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**INDIAN SCHOOL MUSCAT
HALF YEARLY EXAMINATION 2023
BUSINESS STUDIES (054)**



CLASS : XII
DATE: 12/09/2023

TIME ALLOTTED : 3 HRS.
MAXIMUM MARKS: 80

GENERAL INSTRUCTIONS:

1. This question paper contains 34 questions.
2. Marks are indicated against each question.
3. Answers should be brief and to the point.
4. Answers to the questions carrying 3 marks may be from 50 to 75 words.
5. Answers to the questions carrying 4 marks may be about 150 words.
6. Answers to the questions carrying 6 marks may be about 200 words.
7. Attempt all parts of the questions together

1. The purpose of a retail store may be to increase sales, but the aim of the Spastics Society of India is to impart education to children with special needs. Management unites the efforts of different individuals in the organization towards achieving the objectives. 1
The above information highlights one of the characteristics of management. Identify the characteristic from the following.
 - A. Management is goal oriented
 - B. Management is all pervasive
 - C. Management is multidimensional
 - D. Management is a continuous process
2. Which of the following statements is FALSE about Taylor and Fayol? 1
 - A. Fayol was a mining engineer whereas Taylor was a mechanical engineer
 - B. Fayol's principles are applicable in specialized situation whereas Taylor's principles have universal application
 - C. Fayol's principles were formed through personal experience whereas Taylor's principles were formed through experimentation.
 - D. Fayol's principles are applicable at the top level of management whereas Taylor's principles are applicable at the shop floor

3. Plastic utensils are often used as a low cost, convenient option for business or personal use. These utensils are lightweight, easy to transport and can be disposed off easily instead of cleaned and reused. But plastic utensils are harmful from health point of view and create various environmental issues. Nowadays health and fitness trend is becoming popular. People are looking for different alternatives and have started opting for paper-made, steel or glass utensils which has tremendously increased the demand of these products. 1

The above para discusses an important dimension of Business Environment which is :

- A. Economic Environment
- B. Social Environment
- C. Technological Environment
- D. Political Environment

4. Match the features of planning given in Column I with their respective explanation given in Column II. 1

| | Column I | | Column II |
|----|-----------------------------------|-----|-----------------------------------------------------------------------------------------------------------------|
| A. | Planning is a mental exercise | i | Planning involves thorough examination and evaluation of each alternative and choosing the most appropriate one |
| B. | Planning is all pervasive | ii | Planning is required at all levels of management as well as in all departments of the organisation |
| C. | Planning involves decision-making | iii | Planning requires logical and systematic thinking rather than guess work or wishful thinking |

- A. A-(i), B-(ii), C-(iii)
- B. A-(ii), B-(iii), C-(i)
- C. A-(i), B-(iii), C-(ii)
- D. A-(iii), B-(ii), C-(i)

5. Micromax was India's largest seller of mobile handsets. It launched low-cost Chinese manufacturing with some smart packaging and features like long-lasting batteries and dual-sim functionality to garner 20% market share in India's value-conscious mobile handset market. Identify the two types of plans being described in the above lines. 1

- A. Strategy and objective
- B. Rule and Programme
- C. Programme and objective
- D. Method and objective

6. By exercising control, a manager seeks to reduce wastage and spoilage of resources. Each activity is performed in accordance with predetermined standards and norms. Which importance of control is exercising by the manager? 1

- A. Accomplishing organizational goals
- B. Judging accuracy of standards
- C. Making effective use of resources
- D. Improving employee motivation

7. The external source of recruitment shown in the picture below is : 1



- A. Casual Callers
- B. Campus recruitment
- C. Employment Exchange
- D. Advertisement

8. The communication network in which all subordinates under a superior communicate through him only is 1

- A. Single chain
- B. Inverted V
- C. Wheel
- D. Free Flow

9. Ashutosh works as a manager in Kuber Ltd. Besides the salary, the company offers him benefits such as free housing, medical aid and education to the children, etc. Identify the type of incentive being offered to him. 1
- A. Perquisites
 - B. Job Enrichment
 - C. Co-partnership
 - D. Pay and allowances
10. National Vritech Ltd. has grown in size. It was a market leader but with changes in business environment and with the entry of MNCs, its market share is declining. To cope up with the situation, the CEO starts delegating some of his authority to the General Manager, who also felt himself overburdened and with the approval of CEO disperses some of his authority to various levels throughout the organisation. Identify the concept of management discussed above. 1
- A. Organising
 - B. Centralisation
 - C. Decentralisation
 - D. Accountability
11. All departments and individuals are interdependent and they have to depend on each other for information to perform their activities. The activity of each department needs to be focused on attainment of common organisational goals. The process of linking the activities of various departments is accomplished by coordination. 1
- Which importance of coordination is discussed in the above lines?
- A. Growth in size
 - B. Functional differentiation
 - C. Specialisation
 - D. Universal validity
12. Personnel who keep machines, material, tools etc ready for operations by concerned workers. Whose work is described by this sentence under functional foremanship? 1
- A. Instruction card clerk
 - B. Repair boss
 - C. Route clerk
 - D. Gang boss
13. Business environment differs from country to country and even region to region. Political conditions in the USA differ from China. Similarly demand for Sarees may be fairly high in India whereas it may be almost non-existent in France. 1

