

CUET 2026 May 13 Shift 1 Business Studies

Question Paper (Memory-Based) with Solutions

Conducted by National Testing Agency (NTA)



General Instructions

- (i) The examination will be conducted in Computer-Based Test (CBT) mode.
- (ii) Each question carries +5 marks for correct answer and -1 mark for wrong answer.
- (iii) The total number of questions are 50.
- (iv) Duration of the exam is 1 hour (60 minutes).

1. Management consists of a series of ____ functions.

- (A) Inter-related
- (B) Independent
- (C) Mutually complementary
- (D) All of these

Correct Answer: (A) Inter-related

Solution:

Concept: Management functions such as:

Planning, Organising, Staffing, Directing, and Controlling

are connected with each other and work together to achieve organisational goals.

Step 1: Understand the nature of management functions.

Each management function depends on and influences the others.

Thus, management consists of:

Inter-related Functions

Step 2: Analyze the remaining options.

Independent Management functions are not completely separate from each other.

⇒ Incorrect

Mutually complementary Although functions support each other, the standard expression is “inter-related”.

⇒ Less appropriate

All of these Since “independent” is incorrect, this option is also incorrect.

⇒ Incorrect

Step 3: Identify the correct option.

Therefore, the correct answer is:

Inter-related

Hence, the correct answer is:

(A)

Quick Tip: Main management functions:

Planning → Organising → Staffing → Directing → Controlling

are all inter-related.

2. Match List-I with List-II

List-I		List-II	
(A)	Ethical code of conduct	(I)	All professions are based on a well-defined body of knowledge acquired through instruction
(B)	Service motive	(II)	All doctors take oath of ethical practice while entering the profession
(C)	Professional association	(III)	The task of a lawyer is to ensure that his client gets justice
(D)	Well-defined body of knowledge	(IV)	Lawyers have to become members of the Bar Council to practice in India

Choose the correct answer from the options given below:

- (A) (A)-(II), (B)-(III), (C)-(III), (D)-(IV)
- (B) (A)-(II), (B)-(III), (C)-(IV), (D)-(I)
- (C) (A)-(I), (B)-(II), (C)-(IV), (D)-(III)
- (D) (A)-(III), (B)-(IV), (C)-(I), (D)-(II)

Correct Answer: (B) (A)-(II), (B)-(III), (C)-(IV), (D)-(I)

Solution:

Concept: Management is considered a profession because it possesses several professional characteristics such as ethical conduct, service motive, professional associations, and systematic knowledge.

Step 1: Match Ethical code of conduct.

Doctors taking an oath of ethical practice represents:

(A) → (II)

Step 2: Match Service motive.

A lawyer ensuring justice for the client reflects service motive.

(B) → (III)

Step 3: Match Professional association.

Membership in the Bar Council represents a professional association.

$$(C) \rightarrow (IV)$$

Step 4: Match Well-defined body of knowledge.

Professions are based on systematic knowledge acquired through instruction.

$$(D) \rightarrow (I)$$

Step 5: Identify the correct option.

Thus, the correct matching is:

$$(A) - (II), (B) - (III), (C) - (IV), (D) - (I)$$

Hence, the correct answer is:

(B)

Quick Tip: Characteristics of a profession:

Knowledge, Ethics, Service, Professional Association

3. Scalar Chain should not be violated in the normal course of formal communication. But in case of emergency, a worker can directly contact a senior manager or a director. What term was used by Fayol for this.

- (A) Gang Plank
- (B) Equity
- (C) Esprit De Corps
- (D) Initiative

Correct Answer: (A) Gang Plank

Solution:

Concept: Henri Fayol introduced the principle of:

Scalar Chain

which refers to the formal line of authority and communication in an organisation.

However, in emergency situations, Fayol allowed direct communication between employees at different levels to avoid delay.

This shortcut in communication is called:

Gang Plank

Step 1: Understand Scalar Chain.

Scalar Chain means:

Communication follows proper hierarchy

Step 2: Understand the exception in emergencies.

To ensure quick communication during emergencies, Fayol permitted direct contact between concerned persons.

This concept is known as:

Gang Plank

Step 3: Analyze the remaining options.

Equity Refers to fairness and kindness in management.

⇒ Incorrect

Esprit De Corps Means team spirit and harmony.

⇒ Incorrect

Initiative Means encouraging employees to take action and suggestions.

⇒ Incorrect

Step 4: Identify the correct option.

Therefore, the correct answer is:

Gang Plank

Hence, the correct answer is:

(A)

Quick Tip:

Gang Plank

allows direct communication during emergencies to avoid delay.

4. Ravi was appointed in Zinc Ltd. as one of the specialists who was required to keep machines and tools etc. ready for operation by workers. Identify the role Ravi was appointed to play as a specialist for the workers.

