Series 5QSPR

SET~1

प्रश्न-पत्र कोड
Q.P. Code **66/5/1**

रोल नं.
Roll No.

परीक्षार्थी प्रश्न-पत्र कोड को उत्तर-पुस्तिका के मुख-पृष्ठ पर अवश्य लिखें।
Candidates must write the Q.P. Code on the title page of the answer-book.

(I) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **27** हैं। []
Please check that this question paper contains **27** printed pages.

(II) प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें।
Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.

(III) कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं।
Please check that this question paper contains **34** questions.

(IV) **कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में यथा स्थान पर प्रश्न का क्रमांक अवश्य लिखें।**
Please write down the Serial Number of the question in the answer-book at the given place before attempting it.

(V) इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है। प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा। 10.15 बजे से 10.30 बजे तक परीक्षार्थी केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे।
15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the candidates will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन
BUSINESS STUDIES

*निर्धारित समय : **3** घण्टे* | *अधिकतम अंक : **80***

*Time allowed : **3** hours* | *Maximum Marks : **80***

सामान्य निर्देश :

निम्नलिखित निर्देशों को बहुत सावधानी से पढ़िए और उनका सख़्ती से पालन कीजिए :

(i) *इस प्रश्न-पत्र में **34** प्रश्न हैं। **सभी** प्रश्न **अनिवार्य** हैं।*

(ii) *प्रत्येक प्रश्न के अंक उनके सामने अंकित हैं।*

(iii) *उत्तर संक्षिप्त तथा बिंदुवार होने चाहिए।*

(iv) ***3** अंकों के प्रश्नों के उत्तर 50 से 75 शब्दों में लिखे जाने चाहिए।*

(v) ***4** अंकों के प्रश्नों के उत्तर लगभग 150 शब्दों में लिखे जाने चाहिए।*

(vi) ***6** अंकों के प्रश्नों के उत्तर लगभग 200 शब्दों में लिखे जाने चाहिए।*

(vii) *प्रत्येक प्रश्न के सभी भागों के उत्तर एक साथ लिखे जाने चाहिए।*

*प्रश्न संख्या **1** से **20** तक बहुविकल्पीय प्रश्न (MCQ) हैं, जिनमें प्रत्येक **1** अंक का है।* *20×1=20*

1. एक स्मार्टफोन निर्माता कम्पनी के उच्च प्रबन्धन ने हाल ही में यह देखा कि सरकार ने स्मार्टफोन में प्रयोग की जाने वाली बैटरी को अतितापन से बचाने के लिए नए सुरक्षा मानकों के आदेश पारित किए हैं। उसने यह भी देखा कि सरकार ने मोबाइल फोन में प्रयुक्त पुरज़ों पर आयात शुल्क में कमी की घोषणा की है।

व्यावसायिक पर्यावरण के वे आयाम जिन पर उपर्युक्त स्थिति में प्रकाश डाला गया है, वे हैं :

(A) प्रौद्योगिकीय एवं विधिक पर्यावरण

(B) राजनीतिक एवं प्रौद्योगिकीय पर्यावरण

(C) विधिक एवं सामाजिक पर्यावरण

(D) राजनीतिक एवं विधिक पर्यावरण

General Instructions :

Read the following instructions very carefully and strictly follow them :

(i) *This question paper contains **34** questions. **All** questions are **compulsory**.*

(ii) *Marks are indicated against each question.*

(iii) *Answers should be brief and to the point.*

(iv) *Answers to questions carrying **3** marks may be from 50 to 75 words.*

(v) *Answers to questions carrying **4** marks may be in about 150 words.*

(vi) *Answers to questions carrying **6** marks may be in about 200 words.*

(vii) *Attempt all parts of a question together.*

*Questions no. **1** to **20** are Multiple Choice Questions (MCQs), carrying **1** mark each.* *20×1=20*

1. The top management of a smartphone manufacturing company recently observed that the government has ordered new safety standards for batteries used in smartphones to prevent overheating. It also noticed that the government announced a reduction in import duties on components used in mobile phones.

The dimensions of business environment highlighted in the above case are :

(A) Technological and legal environments

(B) Political and technological environments

(C) Legal and social environments

(D) Political and legal environments

2. 'टैन्गी बीवरेज़िज लिमिटेड' अपने लोकप्रिय खट्टे फलों के रस के लिए प्रसिद्ध है। इसने हाल ही में फलों के रस की एक नई श्रृंखला पेश की, जो उपभोक्ताओं के बीच तुरंत प्रसिद्ध (हिट) हो गई और इससे कम्पनी के लाभों में काफी बढ़ोतरी हुई। परिणामस्वरूप, निदेशक मंडल इस वर्ष के लिए अधिक लाभांश घोषित करना चाहते थे। मुख्य वित्तीय अधिकारी ने सुझाव दिया कि निर्णय लेने से पहले वे पिछले वर्षों में शेयर मूल्य पर लाभांश के प्रभाव का मूल्यांकन करें। एक विश्लेषण किया गया, जिससे पता चला कि किस प्रकार पिछले वर्षों में जब भी लाभांश बढ़ाया गया कम्पनी के शेयर मूल्य बढ़ गए। जबकि दूसरी ओर लाभांश में थोड़ी-सी कमी से शेयर मूल्य में उल्लेखनीय गिरावट देखी गई।

उपर्युक्त स्थिति में मुख्य वित्तीय अधिकारी द्वारा निदेशक मंडल को निम्नलिखित में से लाभांश निर्णय को प्रभावित करने वाले किस घटक का सुझाव दिया गया ?

(A) पूँजी बाज़ार तक पहुँच

(B) शेयर बाज़ार प्रतिक्रिया

(C) अंशधारियों की प्राथमिकता

(D) रोकड़ प्रवाह स्थिति

3. निम्नलिखित कथनों को पढ़िए : अभिकथन (A) तथा कारण (R)।

अभिकथन (A) : साधारण शक्तियाँ जैसे सामाजिक, राजनीतिक, विधिक तथा प्रौद्योगिकीय स्थितियाँ किसी व्यक्तिगत फर्म को केवल अप्रत्यक्ष रूप से प्रभावित करती हैं।

कारण (R) : साधारण शक्तियों का सभी व्यावसायिक उद्यमों पर प्रभाव होता है, इसके विपरीत, विशिष्ट शक्तियाँ उनके दिन-प्रतिदिन के कामकाज़ में व्यक्तिगत फर्मों को तुरंत एवं प्रत्यक्ष रूप से प्रभावित करती हैं।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) अभिकथन (A) और कारण (R) दोनों सही हैं तथा कारण (R), अभिकथन (A) की सही व्याख्या करता है।

(B) अभिकथन (A) और कारण (R) दोनों सही हैं, परंतु कारण (R), अभिकथन (A) की सही व्याख्या ***नहीं*** करता है।

(C) अभिकथन (A) और कारण (R) दोनों ग़लत हैं।

(D) अभिकथन (A) सही है, परंतु कारण (R) ग़लत है।

2. 'Tangy Beverages Ltd.' was known for its popular tangy fruit drinks. It had recently introduced a new range of fruit drinks that became an instant hit among consumers and led to a significant increase in the company's profits. As a result, the Board of Directors wanted to declare a higher dividend for the year. The Chief Finance Officer suggested that they should evaluate the impact of dividend on the share price of previous years before taking a decision. An analysis was done, which showed how the company's share price had risen in previous years whenever the dividend was increased. On the other hand, even a small decrease in dividend had led to a noticeable dip in the share price.

Which of the following factors affecting dividend decision was suggested by the Chief Finance Officer to the Board of Directors in the above case ?

(A) Access to capital market

(B) Stock market reaction

(C) Shareholders preference

(D) Cash flow position

3. Read the following statements : Assertion (A) and Reason (R).

Assertion (A) : General forces such as social, political, legal and technological conditions affect an individual firm only indirectly.

Reason (R) : General forces have an impact on all business enterprises, in contrast to, specific forces that affect individual firms directly and immediately in their day-to-day working.

Choose the correct alternative from the following :

(A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).

(B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is ***not*** the correct explanation of Assertion (A).

(C) Both Assertion (A) and Reason (R) are incorrect.

(D) Assertion (A) is correct, but Reason (R) is incorrect.

4. किसी उत्पाद के मूल्य निर्धारण को प्रभावित करने वाले तत्त्वों में से एक तत्त्व 'मूल्य निर्धारण का उद्देश्य' है । निम्नलिखित में से किस मूल्य-निर्धारण उद्देश्य के परिणामस्वरूप उत्पाद के लिए ज्यादा मूल्य निश्चित किया जाएगा ?

(A) बाज़ार हिस्सेदारी में अग्रणी/नेतृत्व प्राप्त करना

(B) प्रतियोगी बाज़ार में टिके रहना

(C) उत्पाद गुणवत्ता में नेतृत्व/अग्रिम स्थान प्राप्त करना

(D) दीर्घ-अवधि में अधिकतम लाभ प्राप्त करना

5. ''प्रबन्ध के सिद्धांतों का प्रयोग एक विशेष समय की मौजूदा परिस्थितियों पर निर्भर करता है ।'' यह कथन निम्नलिखित में से प्रबन्ध के सिद्धांतों की किस विशेषता पर प्रकाश डालता है ?

(A) सामान्य मार्गदर्शन

(B) लोचपूर्ण

(C) मुख्यत: व्यावहारिक

(D) अनिश्चित

6. 'रिन्यू लिमिटेड' इलेक्ट्रिक वाहनों के क्षेत्र में प्रथम अन्वेषक था और वर्तमान में उसका बाज़ार अंश 70% है । लोगों में पर्यावरण के प्रति बढ़ती हुई जागरूकता तथा कम प्रचालन लागतों के कारण इलेक्ट्रिक वाहनों की तेज़ी से बढ़ती हुई माँग को ध्यान में रखते हुए, कम्पनी ने वर्तमान वर्ष में अपने बाज़ार अंश को 80% तक बढ़ाने का लक्ष्य निर्धारित किया । फिर भी, सरकार द्वारा इलेक्ट्रिक वाहनों के निर्माण को प्रोत्साहित करने के लिए दिए जाने वाले प्रोत्साहनों ने बाज़ार में बहुत से नए प्रतिस्पर्धियों को आकर्षित किया । क्योंकि व्यावसायिक पर्यावरण में यह परिवर्तन अचानक हुआ, कम्पनी सही ढंग से भविष्य की प्रवृत्तियों का अनुमान लगाने में असमर्थ रही । परिणामस्वरूप, 'रिन्यू लिमिटेड' का बाज़ार अंश वर्तमान वर्ष में 70% से घटकर 55% हो गया ।

उपर्युक्त स्थिति में नियोजन की किस सीमा पर चर्चा की गई है ?

(A) नियोजन परिवर्तनशील वातावरण में प्रभावी नहीं रहता

(B) नियोजन दृढ़ता उत्पन्न करता है

(C) नियोजन सफलता का आश्वासन नहीं है

(D) नियोजन में भारी लागत आती है

4. One of the factors affecting price determination of a product is 'Pricing Objectives'. Which of the following pricing objectives will result in a higher price being fixed for the product ?

(A) Obtaining market share leadership

(B) Surviving in a competitive market

(C) Attaining product quality leadership

(D) Profit maximisation in the long run

5. "The application of principles of management is dependent upon the prevailing situation at a particular point of time." This statement highlights which of the following features of principles of management ?

(A) General guidelines

(B) Flexible

(C) Mainly behavioural

(D) Contingent

6. 'Renew Ltd.' was the pioneer in the Electric Vehicles segment and presently has 70% market share. Keeping in mind the rapidly increasing demand for Electric Vehicles due to the rising environment consciousness among people and lower operating costs, the company set a target to increase its market share to 80% in the current year. However, the incentives provided by the government to encourage manufacturing of Electric Vehicles attracted many new players in the market. As this change in the business environment happened suddenly, the company was not able to accurately assess future trends. As a result, the market share of 'Renew Ltd.' fell from 70% to 55% in the current year.

Which limitation of planning has been discussed in the above case ?

(A) Planning may not work in a dynamic environment

(B) Planning leads to rigidity

(C) Planning does not guarantee success

(D) Planning involves huge costs

7. मास्लो के आवश्यकता-क्रम अभिप्रेरणा के सिद्धांत के संदर्भ में निम्नलिखित में से कौन-सा कथन ***ग़लत*** है ?

(A) व्यक्तियों का व्यवहार उनकी आवश्यकताओं पर निर्भर करता है।

(B) व्यक्तियों की आवश्यकताएँ एक क्रम श्रृंखला में होती हैं, आधारभूत आवश्यकताओं से प्रारंभ होकर अन्य उच्च-स्तरीय आवश्यकताओं तक।

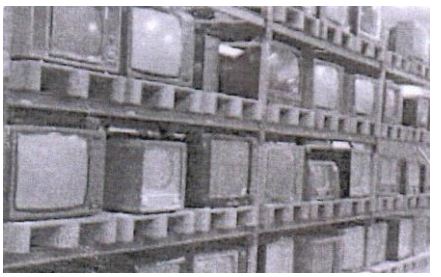
(C) एक आवश्यकता की संतुष्टि ही उस व्यक्ति को अभिप्रेरित कर सकती है।

(D) एक व्यक्ति क्रम में अगले उच्चतर स्तर की आवश्यकता तभी अनुभव करता है जब उसके निचले स्तर की आवश्यकता की संतुष्टि हो जाती है।

8. निम्नलिखित में से कौन-सा कारक एक कंपनी की पूँजी संरचना को प्रभावित ***नहीं*** करता ?

