

CLASS-XII (2016-17)
COURSE STRUCTURE

One Paper

3 Hours

100 M arks

| Units | | Periods | M arks |
|---------------|---|------------|-----------|
| Part A | Principles and Functions of Management | | |
| 1 | Nature and Significance of Management | 14 | 16 |
| 2 | Principles of Management | 14 | |
| 3 | Business Environment | 12 | |
| 4 | Planning | 14 | 14 |
| 5 | Organising | 18 | |
| 6 | Staffing | 16 | 20 |
| 7 | Directing | 18 | |
| 8 | Controlling | 14 | |
| | | 120 | 50 |
| Part B | Business Finance and Marketing | | |
| 9 | Financial Management | 22 | 15 |
| 10 | Financial Markets | 20 | |
| 11 | Marketing Management | 32 | 15 |
| 12 | Consumer Protection | 16 | |
| Part C | Project Work | 30 | 20 |
| | | 120 | 50 |

Part A: Principles and Functions of Management

120 Periods

Concept includes meaning and features

Unit 1: Nature and Significance of Management

14 Periods

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| Management-concept, objectives, and importance ● Concept includes meaning and features | After going through this unit, the student/ learner would be able to: ● Understand the concept of management. ● Explain the meaning of 'Effectiveness' and 'Efficiency.' ● Discuss the objectives of management. ● Describe the importance of management. |
| Management as Science, Art and Profession | ● Examine the nature of management as a science, art and profession. |
| Levels of Management | ● Understand the role of top, middle and lower levels of management |
| Management functions- planning, organizing, staffing, directing and controlling | ● Explain the functions of management |

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| Coordination- concept and importance | <ul style="list-style-type: none"> ● Discuss the concept and characteristics of coordination. ● Explain the importance of coordination. |
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Unit 2: Principles of Management

14 Periods

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

Unit 3: Management and Business Environment

12 Periods

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| Business Environment- concept and importance | <p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> ● Understand the concept of 'Business Environment'. ● Appreciate the importance of business environment. |
| Dimensions of Business Environment- Economic, Social, Technological, Political and Legal | <ul style="list-style-type: none"> ● Describe the various dimensions of 'Business Environment'. |
| Impact of Government policy changes on business with special reference to liberalization, privatization and globalization in India | <ul style="list-style-type: none"> ● Examine the impact of government policy changes on business and privatization in India with reference to liberalisation and globalisation since 1991. ● Appreciate the managerial response to changes in business environment. |

Unit 4: Planning

14 Periods

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| Concept, importance and limitation | <p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> ● Understand the concept of planning. ● Appreciate the importance of planning. ● Understand the limitations of planning. |
| Planning process | <ul style="list-style-type: none"> ● Describe the steps in the process of planning. |
| Single use and standing plans. Objectives, Strategy, | <ul style="list-style-type: none"> ● Develop an understanding of single use and |

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| Policy, Procedure, Method, Rule, Budget and Programme | <p>standing plans</p> <ul style="list-style-type: none"> ● Describe objectives, policies, strategy, procedure, method, rule, budget and programme as types of plans. |
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Unit 5: Organising

18 Periods

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| Concept and importance | <p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> ● Understand the concept of organizing as a structure and as a process. ● Explain the importance of organising. |
| Organising Process | <ul style="list-style-type: none"> ● Describe the steps in the process of organising |
| Structure of organisation- functional and divisional- concept. Formal and informal organisation- concept | <ul style="list-style-type: none"> ● Describe functional and divisional structures of organisation. ● Explain the advantages, disadvantages and suitability of functional and divisional structure. ● Understand the concept of formal and informal organisation. ● Discuss the advantages, disadvantages of formal and informal organisation. |
| Delegation, concept, elements and importance | <ul style="list-style-type: none"> ● Understand the concept of delegation. ● Describe the elements of delegation. ● Appreciate the importance of delegation. |
| Decentralization: concept and importance | <ul style="list-style-type: none"> ● Understand the concept of decentralisation. ● Explain the importance of decentralisation. ● Differentiate between delegation and decentralisation. |

