

CBSE Class 12 Business Administration 2026 - Set 357 - Compartment



Question Paper

Conducted by the Central Board of Secondary Education (CBSE)

Time Allowed: 3 Hours

Maximum Marks: 60

General Instructions

- (i) Please read the instructions carefully.
- (ii) This Question Paper consists of 24 questions in two sections : Section–A and Section–B.
- (iii) Section–A has Objective type questions whereas Section–B contains Subjective type questions.
- (iv) Out of the given $(6 + 18) = 24$ questions, a candidate has to answer $(6 + 11) = 17$ questions in the allotted (maximum) time of 3 hours.
- (v) All questions of a particular section must be attempted in the correct order.
- (vi) Section–A : Objective Type Questions (30 Marks) : (a) This Section has 6 questions. (b) There is no negative marking. (c) Do as per the instructions given. (d) Marks allotted are mentioned against each question/part.
- (vii) Section–B : Subjective Type Questions (30 Marks) : (a) This Section has 18 questions. (b) A candidate has to do 11 questions. (c) Do as per the instructions given. (d) Marks allotted are mentioned against each question/part.

Section A

1. Answer any 4 out of the given 6 questions on Employability Skills : $4 \times 1 = 4$

1(i). What is a sentence ?

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|--|---|
| (A) A group of ideas that forms a complete paragraph. | (B) A group of words that communicates a complete thought or meaning. |
| (C) A set of rules that we must follow to write correctly. | (D) A set of words that contains basic punctuation marks. |

1(ii). Define the term “stress”.

1(iii). Cluster 'A' personality disorders are associated with individuals or people who are _____ in nature.

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|----------------|---------------|
| (A) Suspicious | (B) Emotional |
| (C) Impulsive | (D) Anxious |

1(iv). ICT stands for :

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|---------------------------------------|--|
| (A) Innovation and Co-ordination Team | (B) Information and Communication Technology |
| (C) Integrated and Clear Technology | (D) Inspired and Creative Team |

1(v). Which of the following is **not** a component of a spreadsheet ?

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|--------------|---------------|
| (A) Cell | (B) Worksheet |
| (C) Workbook | (D) Work-area |

1(vi). Name the flagship initiative of the Government of India that is intended to build an ecosystem for the growth of start-up businesses.

2. Answer any 5 out of the given 7 questions : $5 \times 1 = 5$

2(i). “Management involves managing work, people and operations.” Which feature of management is being highlighted here ?

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|---------------------------------------|--------------------------------------|
| (A) Management is a dynamic function. | (B) Management is multi dimensional. |
| (C) Management is pervasive. | (D) Management is universal. |

2(ii). The “Mental Revolution” in scientific management refers to _____.

2(iii). Which organisational structure groups activities into departments like marketing, finance and production ?

2(iv). Which communication method uses charts, photographs, sketches to convey information ?

- | | |
|----------------------------|--------------------------|
| (A) Verbal Communication | (B) Formal Communication |
| (C) Informal Communication | (D) Visual Communication |

2(v). According to McGregor’s theory X, employees are _____.

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|---------------------------------|---|
| (A) Self-directed and ambitious | (B) Lazy and need to be controlled strictly |
| (C) Creative and enjoy work | (D) Naturally motivated |

2(vi). What is the key characteristics of a democratic leader ?

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|---|--|
| (A) Makes all decisions alone without consulting others | (B) Uses fear to get work done |
| (C) Avoids giving reward | (D) Encourages group members to share ideas and opinions |

2(vii). The long term survival of a company depends partly on _____.

- | | |
|------------------------------------|---|
| (A) Cutting costs drastically | (B) Avoiding social responsibility |
| (C) Maximising shareholder profits | (D) Maintaining relationship of trust with stakeholders |

3. Answer any 6 out of the given 7 questions : $6 \times 1 = 6$

3(i). What is the primary reason of growth of E-business ?

3(ii). Middle level management is primarily responsible for –

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|---|--|
| (A) Formulating company's wide policies | (B) Appointment of Board of Directors |
| (C) Representing employee grievances | (D) Bridging communication between top and lower levels. |

3(iii). By using which concept the principle of "Scalar Chain" can be by passed ?

3(iv). Which step in staffing process involves identifying sources to attract potential candidates ?

3(v). What is the key feature of effective communication ?

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|--|---|
| (A) Using complex and lengthy sentences. | (B) Presentation of views in a way best understood by the receiver. |
| (C) Ignoring the feedback. | (D) Using only verbal communication. |

3(vi). Give any one example of non-monetary incentive.

3(vii). What does 'empathy' mean in the context of leadership ?

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|--------------------------------------|--|
| (A) Giving orders strictly. | (B) Avoiding emotional involvement. |
| (C) Ignoring team members' problems. | (D) Understanding things from other's point of view. |

4. Answer any 5 out of the given 6 questions : $5 \times 1 = 5$

4(i). What does Legal Responsibility of business entail ?

4(ii). Give any one example of C2B model.

4(iii). One importance of management is efficient use of resources. This refers to :

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|---|--|
| (A) Encouraging all employees to do whatever they wish. | (B) Minimising wastage of human, material and financial resources. |
| (C) Letting departments operate without coordination. | (D) Focusing on innovation at the expense of routine task. |

4(iv). Which of Fayol's principle addresses the fair treatment and justice toward employees ?

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|----------------|----------------|
| (A) Discipline | (B) Equity |
| (C) Order | (D) Initiative |

4(v). Identify the last step in planning process –

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|------------------------------------|--|
| (A) Implementing the plan | (B) Communicating the plan |
| (C) Establishing planning premises | (D) Measuring and Controlling the plan |

4(vi). Which type of leader possesses alluring personality that enable him to encourage the team members for getting the work done ?

