

**BUDHA DAL PUBLIC SCHOOL PATIALA**  
**First Term Examination (1 September 2025)**  
**Class XII (Commerce)**  
**Subject -Business Studies (054) (Set-A)**

Time: 3hrs

M.M.80

**General Instructions**

1. All questions are compulsory.
2. Questions from 1 to 20 carrying 1 mark each.
3. Questions from 21 to 24 carrying 3 marks each.
4. Questions from 25 to 30 carrying 4 marks each.
5. Questions from 31 to 34 carrying 6 marks each.

- Q1. "What distinguishes a successful manager from a less successful one is the ability to put the principles into practice." Which aspect of the nature of management is highlighted in the above statement? (1)  
a) Management as a science                      b) Management as an art  
c) Management as a profession                d) Management is an intangible force.
- Q2. \_\_\_\_\_ provides a rational approach for setting objectives and developing appropriate courses of action for achieving predetermined objectives. (1)  
(a) Directing    (b) Staffing    (c) Planning    (d) Controlling
- Q3. Which level of management is responsible for the welfare and survival of the organisation? (1)  
(a) Top level of management    (b) Middle level of management  
(c) Supervisory level              (d) Both (b) and (c)
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- Q4. Name the principle of management given by Fayol which when applied would mean that the workers and management both honour their commitments without any prejudice towards one another. (1)  
(a) Discipline    (b) Mental Revolution    (c) Remuneration of employees    (d) Scalar chain
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- Q5. 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 if the standard output per day is 50 units and those who make standard output or more than standard get Rs. 75 per unit and those below get Rs.65 per unit. (1)  
(a) Rs. 4500    (b) Rs. 3185    (c) Rs. 1315    (d) Rs. 3250
- Q6. India has launched its most advanced Geo-imaging satellite which will allow better monitoring of the subcontinent, including its borders with neighbouring countries, by imaging the country 4-5 times a day. The satellite is capable of near real time monitoring of floods and cyclones. The factor constituting the Business Environment being discussed above is: (1)  
(a) Social environment                      (b) Economic environment  
(c) Technological environment              (d) Political environment
- Q7. Aiming to revive Jammu and Kashmir's attraction as a top location for film shooting the J&K film policy, 2021 offers a host of incentives to the filmmakers, such as subsidies and low long term interest rates, for films with patriotic and certain other themes shot in J&K, for giving work opportunities to local artistes, etc. This will have an impact on business enterprises in the state. Which component of business environment is highlighted above: (1)  
(a) Specific and general forces    (b) Technological environment  
(c) Economic environment              (d) Totality of external
- Q8. Match the various characteristics of Business environment given in Column-I with their respective (1)

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explanations in Column-II:

Column-I	Column-II
A) Dynamic nature	i) Environment is a phenomenon that is relatively easier to understand in parts but difficult to grasp in its totality.
B) Complexity	ii) Environment is a phenomenon that is relatively easier to understand in parts but difficult to grasp in its totality.
C) Relativity	iii) Business environment keeps on changing, whether in terms of technological improvement or shifts in consumer preferences.

- Q9. (a) A-(iii), B-(ii), C-(i) (b) A-(ii), B-(iii), C-(i) (d) A-(iii), B-(i), C-(ii) (c) A-(i), B-(ii), C-(iii) (1)  
 Mohammad Kanjiwal, a beekeeper since April 2021 is now part of the growing tribe of at least 50 urban dwellers across Maharashtra raising bees and harvesting honey in their balconies, rooftops and back gardens. As he had been focussed on eating right the thought of domesticating honey bees to promote healthy consumption habits and seeing honey being cultivated right before his eyes was mesmerising for him. Identify the factor constituting the general environment being discussed above.
- (a) Economic environment (b) Social environment  
 (c) Technological environment (d) Political environment (1)
- Q10. Assertion(A): Planning is futuristic  
 Reason(R): Planning is concerned with the future which is certain and does not require forecast  
 Alternatives:-  
 a) Both (A) and (R) are incorrect.  
 b) (A) is correct but (R) is incorrect.  
 c) Both (A) and (R) are correct and (R) is the correct explanation of (A).  
 d) Both (A) and (R) are correct but (R) is not the correct explanation of (A).
- Q11. 'Best Electronics' is led by its visionary Chief Executive Officer, Nikhil. It has a reputation for good quality products and customer service. Nikhil recognised the need to continually innovate and provide customers with the latest products. He wanted the company to be the market leader in electronics. Nikhil knew that to realise his ambitious vision, he needed a clear and well-defined plan that would provide broad contours of the company's business. His team conducted extensive market research to uncover emerging trends, customer preferences, and potential competitors. On its basis, a plan was prepared defining the company's direction and scope in the long run. On the implementation of the plan 'Best Electronics' became the market leader in two years.  
 The type of plan which helped 'Best Electronics' to become the market leader was:  
 (a) Policy (b) Rule (c) Strategy (d) Procedure (1)
- Q12. For the following two statements choose the correct option:  
 Statement I: Accountability can be delegated  
 Statement II: Responsibility can be delegated completely  
 Choose the correct option from the options given below:  
 (a) Statement I is correct and II is wrong (b) Statement II is correct and I is wrong  
 (c) Both the statements are correct (d) Both the statements are incorrect
- Q13. Name the concept that refers to the number of subordinates that can be effectively managed by a superior and determines the number of levels of management in the organisation. (1)  
 (a) Organisation structure (b) Span of management  
 (c) Hierarchy of authority (d) Delegation of Authority
- Q14. Bharti Enterprises is a company manufacturing water geysers. The company has a functional structure with four main functions - Production, Marketing, Finance and Human Resource. As the demand for (1)