- (A) Gang Boss
- (B) Repair Boss
- (C) Speed Boss
- (D) Disciplinarian

Correct Answer: (A) Gang Boss

Solution:

Concept: According to F.W. Taylor's Functional Foremanship, different specialists supervise different aspects of workers' activities.

A:

Gang Boss

is responsible for:

- Keeping machines ready
- Arranging tools and materials
- Preparing the workplace for operations

Step 1: Understand the duties mentioned in the question.

The specialist is responsible for:

Keeping machines and tools ready for workers

This duty belongs to:

Gang Boss

Step 2: Analyze the remaining options.

Repair Boss Responsible for maintenance and repair of machines.

⇒ Incorrect

Speed Boss Ensures workers maintain the proper speed of work.

⇒ Incorrect

Disciplinarian Maintains discipline among workers.

⇒ Incorrect

Step 3: Identify the correct option.

Therefore, Ravi was appointed as:

Gang Boss

Hence, the correct answer is:

(A)

Quick Tip: Under Functional Foremanship:

Gang Boss

keeps tools, machines, and materials ready for workers.

5. Ankit and Amisha are working as Sales Officers in an organisation. Ankit gets a salary of Rs.50,000 per month, while Amisha gets Rs.40,000 per month. Which principle of management

is violated in the organisation?

- (A) Order
- (B) Fair Remuneration
- (C) Discipline
- (D) Equity

Correct Answer: (D) Equity

Solution:

Concept: According to Henri Fayol, the principle of:

Equity

means managers should treat employees with fairness, kindness, and justice.

Employees performing similar work should be treated equally.

Step 1: Understand the situation.

Both Ankit and Amisha are:

Sales Officers

but they receive unequal salaries without any justification mentioned.

This indicates lack of fairness and equality.

Step 2: Identify the violated principle.

The principle violated is:

Equity

Step 3: Analyze the remaining options.

Order Related to proper arrangement of resources and people.

⇒ Incorrect

Fair Remuneration Although salaries should be fair, the issue here mainly concerns equal treatment between employees.

⇒ Less appropriate

Discipline Related to obedience and respect for rules.

⇒ Incorrect

Step 4: Identify the correct option.

Therefore, the principle violated is:

Equity

Hence, the correct answer is:

(D)

Quick Tip: Fayol's principle of:

Equity

means fairness and equal treatment of employees.

6. A finance manager was asked to pitch an offer to an automobile firm to buy some equity. The CEO and General Manager had different opinions on the percentage of the equity that should be acquired. The finance manager was in a dilemma and could not close the deal. Which principle violated here?

- (A) Unity of Command
- (B) Unity of Direction
- (C) Subordination of individual interest to general interest
- (D) Initiative

Correct Answer: (A) Unity of Command

Solution:

Concept: According to Henri Fayol, the principle of:

Unity of Command

states that an employee should receive orders from only one superior.

If instructions come from multiple superiors, confusion and conflict arise.

Step 1: Understand the situation.

The finance manager received different opinions from:

- CEO
- General Manager

This created confusion and prevented decision-making.

Step 2: Identify the violated principle.

Since the employee was receiving conflicting instructions from more than one superior, the violated principle is:

Unity of Command

Step 3: Analyze the remaining options.

Unity of Direction Refers to one plan for one group of activities.

⇒ Incorrect

Subordination of individual interest to general interest Related to prioritising organisational goals over personal goals.

⇒ Incorrect

Initiative Means encouraging employees to take suggestions and actions.

⇒ Incorrect

Step 4: Identify the correct option.

Therefore, the principle violated is:

Unity of Command

Hence, the correct answer is:

(A)

Quick Tip:

Unity of Command

means:

One Employee → One Boss

7. “Management should not close its ears to any constructive suggestions made by the employees”. Which principle of Scientific Management is referred here?

- (A) Science not Rule of Thumb
- (B) Harmony, Not Discord
- (C) Cooperation, Not Individualism
- (D) Development Of Each and Every Person To His or Her Greatest Efficiency and Prosperity

Correct Answer: (C) Cooperation, Not Individualism

Solution:

Concept: According to F.W. Taylor, the principle of:

Cooperation, Not Individualism

emphasises mutual understanding, cooperation, and participation between management and workers.

Management should listen to employees’ constructive suggestions and work together with them.

Step 1: Understand the statement.

The statement highlights:

- Listening to employees
- Accepting constructive suggestions
- Mutual cooperation

This reflects:

Cooperation, Not Individualism

Step 2: Analyze the remaining options.

Science not Rule of Thumb

Focuses on scientific methods instead of trial-and-error.

