

CLASS

12

CBSE



PHYSICS
WALLAH

COMMERCE

As Per CBSE Board Pattern 2024-25

30 SAMPLE PAPERS



BUSINESS STUDIES



ACCOUNTANCY



ECONOMICS



MATHEMATICS



ENGLISH



APPLIED MATHEMATICS

50%

ADHERED TO

COMPETENCY

AS PER CBSE 2024-25 SQP

2025
EXAMINATION

Chapter-wise Weightage and Trend Analysis of CBSE Past 5 Years' Papers BUSINESS STUDIES

CHAPTERS	2020	2021	2022	2023	2024
Nature and Significance of Management	7	Exam not conducted	2	4	5
Principles of Management	4		-	13	6
Business Environment	6		-	2	5
Planning	4		-	3	8
Organising	10		-	8	6
Staffing	9		7	3	9
Directing	8		9	12	7
Controlling	7		3	4	4
Financial Management	6		7	7	8
Financial Markets	11		7	9	7
Marketing Management	4		-	11	10
Consumer Protection	8		5	4	5

ACCOUNTANCY

CHAPTERS	2020	2021	2022		2023	2024
			Term-I	Term-II		
Accounting for Partnership: Basic Concepts	4	Exam not conducted	8	-	7	8
Reconstitution of a Partnership Firm - Admission of a Partner	13		16	-	15	14
Reconstitution of a Partnership Firm - Retirement/Death of a Partner	14		-	9	15	14
Dissolution of Partnership Firm	7		-	6	8	9
Accounting for Share Capital	12		12	-	13	17
Issue and Redemption of Debentures	5		-	8	11	11
Financial Statements of a Company	2		1	-	3	3
Analysis of Financial Statements	6		-	3	1	5
Accounting Ratios	3		10	-	9	4
Cash Flow Statement	9		1	7	8	8
Computerised Accounting						
Overview of Computerised Accounting System	10		5	5	8	1
Accounting Application of Electronic Spreadsheet	5		5	4	9	14
Using Computerized Accounting System	5		2	1	7	5
*Accounting for Not-for-Profit Organisations (NPOs)	10			-	10	-

* Out of Syllabus

** The marks allotment mentioned above is chapter-wise and includes internal choice questions (if from different chapter) as well. Therefore, the total marks might not match the maximum marks of the respective papers.

ECONOMICS

CHAPTERS	2020	2021	2022	2023	2024
Part A: Introductory Macroeconomics		Exam not conducted			
National Income and Related Aggregates	12		11	10	10
Money and Banking	11		-	7	6
Determination of Income and Employment	10		6	8	12
Government Budget and the Economy	6		5	10	6
Balance of Payments	5		5	5	6
Part B: Indian Economic and Development					
Indian Economy on The Eve of Independence	4		-	1	1
Indian Economy 1950-1990	2		-	10	7
Economic Reforms Since 1991	7		-	1	4
Human Capital Formation in India	3		-	7	5
Rural Development	1		-	5	1
Employment: Growth, Informalisation and Other Issues	8		-	5	8
Environment and Sustainable Development	4		4	4	4
Comparative Development Experience of India and Its Neighbours	6		9	7	10

MATHEMATICS

CHAPTERS	2020		2021	2022		2023		2024	
	DL	ODL		DL	ODL	DL	ODL	DL	ODL
Relations and Functions	3	7	Exam not conducted	-	-	5	5	5	6
Inverse Trigonometric Functions	5	1		-	-	3	3	3	2
Matrices	3	3		-	-	9	7	9	9
Determinants	7	7		-	-	1	3	1	1
Continuity and Differentiability	8	7		-	-	8	4	10	6
Application of Derivatives	8	9		-	4	6	10	11	10
Integrals	8	8		8	9	11	11	4	9
Application of Integrals	6	6		4	-	5	5	6	5
Differential Equations	5	5		6	5	5	5	4	5
Vector Algebra	6	4		5	5	7	5	5	7
Three Dimensional Geometry	8	10		9	9	7	9	9	7
Linear Programming	5	5		-	-	5	5	5	5
Probability	8	8		8	8	8	8	8	8
Total Marks	80	80		40	40	80	80	80	80

How to Rock Your Board Exams?



