



ST. VIVEKANAND MILLENNIUM SCHOOL

HMT Township, Pinjore

Half Yearly Examination, September 2025

Level III: Excellent

Subject: Business Studies (054)

Class: XII

Time allowed: 03 hours

MM: 80

General Instruction:

- (i) All questions are compulsory.
- (ii) This question paper contains **34** questions.
- (iii) Marks are indicated against each question.
- (iv) Answers should be brief and to the point.
- (v) Answers to the questions carrying 3 marks may be from 50 to 75 words.
- (vi) Answers to the questions carrying 4 marks may be about 150 words.
- (vii) Answers to the questions carrying 6 marks may be about 200 words.
- (viii) Attempt all parts of a question together.

Section – A

1. The newly appointed Production Manager of Saheb Ltd., a firm manufacturing toys, Mr Ahrawat noticed that the workers in the factory were not giving their best as the physical conditions in the factory were not good. He conducted an experiment to see the effect of improvement in the physical conditions in the factory on the performance of the workers, by providing adequate ventilation and water facilities. He observed that the fatigue level of the workers reduced. The nature of management being highlighted in the above case is: 1
 - a) Management as science
 - b) Management as profession
 - c) Management as art
 - d) Both A. and C
2. Jasmine Ahluwalia is the manager of an artefacts museum's marketing team, responsible for promoting exhibitions and events. In the previous season, she defined the total work of managing the events into graphic designing, registration inquiries, bill payments, etc, in order to facilitate specialisation. However, instead of allocating work, she had assigned each team member the full responsibility of managing the promotion of an entire event. In spite of holding regular team meetings to take feedback, Jasmine found problems throughout the events season in the quality of graphic design, registration inquiry, bill payments, etc., 1

For the upcoming events season, Jasmine has decided to divide these responsibilities on the basis of her observation of the areas in which the individual team members have excelled in the previous season and allocate the roles based on their skills and competencies.

Identify the step in the organising process which was not properly performed in the previous season but has been duly performed for the upcoming season.

- a) Identification and division of work
- b) Establishing reporting relationships
- c) Departmentalisation
- d) Assignment of duties

3. Read the following statements: Assertion (A) and Reason (R). 1

Choose the correct alternative from those given below:

Assertion (A): Even a small production activity like loading pigs of iron into boxes can be scientifically planned and managed.

Reason(R): Taylor believed that there was only one best method to maximize efficiency.

Alternatives :

- a) Both Assertion (A) is false and Reason (R) are true.
- b) Both Assertion (A) and Reason (R) are false.
- c) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of the Assertion.
- d) Both Assertion (A) and Reason (R) are true, and Reason (R) is the correct explanation of the Assertion.

4. Read the following statements carefully: 1

Statement I: Motivation can be either positive or negative.

Statement II: Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions.

In the light of given statements, choose the correct alternative from the following:

- a) Both the statements are true.
- b) Both the statements are false.
- c) Statement I is true, Statement II is false.
- d) Statement II is true, Statement I is false.

5. Choose the statement that correctly highlights the benefit of using external sources of recruitment. 1

- a) Competitive spirit among the existing staff
- b) Reduction in employees turnover

- c) Helps in increasing employees satisfaction
d) Develops a sense of security amongst employees
6. Goodwill Enterprises is a large-scale automobile manufacturer, who fulfills the needs of both industrial users and consumers. The company is providing easy finance facilities at a low rate of interest, which has considerably increased the demand for the product. The company has installed new branch management software to efficiently manage and coordinate activities across their multiple branches and locations. Identify the components of the business environment from the above case study. 1
- a) Political and economic environment
b) Economic and social environment
c) Technological and legal environment
d) Economic and technological environment
7. **Assertion (A)** : Management as an art and science are not mutually exclusive but complementary to each other 1
- Reason (R)**: Managers work better if their practices are based on principles of management.
- (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
8. Read the following statements: Assertion (A) and Reason (R). Choose the correct alternative from those given below: 1
- ASSERTION (A)**: Controlling can prevent deviations.
REASON (R): Controlling helps in minimizing deviations by taking actions and decisions that reduce their recurrence.
- a) Both Assertion (A) and Reason (R) are true and Reason is the correct explanation of Assertion.
b) Both Assertion (A) and Reason (R) are true and Reason is not the correct explanation of Assertion.
c) Assertion (A) is true; Reason (R) is false.
d) Assertion (A) is false; Reason(R) is true.
9. 'Joining a job marks the beginning of socialization of employees at the workplace. The employee should be given a post for which he 1

has been selected.'

