

DAV PUBLIC SCHOOLS, ODISHA							
HALF-YEARLY EXAMINATION, 2022-23, SUBJECT: BUSINESS STUDIES							
CLASS : XII (SET 2)							
BLUE PRINT OF QUESTION PAPER							
Sl No .	Chapters / units	Marks Allotted in Syllabus	MCQs (20 Nos.)	SA-I (4 Nos.)	SA-II (6 Nos.)	LA (4 Nos.)	TOTAL (34 NOS.)
1	Nature and Significance of Management	32	4	-	1	1	5
2	Principles of Management		5	-		1	4
3	Business Environment		3	-	1	-	5
4	Planning	24	3	1	1	-	5
5	Organising		1	1	1	1	3
6	Staffing	24	1	1	1	-	5
7	Directing		3	-	-	1	5
8	Controlling		-	1	1	-	2
MARKS		80	1 X 20Q = 20	3 X 4Q = 12	4 X 6Q = 24	6 X 4Q = 24	80 (34Q)

DAV PUBLIC SCHOOLS, ODISHA			
HALF-YEARLY EXAMINATION, 2022-23, SUBJECT: BUSINESS STUDIES			
CLASS :XII			
QUESTIONWISE ANALYSIS			
Sl No	Chapters / units	Forms of Question (LA, SA-II, SA-I, MCQ)	(R & U), (A), (A, E & C)
1	Nature and Significance of Management	MCQ	R & U
2	Principles of Management	MCQ	R & U
3	Business Environment	MCQ	R & U
4	Nature and Significance of Management	MCQ	R & U
5	Nature and Significance of Management	MCQ	R & U
6	Business Environment	MCQ	R & U
7	Principles of Management	MCQ	R & U
8	Organising	MCQ	R & U
9	Planning	MCQ	R & U
10	Planning	MCQ	R & U
11	Directing	MCQ	R & U
12	Business environment	MCQ	A
13	Directing	MCQ	R & U
14	Principles of management	MCQ	R & U
15	Nature and Significance of Management	MCQ	R & U

16	Business Environment	MCQ	R & U
17	Planning	MCQ	R & U
18	Business Environment	MCQ	A
19	Staffing	MCQ	R & U
20	Staffing	MCQ	R & U
21	Controlling	SA-I	A,E&C
22	Staffing	SA-I	R & U
23	organising	SA-I	R & U
24	planning	SA-I	A
25	Planning	SA-II	R&U
26	staffing	SA-II	A
27	Nature and Significance of Management	SA-II	A,E&C
28	organising	SA-II	A
29	controlling	SA-II	R & U
30	Business Environment	SA-II	R & U
31	Principles of Management	LA	R & U
32	Nature and Significance of Management	LA	A, E&C
33	Directing	LA	A, E&C
		LA	

34

Organising

A

DAV PUBLIC SCHOOLS, ODISHA			
HALF-YEARLY EXAMINATION, 2022-23, SUBJECT: BUSINESS STUDIES, CLASS : XII			
MARKING SCHEME (SET 2)			
QSTN NO	Value Points	Marks Allotted	PAGE NO. OF NCERT TEXT BOOK
1	CA DYNAMIC FUNCTION.	1	8
2	DUNIVERSAL APPLICABILITY	1	35
3	D.A –(ii), B – (iii), C – (i)	1	55-63
4	C Both the statements are true	1	8-10
5	A.Management helps in achieving group goals.	1	11
6	D. Promotion of black money	1	38
7	C. Initiative.	1	68
8	d. functional structure	1	121
9	D. Planning reduces the risks of uncertainty.	1	98
10	C THE ENDS WHICH THE MANAGEMENT SEEKS TO ACHIEVE BY ITS OPERATIONS.	1	106
11	A. People's behaviour is not based on their needs:	1	189

12	C INTERRELATEDNESS	1	74
13	(b) Unsatisfied need, tension, drives, search behaviour, satisfied behaviour, reduction of tension	1	186
14	b) Mental Revolution	1	46
15	b) Management as an art	1	12
16	b.Both Assertion (A) and reason (R) are true and Reason (R) is not the correct explanation of Assertion (A)	1	75
17	(d) Creativity and innovation	1	95
18	D.Economic environment	1	78
19	b) Campus Recruitment	1	160
20	(a) Semantic	1	205
21	<p><b>controlling</b></p> <p><b>Steps Involved in the Controlling Process</b></p> <ul style="list-style-type: none"> <li>• Setting performance standards in clear, specific and measurable terms.</li> <li>• Measurement of actual performance as far as possible in the same units in which standards are set.</li> <li>• Comparing actual performance with standards to identify deviations if any.</li> <li>• Analysing deviations through critical point control and management by exception approaches to identify the causes for their</li> </ul>	3	220,-222