Which feature of the Business environment is projected above?

- A. Relativity
- B. Complexity
- C. Uncertainty
- A. Interrelatedness

14. On the Introduction of the GST act, experts in the field of business started analysing and forecasting its impact on various sectors and industries. Vivek, an established businessman, attended a few seminars and conferences organised by such experts to familiarise himself with this information. He wanted to use these forecasts to reduce the uncertainty in making decisions for the future in his business. Name the step of planning that will be followed after the step mentioned in the paragraph. 1

- A. Developing Premises
- B. Evaluating alternative courses of action
- C. Implementation of plan
- D. Identifying alternative courses of action

15. **Assertion (A)** Planning seeks to bridge the gap between where we are and where we want to go. 1

Reason (R) It provides some standards against which actual performance is measured.

- A. Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A).
- B. Both Assertion (A) and Reason (R) are True and Reason (R) is not the correct explanation of Assertion (A).
- C. Assertion (A) is true but Reason (R) is false.
- D. Assertion (A) is false but Reason (R) is true.

16. Which of the following is not a standard used in production functional area to Gauge performance? 1

- A. Quantity
- B. Quality
- C. Cost
- D. Sales expenses

17. Trainees who spend a prescribed amount of time working with an experienced guide, or trainer acquire a higher level of skill. 1

Which method of job training is described above?

- A. Apprenticeship Programmes
- B. Coaching
- C. Internship training
- D. Job rotation

18.is the process of influencing the behaviour of people making them strive voluntarily towards achievement of goals? 1

- A. Motivation
- B. Communication
- C. leadership
- D. Directing

19. The boss of Sun Ltd. Mr Kirtan , gave one of his employee some of his work to do and gave him the following instructions: “You are in charge of this project” If you need me , I am here. 1

Which aspect of delegation is emphasized by Mr. Kirtan.

- A. Absoluteness
- B. Responsibility
- C. Power
- D. Accountability

20. Which of the following is not an assumption of Maslow’s theory 1

- A. People behaviour is not based on their needs
- B. satisfaction of such needs influences their behaviour
- C. a satisfied need no longer motivate a person only the next higher level need can motivate him
- D. a person moves to the next higher level of Hierarchy only when the lower-level need is satisfied.

21. Hitesh is the Chief Executive Officer of ‘Kids Garments Ltd.’ Due to festive season; Hitesh got an additional order of 10,000 garments which he had to supply within two days. Due to his goodwill in the market, he did not want to lose the order, So, he decided to achieve the target by operating on double shifts. He achieved the target and supplied the order within two days. But due to double shifts, his cost of production was higher than the regular production cost. 3

Identify and give the meaning of the two concepts of management discussed in the above para.

OR

Monika, Rashmi and Garima are childhood friends. After completing their education, Monika joined a school as a teacher. Rashmi joined a firm as a Chartered Accountant and Garima as a General Manager in a Multi National Company. After a long time in a re-union function of the school, they met each other. Rashmi said that they were all professional now. Garima told Rashmi that she can say this about Monika and herself, but not about her since Manager is not considered a full fledged professional.

Why did Garima say that she was not a professional? State any three points in support of your answer.

22. Explain : (i) 'Science not Rule of Thumb' as Principles of management and (ii) 'Motion Study' and 'Time study' as techniques of scientific management. 3
23. The government of India announced Demonetization of ₹500 and ₹1,000 currency notes with effect from the midnight of November 8, 2016. As a result, the existing ₹500 and ₹1,000 currency notes ceased to be legal tender from that date. New currency notes of the denomination of ₹500 and ₹2,000 were issued by Reserve Bank of India after the announcement. 3
 - a. Enumerate the dimensions of business environment highlighted above.
 - b. State the features of Demonetization.
24. Mr.Arfaaz had been heading the production department of Writewell Products Ltd., a firm manufacturing stationary items. The firm secured an export order that had to be completed on a priority basis and production targets were defined for all the employees. One of the workers, Mr.Bhanu Prasad, fell short of his daily production target by 10 units for two days consecutively which was beyond the permissible limit. Mr.Arfaaz approached Ms.Vasundhara, the CEO of the Company, to file a complaint against Mr.Bhanu Prasad and requested her to terminate his services. Explain the management control that Ms.Vasundhara should consider while taking her decision for analyzing deviation. 3

OR

Mr Shantanu is a chief manager of a reputed company that manufactures garments. He called the production manager and instructed him to keep a constant and continuous check on all the activities related to his department so that everything goes as per the set plan. He also suggested him to keep a track of the performance of all the employees in the organisation so that targets are achieved effectively and efficiently.

