

LAST-HOUR CRAM SHEET · All 12 Chapters

CBSE Class 12 Business Studies (054) · Read this in the 60 minutes before you walk in

A. The Paper at a Glance

Part	Units	Marks	Chapters
A — Principles and Functions of Management	1, 2, 3	16	Nature & Significance · Principles · Business Environment
	4, 5	14	Planning · Organising
	6, 7, 8	20	Staffing · Directing · Controlling ← biggest block
B — Business Finance and Marketing	9, 10	15	Financial Management · Financial Markets
	11, 12	15	Marketing · Consumer Protection
Project Work		20	Theory total = 80 marks , 3 hours

QUESTION SHAPE 34 questions — $20 \times 1M +$

$4 \times 3M + 6 \times 4M + 4 \times 6M = 80$. Roughly 20% MCQ, 40% competency / case-based, 40% short and long answer. Attempt all twenty 1-markers first — banking 20 marks in the first 25 minutes gives you room for the 6-markers.

B. Every Mnemonic in One Place

Mnemonic	Stands for	Expansion
GAM · C-GDI	Ch1 — Characteristics of management (7)	G oal-oriented, A ll-pervasive, M ultidimensional, C ontinuous, G roup activity, D ynamic, I ntangible
G-E-D-P-S	Ch1 — Importance of management (5)	G roup goals, E fficiency, D ynamic organisation, P ersonal objectives, S ociety development
POSDC	Ch1 — Functions of management (5)	P lanning, O rganising, S taffing, D irecting, C ontrolling
U-G-F-F-M-C-C	Ch2 — Nature of principles (7)	U niversal, G eneral guidelines, F ormed by practice, F lexible, M ainly behavioural, C ause & effect, C ontingent
S-H-C-D	Ch2 — Taylor's principles (4)	S cience not rule of thumb, H armony not discord, C ooperation not individualism, D evelopment of each person
F-S-M-M-T-F-D	Ch2 — Taylor's techniques (7)	F unctional foremanship, S andardisation & simplification, M ethod, M otion, T ime, F atigue study, D ifferential piece wage
E-S-T-P-L	Ch3 — Dimensions of business environment (5)	E conomic, S ocial, T echnological, P olitical, L egal

O-T-R-C-P-P	Ch3 — Importance of business environment (6)	O pportunities, T hreats, R esources, C ope with change, P lanning & policy, P erformance
D-U-O-I-D-C	Ch4 — Importance of planning (6)	D irection, U ncertainty reduced, O verlapping reduced, I nnovation, D ecision-making, C ontrolling basis
O-P-A-E-S-I-F	Ch4 — Planning process (7)	O bjectives, P remises, A lternatives, E valuate, S elect, I mplement, F ollow-up
A-R-A	Ch5 — Elements of delegation (3)	A uthority, R esponsibility, A ccountability
S-M-L-C	Ch7 — Elements of directing (4)	S upervision, M otivation, L eadership, C ommunication
P-S-A-E-S	Ch7 — Maslow's hierarchy (5)	P hysiological, S afety, A ffiliation, E steem, S elf-actualisation
4 Ps	Ch11 — Marketing mix	P roduct, P rice, P lace, P romotion
S-I-C-H-R-E	Ch12 — Consumer rights (6)	S afety, I nformation, C hoose, be H eard, R edressal, consumer E ducation

C. The Definitions to Write Word-for-Word

MANAGEMENT *Getting things done with the aim of achieving goals **effectively** and **efficiently**.*

PRINCIPLES OF MANAGEMENT Broad and general guidelines for managerial decision-making and behaviour.

COORDINATION The *deliberate* and *orderly* arrangement of group effort to ensure *unity of action* towards common goals.

BUSINESS ENVIRONMENT Sum total of all forces *outside the control* of a business but which *may affect its performance*.

PLANNING Deciding *in advance* what to do, how, when and by whom. It *bridges the gap* between where we are and where we want to be.

ORGANISING Identifying and grouping work, defining and establishing *authority relationships*, and coordinating them.

STAFFING Filling and keeping filled the positions in the organisation structure — the *right people in the right job*.