	<p>occurrence.</p> <ul style="list-style-type: none"><li>• Taking corrective action whenever the deviation occurs beyond the permissible limits so that it does not reoccur in future.</li></ul>		
22	<p><b>Training</b></p> <p><b>Benefits of Training to the Organization</b></p> <ul style="list-style-type: none"><li>• Training imparts systematic learning to employees thereby helping to avoid wastage of efforts and money and is considered better than the hit and trial method.</li><li>• It increases the employees' productivity both in terms of quantity and quality, leading to higher profits.</li><li>• Training increases the morale of the employees and reduces absenteeism and employee turnover.</li><li>• It helps in obtaining effective response to fast changing environment – technological and economic.</li><li>• Training equips the future manager who can take over in case of emergency.</li></ul> <p><b>Benefits of Training to the Employee</b></p> <ul style="list-style-type: none"><li>• Training leads to better career of the individual due to improved skills and knowledge during training.</li><li>• It helps an individual earn more due to increased productivity.</li><li>• It makes the employee more efficient in handling machines and less prone to accidents.</li></ul> <p>It increases the satisfaction and morale of employees(any three) Or Selection</p> <ul style="list-style-type: none"><li>• <b>Intelligence Tests</b> include important psychological tests used to measure the level of intelligence quotient of an individual.</li><li>• <b>Aptitude Test</b> is a measure of an individual's potential for learning new skills.</li><li>• <b>Personality Tests</b> give an insight into a</li></ul>	3	<p>167</p> <p>163-164</p>

	<p>person's emotions, reactions, maturity and value system etc.</p> <ul style="list-style-type: none"> <li>• <b>Trade Test</b> seek to measure the existing skills of the individual.</li> <li>• <b>Interest Tests</b> are used to know the pattern of interests or involvement of a person.</li> </ul>		
23	<p>Decentralisation</p> <p><b>Importance : Importance of Decentralisation</b></p> <ul style="list-style-type: none"> <li>• It seeks to develop initiative in the subordinates by promoting self-reliance and confidence amongst them and also helps to identify those executives who have the necessary potential to become dynamic leaders.</li> <li>• It provides relief to top management as the subordinates are allowed to operate independently within their area of jurisdiction. Consequently, the need for direct supervision is reduced.</li> <li>• It facilitates quick decision making as the employees are allowed to act independently within their area of jurisdiction without consulting others.</li> <li>• It develops managerial talent for the future by providing the employees with the necessary training and experience through exposure to varied challenging jobs and also facilitates identification of those employees who may and those who may not be successful in assuming greater responsibility.</li> <li>• It facilitates growth of the organisation by increasing its productivity and profitability through assigning greater autonomy to the lower levels of management as well as divisional or departmental heads.</li> <li>• It facilitates better control by ensuring continuous evaluation of performance at each level and the contribution of each department so that they can be individually held accountable for their results.</li> </ul>	3	137-139



24	<p>Objectives</p> <p>Policy</p> <p>Procedures</p> <p>Or</p> <p>Planning</p> <p>The limitation of the planning function of management described in the above paragraph is that ‘planning reduces creativity.’ The top management undertakes planning of various policies and procedures whereas the other members are expected to merely implement these plans. This restricts the creativity of the middle level managers as they are neither allowed to deviate from plans, nor permitted to act on their own.</p>	3	106-108
25	Importance of planning:	4	97-99
26	<p><b>Staffing Process: Steps Involved in the Staffing Process</b></p> <ul style="list-style-type: none"> <li>• <b>Estimating the manpower requirements</b> on the basis of workload analysis and workforce analysis.</li> <li>• <b>Recruitment</b> is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.</li> <li>• <b>Selection</b> is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.</li> <li>• <b>Placement and Orientation</b> is done by giving the charge of the post to the employee for which he has been selected. It also includes introducing him to the other employees and familiarising him with the rules and policies of the organisation.</li> <li>• <b>Training and development</b> is done in order to ensure continuous learning of their employees so that they contribute effectively</li> </ul>	4	151-154