Describe any two features of Controlling highlighted in the above situation.

25. A company wants to modify its existing product in the market due to decreasing sales. You can imagine any product about which you are familiar. What decisions/steps should each level of management take to give effect to this decision? 4

26. 'Burgers and Fudge' was among the first fast food chains in India which pioneered the concept of family-style restaurants. However, over the years it started losing business to multinational food chains like McDonalds and Pizza Hut, etc. and soon had to shut down. The reason to shut down was the inability of managers to identify, understand, evaluate and to react to the forces external to their firm. In the light of the above situation, explain with the help of any four points, how understanding of business environment is important for managers. 4
27. 'Planning is important as it provides directions and reduces the risks of uncertainty' Explain how. 4
28. Analysing deviation and taking corrective action are the steps in the process of one of the significant functions of management. Identify the function and list the first three steps of the process of the function identified. 4

OR

Planning without controlling is meaningless; controlling is blind without planning. Explain relationship between planning and controlling.

29. Srijia runs an NGO under the name 'Sarathak' in Delhi. The organisation is engaged in offering waste paper recycling services to all kinds of institutions in the Delhi NCR region. It also manufactures custom made paper stationery out of recycled paper on order for the interested institutions at a very competitive price. The website of 'Sarathak' provides a link to a Careers site wherein the people desirous of joining the NGO can use simple Job Search to find the right opportunity for themselves. The NGO also keeps a database of unsolicited applicants in its office so that job seekers may be notified of future opportunities when they arise. 4

In context of the above case:

Identify and explain the two sources of external recruitment being used by the NGO 'Sarathak' by quoting lines from the paragraph.

30. If we delegate the authority, we multiply it by two. If we decentralise it, we multiply it by many. In the light of this statement, explain any four points of importance of decentralization. 4

OR

What is meant by delegation of authority? Explain any four points of importance of delegation of authority

31. A famous cricket coach, Andy Flower was hired by Sports College, Pune to coach the college cricket team for a National level competition. In the first meeting itself, the Principal of the college announced that the players would enter into an agreement with the college. 6

The agreement would state the reporting time for players on the field and other rules and regulations. Failure to obey the agreement and rules would lead to judicious application of penalties. It was also announced by the College Principal that the players would receive orders from the coach and they would all be responsible only to the coach, to prevent confusion regarding tasks to be done. The coach was very determined to train the players to win, as the entire responsibility was on his shoulders. He promoted the spirit of mutual trust and belongingness among the team members without which he felt it would be difficult to win. The players were also enthusiastic and the training started in full swing.

Identify and explain the three principles of management discussed in the above case.

32. What is meant by 'Informal Organisation'? State any two advantage and two disadvantages of Informal Organisation. 6

OR

Give the meaning of functional structure of an organization. State any four advantages of this structure.

33. Owing to the increased workload after demonetisation, the income tax employees of Karnataka and Goa region had urged the centre to increase manpower of the IT department by filling up 35% vacancies which were lying vacant. As there were confirmed reports about misuse of bank accounts, foreign exchange mechanism, gold purchases and adoption of various other dubious means for investing the unaccounted cash. In context of the above case: 6

1. Identify and explain the function of management being discussed in the above lines.
2. Identify and explain the particular step related to the function of management as identified in part (1) of the question which has already been performed. Also, state the next three steps to be performed after this step.

34. Mr. Shubhendu Bose is the owner of Bikmac Enterprises carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason. Naval found that all the decision-making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result, both the employer and the employees were not able to understand each others' messages in the same sense. Thus, the employees were not happy and targets were not met. 6

1. Identify and explain any two communication barriers because of which Bikmac Enterprises was not able to achieve its target.
2. State one more barrier each of the types identified in (1) above

OR

Samita had been working as an assistant manager with Johnson Enterprises for the last ten years. She was very popular amongst her colleagues because of her commitment and dedication towards work. When the manager senior to her retired, all her colleagues thought that now Samita would be promoted. But to everyone's surprise, the vacant post was filled by an outsider, Mrs. Rita. Samita felt demoralised and her performance started declining. She would absent herself often and could not meet her targets. Mrs. Rita was a good leader who would not only instruct her subordinates but would also guide and inspire them. She notices Samita's behaviour and felt that her performance could be improved. She started involving Samita in the decision-making issues related to the organisation and made her a part of a high level joint-management committee. Samita was now punctual in office and her performance started improving.