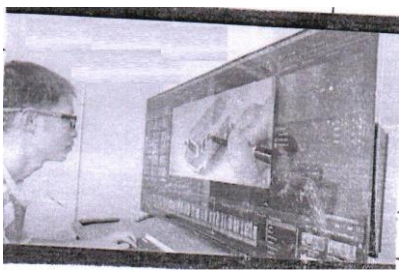
(A) रोकड़ प्रवाह स्थिति
(B) निवेश पर प्रत्याय (आय)
(C) वित्तीयन विकल्प
(D) शेयर बाज़ार की दशाएँ

9. चित्र I से चित्र II में विपणन प्रबन्ध अवधारणा (दर्शन) में हुए परिवर्तन को पहचानिए :



टेलीविजन का बड़े पैमाने पर उत्पादन

चित्र I



टेलीविजन का उपयोग एक कम्प्यूटर मॉनीटर के रूप में

चित्र II

(A) उत्पादन अवधारणा से उत्पाद अवधारणा

(B) उत्पादन अवधारणा से सामाजिक विपणन अवधारणा

(C) सामाजिक विपणन अवधारणा से उत्पादन अवधारणा

(D) उत्पाद अवधारणा से उत्पादन अवधारणा

नोट : *निम्नलिखित प्रश्न केवल* ***दृष्टिबाधित परीक्षार्थियों*** *के लिए प्रश्न संख्या* ***9*** *के स्थान पर है।*

किसी उत्पाद को एक नाम या एक चिह्न या कोई प्रतीक आदि, देने की प्रक्रिया जानी जाती है :

(A) ब्राण्ड
(B) ब्रांडिंग
(C) लेबलिंग
(D) पैकेजिंग

7. Which of the following statements is ***incorrect*** with reference to Maslow's Need Hierarchy Theory of motivation ?

(A) People's behaviour is based on their needs.

(B) People's needs are in hierarchical order, starting from basic needs to other higher level needs.

(C) Only a satisfied need can motivate a person.

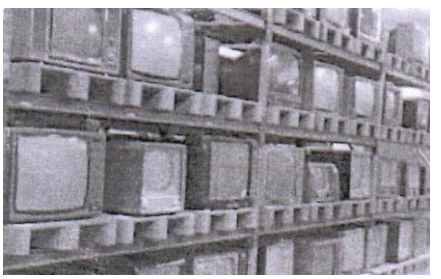
(D) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.

8. Which of the following is ***not*** a factor affecting capital structure of a company ?

(A) Cash flow position (B) Return on investment

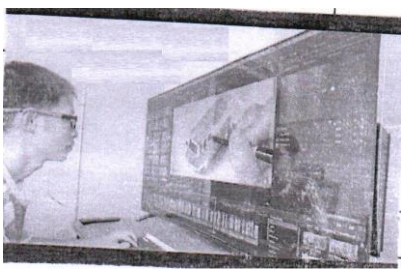
(C) Financing alternatives (D) Stock market conditions

9. Identify the shift in the marketing management philosophy from Picture I to Picture II.



Mass Production of Televisions

Picture I



Use of Television as a Computer Monitor

Picture II

(A) From Production concept to Product concept

(B) From Production concept to Societal marketing concept

(C) From Societal marketing concept to Production concept

(D) From Product concept to Production concept

Note : *The following question is for the* ***Visually Impaired Candidates*** *only in lieu of Q. No.* ***9****.*

The process of giving a name or a sign or a symbol etc., to a product is known as :

(A) Brand (B) Branding

(C) Labelling (D) Packaging

10. 'डक्कन मोटर्स लिमिटेड' का भारत के ऑटोमोबाइल क्षेत्र में एक प्रसिद्ध नाम है। यह व्यावसायिक वाहनों जैसे बस, ट्रक तथा लॉरी और साथ ही यात्री वाहनों जैसे कार, स्कूटर आदि दोनों में व्यापार करती है। वर्तमान में इसका संगठनात्मक ढाँचा कार्यात्मक है। निदेशक मंडल ने अब इसे प्रभागीय ढाँचे में परिवर्तित करने का निर्णय लिया, जिसमें व्यावसायिक वाहनों तथा यात्री वाहनों के लिए अलग-अलग विभाग होंगे।

प्रभागीय ढाँचे में परिवर्तन के परिणामस्वरूप कम्पनी को जो लाभ मिलेगा उसे पहचानिए :

(A) इससे लचीलेपन और पहल को प्रोत्साहन मिलेगा क्योंकि प्रत्येक विभाग एक स्वायत्त इकाई की तरह कार्य करेगा।

(B) इससे प्रयासों की पुनरावृत्ति कम होगी, जिसके परिणामस्वरूप पैमाने के लाभ मिलेंगे।

(C) इससे कर्मचारियों का प्रशिक्षण आसान होगा क्योंकि केन्द्र-बिन्दु सीमित कौशल श्रृंखला होगी।

(D) इससे व्यावसायिक विशिष्टीकरण को बढ़ावा मिलेगा क्योंकि विशिष्ट कार्यों पर बल दिया जाएगा।

11. एक अधीनस्थ को सौंपे गए कार्य को भली-भाँति निष्पादित करने का दायित्व जाना जाता है _____।

(A) अंतरण (B) उत्तरदेयता

(C) उत्तरदायित्व (D) अधिकार

12. एक सॉफ़्टवेयर कम्पनी अपने व्यवसाय को बढ़ाना चाहती है। इसके लिए उसे बड़ी संख्या में नए स्नातकों की आवश्यकता है जिनके पास कृत्रिम बुद्धिमत्ता (आर्टिफिशियल इंटेलिजेंस) तथा आँकड़ा विश्लेषण (डेटा ऐनालेटिक्स) के क्षेत्र में अभिनव विचार हों। विद्यमान स्टॉफ के सदस्य इन विशिष्ट कौशलों से संपन्न नहीं हैं अत: कार्यालय के स्वागत कक्ष पर एक नोटिस लगाया गया जिसमें वर्तमान कर्मचारियों से अपने मित्र या संबंधी को परिचित कराने के लिए कहा गया, जिनके पास संभवत: कार्य के लिए आवश्यक कौशल हो सकते हैं।

सॉफ़्टवेयर कम्पनी द्वारा उपयोग में लाया गया भर्ती का स्रोत है :

(A) प्रत्यक्ष भर्ती

(B) कर्मचारियों द्वारा अनुशंसा

(C) स्थानान्तरण

(D) पदोन्नति

10. 'Deccan Motors Ltd.' is a renowned name in the automobile sector in India. It deals in both commercial vehicles like bus, truck and lorries, as well as passenger vehicles like cars, scooters, etc. It presently has a functional organisational structure. The Board of Directors have now decided to shift to divisional structure, with separate divisions for commercial vehicles and passenger vehicles.

Identify the benefit the company will get as a result of shifting to divisional structure :

(A) It will promote flexibility and initiative because each division will function as an autonomous unit.

(B) It will lead to minimal duplication of effort, which will result in economies of scale.

(C) It will make training of employees easier as the focus will be on limited range of skills.

(D) It will lead to occupational specialisation since emphasis will be placed on specific functions.

11. Obligation of a subordinate to properly perform the assigned duty is known as _____.

(A) Delegation (B) Accountability

(C) Responsibility (D) Authority

12. A software company wants to expand its business. For this, it requires a large number of fresh graduates with innovative ideas in the field of Artificial Intelligence and Data Analytics. The existing staff members do not possess these specialized skills, so a notice was put up at the reception of the office asking the present employees to introduce any friend or relative who could possibly be possessing the required skills for the jobs.

The source of recruitment that has been used by the software company is :

(A) Direct Recruitment

(B) Recommendation of employees

(C) Transfer

(D) Promotion

13. निम्नलिखित कथनों को ध्यानपूर्वक पढ़िए :

कथन I : एक पेशे में प्रवेश न तो किसी परीक्षा के माध्यम से और न ही कोई शैक्षिक उपाधि प्राप्त करने से प्रतिबंधित है।

कथन II : किसी भी व्यावसायिक उद्यम में किसी भी व्यक्ति को प्रबंधक के रूप में मनोनीत करने अथवा नियुक्त करने पर कोई प्रतिबंध नहीं है चाहे शैक्षिक योग्यता कोई भी हो।

दिए गए कथनों के प्रकाश में, निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) कथन I सत्य है तथा कथन II असत्य है।

(B) कथन I असत्य है तथा कथन II सत्य है।

(C) कथन I तथा कथन II दोनों सत्य हैं।

(D) कथन I तथा कथन II दोनों असत्य हैं।

14. एक अग्रणी समाचार-पत्र कम्पनी ने देखा कि प्रतिस्पर्धी वेतन का भुगतान करने के बावजूद भी बहुत से प्रतिभाशाली संपादक त्यागपत्र दे रहे थे। एक आन्तरिक सर्वेक्षण करने के बाद यह ज्ञात हुआ कि कर्मचारी असंतुष्ट थे क्योंकि उन्हें अन्य प्रतिस्पर्धी फर्मों के कर्मचारियों की भाँति वेतन के अतिरिक्त कोई लाभ नहीं दिया जाता था। यह समझते हुए कि ऐसे अतिरिक्त लाभ कर्मचारियों को अभिप्रेरित करने में महत्त्वपूर्ण भूमिका निभाते हैं, प्रबन्धन ने कार-भत्ता, घर की सुविधा, चिकित्सा लाभ आदि देने का निर्णय लिया ताकि कर्मचारियों को संगठन में बनाए रखा जा सके और उनकी संतुष्टि में सुधार हो।

उस प्रोत्साहन को पहचानिए जिसे समाचार-पत्र कम्पनी ने अपने कर्मचारियों को देने का निर्णय लिया :

(A) बोनस

(B) सेवानिवृत्ति लाभ

(C) अनुलाभ (परक्विजिट्स)

(D) लाभ में भागीदारी

13. Read the following statements carefully :

Statement I : The entry to a profession is not restricted either through an examination or through acquiring an educational degree.

Statement II : There is no restriction on anyone being designated or appointed as a manager in any business enterprise irrespective of the educational qualifications possessed.

In the light of the given statements, choose the correct alternative from the following :

(A) Statement I is true and Statement II is false.

(B) Statement I is false and Statement II is true.

(C) Both Statement I and Statement II are true.

(D) Both Statement I and Statement II are false.

14. A leading newspaper company noticed that many of its talented editors were resigning despite being paid competitive salaries. On conducting an internal survey, it was revealed that employees were dissatisfied as they were not being offered benefits over and above the salary, like the employees of other competitive firms. Realising that such additional benefits play an important role in motivating employees, the management decided to provide car allowance, housing facilities, medical benefits, etc. to retain employees in the organisation and improve their satisfaction.

Identify the incentive that the newspaper company decided to provide to their employees :

(A) Bonus

(B) Retirement benefits

(C) Perquisites

(D) Profit sharing

15. कॉलम-I में दिए गए योजना के प्रकार का कॉलम-II में दिए गए इसके अर्थ से मिलान कीजिए :

कॉलम-I	*कॉलम-II*
a. नीति	(i) उस तरीके या व्यवहार को निर्धारित करती है जिसके द्वारा उद्देश्य के अनुसार एक कार्य को निष्पादित किया जाता है।
b. कार्यक्रम	(ii) एक परियोजना के विषय में विस्तृत विवरण जो आवश्यक उद्देश्यों, नीतियों, कार्यविधियों, नियमों, कार्यों, मानवीय तथा भौतिक संसाधनों तथा किसी कार्य को करने के बजट की रूपरेखा बनाते हैं।
c. विधि	(iii) व्यावसायिक पर्यावरण को ध्यान में रखते हुए संगठनात्मक उद्देश्यों को पूरा करने की एक व्यापक योजना।
d. व्यूह-रचना	(iv) एक सामान्य कथन जो विचारों का मार्गदर्शन करता है या कर्मशक्ति को एक विशिष्ट दिशा में अग्रसर करता है।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) a-(ii), b-(iv), c-(i), d-(iii)

(B) a-(iv), b-(ii), c-(i), d-(iii)

(C) a-(iv), b-(ii), c-(iii), d-(i)

(D) a-(iv), b-(i), c-(ii), d-(iii)

16. एक डिपॉजिटरी प्रतिभागी (DP) के साथ डीमैट खाता खोलने का उद्देश्य है :

(A) डीमैट रूप में प्रतिभूतियों को धारण करना और स्थानान्तरित करना

(B) दलाल के साथ कोई समझौता करना

(C) प्रतिभूतियों के किसी भी क्रय के लिए शेयर बाज़ार को भुगतान करना

(D) प्रतिभूति बाज़ार में नगद लेनदेनों को सक्षम बनाना

15. Match the type of plan given in Column-I with its meaning in Column-II :

	Column-I		*Column-II*
a.	Policy	(i)	Prescribed way or manner in which a task has to be performed considering the objective.
b.	Programme	(ii)	Detailed statement about a project which outline the objectives, policies, procedures, rules, tasks, human and physical resources required and the budget to implement any course of action.
c.	Method	(iii)	A comprehensive plan for accomplishing an organisation's objectives, taking business environment into consideration.
d.	Strategy	(iv)	A general statement that guides thinking or channelises energies towards a particular direction.