	<p>and efficiently towards the realisation of the organisational goals. Training is given to make a person job fit whereas development seeks to increase their potential for higher level jobs.</p> <ul style="list-style-type: none"> <li>• <b>Performance appraisal</b> is undertaken to evaluate the worth of an employee to the organisation.</li> <li>• <b>Promotion and career planning</b> are an integral part of people’s career and enhance their job satisfaction.</li> <li>• <b>Compensation</b> refers to all forms of pay or rewards going to employees.</li> </ul> <p>or</p> <p>Human Resource Management includes many specialised activities and duties which the human resource personnel must perform. These duties are stated below:</p> <ol style="list-style-type: none"> <li>1. Recruitment i.e., search for qualified people and stimulating them to apply for the job within the organisation.</li> <li>2. Prepare job descriptions by analysing jobs, collecting information about jobs etc.</li> <li>3. Developing suitable compensation and incentive plans for the employees. <ul style="list-style-type: none"> <li>○ Designing appropriate training and development of employees to foster efficient performance and career growth.</li> </ul> </li> </ol>		
27	<ol style="list-style-type: none"> <li>1. kaushik considers management as a discipline because there exist a number of theories and principles on management which have been formulated by various management experts. It is taught in various schools and colleges, all over the world, as a separate subject of study.</li> <li>2. Management is not considered to be a full-fledged profession because of the following reasons:</li> </ol> <p>Restricted entry. Unlike management, the entry to the other professions is restricted through an</p>	4	16-17

	examination or eligibility criteria like specific percentage in a particular degree or diploma.		
28	<p>Organising Steps of Organsing:</p> <ul style="list-style-type: none"> <li>• <b>Identification and division of work</b> is done in accordance with predetermined plans to avoid duplication of activities and ensure that the burden of work is being shared among the employees.</li> <li>• <b>Departmentalisation</b> involves grouping of similar activities into departments, units, sections etc. using several criteria as a basis to facilitate specialization.</li> <li>• <b>Assignment of duties</b> is done to the members as per their job positions. Once departments have been created, each of them is placed under the charge of an individual.</li> <li>• <b>Establishing reporting relationships</b> While assigning jobs, each member is told that from whom he/she has to take orders and to whom he/she will be accountable. The establishment of such clear reporting relationships help to create a well definedhierarchical structure.</li> </ul>	4	114-115
29	<p>Critical Point Control: It is neither economical nor easy to keep a check on each and every activity in an organisation. Control should, therefore, focus on key result areas (KRAs) which are critical to the success of an organisation. These KRAs are set as the critical points. If anything goes wrong at the critical points, the entire organisation suffers. For instance, in a manufacturing organisation, an increase of 5 per cent in the labour cost may be more troublesome than a 15 per cent increase in postal charges.</p> <p>Or</p> <p>Management by Exception: Management by exception, which is often referred to as control by exception, is an important principle of management</p>	4	222

	<p>control based on the belief that an attempt to control everything results in controlling nothing. Thus, only significant deviations which go beyond the permissible limit should be brought to the notice of management. Thus, if the plans lay down 2 per cent increase in labour cost as an acceptable range of deviation in a manufacturing organisation, only increase in labour cost beyond 2 per cent should be brought to the notice of the management. However, in case of major deviation from the standard (say, 5 per cent), the matter has to receive immediate action of management on a priority basis</p>		
30	<p>Importance of business environment:</p> <p>Business environment and its understanding are important for (i) enabling the identification of opportunities and getting the first mover advantage, (ii) helping in the identification of threats and early warning signals,</p> <p>(with explanation)</p>	4	74-76
31	<p>Techniques of scientific management: Taylor's principles of scientific management are</p> <p>Functional foremanship</p> <p>Standardisation and simplification</p> <p>Work study</p> <p>Method,time,motion and fatigue study</p> <p>Differential piece wage system(an y three with explanation)</p> <p>Or</p> <p>Scalar Chain: An organisation consists of superiors and subordinates. The formal lines of authority from highest to lowest ranks are known as scalar chain. According to Fayol, "Organisations should have a chain of authority and communication that</p>	6	48- 58

runs from top to bottom and should be followed by managers and the subordinates.” Let us consider a situation where there is one head ‘A’ who has two lines of authority under her/ him. One line consists of B-CD-E-F. Another line of authority under ‘A’ is L-M-N-O-P. If ‘E’ has to communicate with ‘O’ who is at the same level of authority then she/he has to traverse the route E-D-C-B-A-L-M-N-O. This is due to the principle of scalar chain being followed in this situation. According to Fayol, this chain should not be violated in the normal course of formal communication. However, if there is an emergency then ‘E’ can directly contact ‘O’ through ‘Gang Plank’ as shown in the diagram. This is a shorter route and has been provided so that communication is not delayed. In practice you find that a worker cannot directly contact the CEO of the company. If at all she/he has to, then all the formal levels i.e., foreman, superintendent, manager, director etc have to know about the matter. However, in an emergency it can be possible that a worker can contact CEO directly.

