

CUET May 15 Shift 1 Business Studies

Question Paper (Memory-Based) With Solutions PDF

Conducted by National Testing Agency (NTA)



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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. Fayol belongs to which school of management?

- (A) Scientific
- (B) Administrative
- (C) Human relations
- (D) Behavioural

Correct Answer: (B) Administrative

Solution:

Concept: Management theory is categorized into several historical schools of thought. Henri Fayol is considered the father of Administrative Management, which is a branch of the Classical School.

- **Scientific Management:** Developed by F.W. Taylor, focusing on task efficiency and productivity at the operational level.
- **Administrative Management:** Developed by Henri Fayol, focusing on the organization as a whole and the systematic functions of managers.
- **Human Relations / Behavioural:** Developed later (e.g., Elton Mayo), focusing on social factors and human psychology in the workplace.

Step 1: Identifying Fayol's approach.

Henri Fayol viewed management as a universal set of functions that could be applied to any organization. While Scientific Management looked at how workers do their jobs, Fayol's Administrative theory looked at how managers should organize and lead.

Step 2: Understanding the 14 Principles.

Fayol proposed 14 principles of management (such as Division of Work, Unity of Command, and Esprit de Corps) that serve as a guide for effective administration. He also identified the five primary functions of management: Planning, Organizing, Commanding, Coordinating, and Controlling.

Step 3: Conclusion.

Due to his focus on the administrative structure and the managerial role, he is the primary figure of the Administrative School. This corresponds to option (B).

Quick Tip: A simple way to distinguish the two classical giants: Taylor looked from the bottom-up (shop floor/tasks), while Fayol looked from the top-down (administration/leadership).

2. Role of speed boss is to:

- (A) Keep machines and tools ready for operations by workers
- (B) Ensure timely and accurate completion of the job
- (C) Ensure proper working conditions of machines and tools
- (D) Check the quality of work

Correct Answer: (B) Ensure timely and accurate completion of the job

Solution:

Concept: This question pertains to Functional Foremanship, a technique developed by F.W. Taylor under Scientific Management. Taylor suggested that a single foreman cannot be an expert in every aspect of work, so he divided the factory supervision into eight specialist foremen. These are split into two departments: Planning and Production.

Step 1: Identifying the department.

The Speed Boss is one of the four foremen under the Production Department. His primary focus is on the execution phase of the work.

Step 2: Defining the roles of other Production bosses.

To distinguish the Speed Boss, let's look at the others:

- **Gang Boss:** Keeps machines and tools ready for operations (Option A).
- **Repair Boss:** Ensures proper working conditions/maintenance of machines (Option C).
- **Inspector:** Checks the quality of work (Option D).

Step 3: Defining the Speed Boss's specific role.

The Speed Boss is responsible for ensuring that the work is completed within the standard time allotted. He monitors the pace of work and ensures that there are no delays in the production process. This corresponds to Option (B).

Quick Tip: To remember the "Production" team: The Gang sets it up, the Speed guy watches the clock, the Repair guy fixes it, and the Inspector checks if it's good.

3. "Management is the process of working with and through others to effectively achieve organizational objectives by efficiently using limited resources in the changing environment". Who gave this definition of management?

- (A) Hicks
- (B) Henry Fayol
- (C) Kreitner
- (D) Koontz

Correct Answer: (C) Kreitner

Solution:

Concept: Definitions of management vary based on the focus of the author. While some emphasize the functions (Fayol) or the interpersonal aspect (Koontz), Robert Kreitner's definition is known for its comprehensive approach, linking several key elements together.

Step 1: Breaking down the definition.

Kreitner's definition is unique because it combines four specific elements:

- **Working with and through others:** The social/interpersonal aspect.
- **Achieving organizational objectives:** The goal-oriented aspect.

- **Effectiveness and Efficiency:** The performance aspect (doing the right things and doing them well).
- **Limited resources in a changing environment:** The situational and economic aspect.

Step 2: Differentiating from other authors.

