

**Suggested Question Paper Design**  
**Business Studies (Code No. 054)**  
**Class XII (2020-21)**  
**March 2021 Examination**

Marks: 80

Duration: 3 hrs.

SN	Typology of Questions	Marks	Percentage
1	<p><b>Remembering and Understanding:</b>            Exhibit memory of previously learned material by recalling facts, terms, basic concepts, and answers.            Demonstrate understanding of facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating main ideas</p>	44	55%
2	<p><b>Applying:</b> Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way</p>	19	23.75%
3	<p><b>Analysing, Evaluating and Creating:</b>            Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.            Present and defend opinions by making judgments about information, validity of ideas, or quality of work based on a set of criteria.            Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions.</p>	17	21.25%
<b>Total</b>		<b>80</b>	<b>100%</b>

## Business Studies CLASS–XII (2020-21)

Theory: 80 Marks  
Project: 20 Marks

3 Hours

Units		Periods	Marks
<b>Part A</b>	<b>Principles and Functions of Management</b>		
1.	Nature and Significance of Management	12	16
2	Principles of Management	11	
3	Business Environment	08	
4	Planning	08	14
5	Organising	10	
6	Staffing	13	20
7	Directing	09	
8	Controlling	07	
	<b>Total</b>	<b>78</b>	<b>50</b>
<b>Part B</b>	<b>Business Finance and Marketing</b>		
9	Financial Management	20	15
10	Financial Markets	18	
11	Marketing Management	24	15
12	Consumer Protection	05	
	<b>Total</b>	<b>67</b>	<b>30</b>
<b>Part C</b>	<b>Project Work (One)</b>	<b>20</b>	<b>20</b>

### Part A: Principles and Functions of Management

#### Unit 1: Nature and Significance of Management

Concept	After going through this unit, the student/ learner would be able to:
Management - concept, objectives, and importance	<ul style="list-style-type: none"> <li>Understand the concept of management.</li> <li>Explain the meaning of 'Effectiveness and Efficiency.</li> <li>Discuss the objectives of management.</li> <li>Describe the importance of management.</li> </ul>
Management as Science, Art and Profession	<ul style="list-style-type: none"> <li>Examine the nature of management as a science, art and profession.</li> </ul>
Levels of Management	<ul style="list-style-type: none"> <li>Understand the role of top, middle and lower levels of management</li> </ul>
Management functions-planning, organizing, staffing, directing and controlling	<ul style="list-style-type: none"> <li>Explain the functions of management</li> </ul>
Coordination- concept and importance	<ul style="list-style-type: none"> <li>Discuss the concept and characteristics of coordination.</li> <li>Explain the importance of coordination.</li> </ul>

#### Unit 2: Principles of Management

Principles of Management- concept and significance	<ul style="list-style-type: none"> <li>Understand the concept of principles of management.</li> <li>Explain the significance of management principles.</li> </ul>
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Fayol's principles of management	<ul style="list-style-type: none"> <li>• Discuss the principles of management developed by Fayol.</li> </ul>
Taylor's Scientific management- principles and techniques	<ul style="list-style-type: none"> <li>• Explain the principles and techniques of 'Scientific Management'.</li> </ul>

### Unit 3: Business Environment

Business Environment- concept and importance	<ul style="list-style-type: none"> <li>• Understand the concept of 'Business Environment'.</li> <li>• Describe the importance of business environment</li> </ul>
Dimensions of Business Environment- Economic, Social, Technological, Political and Legal	<ul style="list-style-type: none"> <li>• Describe the various dimensions of 'Business Environment'.</li> </ul>

### Unit 4: Planning

Planning: Concept, importance and limitation	<ul style="list-style-type: none"> <li>• Understand the concept of planning.</li> <li>• Describe the importance of planning.</li> <li>• Understand the limitations of planning.</li> </ul>
Planning process	<ul style="list-style-type: none"> <li>• Describe the steps in the process of planning.</li> </ul>