Place the subsequent steps of staffing in a small organization in the correct order:

- a) Training and development, promotion and career planning, performance appraisal, compensation
- b) Performance appraisal, training and development, promotion and career planning, compensation
- c) Training and development, performance appraisal, promotion and career planning, compensation
- d) Training and development, performance appraisal, compensation, promotion and career planning

10. Spiceworks, a company providing financial services to its clients is keeping a close check on the employee's activities by using biometric and retina scanning as modes of accessing the office premises, in order to ensure greater security of information in the organization. 1

Choose the correct point of significance of controlling highlighted above:

- a) controlling helps in achievement of organizational goals
- b) controlling helps in ensuring order and discipline
- c) controlling helps in improving employees motivation
- d) controlling enables optimum utilization of resources

11. Which of the following pairs are correctly matched? 1

List – 1

- 1. Planning
- 2. Coordination
- 3. Organizational objective of management
- 4. Middle level management

List – 2

- Essence of management
- Function of management
- Survival
- Sales manager

- a) 1,2,3 and 4
- b) 2,3 and 4
- c) 3 and 4
- d) 1 and 4

12. According to the technique of Scientific management "Differential piece wage system" how much more will a worker making 60 units earn as compared to a worker making 49 units? The standard output per day is 50 units and those who make standard output or more than standard get 75 per unit and those below get 65 per unit. 1

- a) 4,500
- b) 3,185
- c) 1,315
- d) 3,250

13. Match the statements given in column I with the characteristic of business environment given in column II

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	COLUMN I		COLUMN II
(a)	Increased demand of Khakhra and Thepla in the region of Gujarat as compared to Delhi region	i.	Uncertainty
(b)	Digital academic certificates are issued to students accessible in a secured manner to eliminate undesirable practices like corruption and manipulation of records under Digital India Initiative. Such technological improvements are happening at a very fast pace.	ii.	Dynamic
(c)	Fashion market is facing both opportunities and challenges. Therefore it is difficult to predict the future of the fashion market.	iii.	Relativity
(d)	A new government will result in changing government rules, fiscal policies, market conditions etc	iv.	Interrelatedness

Choose the correct option from the following:

- a) (a)-(iii), (b)-(ii), (c)-(i), (d)-(iv)
 b) (a)-(ii), (b)-(i), (c)-(iii), (d)-(iv)
 c) (a)-(iv), (b)-(ii), (c)-(i), (d)-(iii)
 d) (a)-(iii), (b)-(i), (c)-(ii), (d)-(iv)
14. It is not always true that just because a plan has worked before it will work again. Identify the related limitation of planning.
- a) Planning leads to rigidity
 b) Planning reduces creativity
 c) Planning may not work in a dynamic environment
 d) Planning does not guarantee success
15. Shiwa kumar runs a legal consultancy firm in Chhattisgarh. Whenever the firm hires new employees, on the first day of joining, they are welcomed to the organisation and are given details about the dress code, lunch timings, introduction to daily operations and fellow colleagues. They are also familiarised with

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the organisational policies and procedures, emergency exits, evacuation procedure, etc.

Name the type of training which is provided by Shiwa kumar in his firm.

- a) Apprenticeship training
- b) Vestibule training
- c) Induction training
- d) Internship training

16. According to the Economic Survey, insights from behavioural economics can be strategically utilised to create an aspirational agenda for social change – from BBBP (Beti Bachao Beti Padhao) to BADLAVL (Beti Aapki Dhan Lakshmi Aur Vijay Lakshmi); from Swachh Bharat to Sundar Bharat; from ‘Give It Up’ for the LPG subsidy to ‘Think about the Subsidy’ and from tax evasion to tax compliance. Identify the type of plan being described in the above lines. 1

- a) Programme
- b) Method
- c) Strategy
- d) Rule

17. **Assertion (A):** While authority is delegated, responsibility is imposed, and accountability is assumed. 1

Reason(R): Authority can be delegated by a manager to a subordinate, which means granting of authority to the subordinate to operate within prescribed limits. Responsibility is the obligation of a subordinate to properly perform the assigned duty.

Accountability implies being answerable for the final outcome.

- a) Both Assertion (A) and Reason (R) are true and Reason is the correct explanation of Assertion.
- b) Both Assertion (A) and Reason (R) are true and Reason is not the correct explanation of Assertion.
- c) Assertion (A) is true; Reason (R) is false.
- d) Assertion (A) is false; Reason(R) is true.