1. Identify the function of management being performed by Mrs. Rita.
2. Name and explain the element of the above function of management which helped Rita improve Samita's behaviour.
3. State any three features of the element identified in (2) above.

******END OF THE QUESTION PAPER******



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7. The boss of Sun Ltd. Mr Kirtan , gave one of his employee some of his work to do and gave him the following instructions: “You are in charge of this project” If you need me , I am here. Which aspect of delegation is emphasized by Mr. Kirtan. 1

- A. Absoluteness
- B. Responsibility
- C. Power
- D. Accountability

8. Rahim wanted to start with a stationery business to reach the students of schools and colleges to provide stationery to them. He felt that students were not able to get the needed stationery easily and hence wanted to provide the stationery directly in the school. He listed out the various ways of setting up this business and finally selected the best way to set up this business by developing the app. Suggest what should be the next step to be followed by him: 1

- A. Identifying alternative courses of action
- B. Evaluating alternative courses of action
- C. Implementation of plan
- D. Follow up

9. Plastic utensils are often used as a low cost, convenient option for business or personal use. These utensils are lightweight, easy to transport and can be disposed off easily instead of cleaned and reused. But plastic utensils are harmful from health point of view and create various environmental issues. Nowadays health and fitness trend is becoming popular. People are looking for different alternatives and have started opting for paper-made, steel or glass utensils which has tremendously increased the demand of these products. 1

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A. Organising

B. Centralisation

C. Decentralisation

D. Accountability

12. Namitha at Fabmart Designer Candles performs several different tasks in a single day. Some days she may spend more time in planning a future exhibition and on another day, she may spend time in sorting out an employee's problem. The task of a manager consists of an ongoing series of functions.

The above information highlights one of the characteristics of management. Identify the characteristic from the following.

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B. Complexity
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D. Interrelatedness

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20.is the process of influencing the behaviour of people making them strive voluntarily towards achievement of goals? 1
- A. Motivation
- B. Communication
- C. leadership
- D. Directing

21. Explain : (i) 'Harmony, Not Discord' as Principles of management and (ii) 'Method Study' and 'Fatigue study' as techniques of scientific management 3
22. The government of India announced Demonetization of ₹500 and ₹1,000 currency notes with effect from the midnight of November 8, 2016. As a result, the existing ₹500 and ₹1,000 currency notes ceased to be legal tender from that date. New currency notes of the denomination of ₹500 and ₹2,000 were issued by Reserve Bank of India after the announcement. 3
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- Identify and give the meaning of the two concepts of management discussed in the above para.

OR

Monika, Rashmi and Garima are childhood friends. After completing their education, Monika joined a school as a teacher. Rashmi joined a firm as a Chartered Accountant and Garima as a General Manager in a Multi National Company. After a long time in a re-union function of the school, they met each other. Rashmi said that they were all professional now. Garima told Rashmi that she can say this about Monika and herself, but not about her since Manager is not considered a full fledged professional.

Why did Garima say that she was not a professional? State any three points in support of your answer.

24. Mr.Arfaaz had been heading the production department of Writewell Products Ltd., a firm manufacturing stationary items. The firm secured an export order that had to be completed on a priority basis and production targets were defined for all the employees. One of the workers, Mr.Bhanu Prasad, fell short of his daily production target by 10 units for two days consecutively which was beyond the permissible limit. Mr.Arfaaz approached Ms.Vasundhara, the CEO of the Company, to file a complaint against Mr.Bhanu Prasad and requested her to terminate his services. Explain the management control that Ms.Vasundhara 3

should consider while taking her decision for analyzing deviation.

OR

Mr Shantanu is a chief manager of a reputed company that manufactures garments. He called the production manager and instructed him to keep a constant and continuous check on all the activities related to his department so that everything goes as per the set plan. He also suggested him to keep a track of the performance of all the employees in the organisation so that targets are achieved effectively and efficiently.

Describe any two features of Controlling highlighted in the above situation.

