Efficiency	Effectiveness
Doing things right	Doing right things
Minimum cost	Achieving goals

✓ 4. Functions of Management.

Planning, Organising, Staffing, Directing, Controlling.

👉 ये सभी कार्य आपस में जुड़े होते हैं।

■ UNIT 2: Principles of Management

✓ 5. What is Division of Work?

Work is divided into small tasks to increase efficiency.

कार्य विभाजन से विशेषज्ञता बढ़ती है और उत्पादन बढ़ता है।

✓ 6. What is Unity of Command?

An employee should receive orders from one superior only.

एक कर्मचारी को केवल एक अधिकारी से आदेश मिलना चाहिए।

✓ 7. What is Scalar Chain?

It is the chain of authority from top to bottom.

ऊपर से नीचे तक आदेश की श्रृंखला।

✓ 8. What is Equity Principle?

Managers should treat employees fairly and kindly.

कर्मचारियों के साथ न्यायपूर्ण व्यवहार।

■ UNIT 3: Business Environment

✓ 9. What is Business Environment?

It includes all external forces that affect business operations.

व्यवसाय को प्रभावित करने वाले बाहरी कारक।

✓ 10. Features of Business Environment.

1. Totality of external forces
2. Dynamic
3. Uncertain
4. Complex

✓ 11. Importance of Business Environment.

Identifies opportunities, helps planning, improves performance.

UNIT 4: Planning

✓ 12. Define Planning.

Planning means deciding in advance what to do and how to do.
पहले से निर्णय लेना कि क्या और कैसे करना है।

✓ 13. Features of Planning.

Goal oriented, Pervasive, Continuous, Futuristic.

✓ 14. What is Policy?

Policy is a general guideline for decision-making.
नीति सामान्य दिशा-निर्देश है।

✓ 15. What is Budget?

Budget is a financial plan of income and expenditure.
आय-व्यय का अनुमानित विवरण।

UNIT 5: Organising

✓ 16. What is Organising?

Organising means arranging resources systematically.
संसाधनों को व्यवस्थित करना।

✓ **17. Elements of Delegation.**

Authority, Responsibility, Accountability.

✓ **18. What is Decentralisation?**

Systematic dispersal of authority at all levels.
अधिकारों का विभिन्न स्तरों पर वितरण।

✓ **19. Difference between Formal and Informal Organisation.**

Formal – Official structure
Informal – Social relationship based

■ **UNIT 6: Staffing**

✓ **20. What is Staffing?**

Staffing is the process of filling and keeping positions in organisation.
संगठन में पदों को भरना।

✓ **21. What is Recruitment?**

It is the process of searching prospective candidates.
संभावित उम्मीदवारों की खोज।

✓ 22. What is Selection?

It is the process of choosing the best candidate.
उत्तम उम्मीदवार का चयन।

✓ 23. What is Training?

Training improves skills and efficiency of employees.
कर्मचारियों की कार्यकुशलता बढ़ाना।

■ UNIT 7: Directing

✓ 24. What is Directing?

Directing means instructing and guiding employees to perform tasks.
कर्मचारियों को निर्देश देना और मार्गदर्शन करना।

✓ 25. What is Motivation?

Motivation is stimulating employees to perform better.
बेहतर कार्य के लिए प्रेरित करना।

✓ 26. What is Leadership?

Leadership is influencing others to achieve goals.

लक्ष्य प्राप्त हेतु दूसरों को प्रभावित करना।

✓ 27. What is Communication?

Communication is exchange of information between two persons.

दो व्यक्तियों के बीच सूचना का आदान-प्रदान।

■ UNIT 8: Controlling

✓ 28. What is Controlling?

Controlling ensures that actual performance matches standards.

वास्तविक प्रदर्शन को मानक से मिलाना।

✓ 29. Steps in Controlling.

Setting standards, Measuring performance, Comparing, Corrective action.

✓ 30. Why Planning and Controlling are interrelated?

Planning sets standards, controlling checks performance.

■ UNIT 9: Financial Management

✓ 31. What is Financial Management?

It deals with procurement and proper use of funds.
धन की प्राप्ति और उपयोग।

✓ 32. Objectives of Financial Management.

Profit maximisation & Wealth maximisation.

✓ 33. What is Investment Decision?

Long-term asset investment decision.

✓ 34. What is Financing Decision?

Choice of source of funds.

✓ 35. What is Dividend Decision?

Decision regarding distribution of profits.

✓ 36. Working Capital Formula.