Admit Card: Double-check your admit card before heading to the exam center.



Stationary: Bring pens, pencils, erasers, sharpeners, ruler, and a geometry box. Ensure working pens with sufficient ink and carry spares.



Water bottle and wrist watch: Bring a transparent water bottle for hydration and a wrist watch to monitor time; avoid digital watches which may not be permitted.



Arrive Early at the Examination Center: Arrive before your admit card's reporting time for smooth security checks and room location.



Read the Instructions carefully: Read the instructions of the paper carefully to know the format, marking and special guidelines. Ask the invigilator for any doubts about instructions.



Manage your Time: Assign time for each section/question based on allotted marks and adhere to it for effective time management.



Don't Panic: If you find the paper difficult, remember that everyone else is likely feeling the same way. Stay focused, do your best, and don't let anxiety take over.



Start with your Strengths: Start with your strongest section/question to boost confidence for tougher parts.



Answer clearly and neatly: Write neatly, use headings, subheadings, and bullets for clarity and fetching more marks. Start with margins on both sides. This sets a structured format for your answers.



Don't spend too much time on one question: If a question is challenging or time-consuming, move on and revisit it later if possible. Avoid getting stuck on a single question.



Use of HB pencil: HB pencils produce a relatively dark and easily readable mark. Try to use HB pencils while making diagrams in the exam.



Attempt all questions: Even if unsure, attempt all questions; there is no negative marking in CBSE exams.

SELF ASSESSMENT

Self-assessment plays a crucial role in exam preparation and offers several advantages:

- ❑ **Enhanced Self-awareness:** Self-assessment sheets help students gain a deeper understanding of their strengths and weaknesses across various subjects. Specific feedback on their performance provides valuable insights into areas of excellence and those that require improvement.
- ❑ **Focused Study:** These sheets provide clear guidance to students on where to direct their efforts. Identifying which questions to review, reattempt, or practice allows for more efficient and purposeful study sessions.
- ❑ **Targeted Improvement:** By categorizing questions into different categories (e.g., Easy, Revise, Reattempt), students can concentrate on areas that require the most attention. This targeted approach can result in significant improvements in their comprehension and performance.
- ❑ **Motivation:** Self-assessment sheets serve as a source of motivation for students. Observing their progress and understanding the steps needed for improvement can boost their motivation to work harder and achieve better results.
- ❑ **Reduced Exam Anxiety:** Having a clear understanding of their preparation progress helps reduce exam-related anxiety. Students feel more confident when they know what aspects to focus on, leading to a calmer and more effective exam experience.
- ❑ **Time Management:** Self-assessment sheets aid students in managing their study time more effectively. They can allocate more time to areas requiring extensive revision or reattempt while spending less time on topics they have already mastered.

Self evaluation Instruction: After completing the test, evaluate it using the provided explanations. Use only a pencil to mark the evaluations (allowing for revisions and reattempts). Record the marks obtained in the Marks section and provide remarks in the Remarks column.

Remarks abbreviations:

- ❑ **Easy (E):** Use for questions that you should find straightforward, indicating a good understanding and correct answers.
- ❑ **Revise (R):** Assign to questions where your response contains minor errors or gaps in understanding, suggesting the need for topic review.
- ❑ **Reattempt (RA):** Use for questions with incorrect responses, significant misconceptions, or a lack of understanding. Students receiving this remark should revisit the topic thoroughly, seek additional help if necessary, and attempt similar questions to enhance their grasp of the concept.

Re: Remark

[illegible]

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Can be accessed
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Roll No.

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Q.P. Code **01**



Candidates must write the Q.P. Code on the title page of the answer book.

SAMPLE QUESTION PAPER-I

BUSINESS STUDIES

Time allowed : 3 hours

Maximum Marks : 80

NOTE:

- (i) Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
- (ii) Please check that this question paper contains **34** questions.
- (iii) **Please write down the Serial Number of the question in the answer-book before attempting it.**
- (iv) 15 minute time has been allotted to read this question paper. The students will read the question paper only and will not write any answer on the answer-book during this period.

