

GOA BOARD OF SECONDARY AND HIGHER SECONDARY EDUCATION
ALTO-BETIM, GOA
SYLLABUS (CWSN) -2026-27 ONWARDS

BUSINESS STUDIES

CLASS—XII

PART A: PRINCIPLES AND FUNCTIONS OF MANAGEMENT:

UNIT 1. NATURE AND SIGNIFICANCE OF MANAGEMENT.

- (a) Management—Meaning, Definition, Features and Effectiveness vs. Efficiency.
- (b) Objectives -Organisational-Survival, Profit and Growth, Social objectives and Personal objectives)
- (c) Importance /Significance of Management.
- (d) Nature of management - Art, Science and Profession—Meaning and features.
- (e) Levels of Management - Concept and functions.
- (f) Management Functions-Planning, Organising, staffing, Directing and Controlling. (Meaning)
- (d) Coordination- Meaning and Features/Characteristics.

UNIT 2. PRINCIPLES OF MANAGEMENT.

- (a) Principles of Management- Meaning, Nature of principles of management.
- (b) Significance/Importance of principles of management.
- (c) Taylor’s Scientific Management—Meaning and Principles of Scientific Management. Techniques of Scientific management- Functional Foremanship, Standardisation of work, Simplification of work, techniques of scientific work study (Fatigue, Method, Time and Motion study), Differential Piece Wage System.
- (d) Henri Fayol’s principles of General Management

UNIT 3. BUSINESS ENVIRONMENT.

- (a) Business Environment—Meaning and Definition .
- (b) Significance/ Importance of Business Environment.
- (c) Dimensions of Business Environment-Economic, Social, Technological, Political and Legal.
- (d) Demonitisation -Meaning and features.

UNIT 4. PLANNING.

- (a) Planning- Meaning, Definition and Features.

- (b) Importance/Significance of Planning.
- (c) Limitations of Planning.
- (d) Planning process- Steps.
- (e) Types of Plans: - Single use plan, Standing plan, Objective, strategy, Policy, Procedure, Method, Rule, Budget and Programme.

UNIT 5. ORGANISING.

- (a) Organising—Meaning, Definitions and Importance of Organising.
- (b) Steps in the process of Organising.
- (c) Organisational Structure-Meaning:
Types of Organisational Structure: Functional and Divisional Structure-Meaning and Merits. Formal and Informal Organisation-Meaning.
- (d) Delegation of Authority—Meaning and Elements(Authority, Responsibility and Accountability) and importance of delegation.
- (e) Decentralisation of Authority—Meaning and Importance.

UNIT 6. STAFFING.

- (a) Staffing-Meaning, Definition, Need/of staffing.
- (b) Importance of staffing.
- (c) Staffing as a part of Human resource Management—Duties and Functions.
- (d) Staffing Process-Steps in the process of Staffing (Steps as per NCERT book).
- (e) Aspect/ Components of staffing:
 - I. Recruitment-Meaning, Internal sources and external sources of recruitment.
 - II. Selection-Meaning and Selection process.
 - III. Training and Development- Meaning, Types of training Apprenticeship, Vestibule and internship training and Importance /benefits of training to the organisation and to the employees.

UNIT 7. DIRECTING.

- (a) Directing- Meaning (b)
Importance of Directing.
- (c) Elements of Directing:

- I. Motivation- Meaning, Maslow's Need Hierarchy Theory of Motivation, Types of Financial and non-financial incentives.
- II. Leadership- Meaning and Styles of leadership-Autocratic leadership, Democratic Leadership and Laissez faire leadership.Leadership.
- III. Communication- Meaning, Formal and Informal communication (Meaning), Barriers in the process of communication and Improving communication effectiveness (How to overcome barriers of communication)

UNIT 8. CONTROLLING.

- (a) Controlling-Meaning, definition and Features.
- (b) Importance of controlling.
- (c) Steps in the process of Controlling.

PART—B : BUSINESS FINANCE AND MARKETING:

UNIT 9. FINANCIAL MANAGEMENT/BUSINESS FINANCE.

- (a) Financial Management—Meaning.
- (b) Objectives of Financial management.
- (c) Financial decisions- Investment, Financing and Dividend decisions -Meaning.
- (d) Financial Planning- Meaning and importance of Financial Planning.
- (e) Financial Structure- Meaning and factors determining the capital structure.
- (f) Fixed capital- Meaning and factors determining requirement of fixed capital.
- (g) Working capital- Meaning and factors determining requirement of working capital.