Current Assets – Current Liabilities.

✓ 37. What is Capital Structure?

Proportion of debt and equity.

UNIT 10: Marketing

✓ 38. What is Marketing?

Marketing is identifying and satisfying customer needs profitably.

✓ 39. What are 4Ps of Marketing?

Product, Price, Place, Promotion.

✓ 40. What is Branding?

Giving a name or symbol to product.

✓ 41. What is Packaging?

Designing container of product.

✓ 42. What is Advertising?

Non-personal paid communication.

✓ 43. What is Personal Selling?

Face-to-face communication with customers.

✓ **44. What is Sales Promotion?**

Short-term incentive to boost sales.

■ **UNIT 11: Consumer Protection**

✓ **45. What is Consumer Protection?**

Protection of consumer from unfair trade practices.

✓ **46. Consumer Rights (Any Four).**

Safety, Information, Choose, Redressal.

✓ **47. Consumer Responsibilities.**

Check quality marks, Ask for bill, Use properly.

✓ **48. What is District Commission?**

Consumer court at district level.

✓ **49. What is Hallmark?**

Certification mark for gold purity.

✓ 50. What is SEBI?

Securities and Exchange Board of India – regulates capital market.

ASSERTION–REASON (FULL QUESTIONS WITH OPTIONS)

1.

Assertion (A): Management is a continuous process.

Reason (R): It involves a series of functions performed once only.

Options:

A. Both A and R are true and R is correct explanation of A.

B. Both A and R are true but R is not correct explanation of A.

C. A is true but R is false.

D. A is false but R is true.

2.

Assertion (A): Coordination is the essence of management.

Reason (R): It integrates group efforts towards common goals.

Options: A / B / C / D (same as above)

3.

Assertion (A): Efficiency alone ensures success of an organisation.

Reason (R): Effectiveness is equally important for achieving goals.

Options: A / B / C / D

4.

Assertion (A): Management is pervasive.

Reason (R): It is required at all levels of organisation.

Options: A / B / C / D

5.

Assertion (A): Unity of Command avoids confusion in organisation.

Reason (R): An employee should receive orders from only one superior.

Options: A / B / C / D

6.

Assertion (A): Division of Work increases efficiency.

Reason (R): It promotes specialisation.

Options: A / B / C / D

7.

Assertion (A): Authority can be delegated but responsibility cannot be fully delegated.

Reason (R): Superior remains accountable for final outcome.

Options: A / B / C / D

8.

Assertion (A): Discipline is not necessary for organisational success.

Reason (R): Employees can work freely without rules.

Options: A / B / C / D

9.

Assertion (A): Functional foremanship was introduced by Fayol.

Reason (R): It divides supervision into specialised roles.

Options: A / B / C / D

10.

Assertion (A): Business environment is dynamic.

Reason (R): It keeps changing over time.

Options: A / B / C / D

11.

Assertion (A): Economic environment affects purchasing power.

Reason (R): Inflation reduces real income of consumers.

Options: A / B / C / D

12.

Assertion (A): Political environment has no impact on business.

Reason (R): Government policies influence business activities.

Options: A / B / C / D

13.

Assertion (A): Planning reduces uncertainty.

Reason (R): It involves forecasting future conditions.

Options: A / B / C / D

14.

Assertion (A): Planning is a one-time activity.

Reason (R): Plans are revised as per changes in environment.

Options: A / B / C / D

15.

Assertion (A): Policy is a type of plan.

Reason (R): It provides general guidelines for decision-making.

Options: A / B / C / D

16.

Assertion (A): Budget is a financial plan.

Reason (R): It estimates income and expenditure.

Options: A / B / C / D

17.

Assertion (A): Delegation reduces workload of superior.

Reason (R): Authority and responsibility are passed to subordinates.

Options: A / B / C / D

18.

Assertion (A): Informal organisation cannot be eliminated.

Reason (R): It develops from social relations among employees.

Options: A / B / C / D

19.

Assertion (A): Recruitment is a positive process.

Reason (R): It creates a pool of applicants.

Options: A / B / C / D

20.

Assertion (A): Selection is a negative process.

Reason (R): It rejects unsuitable candidates.

Options: A / B / C / D

■ ASSERTION-REASON (21-50 FULL FORMAT)

21.

Assertion (A): Training increases productivity of employees.

Reason (R): Training improves skills and knowledge of employees.

