



For  
**MARCH**  
**2019**

# **CBSE**

# **SOLVED PAPER**

# **2018**

## **BUSINESS STUDIES**

## **CLASS 12**



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# SYLLABUS

Time : 3 Hours

Theory : 80 Marks

Project : 20 Marks

Units	Periods	Marks
<b>PART A: PRINCIPLES AND FUNCTIONS OF MANAGEMENT</b>		
1. Nature & Significance of Management	14	16
2. Principles of Management	14	
3. Business Environment	12	
4. Planning	14	14
5. Organising	18	
6. Staffing	16	
7. Directing	18	20
8. Controlling	14	
	<b>120</b>	<b>50</b>
<b>PART B: BUSINESS FINANCE AND MARKETING</b>		
9. Financial Management	22	15
10. Financial Markets	20	
11. Marketing Management	32	15
12. Consumer Protection	16	
<b>PART C : PROJECT WORK (ONE)</b>	<b>30</b>	<b>20</b>
	<b>120</b>	<b>50</b>

## Part A: Principles and Functions of Management

120 Periods

Concepts includes meaning and features

### Unit 1: Nature and Significance of Management

14 Periods

<b>Management</b> -concept, objectives, and importance <ul style="list-style-type: none"> <li>● Concept includes meaning and features</li> </ul>	After going through this unit, the student/ learner would be able to: <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>
<b>Management functions</b> -planning, organizing, staffing, directing and controlling	<ul style="list-style-type: none"> <li>● Explain the functions of management</li> </ul>
<b>Coordination</b> - 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

14 Periods

Principles of Management- concept and significance	After going through this unit, the student/ learner would be able to: <ul style="list-style-type: none"> <li>● Understand the concept of principles of management.</li> <li>● Explain the significance of management principles.</li> </ul>
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> <li>● Compare the contributions of Fayol and Taylor.</li> </ul>

### Unit 3: Business Environment

12 Periods

Business Environment- concept and importance	After going through this unit, the student/ learner would be able to: <ul style="list-style-type: none"> <li>● Understand the concept of 'Business Environment'</li> <li>● Describe the importance of business environment.</li> </ul>
<b>Dimensions of Business Environment</b> - Economic, Social, Technological, Political and Legal Demonetization—concept and features	<ul style="list-style-type: none"> <li>● Describe the various dimensions of 'Business Environment'.</li> <li>● Understand the concept of demonetization.</li> </ul>

Impact of Government policy changes on business with special reference to liberalization, privatization and globalization in India	<ul style="list-style-type: none"> <li>● Examine the impact of government policy changes on business in India with reference to liberalisation, privatization and globalisation since 1991..</li> <li>● Discuss the managerial response to changes in business environment.</li> </ul>
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#### Unit 4: Planning

14 Periods

Concept, importance and limitation	<p>After going through this unit, the student/ learner would be able to:</p> <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>
Single use and standing plans. Objectives. Strategy, Policy, Procedure, method Rule, budget and Programme	<ul style="list-style-type: none"> <li>● Develop an understanding of single use and standing plans.</li> <li>● Describe objectives, policies, strategy, procedure, method, rule, budget and programme as types of plans.</li> </ul>

#### Unit 5: Organising

18 Periods

Concept and importance	<p>After going through this unit, the student/ learner would be able to:</p> <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 organising</li> </ul>
Structure of organisation- functional and divisional- concept. Formal and informal organisation- concept	<ul style="list-style-type: none"> <li>● Describe functional and divisional structures of organisation.</li> <li>● Explain the advantages, disadvantages and suitability of functional and divisional structure.</li> <li>● Understand the concept of formal and informal organisation.</li> <li>● Discuss the advantages, disadvantages of formal and informal 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