Unit 6: Staffing

16 Periods

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| 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"> ● Understand the concept of staffing. ● Explain the importance of staffing. |
| Staffing as a part of Human Resource Management- concept | <ul style="list-style-type: none"> ● Understand the specialised duties and activities performed by Human Resource Management |
| Staffing process | <ul style="list-style-type: none"> ● Describe the steps in the process of staffing |
| Recruitment process | <ul style="list-style-type: none"> ● Understand the meaning of recruitment. ● Discuss the sources of recruitment. ● Explain the merits and demerits of internal and external sources of recruitment. |
| Selection- process | <ul style="list-style-type: none"> ● Understand the meaning of selection. ● Describe the steps involved in the process of |

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| | selection. |
| 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"> ● Understand the concept of training and development. ● Appreciate the importance of training to the organisation and to the employees. ● Discuss the meaning of induction training, vestibule training, apprenticeship training and internship training. ● Differentiate between training and development. ● Discuss on the job and off the job methods of training. |

Unit 7: Directing

18 Periods

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| Concept and importance | <p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> ● Describe the concept of directing. ● Discuss the importance of directing |
| Elements of Directing | <ul style="list-style-type: none"> ● Describe the four elements of directing |
| Supervision -concept, functions of a supervisor | <ul style="list-style-type: none"> ● Understand the concept of supervision. ● Discuss the functions performed by a supervisor. |
| Motivation-concept, Maslow's hierarchy of needs, Financial and non financial incentives | <ul style="list-style-type: none"> ● Understand the concept of motivation. ● Develop an understanding of Maslow's Hierarchy of needs. ● Discuss the various financial and non-financial incentives. |
| Leadership- concept, styles- authoritative, democratic and laissez faire | <ul style="list-style-type: none"> ● Understand the concept of leadership. ● Understand the various styles of leadership. |
| Communication- concept, formal and informal communication; barriers to effective communication, how to overcome the barriers | <ul style="list-style-type: none"> ● Understand the concept of communication ● Understand the elements of the communication process. ● Discuss the concept, merits and demerits of formal and informal communication. ● Discuss the various barriers to effective communication. ● Suggest measures to overcome barriers to communication. |

Unit 8: Controlling

14 Periods

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

Part B: Business Finance and Marketing

120 Periods

Concept includes meaning and features

Unit 9: Financial Management

22 Periods

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| Concept role and objective of Financial Management | <p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> ● Understand the concept of financial management. ● Explain the role of financial management in an organisation. ● Discuss the objectives of financial management |
| Financial decisions: investment, financing and dividend- Meaning and factors affecting | <ul style="list-style-type: none"> ● Discuss the three financial decisions and the factors affecting them. |
| Financial Planning- concept and importance | <ul style="list-style-type: none"> ● Describe the concept of financial planning and its objectives. ● Explain the importance of financial planning. |
| Capital Structure - Concept & factors determining Capital Structure | <ul style="list-style-type: none"> ● Understand the concept of capital structure. ● Describe the factors determining the choice of an appropriate capital structure of a company. |
| Fixed and Working Capital- Concept and factors affecting their requirements | <ul style="list-style-type: none"> ● Understand the concept of fixed and working capital. ● Describe the factors determining the requirements of fixed and working capital. |

Unit 10: Financial Markets

20 Periods

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| 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"> ● Understand the concept of financial market. ● Explain the functions of financial market. ● Understand capital market and money market as types of financial markets. |
| Money market and its instruments | <ul style="list-style-type: none"> ● Understand the concept of money market. ● Describe the various money market instruments. |
| Capital market and its types (primary and secondary), methods of floatation in the primary market | <ul style="list-style-type: none"> ● Discuss the concept of capital market. ● Explain primary and secondary markets as types of capital market. ● Differentiate between capital market and money market |