25. 'Burgers and Fudge' was among the first fast food chains in India which pioneered the concept of family-style restaurants. However, over the years it started losing business to multinational food chains like McDonalds and Pizza Hut, etc. and soon had to shut down. The reason to shut down was the inability of managers to identify, understand, evaluate and to react to the forces external to their firm. In the light of the above situation, explain with the help of any four points, how understanding of business environment is important for managers. 4
26. 'Planning is important as it promotes innovative ideas and reduces overlapping & wasteful activities. Explain how. 4
27. Srija runs an NGO under the name 'Sarthak' in Delhi. The organisation is engaged in offering waste paper recycling services to all kinds of institutions in the Delhi NCR region. It also manufactures custom made paper stationery out of recycled paper on order for the interested institutions at a very competitive price. The website of 'Sarthak' provides a link to a Careers site wherein the people desirous of joining the NGO can use simple Job Search to find the right opportunity for themselves. The NGO also keeps a database of unsolicited applicants in its office so that job seekers may be notified of future opportunities when they arise. In context of the above case: 4

Identify and explain the two sources of external recruitment being used by the NGO 'Sarthak' by quoting lines from the paragraph.

28. If we delegate the authority, we multiply it by two. If we decentralise it, we multiply it by many. In the light of this statement, explain any four points of importance of decentralization. 4

OR

What is meant by delegation of authority? Explain any four points of importance of delegation of authority

29. Analysing deviation and taking corrective action are the steps in the process of one of the significant functions of management. Identify the function and list the first three steps of the process of the function identified. 4

OR

Planning without controlling is meaningless; controlling is blind without planning. Explain relationship between planning and controlling.

30. A company wants to modify its existing product in the market due to decreasing sales. You can imagine any product about which you are familiar. What decisions/steps should each level of management take to give effect to this decision? 4
31. What is meant by 'Informal Organisation'? State any two advantage and two disadvantages of Informal Organisation. 6

OR

Give the meaning of functional structure of an organization. State any four advantages of this structure.

32. Radhika opens a jewelry showroom in Jaipur after completing a course in jewellery designing. She has employed eleven persons in her showroom. For greater productivity, she divides the work into small tasks and each employee is trained to perform his/her specialised job. The sales persons are allowed to close a deal with a buyer by giving a maximum of 10% discount, whereas the decision to give any further discount rests with Radhika as the final authority. In the earlier days of starting the business, five of her employees were asked to put in extra hours of work. In return she had promised to give them a special incentive within a year. Therefore, after six months when the business was doing well, she awarded a cash bonus to each of these employees to honour her commitment. However, when it comes to settling the conflicts among her employees, she tends to be more biased towards her female employees. 6

Identify and explain the three principles of management discussed in the above case.

33. Owing to the increased workload after demonetisation, the income tax employees of Karnataka and Goa region had urged the centre to increase manpower of the IT department by filling up 35% vacancies which were lying vacant. As there were confirmed reports about misuse of bank accounts, foreign exchange mechanism, gold purchases and adoption of various other dubious means for investing the unaccounted cash. In context of the above case: 6

1. Identify and explain the function of management being discussed in the above lines.
2. Identify and explain the particular step related to the function of management as identified in part (1) of the question which has already been performed. Also, state the next three steps to be performed after this step.

34. Mr. Shubhendu Bose is the owner of Bikmac Enterprises carrying on the business of 6 manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason. Naval found that all the decision-making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result, both the employer and the employees were not able to understand each others' messages in the same sense. Thus, the employees were not happy and targets were not met.

1. Identify and explain any two communication barriers because of which Bikmac Enterprises was not able to achieve its target.
2. State one more barrier each of the types identified in (1) above

OR

Samita had been working as an assistant manager with Johnson Enterprises for the last ten years. She was very popular amongst her colleagues because of her commitment and dedication towards work. When the manager senior to her retired, all her colleagues thought that now Samita would be promoted. But to everyone's surprise, the vacant post was filled by an outsider, Mrs. Rita. Samita felt demoralised and her performance started declining. She would absent herself often and could not meet her targets. Mrs. Rita was a good leader who would not only instruct her subordinates but would also guide and inspire them. She noticed Samita's behaviour and felt that her performance could be improved. She started involving Samita in the decision-making issues related to the organisation and made her a part of a high level joint-management committee. Samita was now punctual in office and her performance started improving.

1. Identify the function of management being performed by Mrs. Rita.
2. Name and explain the element of the above function of management which helped Rita improve Samita's behaviour.
3. State any three features of the element identified in (2) above.