UNIT 10. MARKETING .

- a) Meaning of Marketing
- b) Marketing Management- Meaning, Definition and Functions.
- c) Marketing Management Philosophies.
- d) Marketing Mix-Product, Price, Place (Physical distribution) and Promotion.
- e) Elements of Marketing Mix:
- f) Product -Meaning

- g) Branding-Meaning and characteristics of good brand.
- h) Packaging- Meaning and Importance packaging.
- i) labelling-Meaning and Functions of the labelling.
- j) Price-meaning and factors determining the price.
- k) Place / Physical Distribution-Meaning, Components of physical distribution.
- l) Promotion -Meaning. And elements
- m) Advertising-Meaning, Merits and Objections/Criticism to advertising.
- n) Personal Selling-Meaning and Features.
- o) Sales promotion Techniques-Meaning and sales promotion techniques used for sales promotion.
- p) Public relationship -Meaning and Role of Public Relation

UNIT 11. CONSUMER PROTECTION.

- (a) Consumer Protection-Concept and Importance of consumer protection from consumer point of view and business point of view.
 - (b) Meaning of Consumer and Consumer Protection Act 2019
 - (c) Rights and Responsibilities/Duties of consumers.
 - (d) Who can file a complaint and against whom?
 - (e) Redressal agencies under Consumer Protection Act.
 - (f) Reliefs/Remedies available to a consumer.
 - (g) Consumer Awareness-Role of a consumer Organisation.
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Text Book- Goa Board XII Business Studies (NCERT)

Reference Books :

- (1) Business Studies By Poonam Gandhi.
- (2) Business Studies Modern's abc By Rajesh Kumar Mahaja

**GOA BOARD OF SECONDARY AND HIGHER SECONDARY
EDUCATION ALTO-BETIM , GOA
Weightage to content 2026-27**

A. MID TERM EXAM (20 MARKS)

1. Weightage to learning outcomes 1st FORMATIVE TEST -20 Marks

Sr. No	Learning Outcomes	Marks	Percentage of Marks
01	Knowledge	05	25%
02	Understanding	10	50%
03	Application	05	25%

2. Weightage to content 1st MID TERM EXAM-20 Marks. Unit I to Unit IV

Sr. No	Unit	Topic	Marks	Unit Percentage
01	Unit-I	Nature and significance of management.	06	30%
02	Unit-II	Principle of management	05	25%
03	Unit-III	Business Environment	05	25%
04	Unit-IV	Planning	04	20%

Weightage to forms of Questions (1st MID TERM TEST) 20 Marks.

FIRST MID TERM EXAM 2026-27

SUBJECT: BUSINESS STUDIES (CWSN)

STD : XII

MAX.MARKS: 20

DURATION : 60 MINUTES

QUESTIONWISE DISTRIBUTION OF MARKS

SR.NO.	NAME OF THE UNIT	V.S.A-I MCQ	V.S.A-II	S.A -I	S.A-II	TOTAL
1.	Nature and Significa Management	1(8)	1(1) 1(2)	1(18)	2(19)*	06
2.	Principles of Management	1(9) 1(10)	1(4) 1(5) 1(7)			05
3.	Business Environment	1(11)	1(13) 1(14) 1(15) 1(16)			05
4.	Planning	1(12)	1(3) 1(6)	1(17)		04
	TOTAL	5	11	2	2	20

NOTE:

- 1) (*)Indicates internal choice in the question.
- 2) Figures inside the bracket indicate no. of question.
- 3) Figures outside the bracket indicates no. of marks.
- 4) A teacher is permitted to make a choice in V.S.A-II as True or False/ Fill in the blanks/Name the following.
- 5) The above blueprint is a sample and the original may differ ,keeping the content area and marks same by the papersetter.

MID TERM EXAM MODEL QUESTION PAPER 2024-25

STD:XII

Marks:20

DATE:

Subject : BUSINESS STUDIES [CWSN]

Duration :90 Min

Instructions :

(1)All questions are compulsory.

(2)Write the number of each question and sub-question clearly.

(3)Internal choice has been provided in question No.19

Fill in the blanks by choosing the correct alternative from those given in the bracket. (5marks)

(Specialisation , Developing Premises, Efficiency, Method study ,Middle level,Top level)

1. Completing the task correctly with minimum cost,time and optimum utilisation of resources is called as _____ .
2. The senior most executives of the organisaton like the Chairman, Chief Operating Officer, President are referred to as _____ management.
3. The second step in the process of planning is _____ .
4. Scientific technique that helps in finding the best way of doing a job is called as _____ .
5. According to Henry Fayol, Principle of division of work ,when applied in an organization leads to_____.