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the product grew, the company decided to hire more employees.

Identify the concept which will help the Human Resource Manager in deciding the actual number of persons required in each department.

- (a) Workload Analysis (b) Workforce Analysis (c) Both (a) and (b) (d) None of these

- Q15. 'V.K. Public School' had a vacancy for an English teacher for Class XII. After preliminary screening of the applications, they shortlisted 10 candidates. Now, the school management asked the candidates to give a demonstration lesson related to the curriculum of class XII. The purpose of these demonstration lessons was to measure the existing teaching skills of the candidates and proficiency in the area of profession. (1)

Identify the type of selection test used by 'V.K. Public School' in the above case:

- (a) Aptitude test (b) Intelligence test (c) Trade test (d) Personality test

- Q16. Mr Latif left the school after passing his Matriculation Examination and started getting training under his uncle Mr Farman. His uncle, a well known plumber, had worked for many big offices. He started accompanying his uncle everyday on work and watched him carefully while working. Latif was an intelligent boy and learnt each and every thing of work very quickly. Now his uncle started giving him training to deal with customers. Within no time Latif acquired a high level skill and become a good plumber. Many big offices started calling him for water pipe fitting, etc. (1)

Identify the method of training discussed above:

- (a) Induction Training (b) Vestibule Training  
(c) Internship Training (d) Apprenticeship Training

- Q17. Mr Prem is working as the manager in the Production Department of 'Gugli Sports Limited'. Except the subordinates of the Production Department all those of the other departments are fully satisfied with the Managers of their respective departments. The company invited a management specialist to look into the reasons of the dissatisfaction of the subordinates of the Production Department. On looking deeply into the problem it was found that this problem was due to Mr Prem's habit of maintaining a distance from subordinates. This is the very reason that the subordinates are unable to express their feelings without any hesitation and as a result they continue to be dissatisfied. (1)

Which of the following Organisational Barriers has been discussed in the above paragraph?

- (a) Organisational Policies (b) Rules and Regulations  
(c) Status (d) Organisational Facilities

- Q18. Gitanjali Makan is a successful business leader. She believes that if jobs are made interesting by including greater variety of work content and providing a meaningful work experience, the jobs themselves become a source of motivation to individuals. (1)

The non-financial incentive that has been discussed in the above case is:

- (a) Employee Participation (b) Job Enrichment  
(c) Career Advancement Opportunity (d) Job Security

- Q19. A garment manufacturing firm had set a target of manufacturing 1000 garments per day. The manager of the firm saw that the production consistently fell short of the target. It was observed that employees were spending too much time taking lunch, reporting late and leaving early on one pretext or the other. A control mechanism was installed to address the issue. Card punching was implemented in the organisation. It was made mandatory for employees to record their entry or exit every time they enter or leave. Their working hours were monitored and irregularities addressed. This helped the organisation to meet its daily production targets. (1)

Identify the point of importance of 'Controlling' highlighted in the above case.

- (a) Judging accuracy of standards  
(b) Accomplishing organisational goals  
(c) Making efficient use of resources  
(d) Ensuring order and discipline

- Q20. Assertion(A): Controlling is an indispensable function of management. (1)

Reason(R): Controlling only completes one cycle of management process and improves planning in

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the next cycle.

Alternatives:-

- a) Both (A) and (R) are incorrect.
- b) (A) is correct but (R) is incorrect.
- c) Both (A) and (R) are correct and (R) is the correct explanation of (A).
- d) Both (A) and (R) are correct but (R) is not the correct explanation of (A).