******END OF THE QUESTION PAPER******

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**INDIAN SCHOOL MUSCAT
HALF YEARLY EXAMINATION 2023
BUSINESS STUDIES (054)**



CLASS : XII
DATE: 12/09/2023

TIME ALLOTTED : 3 HRS.
MAXIMUM MARKS: 80

GENERAL INSTRUCTIONS:

1. This question paper contains 34 questions.
2. Marks are indicated against each question.
3. Answers should be brief and to the point.
4. Answers to the questions carrying 3 marks may be from 50 to 75 words.
5. Answers to the questions carrying 4 marks may be about 150 words.
6. Answers to the questions carrying 6 marks may be about 200 words.
7. Attempt all parts of the questions together

1. Match the features of planning given in Column I with their respective explanation given in Column II. 1

| Column I | Column II |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| A. Planning is a mental exercise | i Planning involves thorough examination and evaluation of each alternative and choosing the most appropriate one |
| B. Planning is all pervasive | ii Planning is required at all levels of management as well as in all departments of the organisation |
| C. Planning involves decision-making | iii Planning requires logical and systematic thinking rather than guess work or wishful thinking |

A. A-(i), B-(ii), C-(iii)

B. A-(iii), B-(ii), C-(i)

C. A-(ii), B-(iii), C-(i)

D. A-(i), B-(iii), C-(ii)

2. McDonalds, the fast food giant made major changes in its menu to be able to survive in the Indian market. In order to be successful, an organisation must change itself and its goals according to the needs of the environment

1

The above information highlights one of the characteristics of management. Identify the characteristic from the following.

A. Management is goal oriented

B. Management is all pervasive

C. Management is a dynamic function

D. Management is a continuous process

3. Micromax was India's largest seller of mobile handsets. It launched low-cost Chinese manufacturing with some smart packaging and features like long-lasting batteries and dual-sim functionality to garner 20% market share in India's value-conscious mobile handset market. Identify the two types of plans being described in the above lines.

1

A. Strategy and objective

B. Rule and Programme

C. Programme and objective

D. Method and objective

4. Plastic utensils are often used as a low cost, convenient option for business or personal use. These utensils are lightweight, easy to transport and can be disposed off easily instead of cleaned and reused. But plastic utensils are harmful from health point of view and create various environmental issues. Nowadays health and fitness trend is becoming popular. People are looking for different alternatives and have started opting for paper-made, steel or glass utensils which has tremendously increased the demand of these products.

1

The above para discusses an important dimension of Business Environment which is :

A. Economic Environment

B. Social Environment

C. Technological Environment

D. Political Environment

5. Which of the following statements is FALSE about Taylor and Fayol? 1
- A. Fayol was a mining engineer whereas Taylor was a mechanical engineer
 - B. Fayol's principles are applicable in specialized situation whereas Taylor's principles have universal application
 - C. Fayol's principles were formed through personal experience whereas Taylor's principles were formed through experimentation.
 - D. Fayol's principles are applicable at the top level of management whereas Taylor's principles are applicable at the shop floor

6. The external source of recruitment shown in the picture below is : 1



- A. Casual Callers
 - B. Campus recruitment
 - C. Employment Exchange
 - D. Advertisement
7. The communication network in which all subordinates under a superior communicate through him only is: 1
- A. Single chain
 - B. Inverted V
 - C. Wheel
 - D. Free Flow

8. Personnel who keep machines, material, tools etc ready for operations by concerned workers. Whose work is described by this sentence under functional foremanship? 1
- A. Instruction card clerk
 - B. Repair boss
 - C. Route clerk
 - D. Gang boss
9. National Vritech Ltd. has grown in size. It was a market leader but with changes in business environment and with the entry of MNCs, its market share is declining. To cope up with the situation, the CEO starts delegating some of his authority to the General Manager, who also felt himself overburdened and with the approval of CEO disperses some of his authority to various levels throughout the organisation. Identify the concept of management discussed above. 1
- A. Organising
 - B. Centralisation
 - C. Decentralisation
 - D. Accountability
10. By exercising control, a manager seeks to reduce wastage and spoilage of resources. Each activity is performed in accordance with predetermined standards and norms. Which importance of control is exercising by the manager? 1
- A. Accomplishing organizational goals
 - B. Judging accuracy of standards
 - C. Making effective use of resources
 - D. Improving employee motivation
11. Ashutosh works as a manager in Kuber Ltd. Besides the salary, the company offers him benefits such as free housing, medical aid and education to the children, etc. Identify the type of incentive being offered to him. 1
- A. Perquisites
 - B. Job Enrichment
 - C. Co-partnership
 - D. Pay and allowances
12. All departments and individuals are interdependent and they have to depend on each other for information to perform their activities. The activity of each department needs to be focused on attainment of common organisational goals. The process of linking the activities of various 1

departments is accomplished by coordination.

Which importance of coordination is discussed in the above lines?