Give a commercial term for the following : (2 marks)

6.The type of plan that sets the specific guidelines for behavior and actions of employees in the company..

7. The Primary function of management which sets the base for other functions.

Select the correct alternative from the options given below: (5 marks)

8.The aspect of management that binds all the functions of management is called as _____ .

- Staffing
- Controlling
- Coordination
- Directing

9. The principle of Fayol which suggests that communication from top to bottom should follow the official lines of command is _____ .

- Division of work
- Centralisation and Decentralisation

- Principle of Order
- Scalar chain

10. The principle of Henry Fayol that says 'Management should promote a team spirit of Unity and Harmony among employees' is called _____ .

- Espirit de Corps
- Authority and Responsibility
- Unity of Command
- Equity

11 . The customs and traditions, culture beliefs and ethics of society in which business enterprise operates is referred to as _____.

- Social Environment
- Technological Environment
- Political Environment
- Economic Environment

12. "No Smoking in the Factory premises" is an example of _____ plan.

- Strategy
- Procedure
- Rule
- Objective

State whether the following statement is True or False:

13 .Due to demonetization Rs.1,000 currency notes were withdrawn from circulation from Indian Market.

14. Business environment always remains stable.

Match the pair with respect to importance of Business Environment.

COLUMN I	COLUMN II
15. Maruti Udyog became the leader in small car market because it was the first to recognized the need of small cars	i) Helps in tapping useful resources
16. Bajaj Auto made considerable improvements in its two wheelers when Honda and other foreign companies entered the auto industries.	ii) Helps firms to identify opportunities
	iii) Helps to identify threats

Answer the following in one sentence.

17) State one feature of planning.

18)Mention any one organizational objective of business that needs to be achieved by a manager.

Answer the following in two sentences.

19) State in two points the importance of management in running of a modern organisation.

OR State

two features of management as an Art.

----- **BEST OF LUCK** -----
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EDUCATION ALTO-BETIM , GOA**

3. Weightage to content Final EXAM-80 Marks.

Sr. No	Unit	Topic	Marks	Unit Percentage
01	Unit-I	Nature and significance of management.	08	10%
02	Unit-II	Principle of management	07	08.75%
03	Unit-III	Business Environment	06	25%
04	Unit-IV	Planning	05	06.25%
05	Unit-V	Organizing	08	10%
06	Unit-VI	Staffing	08	10%
07	Unit-VII	Directing	08	10%
08	Unit-VIII	Controlling	05	06.25%
09	Unit-IX	Financial Management	06	07.50%
10	Unit-X	Marketing	13	16.25%
12	Unit-XII	Consumer Protection	06	07.50%
		TOTAL	80	100%

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Blue Print

Final Examination 2024-2025 onwards.

Business Studies {CWSN}

Std- XII

Model Question Paper 2023-24

OBJECTIVES	KNOWLEDGE (80%)							UNDERSTANDING (20%)	TOTAL MARKS
CONTENT AREA	Fill in the blanks VSA-I	MCQ VSA-II	Give commercial word VSA-III	True/false VSA-IV	Match the pair VSA-V	One sentence SA-I	Two sentences SA-II	Two sentences SA-III	
Unit 1- Nature and significance of Management	1(1)	1(1)	1(1)	1(1)	5a(1)	1(1)		1(2)	8
Unit 2- Principles of Management	2(1)	2(1)	2(1)	2(1)	5b(1)			2(2)*	7
Unit3 – Business Environment	3(1)	3(1)	3(1)		5c(1)			3(2)	6
Unit 4- Planning	4(1)	4(1)				2(1)	4(2)		5
Unit 5- Organising	5(1)	5(1)	3(1),4(1)	3(1)		3(1)	5(2)		8
Unit 6- Staffing	6(1)	6(1)		4(1)(1)	5d(1)	4(1)		6(2)	8
Unit7- Directing	7(1)	7(1)	5(1)	5(1)	5e(1)	5(1)		7(2)*	8
Unit 8- Controlling		8(1)	7(1)	6(1)	6a(1)	6(1)			5
Unit 9- Financial Management	8(1)		6(1)	7(1)(1)				8(2)	6
Unit 11 Marketing	9(1)	9(1)	8(1) 9(1)	9(1)(1)	6b(1) 6c(1) 6d(1)	8(1) 9(1)		10(2)*	13
Unit 12- Consumer Protection	10(1)	10(1)	10(1)	10(1)	6e(1)	10(1)			6