16 Periods

Concept and importance of staffing	<p>After going through this unit, the student/learner would be able to:</p> <ul style="list-style-type: none"> <li>● Understand the concept of staffing.</li> <li>● Explain the importance of staffing.</li> </ul>
Staffing as a part of Human Resource Management concept	<ul style="list-style-type: none"> <li>● Understand the specialized duties and activities performed by Human Resource Management.</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 of recruitment.</li> <li>● Discuss the sources of recruitment.</li> <li>● Explain the merits and demerits of internal and external 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. Induction training, 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 the meaning of induction training, vestibule training, apprenticeship training and internship training.</li> <li>● Differentiate between training and development.</li> <li>● Discuss on the job and off the job methods of training.</li> </ul>

#### Unit 7: Directing

18 Periods

Concept and importance	<p>After going through this unit, the student/learner would be able to:</p> <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 four elements of directing</li> </ul>
Supervision –concept, function of a supervisor	<ul style="list-style-type: none"> <li>● Understand the concept of supervision.</li> <li>● Discuss the functions performed by a supervisor.</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; barriers to effective communication, how to overcome the barriers	<ul style="list-style-type: none"> <li>● Understand the concept of communication</li> <li>● Understand the elements of the communication process.</li> <li>● Discuss the concept, merits and demerits of formal and informal communication.</li> <li>● Discuss the various barriers to effective communication.</li> <li>● Suggest measures to overcome barriers to communication.</li> </ul>

## Unit 8: Controlling

14 Periods

Concept and importance	<p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> <li>● Understand the concept of controlling.</li> <li>● Explain the importance of controlling.</li> </ul>
Relationship between planning and controlling	<ul style="list-style-type: none"> <li>● Describe the relationship between planning and 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

120 Periods

Concept includes meaning and features

### Unit 9: Financial Management

22 Periods

Concept, role and objectives of Financial Management.	<p>After going through this unit, the student/ learner would be able to:</p> <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 and its objective.</li> <li>● Explain the importance of financial planning.</li> </ul>
Capital Structure- Concept	<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

20 Periods

Financial Markets: Concept, Functions and types	<p>After going through this unit, the student/ learner would be able to:</p> <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 market.</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 and its 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- 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 Management

32 Periods

Selling and Marketing- Concept	<p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> <li>● Understand the concept of selling, marketing.</li> </ul>
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	<ul style="list-style-type: none"> <li>● Explain the features of marketing.</li> <li>● Distinguish between marketing and selling.</li> </ul>
Marketing Management- Concept	<ul style="list-style-type: none"> <li>● Describe the concept of marketing management.</li> </ul>
Marketing Functions	<ul style="list-style-type: none"> <li>● Discuss the functions of marketing.</li> </ul>
Marketing management philosophies	<ul style="list-style-type: none"> <li>● Explain marketing management 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 concept 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 and components, channels of distribution: types, choice of channels.	<ul style="list-style-type: none"> <li>● Understand the concept of physical distribution.</li> <li>● Explain the components of physical distribution.</li> <li>● Describe the various channels of distribution.</li> <li>● Discuss the factors determining the choice of channels of distribution.</li> </ul>
Promotion Concept and elements; advertising concept, role, objections against advertising, personal selling—concept and qualities of a good salesman, sales promotion—concept and techniques, public relations- concept and role	<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 and features of advertising.</li> <li>● Describe the role of advertising.</li> <li>● Examine the objections to advertising.</li> <li>● Understand the concept of personal selling.</li> <li>● Discuss the qualities of a good salesman.</li> <li>● Understand the concept of sales promotion.</li> <li>● Explain the commonly used techniques of sales promotion.</li> <li>● Discuss the concept and role of public relations.</li> </ul>