- A. Growth in size
- B. Functional differentiation
- C. Specialisation
- D. Universal validity

13. Assertion (A) Planning seeks to bridge the gap between where we are and where we want to go. 1

Reason (R) It provides some standards against which actual performance is measured.

- A. Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A).
- B. Both Assertion (A) and Reason (R) are True and Reason (R) is not the correct explanation of Assertion (A).
- C. Assertion (A) is true but Reason (R) is false.
- D. Assertion (A) is false but Reason (R) is true.

14. Business environment differs from country to country and even region to region. Political conditions in the USA differ from China. Similarly demand for Sarees may be fairly high in India whereas it may be almost non-existent in France. Which feature of the Business environment is projected above? 1

- A. Relativity
- B. Complexity
- C. Uncertainty
- A. Interrelatedness

15. Most plans may not always be subjected to a mathematical analysis. In such cases, subjectivity and the manager's experience and judgement are taken into consideration. 1

Identify the step of planning process :

- A. Setting up of objectives
- B. Identifying alternative courses of action
- C. Selecting alternative courses of action
- D. Evaluating alternative courses of action

16. Trainees who spend a prescribed amount of time working with an experienced guide, or 1

trainer acquire a higher level of skill.

Which method of job training is described above?

- A. Apprenticeship Programmes
- B. Coaching
- C. Internship training
- D. Job rotation

17. Which of the following is not a standard used in production functional area to Gauge performance? 1
- A. Quantity
 - B. Quality
 - C. Cost
 - D. Sales expenses
18. Which of the following is not an assumption of Maslow's theory 1
- A. People behaviour is not based on their needs
 - B. satisfaction of such needs influences their behaviour
 - C. a satisfied need no longer motivate a person only the next higher level need can motivate him
 - D. a person moves to the next higher level of Hierarchy only when the lower-level need is satisfied.
19. The boss of Sun Ltd. Mr Kirtan , gave one of his employee some of his work to do and gave him the following instructions: "You are in charge of this project" If you need me , I am here. Which aspect of delegation is emphasized by Mr. Kirtan. 1
- A. Absoluteness
 - B. Responsibility
 - C. Power
 - D. Accountability
20.is the process of influencing the behaviour of people making them strive voluntarily towards achievement of goals? 1
- A. Motivation
 - B. Communication
 - C. leadership
 - D. Directing
21. The government of India announced Demonetization of ₹500 and ₹1,000 currency notes with 3

effect from the midnight of November 8, 2016. As a result, the existing ₹500 and ₹1,000 currency notes ceased to be legal tender from that date. New currency notes of the denomination of ₹500 and ₹2,000 were issued by Reserve Bank of India after the announcement.

- a. Enumerate the dimensions of business environment highlighted above.
- b. State the features of Demonetization.

22. Mr.Arfaaz had been heading the production department of Writewell Products Ltd., a firm manufacturing stationary items. The firm secured an export order that had to be completed on a priority basis and production targets were defined for all the employees. One of the workers, Mr.Bhanu Prasad, fell short of his daily production target by 10 units for two days consecutively which was beyond the permissible limit. Mr.Arfaaz approached Ms.Vasundhara, the CEO of the Company, to file a complaint against Mr.Bhanu Prasad and requested her to terminate his services. Explain the management control that Ms.Vasundhara should consider while taking her decision for analyzing deviation.

3

OR

Mr Shantanu is a chief manager of a reputed company that manufactures garments. He called the production manager and instructed him to keep a constant and continuous check on all the activities related to his department so that everything goes as per the set plan. He also suggested him to keep a track of the performance of all the employees in the organisation so that targets are achieved effectively and efficiently.

Describe any two features of Controlling highlighted in the above situation.

23. Hitesh is the Chief Executive Officer of 'Kids Garments Ltd.' Due to festive season, Hitesh got an additional order of 10,000 garments which he had to supply within two days. Due to his goodwill in the market, he did not want to lose the order, So, he decided to achieve the target by operating on double shifts. He achieved the target and supplied the order within two days. But due to double shifts, his cost of production was higher than the regular production cost.

3

Identify and give the meaning of the two concepts of management discussed in the above para.

OR

Monika, Rashmi and Garima are childhood friends. After completing their education, Monika joined a school as a teacher. Rashmi joined a firm as a Chartered Accountant and Garima as a General Manager in a Multi National Company. After a long time in a re-union

function of the school, they met each other. Rashmi said that they were all professional now. Garima told Rashmi that she can say this about Monika and herself, but not about her since Manager is not considered a full fledged professional.

Why did Garima say that she was not a professional? State any three points in support of your answer.