GENERAL INSTRUCTIONS:

Read the following instructions carefully and strictly follow them:

- (i) This question paper contains **34** questions. **All** questions are **compulsory**.
- (ii) Marks are indicated against each questions
- (iii) Answers should be brief and to the point.
- (iv) Answers to questions carrying **3** marks may be from **50 to 75** words.
- (v) Answers to questions carrying **4** marks may be in about **150** words.
- (vi) Answers to questions carrying **6** marks may be in about **200** words.
- (vii) Attempt all parts of a question together.

Questions 1 to 20 are Multiple Choice Questions (MCQs) carrying 1 mark each **(20×1 = 20)**

- 1.** Rohan is working as a marketing manager in a company. He has been given the task of selling 200000 units of a product at the cost of ₹300 per unit within 30 days. He can sell all the units within the prescribed time but had to sell the last 4000 units at a 30% discount to complete the target. In such a condition, which concept of management will he be considered to be.
- (a) An effective manager
 - (b) An efficient manager
 - (c) Both effective and efficient manager
 - (d) None of these

2. Read the following statements: Assertion and Reason. Choose one of the correct alternatives given below:

Assertion (A): Coordination acts as a binding force between departments and ensures that all efforts are focused towards achieving organizational goals.

Reason (R): Specialists in an organization usually think that they only are most qualified to evaluate, judge and decide according to their professional criteria.

Alternatives:

- (a) Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A).
 - (b) Both Assertion (A) and Reason (R) are True and Reason (R) is not the correct explanation of Assertion (A)
 - (c) Assertion (A) is True but Reason (R) is False.
 - (d) Assertion (A) is False but Reason (R) is True.
3. Planning is _____
- (a) Primary function
 - (b) Routine activity
 - (c) Secondary function
 - (d) None of the above
4. Liberalization means:
- (a) Integration among economies
 - (b) Reduced government controls and restrictions
 - (c) Policy of planned disinvestments
 - (d) None of them

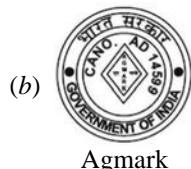
5. Consider the following statements:-

Statement-I: Business environment helps in tapping useful resources.

Statement-II: Business environment helps in coping with rapid changes.

- (a) Both Statement-I and Statement-II are correct.
 - (b) Both Statement-I and Statement-II are incorrect.
 - (c) Statement-I is correct & Statement-II is incorrect.
 - (d) Statement-I is incorrect & Statement-II is correct.
6. Identify the Marks indicating quality in jewelry.

While purchasing gold Jewelry which mark one should look for



7. Hena is planning to set up a small manufacturing unit for manufacturing eco-friendly packaging material. She has decided to market her products through the conventional channel of distribution, which involves wholesalers and retailers. Identify the channel of distribution being adopted by the company.

- (a) Zero level channel
- (b) One level channel
- (c) Two level channel
- (d) Three level channel





8. Consider the following statements:-

Statement-I: Capital market is classified into two types: Primary Market and money market

Statement-II: The Primary market is also known as new issue market

- (a) Both Statement-I and Statement-II are correct.
 - (b) Both Statement-I and Statement-II are incorrect.
 - (c) Statement-I is correct & Statement-II is incorrect.
 - (d) Statement-I is incorrect & Statement-II is correct.
9. Adapting to a change in consumer preference towards online shopping, 'Fast-Service' started a grocery delivery app. It is a platform that ensures 10 -minute deliveries of groceries. Because of this service, 'Fast-Service' earned huge profit within a year. It planned to expand its operations and decided to raise funds by directly issuing its securities to investors. The market through which 'Fast-Service' has decided to raise funds for its expansion is :
- (a) Money market
 - (b) Primary market
 - (c) Secondary market
 - (d) Both Primary and Secondary markets

10. Match the following P's of Marketing Mix with their explanation and choose the correct option:

A. Price: It is the amount that a customer pays for to enjoy it.	(i) 
B. Promotion: It helps to grab the attention of the customers and influence them to buy the product.	(ii) 
C. Product: It is a commodity, produced or built to satisfy the need of an individual or a group. It can be intangible or tangible.	(iii) 
D. Place: Which is easily accessible to potential buyers/customers.	(iv) 

(a) A-(iii), B-(i), C-(ii), D-(iv)

(b) A-(ii), B-(i), C-(iii), D-(iv)

(c) A-(iv), B-(iii), C-(ii), D-(i)

(d) A-(i), B-(iv), C-(ii), D-(iii)

11. Read the following Assertion and Reason

Assertion (A): Informal organization satisfies social needs of the members, which is not satisfied in formal organization.