DIRECTING Instructing, guiding, counselling, motivating and leading people to achieve objectives.

CONTROLLING Comparing actual performance with standards, finding deviations and taking corrective action.

FINANCIAL MANAGEMENT Optimal procurement and usage of finance.
Objective = wealth maximisation.

FINANCIAL MARKET Market for the creation and exchange of financial assets; performs the allocative function.

MARKETING A social process by which people obtain what they need through creating and exchanging products and value.

D. The Pairs Examiners Use to Separate A's from B's

Pair	The one-line discriminator
Effectiveness vs Efficiency	Effectiveness = doing the right task (concern: TIME). Efficiency = doing the task right (concern: COST).

Unity of Command vs Unity of Direction	Command = one boss per employee . Direction = one head, one plan per set of activities .
Principle vs Technique	Principle = broad guideline for behaviour . Technique = a method or procedure .
Coordination vs Cooperation	Coordination is deliberate and formal ; cooperation is voluntary and informal .
Political vs Legal environment	Political = the government and its attitude . Legal = the actual laws and court judgements .
Policy vs Procedure vs Rule	Policy = general guideline (discretion allowed). Procedure = sequence of steps . Rule = rigid, no discretion .
Single-use vs Standing plan	Single-use = used once (Programme, Budget). Standing = used repeatedly (the other six).
Delegation vs Decentralisation	Delegation is compulsory and narrow (one superior–subordinate). Decentralisation is optional and organisation-wide.
Formal vs Informal organisation	Formal = deliberately created by management. Informal = arises spontaneously from social interaction.
Recruitment vs Selection	Recruitment = positive , attracts, increases the pool. Selection = negative , rejects, reduces the pool.
Training vs Development	Training = present job , short term, non-managerial. Development = overall growth , long term, managerial.
Aptitude vs Trade test	Aptitude = potential to learn in future . Trade = skill the person already has .
Planning vs Controlling	Planning is looking ahead ; controlling is looking back . Planning without controlling is meaningless ; controlling without planning is blind .

Capital vs Money market	Capital = long term , riskier, higher return. Money = up to one year , safer, highly liquid.
Primary vs Secondary market	Primary = new securities, funds go to the company . Secondary = existing securities, funds move between investors .
Selling vs Marketing	Selling starts at the factory with an existing product, aims at sales volume . Marketing starts in the market with customer needs, aims at satisfaction .
Credit allowed vs availed	Credit allowed to customers → more working capital. Credit availed from suppliers → less .

E. Facts You Must Not Get Wrong

MEMORISE EXACTLY

- Management is an **inexact science**, a **full art**, and **NOT** a **full-fledged profession** (fails on **restricted entry** and **service motive**).
- Coordination is the **essence** of management — **not** a sixth function.
- Taylor = **4 principles** + **7 techniques**.
Mental Revolution is a **PRINCIPLE** (Harmony not discord), not a technique.
- Functional foremanship = **8 specialists**:
4 planning (Instruction Card Clerk, Route Clerk, Time & Cost Clerk, Disciplinarian) + 4 production (Speed Boss, Gang Boss, Repair Boss, Inspector).
- Taylor **violates** Unity of Command; Fayol **insists** on it. **Gang Plank** belongs to **Scalar Chain**, used only in an **emergency**.
- Demonetisation: **8 November 2016**, **₹500** and **₹1000** notes.

- Planning is the **primary** function; **Rule** is the simplest plan; **Budget** is a single-use plan in numbers.
- **Authority** can be delegated.
Responsibility and accountability CANNOT.
- **Vestibule training** is **OFF** the job.
Apprenticeship and internship are **ON** the job.
- **Co-partnership / stock option** is a **FINANCIAL** incentive. Job enrichment and job security are **non-financial**.
- Financial management's objective is **wealth maximisation**, not profit maximisation.
- **Trading on equity** works only when $ROI > \text{cost of debt}$. Higher tax rate $\rightarrow$ more debt.
- **SEBI**: set up 1988, statutory 1992.
Insider trading and price rigging = PROTECTIVE function.
- **Depositories: NSDL and CDSL.**
Settlement is **T+1**.
- **Brand mark** = recognised but **not** spoken. **Trademark** = legally protected.