#### Unit 12: Consumer Protection

16 Periods

Concept and importance of consumer protection	<p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> <li>● Understand the concept of consumer protection.</li> <li>● Describe the importance of consumer protection.</li> <li>● Discuss the scope of consumer Protection Act, 1986</li> </ul>
<p>Consumer protection Act 1986:  Meaning of consumer and consumer protection.  Rights and responsibilities of consumers  Who can file a complaint against whom?  Redressal machinery  Remedies available</p>	<ul style="list-style-type: none"> <li>● Understand the concept of a consumer according to the 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>
Consumer awareness- Role of consumer organizations and Non-Governmental Organizations (NGOs).	<ul style="list-style-type: none"> <li>● Describe the role of consumer organizations and NGOs in protecting consumer's interests.</li> </ul>

#### Unit 13 : Project Work

30 Periods

### PROJECT WORK IN BUSINESS STUDIES FOR CLASS XI AND XII

#### Introduction

The course in Business Studies is introduced at Senior School level to provide students with a sound understanding of the principles and practices bearing in business (trade and industry) as well as their relationship with the society. Business is a dynamic process that brings together technology, natural resources and human initiative in a constantly changing global environment. With the purpose to help them understand the framework within which a business operates, and its interaction with the social, economic, technological and legal environment, the CBSE has introduced Project Work in the Business Studies Syllabus for Classes XI and XII. The projects have been designed to allow students to appreciate that business is an integral component of society and help them develop an understanding of the social and ethical issues concerning them.

The project work also aims to empower the teacher to relate all the concepts with what is happening around the world and the student's surroundings, making them appear more clear and contextual. This will enable the student to enjoy studies and use his free time effectively in observing what's happening around.

By means of Project Work the students are exposed to life beyond textbooks giving them opportunities to refer materials, gather information, analyse it further to obtain relevant information and decide what matter to keep.



## Objectives

After doing the Project Work in Business Studies, the students will be able to do the following:

- develop a practical approach by using modern technologies in the field of business and management;
- get an opportunity for exposure to the operational environment in the field of business management and related services;
- inculcate important skills of team work, problem solving, time management, information collection, processing, analysing and synthesizing relevant information to derive meaningful conclusions;
- get involved in the process of research work;
- demonstrate his or her capabilities while working independently and
- make studies an enjoyable experience to cherish.

LATEST QUESTION PAPER DESIGN YEAR 2018-19									
BUSINESS STUDIES			CODE NO. 054					CLASS-XII	
TIME : 3 Hours							Max. Marks : 80		
S. No.	Typology of Questions	Learning Outcomes & Testing Skills	Very Short Answer (1 Mark)	Short Answer-I (3 Marks)	Short Answer-II (4 Marks)	Long Answer (5 Marks)	Essay Type (6 Marks)	Total Marks	% Weightage
01	<b>Remembering-</b> (Knowledge based Simple recall Question, to know specific facts, terms, concepts, principles, or theories, Identify, define, or recite, information)	<ul style="list-style-type: none"><li>● Reasoning</li><li>● Analytical Skills</li><li>● Critical Skill</li></ul>	2	1	1	1	–	14	17%
02	<b>Understanding-</b> (Comprehension to be familiar with meaning and to understand conceptually, interpret, compare, contrast, explain, paraphrase, or interpret information)		2	2	1	–	1	18	23%
03	<b>Application</b> (Use abstract information in concrete situation, to apply knowledge to new situations, Use given content to interpret a situation, provide an example, or solve a problem)		2	1	1	1	1	20	25%
04	<b>High Order Thinking Skills</b> (Analysis & Synthesis – Classify, compare, contrast, or differentiate between different pieces of information, Organize and/or integrate unique pieces of information from a variety of sources)		2	1	2	–	1	19	24%
05	<b>Evaluation</b> – (Appraise, judge, and/or justify the value or worth of a decision or outcome, or to predict outcomes based on values)		–	–	1	1	–	09	11%
	<b>TOTAL - 1 project</b> (20 marks)		8×1=8	5×3=15	6×4=24	3×5=15	3×6=18	80 (25) (project) (20)	100%
	<b>Estimated Time (in minutes)</b>		8 min	27 min	30 min	40 min	60 min	165 min + 15 min. for revision	