

Mid Term Examination 2023-24
Business Studies (Code 054)
Class XII
Set B2

General instructions:

- 1. This question paper contains 34 questions.*
- 2. Marks are indicated against each question.*
- 3. Attempt all parts of the questions together.*

SECTION A

1. Prayam joined an entertainment company "Tele", as a creative head. As a manager looking after the creative unit of the company, one of the functions he has to perform is the process of organizing. Which step of the process will he need to perform after identifying and dividing the work that has to be done in accordance with previously determined plans? 1
 - a) Identification and division of work
 - b) Establishing Reporting Relationships
 - c) Assignment of Duties
 - d) Departmentalisation
2. NEWS, a mobility platform is in the process of laying off 400-500 employees in a move aimed at driving cost efficiency. Which objective of management will the firm not be able to achieve by carrying out this process. 1
 - a) Efficiency
 - b) Social
 - c) Profit
 - d) Survival
3. Which of the following functions of management completes one cycle of management process and improves planning in the next cycle? 1
 - (a) Organising
 - (b) Staffing
 - (c) Directing
 - (d) Controlling
4. Assertion(A) – Planning is the initial step in management. 1

Reason(R) – Planning involves thinking before doing anything as certain objectives are identified and strategies are devised for its subsequent realization.

 - (a) Both A and R are correct
 - (b) A is correct 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 and R is not the correct explanation of A

5. In what situation has Fayol permitted the violation of the principle of Scalar Chain? 1
- (a) When the employee is extraordinarily capable.
 - (b) At the time of emergency only
 - (c) In all conditions and circumstances.
 - (d) In no condition or situation
6. Which principle/technique of scientific management is reflected in the given picture? 1



- a. Science, not rule of thumb
 - b. Standardization and simplification of work
 - c. Method study
 - d. Order
7. In the given question two statements are given. Assess them and choose the correct answer out of the following choices. 1
- Statement I: Organisation structure is the outcome of the staffing process.
- Statement II: The organisation structure is the framework within which managerial and operating tasks are performed.
- a. Both Statement I and II are correct
 - b. Both Statement I and II are false
 - c. Statement I is correct, but Statement II is false
 - d. Statement I is false, but Statement II is correct
8. The activities whose outcome not only improves the job performance but also help individuals in the progress towards maturity and actualization of their potential capacities is known as 1
- a) training
 - b) education
 - c) development
 - d) performance appraisal

9. Assertion(A): Management is an exact science. 1
- Reason(R): It is based on human behavior. It is neither precise nor as comprehensive as the pure science like physics or chemistry.
- (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 but Reason (R) is not 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
10. JPC ltd., deals with installation of modular kitchens. Harsh working as General Manager in JPC ltd., decided to delegate the work of talking to big Corporate Builder to Yogesh. The work of Yogesh was to talk to big corporate builders and convince them to install the fittings and fixtures of their company. However, after a few months Harsh realised that Yogesh was not able to handle the project properly so he decided to re-delegate this project to Amar, which of the following statements can stand as valid explanation either upholding or refuting Harsh's behaviour. 1
- i. Once delegated Harsh cannot take back the authority from Yogesh
 ii. Once Harsh has delegated the work , he stands abdicated from the consequences of noncompliance
 iii. Harsh has the right to take back the authority and redelegate to Amar
 iv. Harsh as is accountable even if he had delegated the work and is supposed to ensure proper discharge of duty by Yogesh.
- a) i only
 b) i,ii,iii only
 c) ii,iii,iv only
 d) iii,iv only
11. The workers of a factory remain idle because of lack of knowledge of hi-tech machines. Frequent visit of engineer is made which cause high overhead charges. How can this problem be removed? 1
- a) by apprenticeship training
 b) by vestibule training
 c) by orientation
 d) by internship
12. Assertion (A): There is a kind of cost-benefit analysis involved and the relationship between inputs and outputs. 1

Reason (R): If by using less resources (i.e., the inputs) more benefits are derived (ie., the outputs) then effectiveness has increased.

- (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 but Reason (R) is not 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

13.

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What is the best solution for any manager in the situation depicted above?

- a) He should retain the decision-making authority
- b) He should share the decision making authority with lower level managers
- c) He should be trained to become more efficient
- d) He must delegate authority.

14. Mr Reeshabh Bhandari is the chief manager in 'Bhandari PustakParkashans'. He is fond of continuing to present innovative ideas while planning for his business. His ideas are usually very significant. It has been observed several times that these very ideas take the form of concrete plans. This is the very reason that Mr Bhandari's contribution to the growth and prosperity of the company continues to be quite great. Identify the 'importance of planning' described above.
- (a) Planning provides direction.
 - (b) Planning reduces the risk of uncertainty.
 - (c) Planning reduces overlapping and wasteful activities.
 - (d) Planning promotes innovative ideas.