Choose the correct alternative from the following :

(A) a-(ii), b-(iv), c-(i), d-(iii)

(B) a-(iv), b-(ii), c-(i), d-(iii)

(C) a-(iv), b-(ii), c-(iii), d-(i)

(D) a-(iv), b-(i), c-(ii), d-(iii)

16. The purpose of opening a Demat Account with a Depository Participant (DP) is :

(A) For holding and transferring securities in the Demat form

(B) For entering into an agreement with broker

(C) For making payment to stock exchange for any purchase of securities

(D) For enabling cash transactions in the securities market

17. नियुक्तिकरण प्रक्रिया का वह चरण जिसमें किसी कर्मचारी की वर्तमान और/या भूतपूर्व निष्पादन का कुछ पूर्व-निर्धारित मानकों के आधार पर मूल्यांकन किया जाता है :

(A) अनुस्थापन तथा अभिविन्यास

(B) निष्पादन मूल्यांकन

(C) पदोन्नति एवं कैरियर नियोजन

(D) भर्ती

18. निम्नलिखित में से किसमें कार्यशील पूँजी की आवश्यकता अधिक (उच्च) होगी ?

(A) व्यापारिक संगठन में

(B) लघु प्रसंस्करण चक्र में

(C) उच्च-स्तरीय प्रतियोगिता में

(D) देनदारों के प्रति कठोर उधार नीति से

19. निम्नलिखित कथनों को ध्यानपूर्वक पढ़िए :

कथन I : लोकतांत्रिक नेतृत्व शैली में, अनुयायियों को अपने उद्देश्यों और उन्हें प्राप्त करने के तरीकों को स्वयं तैयार करने के लिए उच्च स्तर की स्वतन्त्रता दी जाती है।

कथन II : निरंकुश/एकतंत्रीय नेतृत्व शैली में, अधीनस्थों के साथ सम्प्रेषण केवल एकमार्गीय होता है, वे केवल अपने प्रबन्धकों द्वारा दिए गए आदेशों के अनुसार कार्य करते हैं।

दिए गए कथनों के प्रकाश में, निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) कथन I सत्य है तथा कथन II असत्य है।

(B) कथन I असत्य है तथा कथन II सत्य है।

(C) कथन I तथा कथन II दोनों सत्य हैं।

(D) कथन I तथा कथन II दोनों असत्य हैं।

17. The step of the staffing process in which an employee's current and/or past performance is evaluated against certain pre-determined standards is :

(A) Placement and orientation

(B) Performance appraisal

(C) Promotion and career planning

(D) Recruitment

18. Which of the following will require higher working capital ?

(A) Trading organisations

(B) Short processing cycles

(C) High level of competition

(D) Strict credit policy towards debtors

19. Read the following statements carefully :

Statement I : In democratic leadership style, the followers are given a high degree of independence to formulate their own objectives and ways to achieve them.

Statement II : In autocratic leadership style, communication is only one-way, with the subordinates only acting according to the command given by their managers.

In the light of the given statements, choose the correct alternative from the following :

(A) Statement I is true and Statement II is false.

(B) Statement I is false and Statement II is true.

(C) Both Statement I and Statement II are true.

(D) Both Statement I and Statement II are false.

20. निम्नलिखित कथनों को पढ़िए : अभिकथन (A) तथा कारण (R)।

अभिकथन (A) : निवेशक जनता शेयर बाज़ार में एक सुरक्षित एवं निष्पक्ष लेनदेन पाती है।

कारण (R) : शेयर बाज़ार की सदस्यता उचित ढंग से नियंत्रित होती है और इसके लेनदेन विद्यमान कानूनी ढाँचे के अनुसार सुपरिभाषित होते हैं।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) अभिकथन (A) और कारण (R) दोनों सही हैं और कारण (R), अभिकथन (A) की सही व्याख्या करता है।

(B) अभिकथन (A) और कारण (R) दोनों सही हैं, परंतु कारण (R), अभिकथन (A) की सही व्याख्या ***नहीं*** करता है।

(C) अभिकथन (A) तथा कारण (R) दोनों ग़लत हैं।

(D) अभिकथन (A) सही है, परंतु कारण (R) ग़लत है।

21. 'प्रीमियर लिमिटेड' एक कपड़ा कम्पनी है जो उच्च गुणवत्ता वाले वस्त्रों तथा पर्यावरण स्थिरता के प्रति इसकी दृढ़ प्रतिबद्धता के लिए जानी जाती है । कम्पनी अपने वर्तमान एवं संभावित क्रेताओं की आवश्यकताओं को ध्यानपूर्वक समझकर कपड़ों को डिज़ाइन करती है और प्रभावपूर्ण ढंग से उनकी संतुष्टि करती है। यह मानती है कि लाभ को केवल तभी अधिकतम किया जा सकता है जब सभी निर्णय ग्राहक संतुष्टि को ध्यान में रखकर लिए जाते हैं। ग्राहक की आवश्यकताओं को पूरा करने के साथ-साथ, 'प्रीमियर लिमिटेड' समाज के दीर्घकालीन कल्याण के प्रति गहरी चिंता भी दर्शाती है। पर्यावरणीय प्रदूषण को कम करने के लिए कम्पनी जैविक कपास एवं पुन:नवीनीकृत पॉलिएस्टर का उपयोग कर रही है। कचरे को कम करने के लिए, वे एक कार्यक्रम चलाते हैं जहाँ ग्राहक पुराने कपड़े पुन:नवीनीकरण के लिए वापस कर सकते हैं तथा नए कपड़ों पर छूट प्राप्त कर सकते हैं। इतना ही नहीं वे अपने लाभों का एक भाग स्थानीय विद्यालयों में पर्यावरणीय शिक्षा कार्यक्रमों के लिए अलग रखते हैं।

'प्रीमियर लिमिटेड' द्वारा अनुसरण की जाने वाली विपणन प्रबन्ध की दो अवधारणाओं (दर्शनों) को पहचानिए एवं समझाइए। *3*

22. (क) वित्तीय नियोजन के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए। *3*

अथवा

(ख) एक कम्पनी की स्थायी पूँजी आवश्यकताओं का निर्धारण करने वाले किन्हीं तीन कारकों का उल्लेख कीजिए। *3*

20. Read the following statements : Assertion (A) and Reason (R).

Assertion (A) : The investing public gets a safe and fair deal on the stock market.

Reason (R) : The membership of stock exchange is well regulated and its dealings are well defined according to the existing legal framework.

Choose the correct alternative from the following :

(A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).

(B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is ***not*** the correct explanation of Assertion (A).

(C) Both Assertion (A) and Reason (R) are incorrect.

(D) Assertion (A) is correct, but Reason (R) is incorrect.

21. 'Premier Ltd.' is a clothing company known for its high quality apparel and strong commitment to environment sustainability. The company designs its clothing after carefully understanding the needs of its present and prospective buyers and satisfying them in an effective manner. It assumes that profit can be maximised only when all decisions are taken from the point of view of customer satisfaction. Along with meeting customer needs, 'Premier Ltd.' also shows a deep concern for the long-term well-being of the society. To reduce environmental pollution, the company is using organic cotton and recycled polyester. For reducing waste, they run a programme where customers can return old clothes for recycling and get a discount on new clothes. Not only this, they keep aside a portion of its profits for environmental education programmes in local schools.

Identify and explain two marketing management philosophies followed by 'Premier Ltd.'. *3*

22. (a) State any three points of importance of Financial Planning. *3*

OR

(b) State any three factors that determine the requirement of fixed capital of a company. *3*

23. 'डीएफ टेलिकॉम लिमिटेड' ने, जो भारतीय बाज़ार के लिए मोबाइल फोन की एक श्रृंखला का उत्पादन करती है, दिसम्बर 2025 के महीने में मोबाइल फोन की 30,000 इकाइयाँ उत्पादित करने का लक्ष्य तय किया। यह वह मानक था जिसके आधार पर वास्तविक निष्पादन को मापा जाएगा। महीने के अंत में, यह पाया गया कि केवल 27,000 इकाइयों का उत्पादन हुआ।

इस कमी से चिंतित सामान्य प्रबन्धक ने उत्पादन प्रबन्धक से समस्या का पता लगाकर उसका समाधान करने के लिए कहा।

उल्लेख कीजिए कि उत्पादन प्रबन्धक को समस्या का पता लगाने व उसका समाधान ढूँढ़ने के लिए कौन-से कदम उठाने होंगे जो प्रबन्ध के कार्यों में से एक कार्य की प्रक्रिया से सम्बन्धित हैं। *3*

24. (क) निम्नलिखित आधारों पर 'पूँजी बाज़ार' एवं 'मुद्रा बाज़ार' में अन्तर्भेद कीजिए : *3*

(i) निवेश राशि

(ii) तरलता

(iii) सुरक्षा

अथवा

(ख) भारतीय प्रतिभूति एवं विनिमय बोर्ड के किन्हीं तीन विकासपूर्ण कार्यों का उल्लेख कीजिए। *3*

25. (क) व्यावसायिक पर्यावरण के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए : *4*

(i) उपयोगी संसाधनों के दोहन में सहायक

(ii) तीव्रता से हो रहे परिवर्तनों का सामना करने में सहायक

अथवा

(ख) वैज्ञानिक प्रबन्ध की निम्नलिखित तकनीकों को समझाइए : *4*

(i) कार्य पद्धति अध्ययन

(ii) कार्य का प्रमापीकरण एवं सरलीकरण

26. (क) समन्वय की किन्हीं चार विशेषताओं का उल्लेख कीजिए। *4*

अथवा

(ख) प्रबन्ध के महत्त्व के किन्हीं चार बिन्दुओं का उल्लेख कीजिए। *4*

23. 'DF Telecom Ltd.', which produces a range of mobile phones for the Indian market, set a target to produce 30,000 units of mobile phones in the month of December 2025. This was the benchmark against which actual performance would be measured. At the end of the month, it was found that only 27,000 units were produced.

Concerned with the shortfall, the General Manager asked the Production Manager to find out and resolve the problem.

State the steps related to the process of one of the functions of management which the Production Manager has to take to find out and resolve the problem. *3*

24. (a) Differentiate between 'Capital Market' and 'Money Market' on the basis of the following : *3*

(i) Investment outlay

(ii) Liquidity

(iii) Safety

OR

(b) State any three development functions of Securities and Exchange Board of India. *3*

25. (a) Explain the following points of importance of business environment : *4*

(i) Helps in tapping useful resources

(ii) Helps in coping with rapid changes

OR

(b) Explain the following techniques of Scientific Management : *4*

(i) Method study

(ii) Standardisation and simplification of work

26. (a) State any four features of coordination. *4*

OR

(b) State any four points of importance of management. *4*

27. 'रतन लिमिटेड' तथा 'लारा लिमिटेड' दो कम्पनियाँ हैं और प्रत्येक की विनियोजित पूँजी ₹ 20,00,000 है । 'रतन लिमिटेड' ने अंशों को निर्गमित कर कोष एकत्रित किए हैं जबकि 'लारा लिमिटेड' की पूँजी में 60% समता (₹ 100 प्रत्येक के अंशों में) तथा 40% ऋण (8% ऋणपत्रों से मिलकर बना) है। दोनों कम्पनियों का निवेश पर प्रत्याय 10% है तथा कर दर 40% है।

कारण सहित उल्लेख कीजिए कि कौन-सी कम्पनी अंशधारियों को बेहतर प्रतिफल देगी । अपनी गणनाओं को स्पष्टता से दर्शाइए। *4*

28. रिषभ ने ₹ 8,00,000 में एक कार खरीदी। उसने उसी दिन ऐलेक्स इंश्योरेंस कम्पनी से कार का बीमा कराया। रिषभ की कार केडवान में चोरी हो गई, जब वह अपने परिवार के साथ छुट्टी पर था। उसने तत्काल प्रथम सूचना रिपोर्ट (FIR) दर्ज करवाई, बीमाकर्ता को सूचित किया तथा सभी आवश्यक प्रलेख जमा करा दिए।

रिषभ को बहुत बड़ा झटका लगा, जब बीमा कम्पनी ने उसके दावे को अस्वीकार कर दिया, यह आरोप लगाते हुए कि वह उचित सावधानी रखने में विफल रहा है और उसने कार की पार्किंग बहुत असुरक्षित ढंग से की थी। इसे चुनौती देने का संकल्प लेते हुए, रिषभ ने बीमा कम्पनी को बहुत से पत्र लिखे, परंतु बीमा कम्पनी ने क्षतिपूर्ति का भुगतान करने के लिए मना कर दिया।

रिषभ ने जिला कमीशन में मुक़दमा दायर कराया। जिला कमीशन शिकायत की यथार्थता से संतुष्ट था और उसने बीमा कम्पनी को उचित राशि के भुगतान का आदेश दिया।

रिषभ द्वारा प्रयोग किए गए दो उपभोक्ता अधिकारों को पहचानिए एवं समझाइए। *4*

29. हितेश ने हाल ही में एक वस्त्र निर्माणी कम्पनी आरम्भ की थी। लेकिन, उसने जल्द ही बहुत-सी समस्याओं का सामना करना आरम्भ कर दिया जैसे लक्ष्यों का प्राप्त न होना, प्रबन्धकों के मध्य संघर्ष, श्रम की उच्च आवर्त दर आदि। उसने यह पता लगाने के लिए कि क्या ग़लत हो रहा था, एक प्रबन्ध परामर्शदाता को काम पर रखा। परामर्शदाता ने जाँच-पड़ताल की और निम्नलिखित राय (टिप्पणी) दी : *4*

(i) उत्पादन विभाग में, कामगार उत्पादन प्रबंधक तथा विपणन प्रबन्धक दोनों से आदेश प्राप्त कर रहे थे। परिणामस्वरूप, किए जाने वाले कार्यों के सम्बन्ध में अत्यधिक भ्रांति थी।

(ii) पदोन्नति केवल महिला कर्मचारियों को दी जा रही थी । अन्य कर्मचारियों को कम्पनी में पदोन्नति के समान अवसर नहीं मिल रहे थे।

फेयोल द्वारा दिए गए प्रबन्ध के उन दो सिद्धान्तों को पहचानिए एवं समझाइए जिनका पालन हितेश की कम्पनी में नहीं किया जा रहा है।

27. 'Ratan Ltd.' and 'Lara Ltd.' are two companies with each having a capital employed of ₹ 20,00,000. 'Ratan Ltd.' had raised funds by issuing shares whereas 'Lara Ltd.'s' capital has 60% equity (in shares of ₹ 100 each) and 40% debt (comprising of 8% debentures). Both the companies have a Return on Investment of 10% and the tax rate is 40%.

