

CBSE Class 12 Business Administration 2026 - Set 357



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). _____ helps in making the content in electronic spreadsheet look neat and easy to read.

- (A) Alignment (B) Sorting
(C) Filtering (D) Formatting

1(ii). Which gas is not emitted due to burning of fossil fuel ?

- (A) Carbon dioxide (B) Nitrogen oxide
(C) Hydrogen (D) Ozone

1(iii). Which of the following is not a parameter of 'Big five factor' of personality ?

- (A) Consciousness (B) Openness
(C) Neuroticism (D) Introversion

1(iv). What does 'R' stand for in the acronym 'RESPECT' to ensure active listening ?

- (A) Regards everyone (B) Remove distractions
(C) Receive information (D) Respond quickly

1(v). Despite facing multiple failures, Ajay continues to work hard towards his dream of becoming a civil servant. He sees failure as a learning opportunity. Which quality of self management is best reflected in Ajay's behaviour ?

- (A) Procrastination (B) Positive attitude
(C) Overconfidence (D) Manifestation

1(vi). Which of the following is an example of innovation by an entrepreneur ?

- (A) Selling old products (B) Copying another brand
(C) Creating new app for online learning (D) Ignoring customer feedback

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

2(i). According to the concept of management as a group, the term 'management' refers to –

- (A) Only the CEO (B) Employees of the organisation
(C) Administrative staff (D) All individuals managing organisational tasks

2(ii). Which feature distinguishes management as an art rather than a pure science ?

- (A) Universal applicability of its principles (B) Predictability of outcomes
(C) Reliance on creativity and personal skill (D) Systematic experimentation

2(iii). Which of the following is NOT a type of plan ?

- (A) Strategy (B) Mission
(C) Procedure (D) Policy

2(iv). Which of the following is a hurdle of communication related to mental state ?

- (A) Language Hurdle (B) Physical Hurdle
(C) Emotional Hurdle (D) Systematic Hurdle

2(v). What are hygiene factors according to Herzberg's two factor theory ?

- | | |
|--|---|
| (A) Factors that motivate employees intrinsically. | (B) Basic factors whose absence causes dissatisfaction. |
| (C) Opportunities for growth and advancement. | (D) Rewards for high achievement. |

2(vi). Why is vision and foresight important for a leader ?

- | | |
|-----------------------------------|---|
| (A) To react normally to problems | (B) To visualize future events and guide the organisation accordingly |
| (C) To focus on present tasks | (D) To avoid taking responsibility |

2(vii). The primary economic responsibility of a business is _____.

- | | |
|---|---------------------------|
| (A) To earn profits by meeting consumer needs | (B) To donate for charity |
| (C) To control pollution | (D) To pay taxes honestly |

3. Answer any 6 out of the given 7 questions : 6 × 1 = 6

3(i). How does Information Technology improve business communication ?

- | | |
|--|---|
| (A) By reducing the number of employees | (B) By making communication easier among customers, suppliers and employees |
| (C) By eliminating the need for meetings | (D) By increasing paper work |

3(ii). Which leadership style is most suitable when quick decisions are needed and subordinates are inexperienced ?

- | | |
|----------------|----------------------|
| (A) Democratic | (B) Autocratic |
| (C) Free-Rein | (D) Transformational |

3(iii). Encouraging innovation in an organisation primarily contributes to :

- | | |
|----------------------------------|-------------------------------------|
| (A) Reducing financial risks | (B) Increasing bureaucratic control |
| (C) Avoiding employee motivation | (D) Enhancing competitive advantage |

3(iv). Which one of the following is not an importance of controlling ?

- | | |
|--|---|
| (A) Accomplishing organisational goals | (B) Facilitating coordination in action |
| (C) Ensuring order and discipline | (D) Clarity on working relationships |

3(v). Despite being highly capable, a new employee is not promoted for years, while less competent senior employee retain top positions. Which principle of management is being ignored here ?

3(vi). Which of the following is an advantage of informal communication ?

- | | |
|--|---|
| (A) It encourages people to share their problems freely. | (B) It always keeps communication professional. |
| (C) It maintains official documentation. | (D) It helps in establishing procedures. |

3(vii). Job enrichment is best described as _____.

- | | |
|---|---|
| (A) Adding responsibility and challenge to a job. | (B) Offering financial incentives. |
| (C) Increase the number of tasks at same level. | (D) Reducing the workload of employees. |

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

4(i). Which of the following is not one of Taylor's principles of Scientific management ?

- | | |
|--------------------------------|---|
| (A) Science, not rule of thumb | (B) Stability of Tenure |
| (C) Harmony, not discord | (D) Maximum output instead of restricted output |

4(ii). Which of the following characteristics highlights management as an intangible force ?

- | | |
|--|-----------------------------------|
| (A) Targeted achievements and satisfaction | (B) Physical presence of managers |
| (C) Visible office infrastructure | (D) Employees names in records |

4(iii). A company introduces a programme for newly hired software developer to learn coding standards and internal tools. Which step of staffing is referred above ?

4(iv). Which software is commonly used in business for accounting and financial management ?

- | | |
|---------------|-----------|
| (A) Photoshop | (B) Tally |
| (C) AutoCAD | (D) Canva |

4(v). Which of the following is a benefit of company's social responsibility related to human resources ?

- | | |
|--|--|
| (A) Increasing short term profits | (B) Avoiding taxes |
| (C) Reducing product quality to save costs | (D) Aiding in recruitment and retention of employees |

4(vi). What is the main purpose of leadership in an organisation ?