### Unit 5: Organising

Organising: Concept and importance	<ul style="list-style-type: none"> <li>• Understand the concept of organizing as a structure and as a process.</li> <li>• Explain the importance of organising.</li> </ul>
Organising Process	<ul style="list-style-type: none"> <li>• Describe the steps in the process of organizing</li> </ul>
Structure of organisation- functional and divisional concept	<ul style="list-style-type: none"> <li>• Describe functional and divisional structures of organisation.</li> </ul>
Delegation: concept, elements and importance	<ul style="list-style-type: none"> <li>• Understand the concept of delegation.</li> <li>• Describe the elements of delegation.</li> <li>• Appreciate the importance of Delegation.</li> </ul>
Decentralization: concept and importance	<ul style="list-style-type: none"> <li>• Understand the concept of decentralisation.</li> <li>• Explain the importance of decentralisation.</li> <li>• Differentiate between delegation and decentralisation.</li> </ul>

### Unit 6: Staffing

Staffing: Concept and importance	<ul style="list-style-type: none"> <li>• Understand the concept of staffing.</li> <li>• Explain the importance of staffing</li> </ul>
Staffing process	<ul style="list-style-type: none"> <li>• Describe the steps in the process of staffing</li> </ul>
Recruitment process	<ul style="list-style-type: none"> <li>• Understand the meaning and steps in the process of recruitment.</li> <li>• Discuss the sources of recruitment.</li> </ul>
Selection - process	<ul style="list-style-type: none"> <li>• Understand the meaning of selection.</li> <li>• Describe the steps involved in the process of selection.</li> </ul>

Training and Development - Concept and importance, Methods of training - on the job and off the job - vestibule training, apprenticeship training and internship training	<ul style="list-style-type: none"> <li>• Understand the concept of training and development.</li> <li>• Appreciate the importance of training to the organisation and to the employees.</li> <li>• Discuss on the job and off the job methods of training.</li> <li>• Discuss the meaning of vestibule training, apprenticeship training and internship training.</li> <li>• Differentiate between training and development.</li> </ul>
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## Unit 7: Directing

Directing: Concept and importance	<ul style="list-style-type: none"> <li>• Describe the concept of directing.</li> <li>• Discuss the importance of directing</li> </ul>
Elements of Directing	<ul style="list-style-type: none"> <li>• Describe the various elements of directing</li> </ul>
Motivation - concept, Maslow's hierarchy of needs, Financial and non-financial incentives	<ul style="list-style-type: none"> <li>• Understand the concept of motivation.</li> <li>• Develop an understanding of Maslow's Hierarchy of needs.</li> <li>• Discuss the various financial and non-financial incentives.</li> </ul>
Leadership - concept, styles - authoritative, democratic and laissez faire	<ul style="list-style-type: none"> <li>• Understand the concept of leadership.</li> <li>• Understand the various styles of leadership.</li> </ul>
Communication - concept, formal and informal communication;	<ul style="list-style-type: none"> <li>• Understand the concept of communication</li> <li>• Discuss the concept of formal and informal communication.</li> <li>• Discuss the various barriers to effective communication.</li> </ul>

## Unit 8: Controlling

Controlling - Concept and importance	<ul style="list-style-type: none"> <li>• Understand the concept of controlling.</li> <li>• Explain the importance of controlling.</li> </ul>
Steps in process of control	<ul style="list-style-type: none"> <li>• Discuss the steps in the process of controlling.</li> </ul>

## Part B: Business Finance and Marketing

### Unit 9: Financial Management

Financial Management: Concept, role and objectives	<ul style="list-style-type: none"> <li>• Understand the concept of financial management.</li> <li>• Explain the role of financial management in an organisation.</li> <li>• Discuss the objectives of financial management</li> </ul>
Financial decisions: investment, financing and dividend- Meaning and factors affecting	<ul style="list-style-type: none"> <li>• Discuss the three financial decisions and the factors affecting them.</li> </ul>
Financial Planning - concept and importance	<ul style="list-style-type: none"> <li>• Describe the concept of financial planning.</li> </ul>