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| | <ul style="list-style-type: none"> ● Discuss the methods of floating new issues in the primary market. ● Distinguish between primary and secondary markets. |
| Stock Exchange- Functions and trading procedure | <ul style="list-style-type: none"> ● Give the meaning of a stock exchange. ● Explain the functions of a stock exchange. ● Discuss the trading procedure in a stock exchange. ● Give the meaning of depository services and demat account as used in the trading procedure of securities. |
| Securities and Exchange Board of India (SEBI) - objectives and functions | <ul style="list-style-type: none"> ● State the objectives of SEBI. ● Explain the functions of SEBI. |

Unit 11: Marketing Management

32 Periods

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| Selling and Marketing- Concept | <p>After going through this unit, the student/ learner would be able to:</p> <ul style="list-style-type: none"> ● Understand the concept of selling, marketing. ● Explain the features of marketing. ● Distinguish between marketing and selling. |
| Marketing Management- Concept | <ul style="list-style-type: none"> ● Describe the concept of marketing management. |
| Marketing Functions | <ul style="list-style-type: none"> ● Discuss the functions of marketing. |
| Marketing management philosophies | <ul style="list-style-type: none"> ● Explain marketing management philosophies. |
| Marketing Mix - Concept and elements | <ul style="list-style-type: none"> ● Understand the concept of marketing mix. ● Describe the elements of marketing mix. |
| Product branding, labelling and packaging - Concept | <ul style="list-style-type: none"> ● Understand the concept of product as an element of marketing mix. ● Understand the concept of branding, labelling and packaging. |
| Price- Concept, Factors determining price | <ul style="list-style-type: none"> ● Understand the concept of price as an element of marketing mix. ● Describe the factors determining price of a product. |
| Physical Distribution - concept and components, channels of distribution: types, choice of channels. | <ul style="list-style-type: none"> ● Understand the concept of physical distribution. ● Explain the components of physical distribution. ● Describe the various types of channels of distribution. ● Discuss the factors determining the choice of channels of distribution. |

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| <p>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</p> | <ul style="list-style-type: none"> ● Understand the concept of promotion as an element of marketing mix. ● Describe the elements of promotion mix. ● Understand the concept of advertising. ● Describe the role of advertising. ● Examine the objections to advertising. ● Understand the concept of personal selling. ● Discuss the qualities of a good salesman. ● Understand the concept of sales promotion. ● Explain the commonly used techniques of sales promotion. ● Discuss the concept and role of public relations. |
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Unit 12: Consumer Protection

16 Periods

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

Unit 13: Project Work

30 Periods

QUESTION PAPER DESIGN 2016-17

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 |
|--------|---|---|----------------------------|---------------------------|----------------------------|-----------------------|----------------------|--------------------------------|-------------|
| 1 | Remembering- (Knowledge based Simple recall questions, to know specific facts, terms, concepts, principles, or theories, Identify, define, or recite, information) | <ul style="list-style-type: none"> ● Reasoning ● Analytical Skills ● Critical Skills | 2 | 1 | 1 | 1 | - | 14 | 17% |
| 2 | Understanding- (Comprehension - to be familiar with meaning and to understand conceptually, interpret, compare, contrast, explain, paraphrase, or interpret information) | | 2 | 2 | 1 | - | 1 | 18 | 23% |
| 3 | Application- (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% |
| 4 | Higher Order Thinking Skills- (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% |
| 5 | Evaluation- (Appraise, judge, and/or justify the value or worth of a decision or outcome, or to predict outcomes based on values) | | - | - | 1(values based) | 1 | - | 09 | 11% |
| | TOTAL - 2 project (10 marks each) 20 | | 8×1=8 | 5×3=15 | 6×4=24 | 3×5=15 | 3×6=18 | 80(25) (projects) (20) | 100% |
| | Estimated Time (in minutes) | | 8 min | 20 min | 50 min | 37 min | 50 min | 165 min + 15 min. for revision | |