Reason (R): In the case of informal organization, people are under pressure to observe group norms, if such norms are against the interest of formal organization.

(a) If both Assertion (A) and Reason (R) are True and the Reason (R) is a correct explanation of the Assertion (A).

(b) If both Assertion (A) and Reason (R) are True but Reason (R) is not a correct explanation of the Assertion (A).

(c) If Assertion is True but the Reason is False.

(d) Assertion is False but Reason is True.

12. Match the following **List-I** and **List-II**:

	List-I		List-II
A.	Perquisites	(i)	Non-financial incentive
B.	Career advancement opportunity	(ii)	Bossing around people
C.	Authoritative	(iii)	Body language and gestures
D.	Semantic communication barrier	(iv)	Financial incentive

(a) A-(iii), B-(i), C-(ii), D-(iv)

(b) A-(ii), B-(i), C-(iii), D-(iv)

(c) A-(iv), B-(i), C-(ii), D-(iii)

(d) A-(i), B-(iv), C-(ii), D-(iii)

13. Suyash, an experienced stock broker, encouraged his client Prabhu to invest in Blue Angel Limited shares because the company had announced large dividends. Since an increase in dividends is viewed as good news, stock prices rise in response. Determine the linked factor of dividends decision mentioned in the preceding lines.

(a) Tax rate

(b) Growth prospects

(c) Stock market reactions

(d) Capital market access

14. Match the following List-I and List-II

	List-I		List-II
A.	Controlling process step-1	(i)	Analysing deviations
B.	Controlling process step-2	(ii)	Measuring performance
C.	Controlling process step-3	(iii)	Compare performance against standard
D.	Controlling process step-4	(iv)	Setting-up of standards

(a) A-(iii), B-(ii), C-(i), D-(iv)

(b) A-(iv), B-(i), C-(ii), D-(iii)

(c) A-(iv), B-(ii), C-(i), D-(iii)

(d) A-(iv), B-(ii), C-(iii), D-(i)

15. According to a magazine article, SEBI is serious about training intermediaries and establishing their code of conduct. There has been a lot of study in several key domains, and the valuable knowledge is being published so that many people can profit from it. Determine the type of SEBI function in the following example.

(a) Protective functions (b) Regulatory function (c) Developmental function (d) None of the above

16. Successful organizations do not achieve goals by chance but by following a deliberate process called

(a) Controlling (b) Planning (c) Management (d) Coordination

17. Green Ltd. is a natural and ethical company that specialised in organic bathing products for men and women. The company makes use of plant-based ingredients in its products and is the country's leading organic brand. It not only serves its clients' wants, but it also believes in environmental protection as a whole. Determine the marketing management philosophy employed by 'Glow Products Ltd.

(a) Societal marketing concept

(b) Selling concept

(c) Production concept

(d) Marketing concept

18. Which of the following is not a feature of directing?

(a) Directing initiates action

(b) Directing takes place at every level of management

(c) Directing is a continuous process

(d) Appropriateness of direction technique

19. What is a financial Market?

(a) A place where physical goods are bought and sold.

(b) A place where financial instruments like stocks and bonds are bought and sold.

(c) A place where agricultured products are bought and sold.

(d) A place where services are bought and sold.

20. To make sure employees focus on work and follow the method of production as per plan, the management of Amaira Ltd. decided to install CCTV (close circuit television) in the factory for monitoring the activities of workers.