- | | |
|-----------------------------------|---|
| (A) To maintain strict discipline | (B) To influence and guide people towards achieving goals |
| (C) To avoid responsibility | (D) To delegate work to subordinates |

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

5(i). What is the origin of the term 'motivation' ?

- | | |
|---|---|
| (A) Greek word 'movere' meaning 'to move' | (B) French word 'motive' meaning 'reason' |
| (C) Latin word 'movere' meaning 'to move' | (D) German word 'motiv' meaning 'reason' |

5(ii). Which stakeholder is NOT listed as fundamental to the survival of a business ?

- | | |
|---------------------|-----------------|
| (A) Customers | (B) Employees |
| (C) Local residents | (D) Competitors |

5(iii). The company's policy ensures every employee gets fair wages based on their role and market standards. What is the likely long term effect of following this principle ?

- | | |
|--------------------------------|-----------------------------|
| (A) Increased turnover | (B) Reduced morale |
| (C) Increased employee loyalty | (D) Centralization of power |

5(iv). A team is highly skilled but lacks unity in action. The manager usually holds meetings to ensure all departments are working towards a common objective. What importance of directing does this reflect ?

5(v). From the following statements, which one is NOT a function of middle level management ?

- | | |
|---|--|
| (A) Analysing the business environment and its implications for the survival of the firm. | (B) Interpreting the policies framed by top management. |
| (C) Ensuring that their department has necessary personnel. | (D) Motivating people in their department to achieve desired objectives. |

5(vi). During a meeting, Rakesh, the production manager, was giving a presentation. While his CEO Kunal was just acknowledging him through his gestures, body language and facial expressions. Which type of communication is Kunal primarily using ?

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

6(i). A factory is paying all workers the same wage regardless of output. This leads to decline in productivity. Identify the technique of Scientific management which is being ignored.

6(ii). Developing premises is the second step in the process of one of the management functions. Identify the management function.

6(iii). What is the role of intranet in a business ?

- | | |
|-----------------------------------|---|
| (A) To sell products online. | (B) To enable electronic exchange of information within the firm. |
| (C) To advertise on social media. | (D) To enable exchange of information outside the organisation. |

6(iv). Which of the following is most associated with the Neo-Classical approach ?

- | | |
|------------------------------------|------------------------------------|
| (A) Henri Fayol's principles | (B) Taylor's scientific management |
| (C) Elton Mayo's Hawthorne studies | (D) Max Weber's bureaucracy |

6(v). Who gave the concept of Transformational leadership ?

6(vi). A company achieves synergy by aligning the goals of individual employees with organisational goals. This is an example of :

- | | |
|---------------|------------------|
| (A) Planning | (B) Goal setting |
| (C) Direction | (D) Coordination |

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. How can an entrepreneur overcome environmental barriers ?

8. How can 'mindset' become a barrier to active listening ?

9. What is the purpose of setting up Krishi Vigyan Kendras by government ?

10. Enlist the purpose for which data stored in a spreadsheet can be used.

11. Explain 'Dependent Personality Disorder'.

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

12. Explain the concept of 'Development of each person to his greatest efficiency' as a principle of Scientific management.

13. "The task of coordination is becoming increasingly complex and difficult." Explain any two factors to highlight the importance of coordination in modern era.

14. "Motivation is a psychological process". Explain.

15. Distinguish between 'Intellectual' and 'Institutional' leader.

16. Explain how emotional intelligence helps a leader in managing a team effectively.

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

17. Explain the 'ERG' theory of motivation.

18. "For effective communication, it is important to be clear, concise and concrete." Do you agree ? Give reasons in support of your answer.

19. "A firm's success is attributed to the fact that employees are treated respectfully, paid fairly, and their suggestions are considered." Identify and explain the three principles of management being reflected in the above statement.

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

20. Tech Nova Robotics is launching a new automation project. To execute it efficiently the CEO divides the entire project into four functional units – design, development, quality control, and marketing. Each function is assigned to a team with a defined leader. Roles, responsibilities and authority are clearly laid out. Cross-functional coordination meetings are held weekly to ensure progress aligns with the project goals.

(i) Identify the function of management being performed in the above case.

(ii) Explain the first three steps of the process involved in this function.

21. Dr. Meena heads a research team in a biotechnology firm. She allows scientists to explore their own experimental methods, design independent studies and share findings freely. Dr. Meena only steps in when needed, trusting the team's expertise and passion. Identify and explain the leadership style practised by Dr. Meena. Explain one advantage and one limitation of the style identified.

22. Green Drop Chemicals Ltd., a successful pesticide company, was found releasing untreated chemical waste into a nearby river. Though the company maintained legal documentation, local farmers reported severe water pollution and declining crop yields. Despite growing protests, the company claimed that since it wasn't breaking any laws, its operations were justified. Identify and explain the type of Social responsibility that Green Drop Chemicals failed to fulfill. Why is this important for a business ?

23. 'Craftique', a handmade decor brand, was struggling to reach its target audience. They introduced software integrated tools for marketing. The software tracked customer behaviour, purchase history and feedback. Using this data, Craftique ran personalized emails and social media campaigns resulting in 30% increase in orders. Name the marketing tools Craftique used and how it helped improve their business.

24. Aryan Agro Pvt. Ltd., a food packaging company, had been facing rising costs and wastage in material usage. The general manager analyzed the production line and implemented a new quality check system. He introduced time-saving techniques, trained workers, on efficient packaging and ensured raw material were ordered in exact quantities. Within weeks, expenses dropped and customer satisfaction improved. Explain the feature and importance of management reflected in the approach taken by the manager.

- End of Question Paper -