- **Henry Fayol:** Defined management through its functions (to forecast, plan, organize, command, coordinate, and control).
- **Harold Koontz:** Famously defined management as "the art of getting things done through and with people in formally organized groups."
- **Robert Kreitner:** Added the modern emphasis on "limited resources" and the "changing environment."

Step 3: Conclusion.

The phrasing in the prompt explicitly matches the modern, comprehensive definition provided by Robert Kreitner. This corresponds to option (C).

Quick Tip: To identify Kreitner's definition in exams, look for the keywords "limited resources" and "changing environment." Most older classical definitions don't emphasize the environmental context as much as he does.

4. The management principles given by F W Taylor are scientific in nature whereas management principles given by Henry Fayol are _____ in nature.

- (A) Artistic
- (B) Non Classical
- (C) Empirical
- (D) Administrative

Correct Answer: (D) Administrative

Solution:

Concept: Both F.W. Taylor and Henry Fayol are pioneers of the Classical School of management thought, but they approached the subject from different perspectives and levels of the

organization.

- **F.W. Taylor (Scientific Management):** Focused on the "shop floor" or operational level. He used scientific methods like time and motion studies to find the "one best way" to do a task.
- **Henry Fayol (Administrative Management):** Focused on the top-level management. He developed principles for the overall administration of the organization.

Step 1: Understanding Taylor's Scientific Nature.

Taylor's principles (like "Science, not rule of thumb") are called Scientific because they rely on observation, measurement, and experimentation to improve productivity.

Step 2: Understanding Fayol's nature.

Fayol's principles (like "Unity of Command" and "Scalar Chain") are designed to provide a framework for how an organization should be structured and how managers should perform their functions. Because his focus was on the systematic and functional management of the entire enterprise, his principles are Administrative in nature.

Step 3: Conclusion.

While Taylor focused on the efficiency of the machine and the worker, Fayol focused on the efficiency of the manager and the administrative structure. Therefore, the blank should be filled with "Administrative." This corresponds to option (D).

Quick Tip: To distinguish them easily: Taylor = Scientific (Micro/Worker level); Fayol = Administrative (Macro/Management level).

5. Match List-I (Functional Areas) with List-II (Standards):

List-I (Functional Areas)	List-II (Standards)
(A) Production	(I) Quantity
(B) Marketing	(III) Sales-person's performance
(C) Human Resource Management	(II) Labour absenteeism
(D) Finance and Accounting	(IV) Flow of capital

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

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

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

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

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

Solution:

Concept: In the controlling process of management, setting performance standards is the first step. These standards are criteria against which actual performance is measured. Different functional areas of a business require specific, measurable standards.

Step 1: Matching Production (A).

The production department focuses on manufacturing goods. The most direct standard for production is the Quantity of output produced (e.g., units per day) or quality levels.

(A) → (I)

Step 2: Matching Marketing (B).

Marketing is concerned with selling products and reaching customers. A key metric here is the Sales-person's performance, which tracks how effectively the sales team is meeting targets.

(B) → (III)

Step 3: Matching Human Resource Management (C).

HRM deals with the workforce. A standard used to measure the health of the labor force and employee engagement is Labour absenteeism (the rate at which workers are absent).

(C) → (II)

Step 4: Matching Finance and Accounting (D).

This area manages the company's money. A critical standard is monitoring the Flow of capital (liquidity, cash flow, and capital structure) to ensure the business remains solvent.

(D) → (IV)

Quick Tip: To solve matching questions quickly, find the most obvious pair first. Most students find "Production-Quantity" easiest. Checking the options, only (A), (B), and (C) start with A-I. Then, link "HRM-Absenteeism," which is a classic HR metric, to narrow it down to the correct answer.

6. Consider the following facts about Training and Development:

- (A) Training is career oriented.
- (B) Development is the process of learning and growth.
- (C) Training increases knowledge and skills.
- (D) Training prepares employees for current job performance.
- (E) Development is the process of increasing the knowledge and understanding of employees.