⇒ Incorrect

Harmony, Not Discord

Emphasises peace and absence of conflict, but the statement specifically refers to cooperation and participation.

⇒ Less appropriate

Development Of Each and Every Person

Related to employee training and efficiency improvement.

⇒ Incorrect

Step 3: Identify the correct option.

Therefore, the principle referred to is:

Cooperation, Not Individualism

Hence, the correct answer is:

(C)

Quick Tip: Taylor believed management and workers should:

Work Together with Mutual Cooperation

8. Which of the following principles are related to scientific management?

- (A) Science not Rule of Thumb
- (B) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity
- (C) Unity of Command
- (D) Cooperation, Not Individualism

Choose the correct answer from the options given below:

- (A) (A), (B) and (D) only
(B) (A), (B) and (C) only
(C) (A), (B), (C) and (D)
(D) (B), (C) and (D) only

Correct Answer: (A) (A), (B) and (D) only

Solution:

Concept: The principles of Scientific Management were given by:

F.W. Taylor

Major principles include:

- Science, not Rule of Thumb
- Harmony, not Discord
- Cooperation, not Individualism
- Development of each and every person

Step 1: Analyze statement (A).

Science not Rule of Thumb

is a principle of Scientific Management.

⇒ Correct

Step 2: Analyze statement (B).

Development of Each and Every Person

is also a principle of Taylor.

⇒ Correct

Step 3: Analyze statement (C).

Unity of Command

is a principle given by Henri Fayol, not Taylor.

⇒ Incorrect

Step 4: Analyze statement (D).

Cooperation, Not Individualism

is a principle of Scientific Management.

⇒ Correct

Step 5: Identify the correct option.

Thus, the correct set is:

(A), (B) and (D) only

Hence, the correct answer is:

(A)

Quick Tip: Taylor's Scientific Management principles include:

Science, Cooperation, Harmony, Development

9. Match List-I with List-II on the basis of Management Principles:

List-I		List-II	
(A)	Obedience to organisational rules	(I)	Unity of direction
(B)	One boss for every individual employee	(II)	Remuneration of employees
(C)	One head and one plan	(III)	Discipline
(D)	Remuneration should be just and equitable	(IV)	Unity of command

Choose the correct answer from the options given below:

(A) (A)-(I), (B)-(II), (C)-(III), (D)-(IV)

(B) (A)-(I), (B)-(III), (C)-(II), (D)-(IV)

(C) (A)-(II), (B)-(III), (C)-(IV), (D)-(I)

(D) (A)-(III), (B)-(IV), (C)-(I), (D)-(II)

Correct Answer: (D) (A)-(III), (B)-(IV), (C)-(I), (D)-(II)

Solution:

Step 1: Match Obedience to organisational rules.

Obedience to rules refers to:

Discipline

Thus:

(A) $\rightarrow$ (III)

Step 2: Match One boss for every employee.

One employee receiving orders from one superior refers to:

Unity of Command

Thus:

(B) $\rightarrow$ (IV)

Step 3: Match One head and one plan.

This refers to:

Unity of Direction

Thus:

(C) $\rightarrow$ (I)

Step 4: Match Remuneration should be just and equitable.

This refers to:

Remuneration of Employees

Thus:

(D) $\rightarrow$ (II)

Step 5: Identify the correct option.

Therefore, the correct matching is:

(A) – (III), (B) – (IV), (C) – (I), (D) – (II)

Hence, the correct answer is:

(D)

Quick Tip:

Unity of Command → One Boss

Unity of Direction → One Head, One Plan

10. Taylor proposed eight specialists from whom each worker will have to take orders from as part of the technique of Functional Foremanship specified by him. Those with technical mastery, intelligence and grit may be given ____ work. Those with energy and good health may be assigned ____ work.

- (A) Planning, Execution
- (B) Execution, Planning
- (C) Production, Planning
- (D) Implementation, Production

Correct Answer: (A) Planning, Execution

Solution:

Concept: According to F.W. Taylor's Functional Foremanship, work is divided into:

Planning Work

and

Execution Work

People with higher intelligence, technical knowledge, and analytical ability are generally assigned planning activities.

People with energy and physical strength are assigned execution work.

Step 1: Identify the role requiring intelligence and technical mastery.

Planning activities require:

- Technical knowledge

- Intelligence
- Analytical ability

Thus:

Planning

Step 2: Identify the role requiring energy and good health.

Execution work involves practical implementation and physical effort.

Thus:

Execution

Step 3: Identify the correct option.

Therefore, the correct sequence is:

Planning, Execution

Hence, the correct answer is:

(A)

Quick Tip: Taylor divided work into:

Planning Work

and

Execution Work

under Functional Foremanship.