15. Assertion (A) : Taylor advocated separation of planning and execution functions of a foreman through a planning and production in-charge under the factory manager.

Reason (R): Taylor's technique of functional foremanship is an extension of principle of division of work.

- (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 but Reason (R) is not 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. The management of a bag manufacturing company has recently changed. Due to this, an improvement can be felt in the way company functions. Now, targets are met according to plans, whereas, earlier deadlines were never given importance. Now there is orderliness, instead of chaos in the organization and the employees are happy and satisfied. From the following identify the characteristics of management which is highlighted in the above case: 1
- (a) Management is Dynamic .
 (b) Management is continuous process.
 (c) Management is a group activity.
 (d) Management is an intangible force.
17. With the presence of women in the workforce, there has been a shift towards formal wear, increased demand of electronic gadgets and increase in demand of cosmetics. The related dimension of business environment referred in the above lines is: 1
- a) Technological environment.
 b) Social environment
 c) Political environment.
 d) Economic environment
18. Due to the spread of the COVID 19 pandemic, employees of almost all the organisations were working online from their homes. In 2023 when most of the companies called them back to their office and started working offline, 'Taty Software Ltd.' still asked their employees to work from home. Because of this , employees of 'Taty Software Ltd.' were feeling bored, hence for recreation they formed a cricket-club. They started meeting every Saturday and Sunday on a ground near office building. Identify the type of organisation formed by the employees of 'Taty Software Ltd.' 1
- a) Functional
 b) divisional
 c) formal
 d) informal
19. Which characteristic of the business environment is highlighted when changes are taking place too frequently and it becomes difficult to predict the future? 1
- a) Uncertainty
 b) Complexity
 c) Inter-relatedness
 d) Relativity

20. Shami Ltd. is a company manufacturing automobile where division of work into key areas include production, purchase, marketing, accounts and personnel. Which of the following is a disadvantage of the organization structure of Shami Ltd. 1
- a) It may lead to increase in cost
 - b) Managers may gain power , assert independence and ignore organization interests.
 - c) It ensures that different functions get due attention
 - d) Heads do not get training for top management positions.

SECTION B

21. The students of Class XII of ‘ DPS MRD School’ visited the factory of ‘ Jaipur Exports Private Limited’ a company manufacturing readymade garments. They observed that different workers were allocated different tasks like cutting of fabric as per specification, stitching dresses, putting buttons, ironing the finished dresses, packing them and putting labels. The Chief Executive Officer told the students that this results in efficient and effective output. They also observed orderliness in the factory as there was a fixed place for everything and it was present there. 3
- The students later discussed with their Business Studies teacher and understood that principles of management given by Fayol were being followed in the factory.

Identify the two principles of management that have been discussed in the above case. Also state the importance of the identified principles for an organisation.

22. Two years ago, Madhuri completed her degree in food technology. She worked for sometime in a company that manufactured chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same by the name ‘Madhuram.’ 3
- It was decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months credit from farmers cultivating only organic crops. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as the Production Manager who decided the exact manner in which the production activities were to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhuri informed Mohan about her area wise sales target for different products for the forthcoming quarter. While working on the production table, a penalty of Rs.100 per day for not wearing caps, gloves and apron was announced.

Quoting lines from the above paragraph, identify any three types of plans discussed.

23. Mr. Jatinder is the Principal of a prestigious school in Bhatinda. The school has a vacancy of a headmistress / headmaster of the junior wing of the school. The senior teachers of the school have the opinion that only internal candidates should be considered for this post. However, Mr. Jatinder and the management would like to invite applications from external sources too. 3
- Explain any three justifications the management can provide to convince the staff for inviting applications of external candidates for the vacant post.

24. Top management plans for the entire organization. According to these plans the organizational structure is developed and staffed. In order to ensure that these plans are executed according to plans, directing is required. Any discrepancies between actual and realized activities are then taken care of at the stage of controlling. 3
- Identify and state any two features of the process highlighted above which started at the planning stage itself and is implicit and inherent in all the functions of management in an organization.

SECTION C

25. How does understanding of environment by business managers enable them to get the first mover advantage as well as identify threats and early warning signals? 4

26. The activities and employees in 'Elegance Pvt. Ltd.', a footwear manufacturing company, can be broadly grouped into five departments namely; production, purchase, marketing, accounts and personnel. Over the years the company has grown and expanded its operations manifolds. The company now intends to diversify into leather bags segment. So its management has decided to restructure its operations. They plan to create separate product divisions for each product line wherein the functioning of each division will be further divided into five departments namely; production, purchase, marketing, accounts and personnel. 4

In context of the above case;

i. Identify the existing organizational structure of the company and what it plans for in future.

ii. How is the company's future organisational structures likely to be different from the existing one? State any two points of differences between the two types of organisational structures.