Total	64	16	80
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NOTE:

- 1) Figures inside the bracket indicate marks and figures outside the bracket indicate question number. 2)
Option is indicated by *

Goa Board Secondary & Higher Secondary Education

Alto - Betim Goa

Model Question paper

Final Examination 2024-2025 onwards

Duration: 3 Hours

SUB: Business studies Total

number of questions: 08

Maximum marks: 80

INSTRUCTIONS:

- 1) All questions are compulsory.
 - 2) This question paper consists of 08 questions.
 - 3) Write the number of each question clearly.
 - 4) There is no overall choice, however internal choice is provided in question number 08.
 - 5) Marks are indicated towards right hand side of the question paper in bracket.
- 1. Fill in the blanks by choosing the correct alternative from those given the bracket. [1x10] [hallmark, safety, External recruitment, Basic physiological need, Capital structure, Corruption, method, Coordination, Decentralisation of authority , F.W.Taylor]**
- a. The concept which binds the employees from top level to the bottom level of the organization is _____.
 - b. The principles of scientific management was advocated by_____.
 - c. The main aim of demonetization was to curb_____.
 - d. The plan which prescribes way in which a task has to be performed with an aim to achieve goal is _____.
 - e. When the authority is dispersed and given to managers of the same level is known as _____.
 - f. The source of recruitment in which newspaper, employment exchange advertisement etc are used is_____.

- g. As per Maslow's theory of motivation the need relates to food, cloth and shelter is _____.
- h. The funds utilized to purchase fixed assets like furniture, plant machinery etc in the company is called _____.
- i. The identification of a product it can be in the form of name, symbol or design is _____.
- j. The consumer right suggests that a consumer must be protected against hazardous goods and services is _____.

2. Select and write the most appropriate alternative from those given below. [1x10]

- a. Policy formulation is the function of _____
- Top level managers
 - Middle level managers
 - Operational level managers
 - Lower level Managers
- b. Gang plank is related with the principle of _____
- Unity of command
 - Scalar chain
 - Unity of direction
 - Discipline
- c. An example of social environment is _____
- Money supply in the economy
 - Consumer protection act
 - Composition of family
 - The constitution of India
- d. The type of plan which refers that the employees will get the promotion after 5 years in the confirmation of job is _____
- Policy
 - Rule
 - Method
 - Objective
- e. Span of management refers to _____
- Number of managers
 - Length of term for which a manager is appointed

- Number of subordinates under a superior
 - Number of members in the top management
- f. Increase in higher responsibilities and hike in salaries is called _____
- Promotion
 - Transfer
 - Job rotation
 - Layoff
- g. Technical jargon is one type of _____
- Semantic barrier
 - Psychological barrier
 - Organizational barrier
 - Personal barrier
- h. The last step in the process of controlling is _____
- Implement the plan
 - Evaluating the alternative course of action
 - Setting the objective
 - Follow up
- i. The quality certification which is used for gold product is _____
- AGMARK
 - HALLMARK
 - FPO
 - ISI
- j. When marketer shows only a few varieties of goods available to a consumer, the right of a consumer violated here is _____
- Right to choose
 - Right to be informed
 - Right to consumer education
 - Right to be heard

3. Give a commercial name for the following.

[1x10] A. Doing

the right task and completing it within the given time period.

Ans.-----

B. The technique of Taylor that separates planning and production functions.

Ans.-----

C. Name the announcement made by the government of India on 8th November 2016.

Ans.-----

D. Name the concept which reduces the workload of a superior.

Ans.-----

E. The process of stimulating people to achieve desired goals.

Ans.-----

F. Name the decision to acquire a new and modern plant to upgrade an old one.

Ans.-----

G. Name the type of organization, where in the employees meet in groups to discuss personal matters .

Ans.-----

H. The non paid form of communication of information about the product.

Ans.-----

I. The variables like product, price place and promotion which marketer mixes in order to interact with a particular market.

Ans.-----

J. The authority where only consumer can file the complaint for defects in goods and services which are less than 1 crore.

Ans.-----

4. State whether the following True or False.

[1x12]

i. Management is not multidimensional

Ans.-----

ii. Henri Fayol have advocated functions of management like planning, organizing, staffing, directing and controlling.

Ans.-----

iii. Organization which has more than one product line would be suitable for functional structure.

Ans.-----

iv. Staffing is one time function.