The management function discussed above is:

(a) Planning

(b) Staffing

(c) Controlling

(d) Directing

21. (a) DLG Bank's Chairman was Mr. Shashank. The bank was making a lot of money. Shareholders were pleased because the bank paid monthly dividends. Their stock price was likewise constantly increasing. The bank was preparing to announce its acquisition of the 'Yoyo Bank.' Mr. Shashank anticipated that the DLG Bank share price would climb in response to this statement. As a bank employee, he was not permitted to purchase bank stock. He contacted one of his wealthy friends, Amir, and persuaded him to invest ₹ 3 crores in his bank's stock, guaranteeing him capital gains.

As projected, share prices increased by 50%, bringing the market value of Amir's shares to 4.5 crores. He made ₹ 1.5 crores in profit. He handed Mr. Shashank ₹ 75 lakhs and retained ₹ 75 lakhs for himself. The Securities and Exchange Board of India (SEBI) discovered this anomaly through frequent inspections and inquiries of the brokers concerned. Mr. Shashank was fined heavily by the SEBI.

Quoting the lines from the above paragraph, identify and state any two functions performed by SEBI in the above case. **3**

OR

- (b) (i) Name the process of holding securities in an electronic form.
- (ii) Name any two participants of the Money Market.
- (iii) Name the depositories that hold securities in electronic form.

3

- 22.** On the eve of Diwali, Lit crack Ltd., a firework manufacturing company, introduced several new items that drew a large number of purchasers. The corporation hired children from neighbouring communities to accommodate the increased demand. Despite the fact that the product was in High demand, proper safety warnings for use were not included on the packets, which resulted in numerous accidents.

3

Identify and explain a crucial product-related decision that was overlooked by the firm.

Also, Indicate any two values that the organisation breached.

- 23.** The Human Resource Department of 'Oberoi's Airlines Pvt. Ltd.' has recently selected 11 pilots. The new pilots have to handle sophisticated equipment. For this, the Human Resource Manager wants to design an off-the-job training programme which will help them to improve their performance on their jobs.

3

Identify and explain the method of training that can be used by the company in the given situation.

- 24. (a)** Discuss the characteristics of the function of management whose standards are established by the planning function.

3

OR

- (b) Explain the following as points of importance of Controlling function of management:

3

- (i) Accomplishing organisational goals
- (ii) Improving employee motivation

- 25.** Mr. Garg's father owns a successful iron and steel business. He wants to go to the United States for his MBA, but his father believes he should stay in the family business. Considering management as a profession and current trends, do you think Mr. Garg should send his son to the United States? Give any three reasons in support of your answer.

4

- 26. (a)** Differentiate between marketing and selling on the following basis:

4

- (i) Nature
- (ii) Profit generation
- (iii) Start and end
- (iv) Strategies

OR

- (b) State the difference between production Philosophy and product philosophy on the following basis.

4

- (i) Starting point
- (ii) Main focus
- (iii) Means
- (iv) Ends

- 27. (a)** Rahim was working in an enterprise on a daily wage basis. It was difficult for him to fulfill the basic needs of his family. His daughter feels ill. He has no money for his daughter's treatment. To meet the expenses of her treatment, he participated in a cycle race and won the prize money. The cycle company offered him a permanent pensionable job which he happily accepted.

4

- (i) Identify the needs of Rahim that are satisfied by the offer of the cycle company.

- (ii) Also, explain two other needs of Rahim followed by above that are still to be satisfied.

OR

- (b) Kunal joined as a shop level manager in the Production department of a textile company in the year 2005. Because of his good work, he became the Deputy Production Manager of the company in the year 2010. He had status and prestige and was well-respected by all in the company. On 1st March, 2019, he was promoted as the General Manager of the company. Kunal was very happy on his promotion as now he had become what he was capable of becoming. As a good manager, Kunal decided to motivate his subordinates, after understanding the Need Hierarchy theory which is based on various assumptions. He realised that people's behaviour is based on their needs and the manager can influence the behaviour of his employees by satisfying their needs.

4

- (i) One of the assumptions of Need Hierarchy theory is stated in the above paragraph. State the other three assumptions of this theory.

- (ii) State the needs of Kunal which are being satisfied through promotion.

- 28.** What are the types of Organisation Structures? Explain with the Examples.

