

PRACTICE WORKBOOK

CLASS 12

Business Studies

Six selected units with original explanations, worked examples and graded practice. Supports board-oriented subject practice; not a complete syllabus or a full examination paper.



6 practice units
36 tasks with answer guidance

Name / नाम: _____

Original selected-topic practice. Use alongside school lessons and the prescribed textbook. The contents define this book's scope.

UNIT 01 / 06 · LEARN & TRY

Management principles in a changing environment

Name: _____ Date: _____

Goal: Apply management principles and environmental dimensions to diagnose a business case and justify responses.

Learn

Management coordinates people and resources to achieve objectives effectively and efficiently. Effectiveness concerns achieving a goal; efficiency concerns the resources used. Managers perform interconnected functions rather than a rigid sequence in every situation. Principles provide general guidance that must be applied with judgment. Division of work can improve specialisation, unity of command clarifies who gives an employee instructions, and unity of direction aligns activities pursuing one objective. Scientific management stresses systematic study of work, appropriate methods and cooperation instead of relying only on habit. The business environment includes economic, social, technological, political and legal influences that managers do not fully control. Changes can create opportunities and threats simultaneously. An increase in digital payments, for example, may expand convenient selling while requiring new operational capabilities. In a case-based response, identify the principle or environmental dimension using evidence from the facts, then explain its consequence; an unsupported label earns less than a connected explanation.

Worked example

A workshop sets a target of 500 folders and produces 500 using less scrap: it is effective and improves efficiency. If two supervisors give one worker conflicting instructions, unity of command is violated. A new online-order habit represents a social/technological change; identify the aspect actually described in the question.

UNIT 01 · APPLY & EXPLAIN

Management principles in a changing environment

4. A firm adopts a method after measuring alternative task times. Identify the approach and explain three linked features. [4 marks]

5. Explain four dimensions of the business environment using distinct examples. [4 marks]

6. Analyse a bakery responding to more online orders and higher flour prices. Recommend management responses with reasons. [6 marks]

Show your thinking with a drawing, diagram or explanation.

Pause & reflect

What can I explain now? What will I try again?

☐ I tried ☐ I explained ☐ I checked



UNIT 01 · ANSWER GUIDANCE

Management principles in a changing environment

1. Effectiveness means achieving the intended goal; efficiency means using resources economically in achieving it.
2. Unity of command: an employee should receive orders from one superior to reduce conflicting authority.
3. Specialisation develops skill, reduces switching time and can improve consistency or productivity. One explained benefit each.
4. Scientific management uses systematic investigation, selection of efficient methods and standardisation/training or cooperation in implementation. One mark for identification and three explained features.
5. Economic: borrowing costs; social: changing tastes; technological: automation; political: policy priorities; legal: an applicable rule. Explain any four distinct dimensions through their examples.
6. Identify changing ordering habits and input costs; explain effects on sales channels and margins; recommend ordering/delivery capability and purchasing/waste/pricing review. Credit two changes, two effects and two justified responses.

Teaching note

Use the case evidence before naming a principle.

Curriculum reference: https://cbseacademic.nic.in/web_material/CurriculumMain27/SecPart2/BusinessStudies_SecP2_2026-27.pdf

Selected units; outcomes are publisher-defined. Practical, project and prescribed literature requirements must also be studied through school.