Choose the correct answer from the options given below:

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

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

Solution:

Concept: In Human Resource Management, Training and Development are related but distinct concepts. Understanding their differences in scope, focus, and purpose is key to solving this question.

Step 1: Evaluating statements about Training (A, C, D).

- **(A) Training is career oriented:** This is **Incorrect**. Training is actually *job-oriented* (focusing on a specific task). Development is the one that is career-oriented.
- **(C) Training increases knowledge and skills:** This is **Correct**. It is a systematic process to improve the technical skills needed for a specific job.
- **(D) Training prepares employees for current job performance:** This is **Correct**. Its scope is immediate and focused on the present requirement of the organization.

Step 2: Evaluating statements about Development (B, E).

- **(B) Development is the process of learning and growth:** This is **Correct**. It is a broad concept focusing on the long-term personality and maturity of the employee.
- **(E) Development is the process of increasing the knowledge and understanding...:** While development does this, it specifically targets *conceptual and theoretical* understand-

ing for future roles. However, in standard textbook classifications, statement (B) is the more definitive characteristic for "Development" in this specific MCQ set.

Step 3: Conclusion.

Statements (B), (C), and (D) accurately reflect the textbook definitions of Training (short-term, skill-based, current job) and Development (long-term, growth-based). Statement (A) is a common distractor where the terms are swapped. Therefore, the correct set is (B), (C), and (D).

Quick Tip: To remember the difference: Training is for the Job (Short-term/Technical), while Development is for the Person (Long-term/Managerial/Career).

7. "All the management practices are based on the same set of principles, what distinguishes a successful manager from a less successful one is the ability to put these principles into practice." Identify the nature of management highlighted above.

- (A) Management as a science
- (B) Management as an art
- (C) Management as a profession
- (D) Management is both science and art

Correct Answer: (B) Management as an art

Solution:

Concept: The nature of management is often debated as being a science, an art, or a profession. To identify which nature is highlighted, we look for specific characteristics in the statement:

- **Science:** Focuses on systematic knowledge, principles derived from observation, and universal validity.
- **Art:** Focuses on the personalized application of existing knowledge, creativity, and regular practice to achieve desired results.
- **Profession:** Focuses on specialized knowledge, restricted entry, and ethical codes of conduct.

Step 1: Analyzing the keywords in the statement.

The statement mentions that principles are the same for everyone, but success depends on the "ability to put these principles into practice." This emphasizes:

- **Personalized Application:** Every manager has their own unique style of applying the same theories.
- **Practical Application:** Knowledge is only useful when applied skillfully.

Step 2: Matching with the characteristics of Art.

Management is considered an art because it satisfies the following criteria:

1. **Existence of theoretical knowledge:** (The "set of principles" mentioned).
2. **Personalized application:** (The "ability" of the individual manager).
3. **Based on practice and creativity:** (Putting principles into "practice" to distinguish success).

Step 3: Conclusion.

Since the quote highlights that the difference in success lies in how skillfully and personally a manager applies the available knowledge, it is referring to Management as an Art. This corresponds to option (B).

Quick Tip: Think of it like music: Two people can learn the same "science" of musical notes (principles), but the one who plays better "practices" it with more "artistic" skill. Whenever a question mentions **practice, creativity, or personalized application**, the answer is almost always "Management as an Art."

8. 'To become a Chartered Accountant in India, a candidate has to clear a specified examination conducted by the Institute of Chartered Accountants of India'

Which characteristic of management as a profession is highlighted in the above statement?

- (A) Ethical code of conduct
- (B) Professional Association
- (C) Well defined body of knowledge
- (D) Restricted entry

Correct Answer: (D) Restricted entry

Solution:

Concept: A profession is an occupation backed by specialized knowledge and training, in which entry is restricted. While management is not yet a "full" profession like law or medicine (as anyone can be a manager regardless of degree), it shares some characteristics with them.

Step 1: Analyzing the requirement.