- Q21. After completing his MBA degree, Aman joined a multinational company 'Zeyovya Ltd.' His job demands long hours and commitment to the organization. He is responsible for integrating diverse elements and coordinating all the activities of the business and for its impact on society. His job is complex and stressful. (1+2)
- (a) Identify the level of management at which Aman joined the organization.  
(b) State any two functions to be performed by Aman at this level other than those discussed in the para.
- Q22. Explain the following types of plans: (3)  
(i) Policy (ii) Rule
- Q23. 'Verso Cars' opened their new car showroom in Kainvad. They appointed Tarun as a General Manager for managing their operations. He was responsible for meeting sales targets, keeping a check on building customer relations, ensuring compliance with regulations, etc. However, the high volume made it impractical for him to handle it all by himself. To meet the company's goals, and to ensure that all work is accomplished, he appointed Nikhil as a Sales Manager. Nikhil was given the authority to take decisions inherent in his managerial position and to tell people what to do and expect them to do it. He not only had to ensure that sales targets are met but was also to guide sales representatives and had to report directly to Tarun. As a result, Tarun was able to concentrate on more important matters and ensure that all work is accomplished. (2+1)
- (a) Identify the concept followed by Tarun which helped him in achieving the company's goals.  
(b) Explain any two points of importance of the concept identified in (a) above.
- Q24. State the first three steps involved in the process of choosing the best candidate out of a number of prospective candidates for a job. (3)
- Q25. Ashita and Lakshita are employees working in Dazzling enterprises dealing in costume jewellery. The firm secured an urgent order for 1,000 bracelets that were to be delivered within 4 days. They were assigned responsibility of producing 500 bracelets each at a cost of ₹100 per bracelet. Ashita was able to produce the required number within the stipulated time at the cost of ₹55,000 whereas, Lakshita was able to produce 450 units at a cost of ₹90 per unit. State whether Ashita and Lakshita are efficient and effective. (4)
- Give reasons to justify your answer.
- Q26. Karan Nath took over 'D'north Motor Company' from his ailing father three months ago. In the past, the company was not performing well. Karan was determined to improve the company's performance. He observed that the methods of production as well as selection of employees in the company were not scientific. He believed that there was only one best method to maximise efficiency. He also felt that once the method is developed, the workers of the company should be trained to learn that 'best method'. (4)
- He asked the Production Manager to develop the best method and carry out the necessary training. The Production Manager developed this method using several parameters right from deciding the sequence of operations, place for men, machines and raw materials till the delivery of the product to the customers. This method was implemented throughout the organization. It helped in increasing the output, improving the quality and reducing the cost and wastage.
- Identify and explain the principles and technique of scientific management followed by the production manager in the above case.
- Q27. Explain the following points of importance of 'Planning' function of management: (2+2)
- (a) Planning provides direction  
(b) Planning reduces the risk of uncertainty

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- Q28. State any four types of tests that may be used for selection of employees. (4)
- Q29. Sadaf is the Chief Executive Officer of a reputed company. She introduced appropriate skill development programmes and a sound promotion policy for the employees of her company. To motivate and retain the best talent in the company, she designed the jobs of the managers to include greater variety of work content. (4)
- Identify and explain the two incentives introduced by Sadaf to motivate the employees of her company.
- Q30. 'A.S. Ltd.' is a large company engaged in assembly of air-conditioners. Recently the company had conducted the 'Time' and 'Motion' study and concluded that on an average a worker can assemble ten air-conditioners in a day. The target volume of the company in a day is assembling of 1,000 units of air-conditioners. The company is providing attractive allowances to reduce labour turnover and absenteeism. All the workers are happy. Even then the assembly of air-conditioners per day is 800 units only. To find out the reason the company compared actual performance of each worker and observed through C.C.T.V. that some of the workers were busy in gossiping. (1+3)
- (a) Identify the function of management discussed above.
- (b) State, quoting lines, those steps in the process of the function identified which are discussed in the above paragraph.
- Q31. Explain the following principles of Scientific Management: (3+3)
- (a) Harmony, not discord (b) Science, not rule of thumb
- Q32. Explain any four points that highlight the significance of Business Environment. (6)
- Q33. "Put simply, decentralization refers to delegation of authority throughout all the levels of the organisation." In the light of above statement, give the meaning of difference between delegation of authority and decentralization (6)
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- Q34. Handsen is the CEO of Newcastle Enterprises, one of the world's most successful companies. His success stories have been well documented. He chooses highly motivated and capable managers who can perform their tasks creatively and adequately without his help. He allows the group members to work on their own tasks and resolve issues themselves. (2+4)
- He intervenes, but only when needed to correct an unfavourable situation. He does not use power unless it is absolutely essential. He even allows mistakes to happen for his people to learn from them. He supports them and supplies them the required information to complete the assigned task.
- (a) Identify the leadership style adopted by Handsen.
- (b) With the help of a diagram, explain the other two leadership styles based on the use of authority.