4

29. Smart Stationery Ltd.' wishes to raise 12,00,000 for its new project. To raise this amount, management is considering the following debt and equity mix: 4

Cases:-

Capital Consideration	Plan A ₹	Plan B ₹	Plan C ₹
Equity	40,00,000	30,00,000	10,00,000
Debt	0	10,00,000	30,00,000

Interest rate on debt	9%
Face value of equity share	100 Rs. Each
Tax rate	30%
Earning before interest and tax	8,00,000

- (a) Under which of the three plans will the company be able to take advantage of Trading on Equity?
- (b) Does Earning Per Share always rise with increase in debt?
30. Shrestha and Aradhy decided to start their own gas agency and anyone can book a cylinder online but will charge commission on it. They start by looking at the business environment, which includes investors, competitors, and other forces like social, political, etc., that could either directly or indirectly affect their company. They also examined the changes in consumer preferences and technological advancements, and as a result, they should be aware of environmental trends and changes that could harm their company's performance. In order for them to effectively handle the situation, he emphasized the importance of making plans while keeping in mind the threat posed by the competitors. The performance will improve as a result of this operational line with the business environment. 4
- (a) State any two features of the business environment as discussed
- (b) State any two importance of the business environment referred to above para.
31. (a) Explain the following techniques of Scientific Management: 6
- Time study
 - Differential piece wage system
 - Motion study

OR

- (b) Explain the following Principles of Scientific Management: 6
- Science not Rule of Thumb
 - Harmony, Not Discord
 - Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity
32. Mahindra is one of India's largest bus manufacturers. It has a 48% market share in the bus segment and a nearly 23% drop in bookings as a result of the currency crisis, which caused people to move to new purchases due to demonetization. As a result, the company's production manager chose to adjust production to account for slower market sales. 6
- (a) The company had identified and explained the function of management being discussed in the above lines.
- (b) Which limitations of the function of management as identified in part (a) of the question was the production manager trying to overcome due to demonetisation.
33. (a) Pratap Singh is the Chief Executive Officer of Nissar Enterprises. It is an automobile parts manufacturing company. The enterprise has a functional structure, in which jobs of similar nature have been grouped together as Production, Finance, Marketing, and Human Resource. Nissar Enterprises has its manufacturing unit at Manesar. The factory has been plagued with many problems for a long time which was in the knowledge of the Production Manager, Varun Sharma. The workers

EXPLANATIONS

1. (a) Manages is effective as he could complete the task on time but not efficient as the last units were sold at discounted rates increasing the cost or decreasing the revenues. (1 M)
2. (b) Coordinates and integrates group efforts toward achieving the common goals. It involves bringing together the various departments, teams, and individuals within an organization. Most specialists have a feeling of superiority and prioritize their zone of activities. But this feeling creates hurdles in coordination of different activities. (1 M)
3. (a) Planning is the first step in the management process and lays the foundation for the other functions. (1 M)
4. (b) The process of reducing government restrictions and regulations in various sectors of the economy with the goal of fostering greater economic freedom, competition, and market efficiency is referred to as liberalization. (1 M)
5. (a) Business environment helps in tapping useful resources, as it is a source of various resources such as man, machine, money, raw material, power etc. to a business firm. Business environment helps in coping with rapid changes as it is very dynamic where changes are taking place at a fast pace. (1 M)
6. (c) Buy only standardized goods as they provide quality assurance through the mark, Therefore Hallmarks indicate quality in jewelry. (1 M)
7. (c) The two-level channel of distribution involves wholesalers and retailers effectively reaching consumers. (1 M)
8. (d) Capital market is classified into two types – Primary market and secondary market. Primary market is also known as new issue market as market securities are sold for the first time (1 M)
9. (b) 'Fast-Service' has decided to raise funds for its expansion by directly issuing its securities to investors. This activity is typically carried out in the primary market, where **newly issued securities** are sold directly to investors. The primary market facilitates the initial sale of securities and helps companies raise capital for various purposes, including expansion. (1 M)
10. (c) A-(iv), B-(iii), C-(ii), D-(i) (1 M)
11. (b) Coordination ensures that all departments work together towards organization goals, while specialist often believes they are best qualified for decision-making based on their expertise. (1 M)
12. (c) A-(iv), B-(i), C-(ii), D-(iii) (1 M)
13. (c) The dividend rate and the market value of a share are inextricably linked to each other. A greater dividend rate has a beneficial effect on the market price of the shares. A low dividend rate, on the other hand, may harm the stock market's share price. As a result, when determining the dividend rate, management should consider the impact on the price of equity shares. (1 M)
14. (d) A-(iv), B-(ii), C-(iii), D-(i) (1 M)
15. (c) Development functions are performed by the SEBI to promote and develop activities in stock exchange and increase the business in stock exchange. SEBI promotes training of intermediaries of the security market. (1 M)
16. (c) Management is the intentional practice of creating an atmosphere that promotes efficient and successful performance. (1 M)
17. (a) The societal marketing concept emphasizes meeting customer needs while considering the welfare of society. (1 M)
18. (d) Appropriateness of direction technique is a principle of management, not a feature. (1 M)
19. (b) Financial markets are platforms that facilitate the trading of financial securities, such as stocks and bonds, allowing investors to buy and sell these instruments, thereby providing a mechanism for price discovery and capital flow within the economy. (1 M)
20. (c) Controlling is determining what is being accomplished, that is, evaluating the performance and if necessary. Apply corrective measures so that, performance takes place according to plans. (1 M)
21. (a) The following are the two functions performed by SEBI in the above mentioned case:
 - (i) SEBI performs a **Regulatory function**: "on a regular basis and by conducting inquiries of the brokers involved" - calling for information by undertaking inspection, conducting enquiries and audits of stock exchanges and intermediaries. (1½ M)

