

**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

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

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

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

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

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

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

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

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

	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

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

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

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

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

	<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

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.

<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

<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	