- Consumer Commissions: District $\leq$ ₹50 lakh, State ₹50L–₹2cr, National $>$ ₹2cr. Appeals: 45 / 30 / 30 days. Complain within 2 years.
- Buying for **self-employment** = a consumer. Buying for **resale** = NOT a consumer.

F. Master Case-Keyword Table

40% of the paper is competency-based

Case wording	Concept	Ch
"minimum cost" / "target achieved on time"	Efficiency / Effectiveness	1
"policies, strategy, answerable to shareholders"	Top level	1
"quality checked, grievances, safety"	Supervisory level	1
"departments pulling in different directions"	Lack of coordination	1
"orders from two bosses" / "same work, different plans"	Unity of Command / Direction violated	2
"emergency, contacted same level directly"	Gang Plank	2
"team spirit" / "suggestion box" / "no discrimination"	Esprit de Corps / Initiative / Equity	2
"stopwatch" / "unnecessary movements removed"	Time Study / Motion Study	2

"two wage rates, efficient paid more"	Differential Piece Wage	2
"inflation" / "new government" / "Act passed"	Economic / Political / Legal environment	3
"launched before competitors"	First-mover advantage	3
"No smoking" / "step 1, 2, 3" / "customer is always right"	Rule / Procedure / Policy	4
"expressed in numbers" / "long-term direction by top"	Budget / Strategy	4
"assumed inflation would be 5%"	Developing premises	4
"separate divisions for each product"	Divisional structure	5
"news spread informally at lunch"	Informal organisation / grapevine	5, 7
"manager still answerable to his boss"	Accountability cannot be delegated	5
"went to colleges to hire" / "notice at the factory gate"	Campus / Direct recruitment	6
"trained on a duplicate machine off the floor"	Vestibule training	6
"worked under a master craftsman"	Apprenticeship training	6
"gave orders, decided alone" / "consulted the team"	Autocratic / Democratic leadership	7
"complete freedom to scientists"	Laissez-faire leadership	7

"made the job more challenging" / "employee of the month"	Job enrichment / Recognition	7
"wanted respect and status" / "wanted job security"	Esteem / Safety need	7
"used jargon the worker did not follow"	Semantic barrier	7
"only deviations above 5% reported"	Management by Exception	8
"focused only on key areas like labour cost"	Critical Point Control	8
"bought a machine" / "issued debentures" / "paid dividend"	Investment / Financing / Dividend decision	9
"used debt because ROI exceeded interest"	Trading on equity	9
"gave customers 90 days credit"	Credit allowed → more working capital	9
"company issued shares for the first time"	Primary market	10
"director traded on unpublished results"	Insider trading → SEBI protective	10
"SEBI registered a mutual fund" / "trained brokers"	Regulatory / Development function	10
"symbol recognised but not spoken"	Brand mark	11
"buy one get one free" / "20% extra"	Sales promotion	11
"manufacturer → wholesaler → retailer"	Two level channel	11

"stored till the season" / "moved to another city"	Warehousing (time) / Transport (place utility)	11
"the cooker burst" / "no expiry date printed"	Right to safety / to be informed	12
"bought a machine for self-employment"	IS a consumer	12
"claim of ₹35 lakh" / "₹1.5 crore" / "₹5 crore"	District / State / National Commission	12

G. How to Write for Marks

Marks	No. of points	Structure
1	1 line	Just the term or the one-line reason. No explanation, no example. Do not waste time.
3	3 points	Bold heading + one explaining line each.
4	4 points	Bold heading + one to two explaining lines each. Add an example if the question says "with examples".
6	6 points	Bold heading + two lines + an example.
Case	Name → Define → Quote	(1) Name the concept. (2) Define it in one line. (3) Quote the exact words from the case that prove it. Skipping step 3 costs half the marks.

SYLLABUS CUTS TO REMEMBER — Not in the official 2026-27 syllabus: **Ch 3** — New Industrial Policy 1991, LPG, and impact of government policy changes; **Ch 10** — functions and types of financial markets, money-market instruments, and methods of floatation in the primary

market. Confirm with your teacher before dropping any of them, since schools often still test them internally.