

DAV PUBLIC SCHOOLS, ODISHA							
HALF-YEARLY EXAMINATION, 2022-23, SUBJECT: BUSINESS STUDIES							
CLASS : XII							
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
34	Organising	LA	A

## ANNEXURE –C

DAV PUBLIC SCHOOLS, ODISHA			
HALF-YEARLY EXAMINATION, 2022-23, SUBJECT: BUSINESS STUDIES CLASS : XII			
MARKING SCHEME (SET 1)			
QSTN NO	Value Points	Marks Allotted	PAGE NO. OF NCERT TEXT BOOK
1	B Management increases efficiency.	1	8
2	D Method study	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	D. Rule	1	106

11	A. People's behaviour is not based on their needs:	1	189
12	(c) Economic environment	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 occurrence.</li> <li>• Taking corrective action whenever the deviation occurs beyond the permissible limits so that it does</li> </ul>	3	220,-222







25	<p>Features of Planning Planning focuses on achieving objectives; It is a primary function of management; Planning is pervasive, continuous, futuristic and involves decision making; It is a mental exercise.</p>	4	97-99
26	<p>Staffing Process: <b>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 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.</li> <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</li> </ol>	4	151-154

	<p>plans for the employees.</p> <ul style="list-style-type: none"> <li>○ Designing appropriate training and development of employees to foster efficient performance and career growth.</li> </ul>		
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 examination or eligibility criteria like specific percentage in a particular degree or diploma.</p>	4	16-17
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 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>	4	222
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,</p> <p>(ii) helping in the identification of threats and early warning signals,</p> <p>(with explanation)</p>	4	74-76
31	<p>Principles of scientific management: Taylor's principles of scientific management are — Science, not the rule of thumb;</p> <p>Harmony not discord;</p> <p>Cooperation not individualism;</p> <p>Development of each person to her/ his greatest efficiency and prosperity(with explanation)</p>	6	48- 58

	<p>Or</p> <p>i)Equity: Good sense and experience are needed to ensure fairness to all employees, who should be treated as fairly as possible,” according to Fayol. This principle emphasises kindness and justice in the behaviour of managers towards workers. This will ensure loyalty and devotion. Fayol does not rule out use of force sometimes. Rather he says that lazy personnel should be dealt with sternly to send the message that everyone is equal in the eyes of the management. There should be no discrimination against anyone on account of sex, religion, language, caste, belief or nationality etc. In practice we can observe that now a days in multinational corporations people of various nationalities work together in a discrimination free environment. Equal opportunities are available for everyone in such companies to rise</p> <p>ii) division of work : Work is divided into small tasks/ jobs. A trained specialist who is competent is required to perform each job. Thus, division of work leads to specialisation. According to Fayol, “The intent of division of work is to produce more and better work for the same effort. Specialisation is the most efficient way to use human effort.” In business work can be performed more efficiently if it is divided into specialised tasks; each performed by a specialist or trained employee. This results in efficient and effective output. Thus, in a company we have separate departments for finance, marketing, production and human resource development etc. All of them have specialised persons.</p> <p>iii) unity of command: According to Fayol there should be one and only one boss for every individual employee. If an employee gets orders from two superiors at the same time the principle of unity of command is violated. The principle of unity of command states that each participant in a formal organisation should receive orders from and be responsible to only one superior. Fayol gave a lot of importance to this principle. He felt that if this principle is violated “authority is undermined, discipline is in jeopardy, order disturbed and stability threatened”. The principle resembles military organisation. Dual subordination should be avoided. This is</p>		
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	<p>to prevent confusion regarding tasks to be done. Suppose a sales person is asked to clinch a deal with a buyer and is allowed to give 10% discount by the marketing manager. But finance department tells her/ him not to offer more than 5% discount. Now there is no unity of command. This can be avoided if there is coordination between various departments</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>(i) Basic Physiological Needs: These needs are most basic in the hierarchy and corresponds to primary needs. Hunger, thirst, shelter, sleep and sex are some examples of these needs. In the organisational context, basic salary helps to satisfy these needs.</li> <li>(ii) Safety/Security Needs: These needs provide</li> </ol>	6	188-189

	<p>security and protection from physical and emotional harm. Examples: job security, stability of income, Pension plans etc.,</p> <p>Other needs</p> <p>(iii) Affiliation/Belonging Needs: These needs refer to affection, sense of belongingness, acceptance and friendship. (iv) Esteem Needs: These include factors such as self-respect, autonomy status, recognition and attention. (v) Self Actualisation Needs: It is the highest level of need in the hierarchy.</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> <p>(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.</p> <p>(b) Divisional heads are accountable for profits, as revenues and costs related to different departments can be easily identified and 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.</p> <p>(c) It promotes flexibility and initiative because each division functions as an autonomous unit which leads to faster decision making.</p> <p>(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)</p> <p>Disadvantages: The divisional structure has certain disadvantages. Some of them are as follows:</p> <p>(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.</p> <p>(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.</p> <p>(c) It provides managers with the authority to supervise all activities related to a particular division. In course of</p>	6	119-123

	<p>time, such a manager</p> <p>Or</p> <p>An informal organisation permits the flow of communication in all the directions in My Car Ltd.</p> <p>Advantages: The informal organisation offers many benefits. Important among them are given below:</p> <p>(a) Prescribed lines of communication are not followed. Thus, the informal organisation leads to faster spread of information as well as quick feedback.</p> <p>(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 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>		125-128
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