



CLASS 12 BUSINESS STUDIES — LO's Aligned Monthly Split-up Syllabus (April 2026–March 2027) + Portion Boundaries + Exams + Weightage + Question Paper Design + Blueprint (For CM SoE & Non-CM SoE)

Developed by:- Jharkhand Council Of Educational Research & Training (Curriculum Division)

Month	Teaching Days (Available)	NCERT Chapter Titles	Sub-topics / Portion Boundary	LOs (*LO Mapping - IDs) (NCERT Secondary Stage LO-2017)	Practicals / Activities (Minimum)	Assessment / Exams
Apr 2026	23	BST Part A (Principles and Functions of Management): BST: Chapter 1 Nature and Significance of Management (Complete); BST: Chapter 2 Principles of Management (Start)	Part A Ch 1: Concept/meaning of management; characteristics; objectives; importance; nature of management (as an Art, Science and Profession); levels of management; functions of management; coordination. Part A Ch 2 (start): Meaning of principles of management; nature and significance; Fayol's principles (intro).	LO1, LO2, LO3, LO4, LO5, LO6, LO7	Case-based discussion: identify functions of management in a local enterprise/school activity. Activity: prepare a concept-map of 'Management' + levels + functions.	Project RAIL (April portion): 04-05-2026
May 2026	14	BST Part A: BST: Chapter 2 Principles of Management (Finish)	Part A Ch 2: Fayol's principles; Taylor's Scientific Management—principles and techniques; comparison of Fayol and Taylor. Portion boundary: Chapter 2 complete.	LO5, LO6, LO7	Comparative chart (Taylor vs Fayol) + application-based questions. MCQs + assertion-reason + board-style case-based items.	Project RAIL (May portion): 15-06-2026
Jun 2026	12	BST Part A: BST: Chapter 3 Business Environment (Complete)	Part A Ch 3: Meaning of business environment; features; importance; dimensions (economic, social, technological, political, legal); impact of Government policy changes on business.	LO8, LO10, LO11, LO12	PESTEL scan (2 current examples) + link to business decisions. Case-based + competency-based items (Board pattern).	Project RAIL (June portion): 06-07-2026
Jul 2026	23	BST Part A: BST: Chapter 4 Planning (Complete); BST: Chapter 5 Organising (Complete)	Part A Ch 4: Meaning & features of planning; importance; limitations; planning process; types of plans. Part A Ch 5: Meaning & importance of organising; organising process; organisational structure (functional & divisional); formal & informal organisation; delegation; decentralisation.	LO2, LO3, LO4, LO8	Prepare a 'Planning' file for a school event (objectives → strategy → budget). Draw organisation charts (functional vs divisional) + delegation caselets.	Project RAIL (July portion): 03-08-2026
Aug 2026	22	BST Part A: BST: Chapter 6 Staffing (Complete); BST: Chapter 7 Directing (Start)	Part A Ch 6: Meaning & importance of staffing; staffing process; recruitment and selection; training and development; performance appraisal; compensation. Part A Ch 7 (start): Meaning & importance of directing; principles; supervision; motivation (intro).	LO3, LO4, LO8	HR task: draft a recruitment advertisement + selection checklist; prepare a training plan. Leadership/motivation starter caselets.	Half Yearly Examination: 07-09-2026 to 12-09-2026 (covers Apr–Aug taught portion: Part A Ch 1–6 + Ch 7 (start))