18. 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

19. As an employee of an automobile company, Suraj has always been very lazy and evasive. In order to change his behaviour, his boss 1

decided to give him an incentive. Identify the feature of motivation being described in the above lines.

- a) Motivation is an internal feeling.
- b) Motivation produces goal-directed behaviour.
- c) Motivation is a complex process.
- d) None of the above

20. Om Prakash has set up a small business unit for the manufacturing of detergent. In order to market the detergent in the local residential areas, he has appointed a team of ten salesmen. Each salesman is expected to sell at least 200 units of the detergent within a week's time. Identify the point of importance of controlling being highlighted in the above case. 1

- a) Controlling helps in judging accuracy of standards.
- b) It ensures efficient use of resources.
- c) It helps in improving employee motivation.
- d) It facilitates co-ordination in action.

21. 'Delegation helps a manager to extend his area of operations as without it, his activities would be restricted to only what he himself can do.' 3

In light of the above statement, explain how effective delegation helps the organisation in achieving objectives.

22. Jashan, the CEO of a company, has to coordinate with different types of people engaged in diverse functions. These activities often appear unrelated, but his responsibility is to harmonise them and channel individual efforts toward achieving organisational goals. 3

(a) Identify and explain the specific characteristic of coordination highlighted in this situation?

(b) Discuss any two additional characteristics of coordination not mentioned in the case.

(c) If Jashan fails to perform his role effectively, what possible consequences might the organisation face? Support your answer with logical arguments.

23. Mr Vivek Vaswani, a foodpreneur combined his passion for food with his entrepreneurial skills and started his innovative fast food outlet OH CHILLI! in 2021. He had started his career as a food blogger and had noticed that numerous Indian consumers were looking for reasonable and pure vegetarian fast food options for dining out. The high end restaurants were not opted by many as 3

they were exorbitantly priced. Though many global fast food chains were running across the country, yet not many outlets offered reasonable and healthy pure vegetarian fast food options to consumers. OH CHILLI! became a pioneer in offering a healthy and delicious variety of food.

What came as a surprise for consumers was that even without using onion or garlic in the pasta sauce, marinade and ketchup, the food could actually taste great. The company witnessed an increase in net profit of 26% in its second financial year and became a market leader.

(I) State the concept of business environment.

(II) Identify and explain in what way, a good understanding of business environment enabled Mr. Vivek Vaswani to improve the performance of the enterprise.

24. In “Star Electronics Ltd.”, the CEO decided to invest heavily in research for electric vehicles. The Operations Head broke down this decision into departmental targets like design, raw material procurement, and production scheduling. The Floor Supervisors then ensured that workers followed safety standards and completed their assigned tasks.

Some students argue that all three are doing the same job of “planning”, while others say their roles are completely different.

1. Do you agree that all levels of management perform the same function? Give reasons with reference to the above case. 1
2. Identify the levels of management and state how their planning is different. 2

25. Meditech Solutions Ltd., a fast-growing healthcare technology company, is planning to expand its operations into international markets. To ensure smooth functioning, the management decided to create a new post of Global Operations Manager. 4

The HR department has been asked to handle this staffing requirement. They carried out the following activities:

1. They analyzed the responsibilities and duties of the new post in detail and prepared a description of the role.
2. They decided to use both external agencies and online job

portals to attract suitable candidates.

3. They conducted group discussions, technical tests, and multiple rounds of interviews to select the most capable candidate.
4. Finally, the selected person was provided an appointment letter along with details of salary, benefits, and terms of employment.

Questions:

(a) Identify and explain the steps of staffing followed by the company in the above case.

(b) If Meditech Solutions Ltd. skips the second step mentioned above, what possible challenges may it face in the future?

26. When Chandrashekhar Shukla returned to India after completing a Certificate course in Food Quality Assurance and Quality Control from the Netherlands, he was convinced that he would fulfill his grandfather's dream of converting their 58 acre land into a fertile farm. He started by setting out specific goals and laid down related activities to be performed to achieve the goals. Soon he launched his own company 'Food and Agribusiness Solutions Private Limited'. 4
- He sought to ensure that the future events effectively meet the best interest of the company. He prepared an annual statement for production and sales, based on sales forecasting. He noticed that the farmers grew only paddy due to which land remained idle for the subsequent 8 to 9 months of the year. He identified and assessed various alternatives through which farms could be utilised for the remaining months of the year.
- Through his accurate vision, judgement and systematic thinking based on analysis of the facts, he presented a scheme to the farmers where both paddy and vegetables could be grown. Identify and explain the features of one of the functions of Management highlighted above.
27. A leading brand, EcoWear Clothing Ltd., has noticed a sudden shift in consumer preferences. Young buyers increasingly demand sustainable fabrics, prefer unique and personalized fashion, and strongly reject outdated traditional norms. Social media influencers

and online platforms are playing a huge role in shaping their choices. At the same time, DIY (Do-It-Yourself) fashion products are becoming extremely popular among this generation.