**Order:** According to Fayol, “People and materials must be in suitable places at appropriate time for maximum efficiency.” The principle of order states that ‘A place for everything (everyone) and everything (everyone) in its (her/his) place’. Essentially it means orderliness. If there is a fixed place for everything and it is present there, then there will be no hindrance in the activities of business/ factory. This will lead to increased productivity and efficiency.

**Unity of Direction:** All the units of an organisation should be moving towards the same objectives through coordinated and focussed efforts. Each group of activities having the same objective must have one head and one plan. This ensures unity of action and coordination. For example, if a company is manufacturing motorcycles as well as cars then it should have two separate divisions for both of

	<p>them. Each division should have its own incharge, plans and execution resources. On no account should the working of two divisions overlap. Now let us differentiate between the two principles of unity of command and unity of direction</p>		
32	<ol style="list-style-type: none"> <li>1. Coordination is the quality of management that Kartik has introduced in the working of the production department as a corrective measure to control the output of the workers. Coordination is the process which helps to integrate the efforts of different individuals with diverse needs to secure a unity of action in the pursuit of common goals.</li> <li>2. The two points highlighting the importance of coordination are stated below: <ul style="list-style-type: none"> <li>o Growth in the size: With the growth in the size of an organisation, there is a proportionate increase in the number of its employees. So there is a greater need to unify the efforts of diverse individuals towards the realisation of organisational goals.</li> <li>o Functional differentiation: As a result of functional differentiation in an organization, its people and activities get divided into small departments on the basis of functions like marketing, finance etc. Since each such department tends to formulate its own objectives, policies etc., there is a need to reconcile the goals pursued by each of such departments with the goals of the organization as a whole.</li> </ul> </li> </ol>	6	23
33	<ol style="list-style-type: none"> <li>1. The two communication barriers because of which Bikmac Enterprises was not able to achieve its targets are: <ul style="list-style-type: none"> <li>o <b>Organisational barriers:</b> Organisational Policy</li> </ul> </li> </ol>	6	194-202

	<p>If the organisational policy, is not supportive to free flow of communication, it may hamper effectiveness of communications. Like in the above case Naval found that all the decision making power of the organisation was highly centralised as it was in hands of his father only.</p> <ul style="list-style-type: none"> <li>○ <b>Psychological barriers:</b> Distrust Sometimes if there is lack of trust between the parties, they cannot understand each other's message in the same sense. Like in the above case Naval found out that his father didn't believe in his employees.</li> </ul> <p><b>Organisational barriers:</b> <b>Status:</b> Sometimes a status conscious manager also may not allow his subordinates to express their feelings freely. This kind of an attitude may create psychological distance between him and his subordinates.</p> <p><b>Psychological barriers:</b> <b>Premature evaluation:</b> Sometimes people tend to evaluate the meaning of message even before the sender completes his message on the basis of their own judgement, experience etc</p>		
34	<p>Functional structure</p> <p>Divisonal structure</p> <p>Advantages: The divisional structure offers many benefits. Prominent among these are as follows:</p> <ul style="list-style-type: none"> <li>(a) Product specialisation helps in the development of varied skills in a divisional head and this prepares him for higher positions. This is because he gains experience in all functions related to a particular product.</li> <li>(b) Divisional heads are accountable for profits, as revenues and costs related to different departments can be easily identified and</li> </ul>	6	119-123

assigned to them. This provides a proper basis for performance measurement. It also helps in fixation of responsibility in cases of poor performance of the division and appropriate remedial action can be taken.

- (c) It promotes flexibility and initiative because each division functions as an autonomous unit which leads to faster decision making.
- (d) It facilitates expansion and growth as new divisions can be added without interrupting the existing operations by merely adding another divisional head and staff for the new product line (any two)

Disadvantages: The divisional structure has certain disadvantages. Some of them are as follows:

- (a) Conflict may arise among different divisions with reference to allocation of funds and further a particular division may seek to maximise its profits at the cost of other divisions.
- (b) It may lead to increase in costs since there may be a duplication of activities across products. Providing each division with separate set of similar functions increases expenditure.
- (c) It provides managers with the authority to supervise all activities related to a particular division. In course of time, such a manager

Or

An informal organisation permits the flow of communication in all the directions in My Car Ltd.

Advantages: The informal organisation offers many benefits. Important among them are given below:

- (a) Prescribed lines of communication are not followed. Thus, the informal organisation leads to faster spread of information as well as quick feedback.
- (b) It helps to fulfill the social needs of the members and allows them to find like minded people. This enhances their job satisfaction since it gives them a sense of belongingness in the



	<p>organisation.</p> <p>(c) It contributes towards fulfillment of organisational objectives by compensating for inadequacies in the formal organisation. For example, employees reactions towards plans and policies can be tested through the informal network.</p>		
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