The statement specifies that becoming a CA requires passing a "**specified examination**." This acts as a formal barrier, ensuring that only qualified individuals can enter the field.

Step 2: Identifying the specific characteristic.

- **Restricted entry:** This characteristic means that entry to a profession is not open to everyone; it is restricted through an examination or acquiring a specific educational degree.
- **Professional Association:** While the ICAI is an association, the statement's primary focus is the *process* of qualifying through an exam.

Step 3: Conclusion.

Since the text highlights the mandatory exam as a prerequisite for entry, it explicitly illustrates Restricted Entry. This corresponds to option (D).

Quick Tip: In management, entry is **not** restricted (you can be a CEO with any degree), but in true professions like CA, Law, or Medicine, entry is **strictly restricted** by law and examinations.

9. Which one of the following statements best describes 'Mental Revolution' as described by F.W. Taylor?

- (A) It implies change of attitude
- (B) The management and workers should not play the game of one gunmanship
- (C) Both management and workers require each other
- (D) Workers should be paid more wages

Correct Answer: (A) It implies change of attitude

Solution:

Concept: 'Mental Revolution' is a core component of F.W. Taylor's Scientific Management. It involves a fundamental shift in the mindset of both the management and the workers regarding their duties and relationship with each other.

Step 1: Understanding the traditional conflict.

Traditionally, management and workers often viewed each other as adversaries. Workers wanted higher wages, and management wanted higher profits, often at the expense of one another. This led to suspicion and "one-upmanship."

Step 2: Defining the Revolution.

Taylor proposed that instead of fighting over the division of the "surplus" (profits), both parties should focus on increasing the size of the surplus through cooperation and scientific methods. This requires:

- A complete **change of attitude** from competition to cooperation.
- Realization by both sides that they are interdependent.
- Focusing on productivity rather than just bargaining for a bigger share.

Step 3: Conclusion.

While options (B) and (C) are outcomes or aspects of this shift, the phrase that most fundamentally describes the "revolution" itself is a total change of attitude. Management must change its attitude toward workers, and workers must change their attitude toward work and management. This corresponds to option (A).

Quick Tip: Think of "Mental Revolution" as moving from a Win-Lose mindset to a Win-Win mindset. It is the "software update" for the human side of Taylor's scientific factory.

10. 'Even a small production activity like loading pigs of iron into boxcars can be scientifically planned and managed. This can result in tremendous saving of human energy as well as wastage of time and materials.' Identify the principle of scientific management advocated in the aforesaid statement.

- (A) Cooperation, not individualism
- (B) Harmony, not discord
- (C) Science, not rule of thumb

(D) Development of each and every person to his or her greatest efficiency and prosperity

Correct Answer: (C) Science, not rule of thumb

Solution:

Concept: F.W. Taylor's principles of Scientific Management aimed to replace traditional, hit-or-miss methods with logical, data-driven processes.

- **Rule of Thumb:** Decisions based on past experience, intuition, or personal judgment.
- **Science:** Decisions based on objective analysis, time and motion studies, and standardization.

Step 1: Analyzing the example provided.

The statement mentions that even "small" activities (like loading iron) should be "**scientifically planned**." Taylor famously used this exact "pig iron" example to show that by studying the physical movements of workers, management could determine the "one best way" to perform a task to maximize efficiency.

Step 2: Matching with the principle.

The focus here is on replacing old, unorganized ways of working with scientific precision to save energy and time. This is the definition of Science, not rule of thumb.

- **Harmony, not discord** focuses on the relationship between groups.
- **Cooperation, not individualism** focuses on teamwork.
- **Science, not rule of thumb** focuses on the *method* of doing work.

Step 3: Conclusion.

Because the statement emphasizes the scientific management of a specific production task to eliminate waste, it advocates for the use of scientific methods over trial-and-error. This corresponds to option (C).

Quick Tip: Whenever you see phrases like "one best way," "scientific analysis of work," or examples of optimizing physical tasks, the principle being highlighted is almost always Science, not rule of thumb.