	<ul style="list-style-type: none"> <li>• Explain the importance of financial planning.</li> </ul>
Capital Structure – concept and factors affecting capital structure	<ul style="list-style-type: none"> <li>• Understand the concept of capital structure.</li> <li>• Describe the factors determining the choice of an appropriate capital structure of a company.</li> </ul>
Fixed and Working Capital - Concept and factors affecting their requirements	<ul style="list-style-type: none"> <li>• Understand the concept of fixed and working capital.</li> <li>• Describe the factors determining the requirements of fixed and working capital.</li> </ul>

### Unit 10: Financial Markets

Financial Markets: Concept, Functions and types	<ul style="list-style-type: none"> <li>• Understand the concept of financial market.</li> <li>• Explain the functions of financial market.</li> <li>• Understand capital market and money market as types of financial markets.</li> </ul>
Money market and its instruments	<ul style="list-style-type: none"> <li>• Understand the concept of money market.</li> <li>• Describe the various money market instruments.</li> </ul>
Capital market: Concept, types (primary and secondary), methods of floatation in the primary market	<ul style="list-style-type: none"> <li>• Discuss the concept of capital market.</li> <li>• Explain primary and secondary markets as types of capital market.</li> <li>• Differentiate between capital market and money market.</li> <li>• Discuss the methods of floating new issues in the primary market.</li> <li>• Distinguish between primary and secondary markets.</li> </ul>
Stock Exchange – Meaning, Functions and trading procedure	<ul style="list-style-type: none"> <li>• Give the meaning of a stock exchange.</li> <li>• Explain the functions of a stock exchange.</li> <li>• Discuss the trading procedure in a stock exchange.</li> <li>• Give the meaning of depository services and demat account as used in the trading procedure of securities.</li> </ul>
Securities and Exchange Board of India (SEBI) - objectives and functions	<ul style="list-style-type: none"> <li>• State the objectives of SEBI.</li> <li>• Explain the functions of SEBI.</li> </ul>

### Unit 11: Marketing

Marketing – Concept, functions and philosophies – Product, Price and Standard	<ul style="list-style-type: none"> <li>• Understand the concept of marketing.</li> <li>• Discuss the functions of marketing.</li> <li>• Explain the marketing philosophies.</li> </ul>
Marketing Mix – Concept and elements	<ul style="list-style-type: none"> <li>• Understand the concept of marketing mix.</li> <li>• Describe the elements of marketing mix.</li> </ul>
Product - branding, labelling and packaging – Concept	<ul style="list-style-type: none"> <li>• Understand the concept of product as an element of marketing mix.</li> <li>• Understand the concepts of branding, labelling and packaging.</li> </ul>

Price - Concept, Factors determining price	<ul style="list-style-type: none"> <li>• Understand the concept of price as an element of marketing mix.</li> <li>• Describe the factors determining price of a product.</li> </ul>
Physical Distribution – concept	<ul style="list-style-type: none"> <li>• Understand the concept of physical distribution.</li> </ul>
Promotion – Concept and elements; Advertising, Personal Selling, Sales Promotion and Public Relations	<ul style="list-style-type: none"> <li>• Understand the concept of promotion as an element of marketing mix.</li> <li>• Describe the elements of promotion mix.</li> <li>• Understand the concept of advertising and personal selling</li> <li>• Understand the concept of sales promotion.</li> <li>• Discuss the concept of public relations.</li> </ul>

### Unit 12: Consumer Protection

Consumer Protection: Concept	<ul style="list-style-type: none"> <li>• Understand the concept of consumer protection.</li> </ul>
Consumer Protection Act 1986: Meaning of consumer Rights and responsibilities of consumers Who can file a complaint? Redressal machinery Remedies available	<ul style="list-style-type: none"> <li>• Understand the concept of a consumer according to the Consumer protection Act 1986.</li> <li>• Discuss the scope of Consumer Protection Act, 1986</li> <li>• Explain the consumer rights</li> <li>• Understand the responsibilities of consumers</li> <li>• Understand who can file a complaint and against whom?</li> <li>• Discuss the legal redressal machinery under Consumer protection Act 1986.</li> <li>• Examine the remedies available to the consumer under Consumer protection Act 1986.</li> </ul>

### Unit 13: Project Work