Options:

A. Both A and R are true and R is the correct explanation of A.

B. Both A and R are true but R is not the correct explanation of A.

C. A is true but R is false.

D. A is false but R is true.

22.

Assertion (A): Directing initiates action in an organisation.

Reason (R): It includes supervision, motivation, leadership and communication.

Options:

A. Both A and R are true and R is the correct explanation of A.

- B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

23.

Assertion (A): Leadership is required only at top level.

Reason (R): Top managers influence policies of organisation.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

24.

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

Reason (R): Feedback is an essential element of communication.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

25.

Assertion (A): Controlling ensures that actual performance matches standards.

Reason (R): It involves comparison of actual performance with predetermined standards.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

26.

Assertion (A): Planning and Controlling are interrelated functions.

Reason (R): Controlling provides standards for planning.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

27.

Assertion (A): Wealth maximisation is superior to profit maximisation.

Reason (R): It focuses on long-term value of the firm.

Options:

- A. Both A and R are true and R is the correct explanation of A.
- B. Both A and R are true but R is not the correct explanation of A.
- C. A is true but R is false.
- D. A is false but R is true.

28.

Assertion (A): High debt increases financial risk.

Reason (R): Interest must be paid regularly on borrowed funds.

Options:

A. Both A and R are true and R is the correct explanation of A.

B. Both A and R are true but R is not the correct explanation of A.

C. A is true but R is false.

D. A is false but R is true.

29.

Assertion (A): Working capital is required for day-to-day operations.

Reason (R): It is used to finance long-term assets.

Options:

A. Both A and R are true and R is the correct explanation of A.

B. Both A and R are true but R is not the correct explanation of A.

C. A is true but R is false.

D. A is false but R is true.

30.

Assertion (A): Dividend decision affects retained earnings of a company.

Reason (R): Higher dividend reduces the amount of profit retained in business.

Options:

A. Both A and R are true and R is the correct explanation of A.

B. Both A and R are true but R is not the correct explanation of A.

- C. A is true but R is false.
 - D. A is false but R is true.
-

31.

Assertion (A): Marketing starts with customer needs.

Reason (R): Customer satisfaction is the primary goal of marketing.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

32.

Assertion (A): Advertising is a personal form of communication.

Reason (R): It reaches a large audience at once.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

33.

Assertion (A): Price is the only revenue generating element of marketing mix.

Reason (R): Other elements of marketing mix involve cost.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

34.

Assertion (A): Sales promotion gives short-term incentives.

Reason (R): It includes coupons and discounts.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

35.

Assertion (A): Consumer Protection Act 2019 allows e-filing of complaints.

Reason (R): It strengthens the consumer redressal system.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

36.

Assertion (A): Right to safety protects consumers from hazardous goods.
Reason (R): Consumers must check quality marks like ISI and Hallmark.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

37.

Assertion (A): Delegation develops managerial talent.
Reason (R): Subordinates get opportunity to take decisions.

Options:

- A. Both A and R are true and R is the correct explanation of A.
 - B. Both A and R are true but R is not the correct explanation of A.
 - C. A is true but R is false.
 - D. A is false but R is true.
-

38.

Assertion (A): Motivation increases morale of employees.
Reason (R): It helps in satisfying their needs.

Options:

- A. Both A and R are true and R is the correct explanation of A.
- B. Both A and R are true but R is not the correct explanation of A.
- C. A is true but R is false.
- D. A is false but R is true.

39.

Assertion (A): Financial planning avoids overcapitalisation.

Reason (R): It ensures proper estimation of funds.

Options:

- A. Both A and R are true and R is the correct explanation of A.
- B. Both A and R are true but R is not the correct explanation of A.
- C. A is true but R is false.
- D. A is false but R is true.

40.

Assertion (A): Branding creates product identity.

Reason (R): It helps in product differentiation.

Options:

- A. Both A and R are true and R is the correct explanation of A.
- B. Both A and R are true but R is not the correct explanation of A.
- C. A is true but R is false.
- D. A is false but R is true.

Q.No	Correct Option
1	C
2	A

3	D
4	A
5	A
6	A
7	A
8	D
9	D
10	A
11	A
12	D
13	A

14	D
15	A
16	A
17	A
18	A
19	A
20	A
21	A
22	A
23	D
24	A

25	A
26	C
27	A
28	A
29	C
30	A
31	A
32	D
33	A
34	A
35	B

36	B
37	A
38	A
39	A
40	A
41	B
42	A
43	A
44	D
45	A
46	A

47	A
48	A
49	A
50	A