5. Answer any 5 out of the given 6 questions : $5 \times 1 = 5$

5(i). Which of the following best exemplifies management “as a group” concept ?

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|--|---|
| (A) Management seen as continuous sequence of functions. | (B) Studying management as an academic subject. |
| (C) Referring collectively to CEO's, departmental heads and supervisors as management. | (D) Emphasizing management's intangible nature. |
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5(ii). Which of the following is NOT true for Management as Science ?

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|----------------------------------|-----------------------------------|
| (A) Universal Applicability | (B) Cause and Effect relationship |
| (C) Improvement through practice | (D) Systematic body of knowledge |
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5(iii). Why is coordination considered the essence of management ?

5(iv). Which of the following is NOT a significance of communication ?

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|---|------------------------------------|
| (A) Aids in decision making. | (B) Improves physical health. |
| (C) Increases cooperation and organisational peace. | (D) Provides effective leadership. |
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5(v). Which one of the following is a characteristic of motivation ?

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|--|-------------------------------------|
| (A) Motivation is unpredictable and complex. | (B) Motivation is purely financial. |
| (C) Motivation applies only to top management. | (D) Motivation is one time event. |
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5(vi). CSR “mitigates operational impact”. This refers to which approach of Corporate Social Responsibility ?

6. Answer any 5 out of given 6 questions. $5 \times 1 = 5$

6(i). What does Information Technology primarily involve ?

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|--|---|
| (A) Tools and methods to collect, process and present information. | (B) Selling software for information. |
| (C) Advertising products digitally. | (D) Manufacturing computer hardware only. |
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6(ii). Which step of staffing involves aligning employees' performance with organisational objectives through periodic evaluation ?

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|----------------------------|---------------|
| (A) Performance Appraisal | (B) Training |
| (C) Performance Evaluation | (D) Induction |
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6(iii). Which of the following is the first step in the organising process ?

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|----------------------------|---|
| (A) Delegating authority | (B) Establishing reporting relationship |
| (C) Determining objectives | (D) Assignment of duties |
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6(iv). Under functional foremanship what is the work of 'Inspector' ?

6(v). 'Peter Drucker' belonged to which era of Management Thinkers ?

6(vi). A new team leader listens to feedback, sets realistic goals, promotes a healthy work environment where everyone feels valued. Which significance of leadership is being highlighted here ?

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|---------------------------------|---|
| (A) Centralized control | (B) Maintaining fear and accountability |
| (C) Making workers as followers | (D) Ensuring team spirit and job satisfaction |
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Section B

Answer any **3** out of the given **5** questions on *Employability Skills*. Answer each question in **20-30** words. $3 \times 2 = 6$

7. What do you understand by the term “communication” ?

8. Explain any four parameters of an individual's personality related to the Big Five Factor Model.

9. What is data sorting in ICT ?

10. State any two environmental barriers to entrepreneurship.

11. Define the term “green jobs” according to the UNEP.

Answer any **3** out of the given **5** questions in **20-30** words each. $3 \times 2 = 6$

12. Explain any two features of Free-Rein leadership style.

13. Why is ‘Vision and Foresight’ important for a leader ?

14. Explain any two features of Management as an Art.

15. Explain the concept of ‘Organisation as a structure’.

16. Explain ‘Esteem Needs’ as propounded by Maslow.

Answer any **2** out of the given **3** questions in **30-50** words each. $2 \times 3 = 6$

17. Write any three points of distinction between formal and informal communication.

18. Explain ‘Time Study’ and ‘Motion Study’ as Techniques of Scientific management.

19. Write three disadvantages of ‘Job Enlargement’.

Answer any **3** out of the given **5** questions in **50-80** words each. $3 \times 4 = 12$

20. Sunrise Textiles Ltd. a leading garment manufacturer, is planning to expand its operations internationally. They appoint CEO, Aman to enter European markets and ensure smooth execution. Pradeep is hired to take care of the shop floor. Tulika is appointed as Production manager to restructure the manufacturing schedule.

(a) Identify the levels of management referred to in the case.

(b) Explain one function performed by each level.

21. Edu Globe Coaching Institute hired a new batch of faculty for its online education wing. The manager regularly checks in with staff to guide them and providing feedback. Weekly sessions are conducted and achievers are publicly appreciated. Senior faculty leads by example in discipline and punctuality.

(a) Name the function of Management in the above case.

(b) Also, explain three elements of the identified function from the above case.

22. At Skylink Advertising, Priya is known for her punctuality, calm behaviour and respectful communication. She regularly interacts with her team to understand their challenges.

During high pressure campaigns, she remains composed and encourages others to stay positive. Identify and explain any four characteristics of a good leader which are evident in Priya.

23. Bright Solar Pvt. Ltd. a startup in renewable energy, was praised for its innovation. However, a financial audit found that they had not paid proper taxes for two years and had misreported profits to escape government scrutiny. The company defended itself by saying it was managing cash flow challenges creatively.

Identify the types of Social Responsibility violated in above case. Explain why fulfilling this responsibility is essential for business.

24. Zenith Garments implemented an ERP system to integrate various departments. Sales data was instantly visible to production and purchase teams. This helped reduce delays in restocking materials, and customer orders were processed 25% faster. Communication between finance, material and procurement departments improved significantly. Describe the type of E-business model used by Zenith Garments. Also explain two benefits observed from its implementation.

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