27. Explain any two barriers to communication which are related to authority relationship, rules and regulations of the company. 4

28. Vivan has set up a small-scale manufacturing unit for making different varieties of low-cost detergents. In order to market his product, he has employed a team of five salesman. Each salesman has been assigned specific areas in the city. He holds a meeting every month for determining the objectives to be achieved during the coming month. A sales target is predetermined for each month which is mutually agreed by both Vivan and his sales team. If the salesmen succeed in reaching this target a bonus is paid out to all of them along with the monthly salary. 4

In context of the above case:

(a) What style of leadership is adopted by Vivan? Explain by quoting lines from the para.

(b) Name the non-financial incentive being offered to the salesmen by seeking their involvement in deciding the monthly targets of the firm.

29. Ashish Steel Makers' has decided to include a team of dynamic managers in the Company. For this they want to judge the pattern of interests of the potential managers. After giving this test they want to further know how much the candidate is useful for organisation. They decide to take another test which can measure the existing skills of the candidates. Rajeev, an exceptional candidate, is given certain document which contains information like job title, pay, allowances, responsibilities, etc. After the employees join, they are given a very good training. The Company does not want to stop at 'training' which is a job-related process. They want to bring a concept which is a career related process. 4
1. Which two type of selection tests are highlighted in the above case?
 2. Which document is given to Rajeev?
 3. Which career related process is here referred to?
30. Sharmila, a very able HR manager, is called by her boss. He tells her to judge whether there is under manning or over manning in the organisation. She finds out that the total number of employees in the organisation is less than required. Then she starts a process of searching potential employees for the organisation. In her efforts to do so she adopts three ways: 4
- A. She goes to various MBA colleges to find out new talent.
 - B. She talks to the existing employees for information about candidates in their know-ledge who can be recruited in the organisation.
 - C. She asks for data base of the candidates who applied last year but could not make it to the organisation.
- i. Which type of analysis is done by Sharmila?
 - ii. Which process is started by Sharmila to meet the problem of under manning?
 - iii. Quoting the lines, identify different types of sources of external recruitment highlighted in the above case.

SECTION D

31. Maslow's Need Hierarchy Theory is considered fundamental to understanding of motivation. He felt that within every human being, there exists a hierarchy of five needs, starting with the Basic Physiological Needs. 6
- Explain the other four needs in the hierarchy. Also, state the assumptions over which this theory is based.
32. Savita has been assigned the job of quantity controller. Her daily routine is to send alarm to the manufacturing department about the deviations in the number of units produced so that the target of the day could be achieved. This helps the whole department to focus towards its main plan of action. However, one day she realises that the number of units which are to be produced is 500 which is very high and creates chaos at the shop floor. She discusses it with 6

the management and the target is reduced to 450. This has helped the manufacturing department in maintaining quality of the work done. There are 10 workers at the shop floor where Savita does inspection. She divided the task into 45 units for each worker so that by the end of the day the target of the department is completed.

Quoting the lines, identify and explain the benefits of controlling have been highlighted in the above case?

33. Rahul, after completing his entrepreneurship course from London returned to India and started a coffee shop 'Aroma Coffee Can' a famous Mall in Bangalore. The speciality of coffee shop was the special aroma and a wide variety of flavours to choose from. Somehow, the business was neither profitable nor popular. Rahul was keen to find out the reason. He appointed Sonali, an MBA from a reputed college, as a manager to find out the cause of the same. 6
- Sonali took feedback from the clients and found out that though they love the special unique aroma of coffee but were not happy with the long waiting time being taken to process the orders. She analysed and found out that there were many unnecessary obstructions in between which could be eliminated. She fixed a standard time for processing the orders. She also realized that there were some flavours whose demand was not enough. So, she also decided to stop the sale of such flavours.
- As a result within a short period Sonali was able to attract the customers.
- i. Which principle of scientific management was used by Sonali for analysis and decision making? Explain.
 - ii. Identify and explain the technique of scientific management adopted by Sonali for speedy processing of orders.
 - iii. State the objectives of the technique identified in (ii) above.
34. Medico is a well-known pharmaceutical company. The company is on its growth trajectory. The company has chosen to share decision making authority with lower levels and place it nearest to the point of action. Therefore the response does not take time. This propagates the belief that people are competent, capable and resourceful who can get a chance to prove their abilities. And enables the company in identifying those executives who have the necessary potential to become dynamic leaders, so that the checking required on decisions taken by lower levels of management is the least. This makes it possible to evaluate performance at each level and each department can be individually held accountable for their results. 6
- a. Identify the concept discussed above.
 - b. By quoting the lines, explain its benefits stated in the case given above. (Any two)