State with reason which company will be able to give a better return to the shareholders. Show your calculations clearly. *4*

28. Rishabh purchased a car for ₹ 8,00,000. He insured the car on the same day from Alex Insurance Company. Rishabh's car was stolen in Kedwan while he was on vacation with his family. He promptly filed a First Information Report (FIR), informed the insurer and submitted all the required documents.

To Rishabh's shock, the insurance company rejected his claim, alleging he had failed to take due care and had parked the car in an unsafe manner. Determined to challenge this, Rishabh wrote multiple letters to the insurance company, but the insurance company refused to pay the compensation.

Rishabh filed a case with District Commission. The District Commission was satisfied with the genuineness of the complaint and ordered the insurance company to pay a reasonable amount.

Identify and explain two consumer rights which have been exercised by Rishabh. *4*

29. Hitesh started a garment manufacturing company recently. However, he soon began facing several problems like targets not met, conflicts among managers, high labour turnover, etc. He hired a management consultant to find out what was going wrong. The consultant conducted investigations and gave the following observations : *4*

(i) In Production Department, workers were receiving instructions from both, the Production Manager and the Marketing Manager. As a result, there was a lot of confusion regarding tasks to be done.

(ii) Promotions were given only to women employees. Other employees did not get equal opportunities in the company to rise.

Identify and explain the two principles of management given by Fayol which are not being followed in Hitesh's company.

30. 'एएल पब्लिक स्कूल' के कक्षा 11 के विद्यार्थियों ने कक्षा 12 के विद्यार्थियों के लिए एक विदाई समारोह आयोजित करने का निर्णय लिया। एक कोर टीम का गठन किया गया और विचार-मंथन के बाद विभिन्न क्रियाओं की पहचान की गई जिन्हें इस कार्य के लिए निष्पादित किया जाना आवश्यक था। यह निर्णय लिया गया कि अल्पाहार, ध्वनि और संगीत, टेंट, उपहार, आमंत्रण तथा सांस्कृतिक कार्यक्रम की व्यवस्थाएँ करनी होंगी। इसके बाद विद्यार्थियों ने कार्य को प्रबन्धनीय गतिविधियों में विभाजित किया ताकि कार्य की पुनरावृत्ति को रोका जा सके तथा कार्य का बोझ विभाजित हो जाए।

विद्यार्थी बहुत उत्साहित थे कि वे स्वयं पूरे कार्य का प्रबन्धन कर रहे थे। *4*

(i) कक्षा 11 के विद्यार्थियों ने संगठन-प्रक्रिया के एक कदम को निष्पादित किया। कदम को पहचानिए।

(ii) संगठन-प्रक्रिया को सफलतापूर्वक सम्पन्न करने के लिए विद्यार्थियों द्वारा निष्पादित किए जाने के लिए आवश्यक अगले तीन कदमों का उल्लेख कीजिए।

31. 'नोवल स्टोर्स' किराना दुकानों की एक श्रृंखला है जिसने उपभोक्ता संतुष्टि के आधार पर अपनी प्रतिष्ठा बनाई है। यह अपने उच्च गुणवत्ता वाले उत्पादों के लिए जानी जाती है जिसमें विस्तृत विविधता सहित बेकरी, डेयरी उत्पाद तथा पकाने के लिए तैयार खाने की किट आदि सम्मिलित हैं, जो विभिन्न ग्राहकों की आवश्यकताओं को पूरा करती हैं। स्टोर नियमित रूप से ग्राहकों से प्रतिक्रिया लेता है और उसी के अनुसार माल का स्टॉक करता है।

स्टोर ग्राहकों के बीच अपनी आकर्षक योजनाओं जैसे 'एक खरीदिए एक मुफ्त पाइए' प्रस्ताव तथा साप्ताहिक छूट आदि के लिए प्रसिद्ध है, जिनका विज्ञापन इनकी वेबसाइट पर किया जाता है।

एक बार जब माल निर्मित हो जाता है, तो उसे पैक किए जाने, ब्राण्ड किए जाने तथा प्रवर्तन के पश्चात 'नोवल स्टोर्स' इनको सही स्थान पर, सही मात्रा में एवं सही समय पर ग्राहकों को उपलब्ध कराने का आश्वासन देता है। ग्राहक ऑनलाइन आदेश दे सकते हैं और अपने घर पर सुपुर्दगी का चयन कर सकते हैं अथवा एक चुने गए समय पर स्टोर से भी उठा सकते हैं। परिणामस्वरूप, 'नोवल स्टोर्स' के आगम में प्रति वर्ष वृद्धि हो रही है और लाभ बढ़ रहे हैं।

उपर्युक्त स्थिति में विपणन मिश्र के जिन तत्त्वों पर प्रकाश डाला गया है उन्हें पहचानिए एवं समझाइए। *6*

32. (क) प्रबन्ध के निर्देशन कार्य के महत्त्व के किन्हीं चार बिन्दुओं को समझाइए। *6*

अथवा

(ख) सम्प्रेषण की किन्हीं चार मनोवैज्ञानिक बाधाओं को समझाइए। *6*

30. The students of class 11 of 'AL Public School' decided to host a farewell party to students of class 12. A core team was formed that brainstormed and identified various activities that needed to be performed for the same. It was decided that the arrangements for refreshments, sound and music, tentage, gifts, invitations and cultoural programme are required to be made. The students then divided the work into manageable activities so that duplication is avoided and burden of work is shared.

The students were excited that they were managing the whole event themselves. *4*

(i) The students of class 11 have performed one of the steps in the process of organising. Identify the step.

(ii) State the next three steps that the students need to perform to complete the process of organising successfully.

31. 'Novel Stores' is a chain of grocery stores that has built its reputation on customer satisfaction. It is known for its high-quality products, including a wide variety of bakery, dairy products and ready-to-cook meal kits, etc. catering to diverse customer needs. The store regularly takes feedback from the customers and stocks items accordingly.

The store is popular among the customers for its attractive schemes such as 'buy one get one free' offers and weekly discounts, etc. which are advertised on its website.

Once the goods are manufactured, packaged, branded and promoted, 'Novel Stores' ensures that they are made available to customers at the right place, in the right quantity and at the right time. Customers can place orders online and choose to get them delivered at their home or pick them up from the store at a selected time. As a result, the revenues of 'Novel Stores' are growing every year and profits are increasing.

Identify and explain the elements of marketing mix highlighted in the above case. *6*

32. (a) Explain any four points of importance of directing function of management. *6*

OR

(b) Explain any four psychological barriers of communication. *6*

33. 'यमी फूड्स', एक तेज़ी से बढ़ती हुई स्नैक्स श्रृंखला, पिछले 13 वर्षों से इस व्यवसाय में है। यह समझते हुए कि पौष्टिक आहार की माँग बहुत तेज़ी से बढ़ रही है, कम्पनी ने स्वास्थ्यवर्धक स्नैक्स के क्षेत्र में प्रवेश की योजना बनाई। उन्होंने इस क्षेत्र में अनुभव-प्राप्त विपणन प्रबन्धक को काम पर रखने का निर्णय लिया। इसके लिए उन्होंने एक अग्रणी समाचार-पत्र में विज्ञापन दिया और 200 से अधिक आवेदन-पत्र प्राप्त किए।

मानव संसाधन प्रबन्धक ने ध्यानपूर्वक सभी आवेदन-पत्रों को देखा और उन आवेदकों के आवेदन-पत्रों को रद्द कर दिया, जिनके पास आधारभूत योग्यताएँ नहीं थीं। नौकरी की आवश्यकताओं के अनुरूप न होने वाले उम्मीदवारों को छाँटने के लिए संक्षिप्त परिचयात्मक बातचीत भी आयोजित की गई। उसके बाद चुने गए उम्मीदवारों को एक परीक्षा देने के लिए कहा गया जिससे उनकी बुद्धिमत्ता, व्यक्तिगत विशेषताओं आदि का मापन कर सकें। वे उम्मीदवार जिन्होंने परीक्षा में अच्छा प्रदर्शन किया, उन्हें कार्य पर उनकी उपयुक्तता के मूल्यांकन के लिए एक औपचारिक गहन बातचीत के लिए आमंत्रित किया गया। एक उम्मीदवार को नियुक्ति-पत्र के माध्यम से विपणन प्रबन्धक की भूमिका के लिए नियुक्ति की तिथि का उल्लेख करते हुए नौकरी-प्रस्ताव दिया गया।

लेकिन नौकरी-प्रस्ताव देने से पहले, 'यमी फूड्स' ने चयन-प्रक्रिया के तीन चरणों का निष्पादन किया जिनकी चर्चा उपर्युक्त में नहीं की गई है।

चरणों को पहचानिए एवं समझाइए। *6*

34. (क) अंतरण के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए : *6*

(i) कर्मचारियों का विकास

(ii) कर्मचारियों को प्रेरणा

(iii) प्रभावी प्रबंध

अथवा

(ख) नियोजन के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए : *6*

(i) नियोजन निर्देशन की व्यवस्था करता है

(ii) नियोजन अतिव्यापित तथा अपव्ययी क्रियाओं को कम करता है

(iii) नियोजन नियंत्रण के मानकों का निर्धारण करता है

33. 'Yummi Foods', a fast-growing snacks chain has been in business for the last 13 years. Realising that there is a growing demand for nutritious food, the company planned to enter the healthy snacks segment. They decided to hire a Marketing Manager with an experience in this segment. For this, they gave an advertisement in a leading newspaper and received more than 200 applications.

The Human Resource Manager carefully went through all the application forms and removed the application forms of those applicants who did not meet the basic qualifications. Short introductory interactions were also held to filter out candidates who did not match the job requirements. The shortlisted candidates were then asked to take a test designed to measure their intelligence, personality traits, etc. Candidates who performed well in the test were invited for a formal in-depth conversation to be evaluated on their suitability for the job. A job offer was made to a candidate for the role of a Marketing Manager through an appointment letter mentioning the joining date.

But before the job offer was made, 'Yummi Foods' had performed three steps in the process of selection which are not mentioned above.

Identify and explain the steps. *6*

34. (a) Explain the following points of importance of delegation : *6*

(i) Employee development

(ii) Motivation of employees

(iii) Effective management

OR

(b) Explain the following points of importance of planning : *6*

(i) Planning provides directions

(ii) Planning reduces overlapping and wasteful activities

(iii) Planning establishes standards for controlling

Marking Scheme
Strictly Confidential
(For Internal and Restricted use only)
Senior Secondary School Examination, 2026 (XIIth)
BUSINESS STUDIES -66/5/1

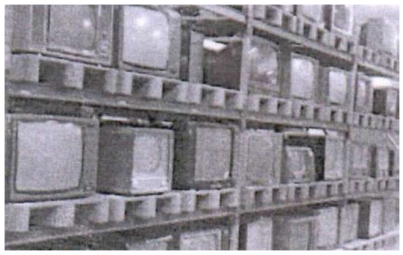
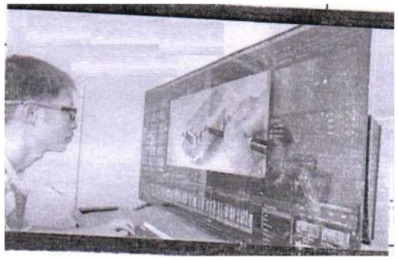
General Instructions : -

1	The CBSE has decided to introduce On Screen Marking (OSM) for the evaluation of Class XII answer Book with the 2026 Examination.
2	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
3	**"Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, evaluation done and several other aspects. Its leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in Newspaper/Website, etc. may invite action under various rules of the Board and IPC."**
4	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one's own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. **However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them. In Class-XII, while evaluating two competency-based questions, please try to understand given answer and even if reply is not from marking scheme but correct competency is enumerated by the candidate, due marks should be awarded.**
5	The Marking scheme carries only suggested value points for the answers. These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
6	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
7	Evaluators will mark (√) wherever answer is correct. For wrong answer CROSS 'X' be marked. Evaluators will not put right **(✓)** while evaluating which gives an impression that answer is correct and no marks are awarded. **This is most common mistake which evaluators are committing.**
8	If a question has parts, please award marks on the right-hand side for each part in the OSM Portal. Marks awarded for different parts of the question will be totaled up by the OSM System.
9	If a question does not have any parts, marks must be awarded in the left-hand margin in the OSM Portal. This may also be followed strictly.
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of 80 marks has to be used. Please do not hesitate to award full marks if the answer deserves it.