24. Explain : (i) 'Cooperation , Not Individualism' as Principles of management and (ii) 'Fatigue Study' and 'Time study' as techniques of scientific management. 3
25. 'Burgers and Fudge' was among the first fast food chains in India which pioneered the concept of family-style restaurants. However, over the years it started losing business to multinational food chains like McDonalds and Pizza Hut, etc. and soon had to shut down. The reason to shut down was the inability of managers to identify, understand, evaluate and to react to the forces external to their firm. In the light of the above situation, explain with the help of any four points, how understanding of business environment is important for managers. 4
26. 'Planning is important as it facilitates decision making and establishes standards for controlling' Explain how. 4
27. A company wants to modify its existing product in the market due to decreasing sales. You can imagine any product about which you are familiar. What decisions/steps should each level of management take to give effect to this decision? 4
28. Analysing deviation and taking corrective action are the steps in the process of one of the significant functions of management. Identify the function and list the first three steps of the process of the function identified. 4

OR

Planning without controlling is meaningless; controlling is blind without planning. Explain relationship between planning and controlling.

29. If we delegate the authority, we multiply it by two. If we decentralise it, we multiply it by many. In the light of this statement, explain any four points of importance of decentralization. 4

OR

What is meant by delegation of authority? Explain any four points of importance of delegation of authority

30. Srija runs an NGO under the name 'Sarhak' in Delhi. The organisation is engaged in offering waste paper recycling services to all kinds of institutions in the Delhi NCR region. It also manufactures custom made paper stationery out of recycled paper on order for the interested 4

institutions at a very competitive price. The website of 'Sarthak' provides a link to a Careers site wherein the people desirous of joining the NGO can use simple Job Search to find the right opportunity for themselves. The NGO also keeps a database of unsolicited applicants in its office so that job seekers may be notified of future opportunities when they arise. In context of the above case:

Identify and explain the two sources of external recruitment being used by the NGO 'Sarthak' by quoting lines from the paragraph.

31. Mr. Shubhendu Bose is the owner of Bikmac Enterprises carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason. Naval found that all the decision-making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result, both the employer and the employees were not able to understand each others' messages in the same sense. Thus, the employees were not happy and targets were not met.

6

1. Identify and explain any two communication barriers because of which Bikmac Enterprises was not able to achieve its target.
2. State one more barrier each of the types identified in (1) above

OR

Samita had been working as an assistant manager with Johnson Enterprises for the last ten years. She was very popular amongst her colleagues because of her commitment and dedication towards work. When the manager senior to her retired, all her colleagues thought that now Samita would be promoted. But to everyone's surprise, the vacant post was filled by an outsider, Mrs. Rita. Samita felt demoralised and her performance started declining. She would absent herself often and could not meet her targets. Mrs. Rita was a good leader who would not only instruct her subordinates but would also guide and inspire them. She notices Samita's behaviour and felt that her performance could be improved. She started involving Samita in the decision-making issues related to the organisation and made her a part of a high level joint-management committee. Samita was now punctual in office and her performance started improving.

1. Identify the function of management being performed by Mrs. Rita.

2. Name and explain the element of the above function of management which helped Rita improve Samita's behaviour.

3. State any three features of the element identified in (2) above.

32. Owing to the increased workload after demonetisation, the income tax employees of Karnataka and Goa region had urged the centre to increase manpower of the IT department by filling up 35% vacancies which were lying vacant. As there were confirmed reports about misuse of bank accounts, foreign exchange mechanism, gold purchases and adoption of various other dubious means for investing the unaccounted cash. In context of the above case: 6

1. Identify and explain the function of management being discussed in the above lines.
2. Identify and explain the particular step related to the function of management as identified in part (1) of the question which has already been performed. Also, state the next three steps to be performed after this step.

33. Raj and Simran are both qualified eye surgeons and good friends. After obtaining a certificate of practice, they decide to pursue a career of their own choice. Raj starts an eye care centre in the city whereas Simran joins a government hospital in a small village. They meet after a long time at a party. Raj invites Simran to visit his eye care centre and she accepts his invitation. She observes at his clinic that there is a fixed place for everything and everyone and it is present there so that there are no hindrances in the activities of the clinic. Also, Raj always tends to replace I with 'We' in all his conversations with the staff members. Later on Raj shares with her that he always deals with lazy staff sternly to send the message that everyone is equal in his eyes. 6

In context of the above case:

Identify and explain the three principles of management discussed in the above case.

34. What is meant by 'Informal Organisation'? State any two advantage and two disadvantages of Informal Organisation. 6

OR

Give the meaning of functional structure of an organization. State any four advantages of this structure.

******END OF THE QUESTION PAPER******