(a) Identify and explain the dimension of business environment reflected in the case. 1

(b) How does this case highlight that the business environment is complex and dynamic? 1

(c) Predict any two challenges EcoWear Clothing Ltd. may face if it ignores these changes. 1

(d) Recommend two strategies the company can adopt to respond effectively to these environmental shifts. 1

28. Explain how Planning and controlling are both backward looking, as well as forward looking functions. 4

29. Answer the following case studies:

Case I: The workers in Mr. Mehta's factory were feeling demotivated because their suggestions were never considered by the management. One day, the manager created a committee to involve workers in decision-making. Productivity improved and employees felt more satisfied. 1

Identify and explain the principle of management applied.

Case II: At "Fast Wheels Ltd.", some workers received orders from both the production manager and the sales manager. This created confusion and delay in work. 1

Identify and explain the principle of management violated.

Case III: A company was facing frequent conflicts between the production and marketing departments. The management appointed a coordinator who ensured smooth communication between the two departments. This reduced disputes and improved coordination. 1

Identify and explain the principle of management applied. 1

Case IV: In a steel factory, the manager insisted that all tools should be standardized and the method of work should be the same for all workers. This helped in reducing wastage and improving

efficiency.

Identify and explain the principle of management applied.

30. The General manager of a reputed organisation, Mr. Agastaya Lokhande, made the following announcement at the Annual General Meeting of the company- “When we think of a brand, we think of reputation, but the reputation is made or broken by the quality of products and customer representation. If people are miserable, they can't give their best work and the brand suffers. On the contrary, positive results can be observed if there is job satisfaction, effective and efficient functioning.” 4
- A. Identify and explain the feature of management discussed by Mr Agastaya in his announcement.
- B. Explain any three reasons that make management important to any organization
31. Leena has been appointed as the Operations Manager in a small trading company dealing in garments, with growing online sales. The company has recently rented space in a warehouse to store garments and mail out orders. In order to take over the responsibilities of order fulfilment, Leena promotes an associate, Kushagra to the post of Inventory and Order fulfilment Supervisor. Kushagra has been given the task to assess whether it is best to process orders as they come in or let them accumulate and then to process them in batches. He concludes that accumulating and then processing them in batches is the best way of fulfilling orders, in order to minimise cost and maximise customer satisfaction. 6
- Through several readings Leena finds that the standard time taken from the placement of order to the delivery of garments for a batch of 100 pieces is 72 hours. This helped her to determine the labour cost.
- On the basis of the understanding of concepts of scientific management, identify and explain the techniques used by Leena and Kushagra to improve the performance of the employees.
32. A. Explain the concept of leadership. Give two situations in which autocratic leadership style is most effective. 2
- B. When Bhaanupriya joined as technical head of Logic Lotus Innovators, she was keen on increasing the productivity and profitability of the company. However, she observed that the employees were demotivated as no attention was given to their 4

work. Also, the workers were given little freedom to make decisions.

Bhaanupriya decided to stimulate the employees by giving each worker T- shirts with their name on it. She also decided to include workers in work committees. This helped in improving the performance of the workers.

a. On the basis of the understanding of Maslow's Need Hierarchy Theory of motivation, identify the human need that Bhaanupriya has recognised in order to make the subordinates act towards achievement of organisational goals.

b. Identify and explain two incentives that have been provided by Bhanupriya to improve the performance of the employees.

33. In April 2020, the Government of India made it mandatory for all people to wear masks in public places due to the outbreak of Covid-19.

At the same time, awareness about hygiene and safety increased. Many companies like Wildcraft, N95, and local textile firms immediately started producing masks, sanitizers, and PPE kits.

Some companies earned huge profits due to the sudden increase in demand, while others who could not adapt quickly suffered losses.

Identify and explain the dimension of the business environment highlighted in the case. Also, state any four effects of business environment on business with reference to the above case.

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1
4

34. a. Explain three semantic barriers of communication.

3

b. Explain Critical Point Method and how it help in controlling.

3