12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
13	Ensure that you do not make the following common types of errors committed by the Examiner in the past: ● Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) ● Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0) Marks.
15	The Examiners should acquaint themselves with the guidelines given in the "**Guidelines for Spot Evaluation**" before starting the actual evaluation.
16	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme.
17	**If a candidate attempts both alternatives/options in a question where only one option/ alternative is required to be attempted, the Evaluator shall award marks in both the options. The system will take the higher of two scores and disregard the other response.**
18	**In a question having two options/alternatives, if a candidate has attempted only one, then the evaluator shall mark "NA" (Not attempted) against the option that has not been attempted by the candidate.**

66/5/1	MARKING SCHEME BUSINESS STUDIES (054)- 66/5/1 [Paper Code — 66/5/1]	
Q. No.	**EXPECTED ANSWER / VALUE POINTS**	**MARKS**
1	**Q. The top management of a smartphone manufacturing company recently observed that the government has ordered new safety standards for batteries used in smartphones to prevent overheating. It also noticed that the government announced a reduction in import duties on components used in mobile phones.** **The dimensions of business environment highlighted in the above case are:** **(A) Technological and legal environments** **(B) Political and technological environments** **(C) Legal and social environments** **(D) Political and legal environments** **Ans.** (D) Political and legal environments	**1 mark**
2	**Q. 'Tangy Beverages Ltd.' was known for its popular tangy fruit drinks. It had recently introduced a new range of fruit drinks that became an instant hit among consumers and led to a significant increase in the company's profits. As a result, the Board of Directors wanted to declare a higher dividend for the year. The Chief Finance Officer suggested that they should evaluate the impact of dividend on the share price of previous years before taking a decision. An analysis was done, which showed how the company's share price had risen in previous years whenever the dividend was increased. On the other hand, even a small decrease in dividend had led to a noticeable dip in the share price.** **Which of the following factors affecting dividend decision was suggested by the Chief Finance Officer to the Board of Directors in the above case?** **(A) Access to capital market** **(B) Stock market reaction** **(C) Shareholders preference** **(D) Cash flow position** **Ans.** (B) Stock market reaction	**1 mark**
3	**Q. Read the following statements: Assertion (A) and Reason (R)** ***Assertion (A):*** **General forces such as social, political, legal and technological conditions affect an individual firm only indirectly.** ***Reason (R):*** **General forces have an impact on all business enterprises, in contrast to, specific forces that affect individual firms directly and immediately in their day-to-day working.** **Choose the correct alternative from the following:** **(A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).** **(B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is *not* the correct explanation of Assertion (A).**	

	(C) Both Assertion (A) and Reason (R) are incorrect. **(D) Assertion (A) is correct, but Reason (R) is incorrect.** **Ans.** (A) Both assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).	**1 mark**
4	**Q. One of the factors affecting price determination of a product is 'Pricing Objectives'. Which of the following pricing objectives will result in a higher price being fixed for the product?** **(A) Obtaining market share leadership** **(B) Surviving in a competitive market** **(C) Attaining product quality leadership** **(D) Profit maximisation in the long run** **Ans.** (C) Attaining product quality leadership	**1 mark**
5	**Q. ''The application of principles of management is dependent upon the prevailing situation at a particular point of time.'' This statement highlights which of the following features of principles of management?** **(A) General guidelines** **(B) Flexible** **(C) Mainly behavioural** **(D) Contingent** **Ans.** (D) Contingent	**1 mark**
6	**Q. 'Renew Ltd.' was the pioneer in the Electric Vehicles segment and presently has 70% market share. Keeping in mind the rapidly increasing demand for Electric Vehicles due to the rising environment consciousness among people and lower operating costs, the company set a target to increase its market share to 80% in the current year. However, the incentives provided by the government to encourage manufacturing of Electric Vehicles attracted many new players in the market. As this change in the business environment happened suddenly, the company was not able to accurately assess future trends. As a result, the market share of 'Renew Ltd.' fell from 70% to 55% in the current year.** **Which limitation of planning has been discussed in the above case?** **(A) Planning may not work in a dynamic environment** **(B) Planning leads to rigidity** **(C) Planning does not guarantee success** **(D) Planning involves huge costs** **Ans.** (A) Planning may not work in a dynamic environment	**1 mark**
7	**Q. Which of the following statements is *incorrect* with reference to Maslow's Need Hierarchy Theory of motivation?** **(A) People's behaviour is based on their needs.** **(B) People's needs are in hierarchical order, starting from basic needs to other higher-level needs.**	

	(C) Only a satisfied need can motivate a person. **(D) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.** **Ans.** (C) Only a satisfied need can motivate a person	**1 mark**
8	**Q. Which of the following is *not* a factor affecting capital structure of a company?** **(A) Cash flow position** **(B) Return on investment** **(C) Financing alternatives** **(D) Stock market conditions** **Ans.** (C) Financing alternatives	**1 mark**
9	**Q. Identify the shift in the marketing management philosophy from Picture I to Picture II.**   **Mass Production of Televisions** **Use of Television as a Computer Monitor** **Picture I** **Picture II** **(A) From Production concept to Product concept** **(B) From Production concept to Societal marketing concept** **(C) From Societal marketing concept to Production concept** **(D) From Product concept to Production concept** **Ans.** (A) From Production concept to Product concept ***Note: The following question is for the Visually Impaired Candidates only in lieu of Q. No. 9.*** **The process of giving a name or a sign or a symbol etc., to a product is known as:** **(A) Brand** **(B) Branding** **(C) Labelling** **(D) Packaging** **Ans.** (B) Branding	**1 mark**
10	**Q. 'Deccan Motors Ltd.' is a renowned name in the automobile sector in India. It deals in both commercial vehicles like bus, truck and lorries, as well as passenger vehicles like cars, scooters, etc. It presently has a functional organisational structure. The Board of Directors have now**	

	decided to shift to divisional structure, with separate divisions for commercial vehicles and passenger vehicles. **Identify the benefit the company will get as a result of shifting to divisional structure:** **(A) It will promote flexibility and initiative because each division will function as an autonomous unit.** **(B) It will lead to minimal duplication of effort, which will result in economies of scale.** **(C) It will make training of employees easier as the focus will be on limited range of skills.** **(D) It will lead to occupational specialisation since emphasis will be placed on specific functions.** **Ans.** (A) It will promote flexibility and initiative because each division will function as an autonomous unit.	**1 mark**
11	**Q. Obligation of a subordinate to properly perform the assigned duty is known as _____.** **(A) Delegation** **(B) Accountability** **(C) Responsibility** **(D) Authority** **Ans.** (C) Responsibility	**1 mark**
12	**Q. A software company wants to expand its business. For this, it requires a large number of fresh graduates with innovative ideas in the field of Artificial Intelligence and Data Analytics. The existing staff members do not possess these specialized skills, so a notice was put up at the reception of the office asking the present employees to introduce any friend or relative who could possibly be possessing the required skills for the jobs.** **The source of recruitment that has been used by the software company is:** **(A) Direct Recruitment** **(B) Recommendation of employees** **(C) Transfer** **(D) Promotion** **Ans.** (B) Recommendation of employees	**1 mark**
13	**Q. Read the following statements carefully:** ***Statement I:*** **The entry to a profession is not restricted either through an examination or through acquiring an educational degree.** ***Statement II:*** **There is no restriction on anyone being designated or appointed as a manager in any business enterprise irrespective of the educational qualifications possessed.**	

	In the light of the given statements, choose the correct alternative from the following: **(A) Statement I is true and Statement II is false.** **(B) Statement I is false and Statement II is true.** **(C) Both Statement I and Statement II are true.** **(D) Both Statement I and Statement II are false.** **Ans.** (B) Statement I is false and Statement II is true.	**1 mark**
14	**Q. A leading newspaper company noticed that many of its talented editors were resigning despite being paid competitive salaries. On conducting an internal survey, it was revealed that employees were dissatisfied as they were not being offered benefits over and above the salary, like the employees of other competitive firms. Realising that such additional benefits play an important role in motivating employees, the management decided to provide car allowance, housing facilities, medical benefits, etc. to retain employees in the organisation and improve their satisfaction.** **Identify the incentive that the newspaper company decided to provide to their employees:** **(A) Bonus** **(B) Retirement benefits** **(C) Perquisites** **(D) Profit sharing** **Ans.** (C) Perquisites	**1 mark**
15	**Q. Match the type of plan given in Column-I with its meaning in Column-II:** **Column-I** / **Column-II** **a. Policy** — **(i) Prescribed way or manner in which a task has to be performed considering the objective.** **b. Programme** — **(ii) Detailed statement about a project which outline the objectives, policies, procedures, rules, tasks, human and physical resources required and the budget to implement any course of action.** **c. Method** — **(iii) A comprehensive plan for accomplishing an organisation's objectives, taking business environment into consideration.** **d. Strategy** — **(iv) A general statement that guides thinking or channelises energies towards a particular direction.** **Choose the correct alternative from the following:** **(A) a-(ii), b-(iv), c-(i), d-(iii)** **(B) a-(iv), b-(ii), c-(i), d-(iii)** **(C) a-(iv), b-(ii), c-(iii), d-(i)** **(D) a-(iv), b-(i), c-(ii), d-(iii)** **Ans.** (B) a-(iv), b-(ii), c-(i), d-(iii)	**1 mark**

16	**Q. The purpose of opening a Demat Account with a Depository Participant (DP) is:** **(A) For holding and transferring securities in the Demat form** **(B) For entering into an agreement with broker** **(C) For making payment to stock exchange for any purchase of securities** **(D) For enabling cash transactions in the securities market** **Ans.** (A) For holding and transferring securities in the Demat form	**1 mark**
17	**Q. The step of the staffing process in which an employee's current and/or past performance is evaluated against certain pre-determined standards is:** **(A) Placement and orientation** **(B) Performance appraisal** **(C) Promotion and career planning** **(D) Recruitment** **Ans.** (B) Performance appraisal	**1 mark**
18	**Q. Which of the following will require higher working capital?** **(A) Trading organisations** **(B) Short processing cycles** **(C) High level of competition** **(D) Strict credit policy towards debtors** **Ans.** (C) High level of competition	**1 mark**
19	**Q. Read the following statements carefully:** ***Statement I:*** **In democratic leadership style, the followers are given a high degree of independence to formulate their own objectives and ways to achieve them.** ***Statement II:*** **In autocratic leadership style, communication is only one-way, with the subordinates only acting according to the command given by their managers.** **In the light of the given statements, choose the correct alternative from the following:** **(A) Statement I is true and Statement II is false.** **(B) Statement I is false and Statement II is true.** **(C) Both Statement I and Statement II are true.** **(D) Both Statement I and Statement II are false.** **Ans.** (B) Statement I is false and Statement II is true	**1 mark**
20	**Q. Read the following statements: Assertion (A) and Reason (R).** ***Assertion (A):*** **The investing public gets a safe and fair deal on the stock market.** ***Reason (R):*** **The membership of stock exchange is well regulated and its dealings are well defined according to the existing legal framework.** **Choose the correct alternative from the following:**	

	(A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A). **(B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is *not* the correct explanation of Assertion (A).** **(C) Both Assertion (A) and Reason (R) are incorrect.** **(D) Assertion (A) is correct, but Reason (R) is incorrect.** **Ans.** (A) Both assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).	**1 mark**
21	**Q. 'Premier Ltd.' is a clothing company known for its high quality apparel and strong commitment to environment sustainability. The company designs its clothing after carefully understanding the needs of its present and prospective buyers and satisfying them in an effective manner. It assumes that profit can be maximised only when all decisions are taken from the point of view of customer satisfaction. Along with meeting customer needs, 'Premier Ltd.' also shows a deep concern for the long-term well-being of the society. To reduce environmental pollution, the company is using organic cotton and recycled polyester. For reducing waste, they run a programme where customers can return old clothes for recycling and get a discount on new clothes. Not only this, they keep aside a portion of its profits for environmental education programmes in local schools.** **Identify and explain two marketing management philosophies followed by 'Premier Ltd.'.** **Ans.** <u>Marketing Management Philosophies followed by 'Premier Ltd.':</u> **(i) Marketing Concept** • The marketing concept implies that an organisation can achieve its objective of maximisation of profit by identifying the needs of its present and prospective buyers and satisfying them in an effective way in the long run. **(ii) Societal Marketing Concept** • The societal marketing concept holds that the task of any organisation is to identify the needs and wants of the target market and deliver the desired satisfaction in an effective and efficient manner so that the long term well-being of the consumers and the society is taken care of.	(½ mark for identification + 1 mark for explanation) = 1½ x 2 **= 3 marks**