Ans.-----

v. Bonus is rewarded to employees every end of the month.

Ans.-----

vi. Management by exception and critical point method are the two ways to analyse the causes of deviations in critical areas.

Ans.-----

vii. Equity shareholders receive interest as return on their investment.

Ans.-----

viii. Campus recruitment is an example of internal source of recruitment.

Ans.-----

ix. All advertisements are bad in taste is one of the objection towards advertising.

Ans.-----

- x. In addition to rights, a consumer also has some responsibilities.

Ans.-----

- xi . Production cycle is one of the factors determining working capital requirement.

Ans. _____

- Xii . Public relation is non paid form of sales promotion.

Ans._____

5. Match the items in column A with the appropriate items in column B and rewrite. [1x5]

A	B	ANSWER
a) Efficiency	Psychological barrier	-----
b) Esprit de corps	Individuals potential for learning	new skill can
		be measured -----
c) Economic environment	Utilising the resources to	the best possible
manner -----	d) Aptitude test	'I' must be
replaced by 'We' -----		
e) Distrust	Change in bank interest rates	-----

6. Match the items in column A with the appropriate items in column B and rewrite. [1x5]

A	B	ANSWER
a) Performance standards	Consumer responsibilities	-----
b) Function of marketing	Objective of advertising	-----
c) Expressiveness	Selling product at special	
price less than original price -----		
d) Rebates	Setting standards	-----
e) Insist on cash memo	Gathering and analyzing	
	market information	-----

7. Answer the following questions in one sentence each.

[1x10]

- What is the primary goal of any organization?
- What is planning premises?
- What is meant by accountability in organization.
- Name first step in the process of selection
- Give two examples of non financial incentives.
- State two points mentioning relationship between planning and controlling.
- What is the last step in controlling process?
- What is meant by personal selling?
- Name the first person in the channels of distribution.
- State two role of NGO incase of consumer protection act 2019.

8. Answer the following questions in two sentences each.

[2x10]

- Explain two importance of management.

[illegible]

II. Describe 'Principle of order' as advocated by Heri Fayol.

OR

Describe is 'Principle of Remuneration" advocated by Heri Fayol.

[illegible]

III. Explain two features of demonetisation.

[illegible]

IV. Mention four limitations of planning.

V. State two advantages of divisional structure.

VI. Explain two importance of training and development to the organisation.

VII. Describe two ways to overcome barriers to communication.

OR

Describe two ways organisational barriers to communication.

VIII. Describe two advantages of financial planning.

Xi Explain two functions of labeling.

OR

Explain two importance of packaging

LIST OF ASSIGNMENTS AND PROJECTS FOR STD. XII

FOR INTERNAL ASSESSMENT

Project 1 The students are required to visit any one of the followings: a)

A Departmental Store.

b) An Industrial Unit

c) A fast food Outlet

d) Any other organisation approved by the teacher

Observe the Principles of Management advocated by Fayol which are being followed and write a brief report of the same.

Project 2 Changes witnessed over the last few years on mode of packaging and its economic impact. Students have to identify any one of the following changes:

a) Changes in transportation of fruits and vegetables such as cardboard crates being used in place of wooden crates etc. Reason for above changes.

b) Milk being supplied in glass bottles later in plastic bags and now in tetra pack and through vending machines.

c) Reuse of packaging (Bottles, Jars and Tins) to attract customers for their products.

Project 3 Visit to a factory or an Industrial unit to find out about the Sources of Recruitment to be followed to recruit employees at all levels.

OR

Visit to a factory or an Industrial Unit to find out the test adopted to select the employees.

Project 4 Visit to a factory or an Industrial Unit to find out the various steps taken in controlling.

Project 5 Marketing objectionable advertisements. Collect information related to five objectionable advertisements presented by any media and explain the objections.

Project 6 Marketing useful advertisements. Collect five printed advertisement interpret their message.

Project 7 Marketing physical distribution. Observe the marketing plan of any two companies and find the levels adopted by them for distribution of their product.

Project 8 Marketing Sales promotion. Select any two famous firms/companies and find out the sales promotion techniques generally adopted by them.

Project 9 Find at least 10 companies of consumer exploitation of different types (defective goods and deficient services). Also, mention the decision thereof.

Project 10 Consumer protection – Role of NGOs. As a consumer, contact an NGO for a complaint for any defective good or deficient service and report the assistance provided by them.

Note:- Teachers are free to choose from the above list of projects and assignment or teachers can also give any other option to cover 20 marks as per their convenience.