Topper's Explanation

(CBSE 2023)

b) Primary market.

- (ii) SEBI performs a **Protective function**:
 “The SEBI imposed a heavy penalty on Mr. Shashank” - SEBI prohibits fraudulent and unfair trade practices like making misleading statements, price rigging, insider trading.

(1½ M)

(½ mark for identifying the type of function,
 ½ mark for quoting the line and ½ mark for explanation the function)

OR

- (b) (i) Dematerialisation - It refers to the **holding securities in electronic form**. (1 M)

- (ii) The Participation in Money Market is:

(Any Two) (Each Point Carries ½ M)

- (a) Reserve Bank of India (RBI)
 (b) Commercial Banks
 (c) Non-Banking Financial Company (NBFC)
 (d) Mutual Funds

- (iii) The depositories that hold securities in electronic form are:

- (a) National Securities Depositories Limited (NSDL) (½ M)
 (b) Central Depository Services Limited (CDSL). (½ M)

Topper's Explanation (CBSE 2023)

- (i) The process of holding shares in electronic form is called 'dematerialisation'.
 (ii) Two participants of Money market are:
 ↳ Reserve Bank of India.
 ↳ Commercial Banks.
 ↳ Business firms.
 (iii) The depositories that hold securities in electronic form are:
 ↳ National Securities Depository Limited (NSDL)
 ↳ Central Depositories Service Limited (CDSL)

22. The crucial product-related decision that was overlooked by Lit Crack Ltd. is the proper **labelling** of safety warnings on the packets of the new firework items. This oversight resulted in numerous accidents as purchasers were not aware of the safety precautions while using the fireworks.

(1 M)

The two values that the organization breached are:

- (i) **Consumer Safety**: By not including proper safety warnings on the packets, Lit Crack Ltd. compromised the safety of its customers, leading to accidents and potential harm. (1 M)
 (ii) **Legal Compliance**: The company failed to comply with legal requirements of labelling safety warnings on their products, which is necessary for consumer protection and safety. (1 M)

23. The suitable off-the-job training method for the new pilots at Oberoi's Airlines Pvt. Ltd. is **Vestibule Training**. This method involves creating a simulated work environment where pilots can practice handling sophisticated equipment safely. It helps trainees gain hands-on experience without real-world consequences, improving their job performance and technical skills effectively. (3 M)

(1 mark identification + 2 marks for explanation)

Topper's Explanation

(CBSE 2022)

5. Vestibule training under the head of off-the-job training is used by the company. Under these training employees are sent off-campus and trained away from their actual workplace. They are trained with the dummy models of the sophisticated equipment so that they can easily handle such type of equipment at their actual workplace. A similar kind of dummy model is prepared away from workplace and employees are meant to train with them.