22	**Q. (a) State any three points of importance of Financial Planning.** **Ans.** Importance of Financial Planning: **(Any THREE)** (i) It helps in forecasting what may happen in future under different business situations to enable the firms to face the eventual situation in a better way. (ii) It helps in avoiding business shocks and surprises and helps the company in preparing for the future. (iii) If helps in co-ordinating various business functions, e.g., sales and production functions, by providing clear policies and procedures. (iv) Detailed plans of action prepared under financial planning reduce waste, duplication of efforts and gaps in planning. (v) It tries to link the present with the future. (vi) It provides a link between investment and financing decisions on a continuous basis. (vii) By spelling out detailed objectives for various business segments, it makes the evaluation of actual performance easier. **OR** **Q. (b) State any three factors that determine the requirement of fixed capital of a company.** **Ans.** Factors affecting Requirement of Fixed Capital: **(Any THREE)** (i) **Nature of business** as a trading concern needs lower investment in fixed assets compared with a manufacturing organisation. (ii) **Scale of operation** as a large organisation operating at a higher scale needs higher investment in fixed assets as compared to a small organisation. (iii) The **choice of technique** is a factor affecting requirement of fixed capital as a capital- intensive organisation requires higher investment in plant, whereas a labour-intensive organisation requires less investment in fixed assets. (iv) Higher investment in fixed assets may be required in certain industries where assets become obsolete sooner and need to be replaced faster due to **technology upgradation**. (v) Higher **growth** of an organisation generally requires higher investment in fixed assets, consequently larger fixed capital. (vi) With **diversification**, fixed capital requirement increases as more investment is to be made in fixed assets.	1 x 3 **= 3 marks** **OR**

	(vii) The **financing alternatives** affect the requirement of fixed capital as availability of leasing facilities may reduce the funds required to be invested in fixed assets as compared to buying an asset. (viii) **Collaboration** reduces the level of investment in fixed assets as organisations share each other's facilities. **(If an examinee has only listed the points, ½ mark for each point should be awarded)**	= 1 x 3 **= 3 marks**
23	**Q. 'DF Telecom Ltd.', which produces a range of mobile phones for the Indian market, set a target to produce 30,000 units of mobile phones in the month of December 2025. This was the benchmark against which actual performance would be measured. At the end of the month, it was found that only 27,000 units were produced.** **Concerned with the shortfall, the General Manager asked the Production Manager to find out and resolve the problem.** **State the steps related to the process of one of the functions of management which the Production Manager has to take to find out and resolve the problem.** **Ans.** <u>The steps related to the process of Controlling function which the production manager has to take to find out and resolve the problem:</u> **(i) Analysing Deviations** which involves using 'management by exception' to determine the acceptable range of deviations and 'Critical Point Control' to attend to the deviations in key areas of business more urgently than in insignificant areas and analysing their causes. **(ii) Taking corrective action** when the deviations go beyond the acceptable range, especially in the important areas, so that deviations do not occur again and standards are accomplished. **(If an examinee has only listed the points, ½ mark for each point should be awarded)**	1 ½ 1½ **= 3 marks**
24	**Q. (a) Differentiate between 'Capital Market' and 'Money Market' on the basis of the following:** **(i) Investment Outlay** **(ii) Liquidity** **(iii) Safety**	

Ans. Difference between 'Capital Market' and 'Money Market'

BASIS	CAPITAL MARKET	MONEY MARKET
(i) Investment Outlay	Investment in capital market does not necessarily require a huge financial outlay as the value of units of securities is generally low.	Investment in money market requires huge sums of money as the instruments are quite expensive.
(ii) Liquidity	Capital market securities are considered less liquid.	Money market instruments enjoy a higher degree of liquidity as there is a formal arrangement for it.
(iii) Safety	Capital market instruments are riskier both with respect to returns and principal repayment.	Money market instruments are generally much safer with minimum risk of default.

= 1 x 3

= 3 marks

OR

OR

Q.(b) State any three development functions of Securities and Exchange Board of India.

Ans. Development Functions of Securities and Exchange Board of India

(i) Training of intermediaries of the securities market.

(ii) Conducting research and publishing information useful to all market participants.

(iii) Undertaking measures to develop the capital markets by adapting a flexible approach.

1 x 3

= 3 marks

25 **Q. (a) Explain the following points of importance of business environment:**
(i) Helps in tapping useful resources
(ii) helps in coping with rapid changes

Ans.

(i) Helps in tapping useful resources

A business enterprise depends on the environment as a source of inputs or resources and as an outlet for outputs, the enterprise designs those policies that allow it to get the resources that it needs, so that it can convert those resources into outputs that the environment desires. This can be done better by understanding what the environment has to offer.

2

	(ii) Helps in coping with rapid changes All sizes and all types of enterprises are facing increasingly dynamic environment. In order to effectively cope with these significant changes, managers must understand and examine the environment and develop suitable courses of action.	2 **= 4 marks**
	OR	**OR**
	Q.(b) Explain the following techniques of Scientific Management: **(i) Method Study** **(ii) Standardisation and simplification of work**	
	Ans. (i) Method Study • Method study is a technique to find out one best way of doing the job. Right from procurement of raw materials till the final product is delivered to the customer, every activity is a part of method study. • Method study helps to minimise the cost of production and maximise the quality and satisfaction of the customer.	2
	(ii) Standardisation and simplification of work • Standardisation refers to the process of setting standards for every business activity It can be standardisation of process, raw material, time, product, machinery, methods or working conditions. • Simplification aims at eliminating unnecessary diversity of products which will result in savings of cost of labour, machines and tools.	2 **= 4 marks**
26	**Q (a) State any four features of coordination.**	
	Ans. Features of coordination: **(Any FOUR)** (i) Coordination **integrates group efforts** by unifying diverse interests into purposeful work activity. (ii) It **ensures unity of action** by acting as a binding force between departments and ensuring that all action is aimed at achieving the goals of the organisation. (iii) It is a **continuous process** as it starts at the planning stage and continues till controlling. (iv) It is an **all-pervasive function** as it is required at all levels of management and in all departments of an organisation. (v) It is the **responsibility of all managers** at the top, middle and operational level. (vi) It is a **deliberate function as** a manager has to coordinate the efforts of different people in a conscious and deliberate manner.	1 x 4 **= 4marks**

	(If an examinee has only listed the points, ½ mark for each point should be awarded) **OR** **Q. (b) State any four points of importance of management.** **Ans.** Importance of management: **(Any FOUR)** (i) **Management helps in achieving group goals** by giving a common direction to the individual effort to achieve the overall goal of the organisation. (ii) **Management increases efficiency** by reducing costs and increasing productivity through better planning, organising, directing, staffing and controlling the activities of the organisation. (iii) **Management creates a dynamic organisation** by helping people adapt to changes so that the organisation is able to maintain its competitive edge. (iv) **Management helps in achieving personal objectives** by motivating and leading in such a manner that individual members are able to achieve personal goals while contributing to the overall organizational objective. (v) **Management helps in the development of society** by fulfilling its multiple objectives that serve the purpose of the different groups that constitute it. **(If an examinee has only listed the points, ½ mark for each point should be awarded)**	**OR** 1 x 4 **= 4 marks**
27	**Q. 'Ratan Ltd.' and 'Lara Ltd.' are two companies with each having a capital employed of ₹ 20,00,000. 'Ratan Ltd.' had raised funds by issuing shares whereas 'Lara Ltd.'s' capital has 60% equity (in shares of ₹ 100 each) and 40% debt (comprising of 8% debentures). Both the companies have a Return on Investment of 10% and the tax rate is 40%.** **State with reason which company will be able to give a better return to the shareholders. Show your calculations clearly.** **Ans.** Workings**:**	

Details	**Ratan Ltd. (₹)**	**Lara Ltd. (₹)**
Share Capital (of ₹100 each)	20,00,000	12,00,000
8% Debentures	-	8,00,000
Capital Employed	**20,00,000**	**20,00,000**

Details	Ratan Ltd. (₹)	Lara Ltd. (₹)
Earnings Before Interest and Tax	2,00,000	2,00,000
Less: Interest @ 8% p.a.	-	(64,000)
Earnings Before Tax	2,00,000	1,36,000
Less: Tax @ 40%	(80,000)	(54,400)
Earnings After Tax	1,20,000	81,600
Earnings Per Share = Earnings After Tax / No. of shares	= 1,20,000 / 20,000 = 6	= 81,600 / 12,000 = 6.8

3

Lara Ltd. will be able to give **better returns** to the shareholders. ½

Reason: Due to presence of debt in capital structure and Return On Investment being higher than the cost of debt, Lara Ltd. will be able to give higher returns to its shareholders. ½

= 4 marks

28

Q. Rishabh purchased a car for ₹ 8,00,000. He insured the car on the same day from Alex Insurance Company. Rishabh's car was stolen in Kedwan while he was on vacation with his family. He promptly filed a First Information Report (FIR), informed the insurer and submitted all the required documents.
To Rishabh's shock, the insurance company rejected his claim, alleging he had failed to take due care and had parked the car in an unsafe manner. Determined to challenge this, Rishabh wrote multiple letters to the insurance company, but the insurance company refused to pay the compensation.
Rishabh filed a case with District Commission. The District Commission was satisfied with the genuineness of the complaint and ordered the insurance company to pay a reasonable amount.
Identify and explain two consumer rights which have been exercised by Rishabh.

Ans. Consumer Rights which have been exercised by Rishabh:

(i) Right to be heard

- In case of dissatisfaction with a good or a service, the consumer has a right to file a complaint and to be heard
- It is because of this reason that many enlightened business firms have set up their own consumer service and grievance cells.

(1 mark for identification + 1 mark for explanation)

(ii) Right to seek redressal

- In case the product or service falls short of his expectations, the consumer has a right to get relief.
- The Consumer Protection Act provides a number of reliefs to the consumers including replacement of the product, removal of defect, compensation paid for any loss or injury suffered by consumer, etc.

= 2 x 2
= 4 marks

29	**Q. Hitesh started a garment manufacturing company recently. However, he soon began facing several problems like targets not met, conflicts among managers, high labour turnover, etc. He hired a management consultant to find out what was going wrong. The consultant conducted investigations and gave the following observations:** **(i) In Production Department, workers were receiving instructions from both, the Production Manager and the Marketing Manager. As a result, there was a lot of confusion regarding tasks to be done.** **(ii) Promotions were given only to women employees. Other employees did not get equal opportunities in the company to rise.** **Identify and explain the two principles of management given by Fayol which are not being followed in Hitesh's company.** **Ans.** Two principles of management given by Fayol which are not being followed in Hitesh's company: **(i) Unity of Command** • The principle of unity of command states that each employee in an organisation should receive orders from one superior only and he should be responsible to only one superior. • It prevents confusion regarding tasks to be done. **(ii) Equity** • This principle advocates that there should be no discrimination against anyone on account of sex, religion, language, caste, belief, nationality etc. • It emphasizes kindliness and justice in the behaviour of managers towards the workers to ensure loyalty and devotion.	(½ mark for identification + 1½ mark for explanation) = 2 x 2 **= 4 marks**
30	**Q. The students of class 11 of 'AL Public School' decided to host a farewell party to students of class 12. A core team was formed that brainstormed and identified various activities that needed to be performed for the same. It was decided that the arrangements for refreshments, sound and music, tentage, gifts, invitations and cultural programme are required to be made. The students then divided the work into manageable activities so that duplication is avoided and burden of work is shared.** **The students were excited that they were managing the whole event themselves.** **(i) The students of class 11 have performed one of the steps in the process of organising. Identify the step.** **(ii) State the next three steps that the students need to perform to complete the process of organising successfully.** **Ans.** **(i)** The step in the process of organizing that has been performed by the students of class 11 is '**Identification and Division of Work'**.	1 +

	(ii) Next three steps that the students need to perform to complete the process of organizing successfully: (a) **Departmentalization** involves grouping together those activities which are similar in nature to form departments to facilitate specialisation. (b) **Assignment of duties** involves allocation of jobs to the members of each department (job positions) in accordance to their skills and competencies. (c) **Establishment of authority-responsibility relationships** so that each individual knows who he has to take orders from and to whom he is accountable. **(If an examinee has only listed the points, ½ mark for each point should be awarded)**	1 x 3 **= 4 Marks**
31	**Q. 'Novel Stores' is a chain of grocery stores that has built its reputation on customer satisfaction. It is known for its high-quality products, including a wide variety of bakery, dairy products and ready-to-cook meal kits, etc. catering to diverse customer needs. The store regularly takes feedback from the customers and stocks items accordingly.** **The store is popular among the customers for its attractive schemes such as 'buy one get one free' offers and weekly discounts, etc. which are advertised on its website.** **Once the goods are manufactured, packaged, branded and promoted, 'Novel Stores' ensures that they are made available to customers at the right place, in the right quantity and at the right time. Customers can place orders online and choose to get them delivered at their home or pick them up from the store at a selected time. As a result, the revenues of 'Novel Stores' are growing every year and profits are increasing.** **Identify and explain the elements of marketing mix highlighted in the above case.** **Ans.** Elements of marketing mix: **(i) Product** • Product means goods or services or 'anything of value', which is offered to the market for sale. It also includes the extended product or what is offered to the customers by way of after sales services, handling complaints, availability of spare parts. • The important product decisions include deciding about the features, quality, packaging, labelling and branding of the products. **(ii) Promotion** • Promotion of products and services include activities that communicate information (availability, features, merits) of the products to the target customers and persuade them to buy it. • Organisations undertake various promotional activities and spend substantial amounts of money on the promotion of their goods by using	(½ mark for identification + 1½ mark for explanation)

	a number of tools such as advertising, personal selling, public relations and sales promotion techniques. **(iii)Place** • Place or Physical Distribution include activities that make the firm's products available to the target customers. • Important decision areas in this respect include selection of dealers or intermediaries to reach the customers, managing inventory, storage and warehousing and transportation of goods from the place it is produced to the place it is required by the buyers.	= 2 x 3 **= 6 Marks**
32	**Q.(a) Explain any four points of importance of directing function of management.** **Ans.** Importance of directing function of management: **(Any FOUR)** **(i) Initiates action**: • Directing helps to initiate action by people in the organisation towards attainment of desired objectives. • A superior guides his subordinates and clarifies their doubts in performing a task and helps them to achieve work targets given to them. (ii) **Integrates employees' efforts**: • Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the organisational performance. • It ensures that the individuals work for organisational goals. (iii) **Guides employees to fully realise their potential and capabilities**: • Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. • A good leader identifies the potential of his employees and motivates them to extract work up to their full potential. (iv) **Facilitates introduction of needed changes**: • Directing facilitates introduction of needed changes in the organisation. • Generally, people have a tendency to resist changes in the organisation. Effective directing through motivation, communication and leadership helps to reduce such resistance and develop required cooperation in introducing changes in the organisation. (v) **Brings stability and balance:** • Effective directing helps to bring stability in the organisation since it fosters cooperation and commitment among the people. • It also helps to achieve balance among various groups, activities and the departments. **OR**	(½ mark for naming + 1 mark for explanation) = 1 ½ x 4 **= 6 marks** **OR**