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Sep 2026	14	BST Part A: BST: Chapter 7 Directing (Finish); BST: Chapter 8 Controlling (Complete)	Part A Ch 7: leadership; communication (barriers & improvement). Part A Ch 8: Meaning & importance of controlling; controlling process; relationship between planning and controlling; techniques of controlling. Portion boundary: Part A complete.	LO1, LO2, LO3, LO4, LO9	Role-play: leadership styles + motivation caselets. Worksheet: communication barriers + improvement measures. Controlling techniques practice.	Project RAIL (September portion): 05-10-2026
Oct 2026	21	BST Part B (Business Finance and Marketing): BST: Chapter 9 Financial Management (Complete); BST: Chapter 10 Marketing (Start)	Part B Ch 9: Meaning of business finance; financial management; objectives; financial decisions; financial planning; capital structure; fixed capital and working capital. Part B Ch 10 (start): Meaning of marketing; marketing vs selling; functions of marketing; marketing mix (intro); product mix—branding, packaging, labelling.	LO1, LO2, LO3, LO4, LO9	Caselets: identify relevant financial decision (investment/financing/dividend). Marketing task: design product decisions (brand name/label/packaging) for a product.	Project RAIL (October portion): 02-11-2026
Nov 2026	16	BST Part B: BST: Chapter 10 Marketing (Finish); BST: Chapter 11 Financial Markets (Complete); BST: Chapter 12 Consumer Protection (Complete) + Quick Revision	Part B Ch 10: Pricing, channels of distribution, physical distribution, promotion mix and integrated marketing decisions. Part B Ch 11: meaning and functions of financial market; money market and capital market; stock exchange and depository services. Part B Ch 12: consumer rights, responsibilities, Consumer Protection Act 2019 and redressal mechanism. Portion boundary: Full syllabus complete (Part A Ch 1–8; Part B Ch 9–12).	LO1, LO2, LO3, LO4, LO9	Promotion mix plan for a product; financial market concept map; draft a consumer complaint and identify the redressal forum. Minimum: 1 full syllabus mock paper + project file/viva preparation.	Syllabus completion target for Class 12: Nov 2026
Dec 2026	15	Full Syllabus Practice & Remedial (Pre-Board Block) + Project/Viva	Full syllabus mixed practice: board-pattern case studies + competency-based items + HOTS; targeted remediation based on diagnostic test.	LO1–LO12	Minimum: 2 full mock papers + item-wise analysis. Case-study bank: management + finance + marketing + consumer protection. Project file finalisation + viva questions.	Pre-Board + Remedial + Practice: 07-12-2026 to 12-12-2026 (Full syllabus)
Jan 2027	17	Remedial classes + Practice until board exams (School level) Board Practical / Theory Exams: Feb–Mar 2027 (as per Board schedule)				
Feb 2027	18					
Mar 2027	20					

LOs (*LO Mapping - IDs) (NCERT Secondary Stage LO-2017)



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LO ID	NCERT Learning Outcome					
LO1	Defines management and what makes management all pervasive and continuous in an organization.					
LO2	Discusses the significance of managing business organization effectively.					
LO3	Describes the interrelationships between various functions of management.					
LO4	Describes management as an Art, Science and Profession					
LO5	Examines universal applicability of management principles in all walks of life.					
LO6	Classifies money market and capital market instruments.					
LO7	Categorizes financial management decisions into investment decision, financing decisions and dividend decisions.					
LO8	Designs sales promotion tools for a new product or service launch, viz. advertising, personal selling, and public relation.					
LO9	Illustrates consumer rights and legal framework as per Consumer Protection Act 2019.					
LO10	Categorizes dimensions of business environment in managing business effectively					
LO11	Analyses how business environment leads to innovation and entrepreneurship.					
LO12	shows sensitivity and appreciation skills, for example, <ul style="list-style-type: none"> • Role of women entrepreneurs in business scenario • Social entrepreneurship initiatives for empowering the marginalized sections of the society • Business as an integral aspect of society for inclusive growth. 					
A. THEORY BLUEPRINT						
S.No.	Unit / Block			Marks	Details / Scope	
1	Part A — Nature and Significance of Management; Principles of Management; Business Environment			16		
2	Part A — Planning; Organising			14		
3	Part A — Staffing; Directing; Controlling			20		
4	Part B — Financial Management; Financial Markets			15		



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5			Part B — Marketing Management; Consumer Protection	15		
			TOTAL THEORY	80		

B. QUESTION PAPER DESIGN / BLUEPRINT

Competency / Domain	Marks	Weightage
Remembering and Understanding	32	40%
Applying	24	30%
Analysing, Evaluating and Creating	24	30%
TOTAL	80	100%

C. TYPOLOGY OF QUESTIONS

Item	Details
Paper Design	Competency-wise design as prescribed in the official syllabus.

D. PROJECT BLUEPRINT — 20 MARKS

S.No.	Component	Marks	Details
1	Project Work (One)	20	