24. (a) Controlling is the function of management whose standards are determined by the planning function.

The Characteristics of Controlling are-

(Each Point Carries 1 Mark)

- (i) **Controlling is both a backward looking as well as forward looking function**: Effective control is not possible without analyzing our past mistakes. So from this point of view, we can call it backward looking. But the business environment is ever changing and controlling helps bring in changes in the organization in a conducive manner.
 (ii) **Controlling is a dynamic process**: Since controlling requires taking reviewable methods, changes have to be made wherever possible.
 (iii) **Controlling is a continuous function**: Control is not a onetime activity. Rather, it is a dynamic process that involves constant analysis of actual and planned performance. The resultant deviations, if any, are corrected as per the need of the situation.

OR

- (b) The Importance of Controlling function of management following points are:

- (i) **Accomplishing organisational goals**: The controlling function measures **progress** towards the **organisational goals** and brings to light the deviations, if any, and indicates corrective action. It, thus, guides the organisation and keeps it on the **right track** so that organisational goals might be achieved. (1½ M)

- (ii) **Improving employee motivation:** A good control system ensures that **employees know well in advance** what they are expected to do and what are the **standards of performance** on the basis of which they will be appraised. It, thus, motivates them and helps them to give **better performance**. (1½ M)

Topper's Explanation

(CBSE 2023)

24. b) Importance of controlling:

(i) Accomplishment of organisational goals:

→ Controlling ensures that the activities are performed as per the plan.

→ It measures the progress of the activities

brings to light any deviation and also find the corrective action to be taken

→ By doing this, it helps in keeping the performance of activities on track and will be able to accomplish organisational goals.

(ii) Improving employee motivation:

→ A good controlling system ensures that standards set in advance are well known to the employees.

→ So, the employees know the standards on the basis of which their performance will be appraised or given rewards.

→ So, the standards act as a motivation to the employees and enable them to work more productively.

25. Yes according to the me Mr Garg should send his son to USA for his MBA because **management is being** recognised as **profession** at some extent due to following reasons:- (1 M)

- (i) **Well-defined body of Knowledge:** Management is regarded as a well-defined body of knowledge that can be acquired through instruction. It is a distinct discipline that includes a set of theories and principles developed by various management experts. Furthermore, it is taught in a variety of schools and colleges around the world. (1 M)
- (ii) **Ethical code of conduct:** In practice, management, like other professions, is bound by an ethical code of conduct that guides the behavior of its members. As a result, obtaining a degree in management will provide him with good managerial skills and approaches. (1 M)
- (iii) **Service motivation:** A good management course will give him an understanding of the various goals that an organization should pursue. This knowledge will enable him to effectively serve his company's profit maximization and social welfare objectives. (1 M)

26. (a) Difference between marketing and selling on the following basis. (Each Point Carries 1 Mark)

Basis	Marketing	Selling
Nature	Wider concept	Narrow concept. It is a part of marketing.
Profit generation	It starts before the product is made and continues even after the product is sold.	It involves sharing the possession from seller to buyer
Start and end	Through customer satisfaction	Through generation of sales
Strategies	It involves pull strategy where products are made according to the need to potential customers	It involves push strategy as products are sold through persuasion and selling efforts

OR

- (b) Difference between production philosophy and product philosophy on the following basis:

(Each Point Carries 1 Mark)

Basis	Production Philosophy	Product philosophy
Starting point	Factory	Factory
Main focus	Quantity of product	Quality performance, features of product
Means	Availability and affordability of product	Product improvement
Ends	Profit maximizing through volume of production	Profit maximizing through product quality

27. (a) (i) "The cycle company offered him a permanent pensionable job which he happily accepted" – **physiological and safety needs** are satisfied by the offer of the company, here are the following reasons:
- **Physiological needs** – These are basic for human survival and include need for food, shelter, clothing and other basic necessities of life. These needs form the foundation of hierarchy and tend to have the highest strength in terms of motivation. (1 M)

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