	Q(b). Explain any four psychological barriers of communication. **Ans.** Psychological barriers of communication: **(Any FOUR)** **(i) Premature evaluation:** • Premature evaluation is when people evaluate the meaning of a message before the sender completes his message. • This may be due to pre-conceived notions or prejudices against the communication. (ii) **Lack of attention:** • The preoccupied mind of the receiver and the resultant non-listening of messages acts as a major psychological barrier. • This may lead to disappointment. (iii) **Loss by transmission and poor retention**: • When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information. • Poor retention is another barrier as people cannot retain the information for a long time if they are inattentive or not interested. (iv) **Distrust:** • Distrust between communicator and communicatee acts as a barrier. • If the parties do not believe each other, they cannot understand each other's message in its original sense.	(½ mark for naming + 1 mark for explanation) = 1½ x 4 **= 6 marks**
33	**Q. 'Yummi Foods', a fast-growing snacks chain has been in business for the last 13 years. Realising that there is a growing demand for nutritious food, the company planned to enter the healthy snacks segment. They decided to hire a Marketing Manager with an experience in this segment. For this, they gave an advertisement in a leading newspaper and received more than 200 applications.** **The Human Resource Manager carefully went through all the application forms and removed the application forms of those applicants who did not meet the basic qualifications. Short introductory interactions were also held to filter out candidates who did not match the job requirements. The shortlisted candidates were then asked to take a test designed to measure their intelligence, personality traits, etc. Candidates who performed well in the test were invited for a formal in-depth conversation to be evaluated on their suitability for the job. A job offer was made to a candidate for the role of a Marketing Manager through an appointment letter mentioning the joining date.** **But before the job offer was made, 'Yummi Foods' had performed three steps in the process of selection which are not mentioned above.** **Identify and explain the steps.** **Ans.** Steps in the process of selection performed by 'Yummi foods': **(i) Reference and Background Checks**:	

	• Employers request names, addresses, and telephone numbers of references for the purpose of verifying information and gaining additional information of an applicant. • References may include previous employers, known persons, teachers and university professors, etc. **(ii) Selection Decision:** • The final decision has to be made from among the candidates who pass the tests, interviews and reference checks. • The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee. **(iii) Medical Examination**: • After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. • The job offer is given to the candidate being declared fit after the medical examination.	(½ mark for identification + 1 ½ mark for explanation) = 2 x 3 **= 6 marks**
34	**Q. (a) Explain the following points of importance of delegation:** **(i) Employee development** **(ii) Motivation of employees** **(iii)Effective management** **Ans.** Importance of delegation **(i) Employee development** • As a result of delegation, employees get more opportunities to utilise their talent and this may give rise to latent abilities in them. • It makes them better leaders and decision makers and helps by preparing better future managers. (ii) **Motivation of employees** • When a superior entrusts a subordinate with a task, it is not merely the sharing of work but involves trust on the superior's part and commitment on the part of the subordinate. • This builds self-esteem of the employees leading to performance. **(iii)Effective management** • By empowering the employees, the managers are able to function more efficiently as they get more time to concentrate on important matters. • Freedom from doing routine work provides them with opportunities to excel in new areas. **OR**	2 2 2 **= 6 marks** **OR**

	Q(b) Explain the following points of importance of planning: **(i) Planning provides directions** **(ii) Planning reduces overlapping and wasteful activities** **(iii) Planning establishes standards for controlling** **Ans.** Importance of planning **(i) Planning provides directions** • Planning provides direction for action by stating in advance how work is to be done • It also ensures that the goals or objectives are clearly stated so that they act as a guide for deciding what action should be taken and in which direction. **(ii) Planning reduces overlapping and wasteful activities** • Planning serves as the basis of coordinating the activities and efforts of different divisions, departments and individuals. It helps in avoiding confusion and misunderstanding. • Useless and redundant activities are minimized or eliminated. **(iii) Planning establishes standards for controlling** • Planning provides the goals or standards against which actual performance is measured. • It is a prerequisite for controlling. If there were no goals and standards, then, finding deviations which are a part of controlling, would not be possible.	2 2 2 **= 6 marks**

Series : W6ZYX **SET~1**

प्रश्न-पत्र कोड
Q.P. Code **66/6/1**

रोल नं.
Roll No.

परीक्षार्थी प्रश्न-पत्र कोड को उत्तर-पुस्तिका के मुख-पृष्ठ पर अवश्य लिखें।
Candidates must write the Q.P. Code on the title page of the answer-book.

	नोट		NOTE
(I)	कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **31** हैं।	(I)	Please check that this question paper contains **31** printed pages.
(II)	प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें।	(II)	Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
(III)	कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं।	(III)	Please check that this question paper contains **34** questions.
(IV)	**कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में यथा स्थान पर प्रश्न का क्रमांक अवश्य लिखें।**	(IV)	**Please write down the Serial Number of the question in the answer-book at the given place before attempting it.**
(V)	इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है। प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा। 10.15 बजे से 10.30 बजे तक परीक्षार्थी केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे। #	(V)	15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the candidates will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन
BUSINESS STUDIES

*निर्धारित समय : **3** घण्टे*	*अधिकतम अंक : **80***
*Time allowed : **3** hours*	*Maximum Marks : **80***

सामान्य निर्देश :

निम्नलिखित निर्देशों को बहुत सावधानी से पढ़िए और उनका सख़्ती से पालन कीजिए :

(i) *इस प्रश्न-पत्र में **34** प्रश्न हैं। **सभी** प्रश्न **अनिवार्य** हैं।*

(ii) *प्रत्येक प्रश्न के अंक उनके सामने अंकित हैं।*

(iii) *उत्तर संक्षिप्त तथा बिंदुवार होने चाहिए।*

(iv) ***3** अंकों के प्रश्नों के उत्तर 50 से 75 शब्दों में लिखे जाने चाहिए।*

(v) ***4** अंकों के प्रश्नों के उत्तर लगभग 150 शब्दों में लिखे जाने चाहिए।*

(vi) ***6** अंकों के प्रश्नों के उत्तर लगभग 200 शब्दों में लिखे जाने चाहिए।*

(vii) *प्रत्येक प्रश्न के सभी भागों के उत्तर एक साथ लिखे जाने चाहिए।*

*प्रश्न संख्या **1** से **20** तक बहुविकल्पीय प्रश्न (MCQ) हैं, जिनमें प्रत्येक **1** अंक का है।* *20×1=20*

1. निम्नलिखित कथनों को पढ़िए : अभिकथन (A) तथा कारण (R)।

अभिकथन (A) : प्रबन्ध के सिद्धांत कार्य के लिए मार्गदर्शक होते हैं, लेकिन सभी प्रबन्धकीय समस्याओं के लिए बने बनाए, सीधे समाधान प्रदान नहीं करते।

कारण (R) : वास्तविक व्यावसायिक परिस्थितियाँ न तो बहुत जटिल होती हैं और न ही गतिशील और बहुत अधिक तत्त्वों का परिणाम नहीं होती हैं।

नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :

(A) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं तथा कारण (R), अभिकथन (A) की सही व्याख्या है।

(B) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं, परन्तु कारण (R), अभिकथन (A) की सही व्याख्या ***नहीं*** है।

(C) अभिकथन (A) सत्य है, परन्तु कारण (R) असत्य है।

(D) अभिकथन (A) असत्य है, परन्तु कारण (R) सत्य है।

2. _____ के अन्तर्गत, उपभोक्ता को उत्पाद को बदलने, उत्पाद से दोषों को दूर करने, किसी हानि अथवा क्षति के लिए उसकी पूर्ति करने और किसी वस्तु/सेवा को अपेक्षा के अनुरूप न होने पर उपभोक्ता को उससे राहत पाने का अधिकार है।

(A) सुरक्षा का अधिकार

(B) क्षतिपूर्ति (निवारण पाने का) का अधिकार

(C) आश्वस्त होने का अधिकार

(D) शिकायत (सुनवाई) का अधिकार

General Instructions :

Read the following instructions very carefully and strictly follow them :

(i) *This question paper contains **34** questions. **All** questions are **compulsory**.*

(ii) *Marks are indicated against each question.*

(iii) *Answers should be brief and to the point.*

(iv) *Answers to questions carrying **3** marks may be from 50 to 75 words.*

(v) *Answers to questions carrying **4** marks may be in about 150 words.*

(vi) *Answers to questions carrying **6** marks may be in about 200 words.*

(vii) *Attempt all parts of a question together.*

*Questions no. **1** to **20** are Multiple Choice Questions (MCQs), carrying **1** mark each.* *20×1=20*

1. Read the following statements : Assertion (A) and Reason (R).

Assertion (A) : The principles of management are guidelines to action, but do not provide readymade, straitjacket solutions to all managerial problems.

Reason (R) : Real business situations are neither complex, nor dynamic and are not the result of many factors.

Choose the correct alternative from the options given below :

(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*** the 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.

2. Under _____, the consumer has a right to get relief for replacement of the product, removal of defect in the product, compensation paid for any loss or injury suffered by the consumer in case the product/service falls short of his expectations.

(A) Right to safety

(B) Right to seek redressal

(C) Right to be assured

(D) Right to be heard

3. कॉलम I में दिए गए संगठन प्रक्रिया के चरणों का कॉलम II में दी गई उसकी व्याख्या से मिलान कीजिए।

	कॉलम I		*कॉलम II*
1.	कार्य की पहचान तथा विभाजन	(i)	सोपानिक ढाँचे के निर्माण के लिए स्पष्ट सम्बन्धों की स्थापना करना और विभिन्न विभागों के बीच समन्वय में सहायता करना।
2.	विभागीकरण	(ii)	कार्य को छोटी-छोटी प्रबन्धकीय क्रियाओं में विभाजित करना ताकि समान प्रकृति की क्रियाओं का एकसाथ समूहन किया जा सके।
3.	कर्तव्यों का निर्धारण	(iii)	पूर्व निर्धारित योजनाओं के अनुरूप, कार्य की पहचान करना और उसे इस प्रकार विभाजित करना कि दोहराव से बचा जा सके और कार्य का बोझ सभी कर्मचारियों में विभाजित हो जाए।
4.	अधिकार एवं वृत्तांत (रिपोर्टिंग) सम्बन्ध स्थापन	(iv)	विभिन्न कार्य पदों के लिए कार्य को परिभाषित करना तथा उसके अनुसार विभिन्न कर्मचारियों को कार्य आबंटित करना।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) 1-(iii), 2-(ii), 3-(i), 4-(iv)

(B) 1-(i), 2-(ii), 3-(iii), 4-(iv)

(C) 1-(iii), 2-(ii), 3-(iv), 4-(i)

(D) 1-(iv), 2-(i), 3-(ii), 4-(iii)

4. 'ग्राहकों की आवश्यकताओं की पहचान करने और उत्पाद एवं सेवाओं के सफल विपणन सम्बन्धी विभिन्न निर्णयों को लेने के लिए यह महत्त्वपूर्ण है कि उपलब्ध सुअवसरों एवं खतरों तथा संगठन की सुदृढ़ता एवं कमज़ोरियों का विश्लेषण किया जाए और यह निर्णय लिया जाए कि किन सुअवसरों का लाभ उठाने के लिए कार्य किया जाए', विपणन के एक कार्य पर प्रकाश डालता है, वह है :

(A) बाज़ार सम्बन्धी सूचना एकत्रित करना तथा उसका विश्लेषण करना

(B) विपणन नियोजन

(C) उत्पाद का रूपांकन एवं विकास

(D) ब्रान्डिंग

3. Match the steps of organising process given in Column I with their explanation given in Column II.

	Column I		*Column II*
1.	Identification and division of work	(i)	Establish clear relationships to create a hierarchical structure and facilitate co-ordination among various departments.
2.	Departmentalisation	(ii)	Divide the work into small and manageable activities so that activities similar in nature are grouped together.
3.	Assignment of duties	(iii)	As per previously drawn plans, identify the work and divide in such a way so that duplication can be avoided and burden of work can be shared among the employees.
4.	Establishing authority and reporting relationships	(iv)	Define the work of different job positions and accordingly allocate work to various employees.

Choose the correct option from the following :

(A) 1-(iii), 2-(ii), 3-(i), 4-(iv)

(B) 1-(i), 2-(ii), 3-(iii), 4-(iv)

(C) 1-(iii), 2-(ii), 3-(iv), 4-(i)

(D) 1-(iv), 2-(i), 3-(ii), 4-(iii)

4. 'To identify the needs of the customers and to take various decisions related to successful marketing of the products and services, it is important to make an analysis of the available opportunities and threats, as well as strengths and weaknesses of the organisation and decide what opportunities can be best pursued by it', highlights one of the functions of marketing, that is :

(A) gathering and analysing market information

(B) marketing planning

(C) product designing and development

(D) branding

5. 'प्रबन्ध का वह सिद्धान्त जो संगठन में कार्य करने के लिए आवश्यक संगठनात्मक नियमों एवं रोज़गार समझौतों का पालन करने पर बल देता है', कहलाता है :

(A) कार्य-विभाजन

(B) अनुशासन

(C) सोपान श्रृंखला

(D) कर्मचारियों का प्रतिफल

6. स्थायी वित्तीय प्रभारों की उपस्थिति के कारण समता अंशधारियों द्वारा अर्जित लाभ में वृद्धि जानी जाती है :

(A) समता पर व्यापार

(B) वित्तीय जोखिम

(C) वित्तीय नियोजन

(D) वित्तीय उत्तोलक

7. वैज्ञानिक प्रबन्ध की एक तकनीक के रूप में 'कार्यात्मक फोरमैनशिप' के सम्बन्ध में ***ग़लत*** कथन को पहचानिए :

(A) यह नियोजन एवं क्रियान्वयन कार्यों को अलग-अलग करने की वकालत करता है।

(B) गति नायक, टोली नायक, मरम्मत नायक तथा निरीक्षक उत्पादन प्रभारी (प्रबन्धक) के अन्तर्गत कार्य करते हैं।

(C) यह आदेश की एकता के सिद्धांत का निम्नतम स्तर तक विस्तार है।

(D) उत्पादन प्रक्रिया में प्रत्येक कर्मचारी को आठ फोरमैनों से आदेश लेने होते हैं।

5. 'The principle of management which emphasizes on obedience to organisational rules and employment agreements necessary for the working of the organisation' is called :

(A) Division of work

(B) Discipline

(C) Scalar chain

(D) Remuneration of employees

6. The increase in profit earned by the equity shareholders due to the presence of fixed financial charges is known as :

(A) Trading on equity

(B) Financial risk

(C) Financial planning

(D) Financial leverage

7. Identify the ***incorrect*** statement with respect to 'functional foremanship' as a technique of scientific management :

(A) It advocates separation of planning and execution functions.

(B) Speed boss, gang boss, repair boss and inspector work under the production incharge.

(C) It is an extension of the principle of unity of command to the shop floor.

(D) Each worker takes orders from eight foremen in the process of production.

8. निम्नलिखित कथनों को ध्यानपूर्वक पढ़िए :

कथन I : एकल-उपयोग योजना का उपयोग एक समय अवधि में नियमित रूप से होने वाली गतिविधियों के लिए किया जाता है।

कथन II : नीतियाँ स्थायी योजनाओं का साधारण रूप है जो एक निश्चित स्थिति के लिए संगठन की प्रतिक्रिया को निर्दिष्ट करती हैं।

उपर्युक्त कथनों के आलोक में, निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) कथन I सत्य है तथा कथन II असत्य है।

(B) कथन I असत्य है तथा कथन II सत्य है।

(C) कथन I तथा कथन II दोनों सत्य हैं।

(D) कथन I तथा कथन II दोनों असत्य हैं।

9. यदि कोई निवेशक कोई प्रतिभूति खरीदना या बेचना चाहता है, तो उसे पहले एक पंजीकृत दलाल या उप-दलाल से सम्पर्क तथा उसके साथ एक समझौता करना पड़ता है। निवेशक को प्रतिभूतियों को खरीदने अथवा बेचने का आदेश देने से पहले एक दलाल-ग्राहक समझौते तथा एक ग्राहक पंजीकरण फॉर्म पर हस्ताक्षर करने होते हैं। उसके बाद निवेशक को डिपॉजिटरी पार्टिसिपेंट (मध्यस्थ) के साथ एक 'डीमैट' खाता या 'लाभकारी स्वामी' खाता प्रतिभूतियों को डीमैट रूप में रखने व उन्हें हस्तान्तरित करने के लिए खोलना होता है तथा प्रतिभूति बाज़ार में नगद लेनदेनों के लिए एक बैंक खाता खोलना होता है। शेयर बाज़ार में 'व्यापार एवं निपटान प्रक्रिया' के प्रथम दो चरणों की चर्चा उपर्युक्त पंक्तियों में की गई है।

अगले चार चरणों को सही क्रम में लगाइए :

(i) उसके बाद दलाल को ऑनलाइन जाकर मुख्य स्टॉक एक्सचेंज से अपने आप को जोड़ना होता है और शेयर का उसकी उपलब्ध सबसे अच्छी कीमत के साथ मिलान करना होता है।

(ii) व्यापार (क्रय-विक्रय) के पूरा होने के बाद 24 घंटे के अन्दर दलाल एक अनुबंध नोट जारी करता है।

(iii) इसके बाद निवेशक दलाल को शेयरों को खरीदने या बेचने का आदेश देता है। शेयरों की संख्या तथा किस मूल्य पर शेयरों को खरीदा या बेचा जाएगा इस सम्बन्ध में स्पष्ट निर्देश दिए जाने चाहिए।

(iv) उल्लिखित कीमत पर जब अंशों को खरीदा या बेचा जा सकता है, तो इसे दलाल टर्मिनल पर सूचित करना होगा और आदेश इलेक्ट्रॉनिक रूप से निष्पादित किया जाएगा।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) (iii), (i), (iv), (ii)
(B) (i), (ii), (iii), (iv)
(C) (iv), (ii), (iii), (i)
(D) (iii), (iv), (i), (ii)

8. Read the following statements carefully :

Statement I : A single-use plan is used for activities that occur regularly over a period of time.

Statement II : Policies are a general form of standing plans that specify the organisation's response to a certain situation.

In the light of the above statements, choose the correct alternative from the following :

(A) Statement I is true and Statement II is false.

(B) Statement I is false and Statement II is true.

(C) Both Statement I and Statement II are true.

(D) Both Statement I and Statement II are false.

9. If an investor wishes to buy or sell any security, he/she has to first approach a registered broker or sub-broker and enter into an agreement with him. An investor has to sign a broker-client agreement and a client registration form before placing an order to buy or sell securities. Thereafter, the investor has to open a 'Demat' account or 'Beneficial owner' account with a depository participant for holding and transferring securities in the demat form and a bank account for cash transactions in the securities market. The first two steps of 'Trading and Settlement procedure' in stock market have been discussed in the above lines.

Place the next four steps in the correct order :

(i) The broker will then go online and connect to the main stock exchange and match the share and best price available.

(ii) After the trade has been executed, within 24 hours the broker issues a contract note.

(iii) The investor then places an order with the broker to buy or sell shares. Clear instructions have to be given about the number of shares and the price at which the shares should be bought or sold.

(iv) When the shares can be bought or sold at the price mentioned, it will be communicated to the broker's terminal and the order will be executed electronically.

Choose the correct option from the following :

(A) (iii), (i), (iv), (ii)

(B) (i), (ii), (iii), (iv)

(C) (iv), (ii), (iii), (i)

(D) (iii), (iv), (i), (ii)

10. रघु, जब प्रात:काल उठता था, तो अधिकतर पीठ दर्द की शिकायत करता था। जब उसका यह दर्द बना रहने लगा, तो उसने एक डॉक्टर से परामर्श लिया जिसने उसे एक अच्छी गुणवत्ता वाले ऑर्थोपेडिक गद्दे को खरीदने की सलाह दी। इससे उसकी रीढ़ की हड्डी का सही सरेखण सुनिश्चित होगा तथा पीठ का दर्द कम होगा।

रघु ने बाज़ार का सर्वेक्षण किया और एक अच्छी गुणवत्ता वाला ऑर्थोपेडिक गद्दा खरीदा। चूँकि गद्दे का मूल्य बहुत अधिक था, वह माल एवं सेवा कर (जीएसटी) का भुगतान करने से बचना चाहता था। दुकानदार ने उसे सुझाव दिया कि वह ऐसा कर सकता है, यदि वह गद्दे को खरीदने की रसीद न ले। रघु इसके लिए तुरंत सहमत हो गया।

गद्दे का कुछ महीने प्रयोग करने बाद, उसका पीठ दर्द दोबारा हो गया। उसने यह अनुभव किया कि गद्दा बीच में से अंदर धंस गया है। उसने दुकानदार से सम्पर्क किया जिसने रघु की बात सुनने से मना कर दिया।

रघु अपनी शिकायत के निवारण के लिए न्यायालय जाना चाहता था। लेकिन उसके एक मित्र ने उससे कहा कि वह ऐसा नहीं कर सकता क्योंकि उसने अपने एक उत्तरदायित्व को पूरा नहीं किया था।

निम्नलिखित में से उस उत्तरदायित्व की पहचान कीजिए जिसे रघु पूरा करने में असफल रहा :

(A) पर्यावरण का ध्यान रखें। कूड़ा, कचरा एवं प्रदूषण फैलाने से बचें।

(B) वस्तुओं एवं सेवाओं की खरीद पर नकद रसीद माँगें।

(C) यह सुनिश्चित करने के लिए कि आपके साथ सही व्यवहार हो, अपनी दृढ़ता का परिचय दें।

(D) उत्पादों एवं सेवाओं से जुड़े जोखिमों के सम्बन्ध में जानें, निर्माता के दिशा-निर्देशों का पालन करें और उत्पादों का ध्यान से उपयोग करें।

11. निम्नलिखित में से कौन-सी प्रबन्ध के नियोजन कार्य की एक सीमा ***नहीं*** है ?

(A) नियोजन दृढ़ता उत्पन्न करता है।

(B) नियोजन रचनात्मकता को कम करता है।

(C) नियोजन सफलता का आश्वासन देता है।

(D) (हो सकता है) नियोजन परिवर्तनशील वातावरण में प्रभावी नहीं रहता (रहे)।

10. Raghu, on waking up early in the morning, often complained about back pain. When his pain persisted, he consulted a doctor who advised him to purchase a good quality orthopedic mattress. That would ensure correct spinal alignment and reduce the back pain.

Raghu surveyed the market and purchased a good quality orthopedic mattress. As the price of the mattress was very high, he wanted to avoid paying GST. The shopkeeper suggested that he can do so if he does not take a receipt for the purchase of the mattress. Raghu readily agreed for the same.

After few months of using the mattress, his back pain recurred. He realised that the mattress had caved in from the centre. He approached the shopkeeper who refused to entertain Raghu.

Raghu wanted to approach the court for redressal of his grievance. However, one of his friends told him that he would not be able to do so as he had not fulfilled one of his responsibilities.

From the following, identify the responsibility which Raghu failed to fulfill :

(A) Respect the environment. Aovid waste, littering and contributing to pollution.

(B) Ask for a Cash Memo on purchase of goods and services.

(C) Assert yourself to ensure that you get a fair deal.

(D) Learn about the risks associated with products and services, follow manufacturers instructions and use the product safely.

11. Which of the following is ***not*** a limitation of planning function of management ?

(A) Planning leads to rigidity.

(B) Planning reduces creativity.

(C) Planning guarantees success.

(D) Planning may not work in a dynamic environment.

12. बुलेटी में ऑटोमोबाइल्स की बढ़ती हुई माँग को देखते हुए, एक वैश्विक कार निर्माणी कम्पनी 'वेसो कार्स' ने अपने संचालनों का विकास करने और वहाँ अपनी कारों को बेचने की योजना बनाई। लेकिन बुलेटी की सरकार ने स्थानीय निर्माताओं का विदेशी प्रतिस्पर्धियों से संरक्षण करने के लिए विदेशों में बनी कारों पर भारी आयात कर लगा दिए। बुलेटी सरकार के विदेशी कार निर्माताओं के प्रति इस मनोभाव से आयातित कारों की लागत बढ़ गई जिससे 'वेसो कार्स' के लिए बुलेटी में प्रतिस्पर्धात्मक मूल्यों पर अपनी कारों का बेचना कम किफायती हो गया।

उपर्युक्त में व्यावसायिक पर्यावरण के जिस घटक पर प्रकाश डाला गया है, वह है :

(A) राजनीतिक पर्यावरण

(B) सामाजिक पर्यावरण

(C) विधिक पर्यावरण

(D) आर्थिक पर्यावरण

13. 'निर्देशन' के महत्त्व के सम्बन्ध में ***ग़लत*** कथन की पहचान कीजिए :

(A) यह कार्य को प्रारंभ करने में सहायता करता है।

(B) यह संगठन में स्थिरता तथा संतुलन बनाए रखने में सहायता करता है।

(C) यह संगठन में आवश्यक परिवर्तनों को प्रारंभ करने में मदद करता है।

(D) यह नियंत्रण के लिए मानक स्थापित करता है।

14. निम्नलिखित कथनों को पढ़िए : अभिकथन (A) तथा कारण (R)।

अभिकथन (A) : एक क्रेता किसी वस्तु अथवा सेवा का क्रय इसलिए करता है क्योंकि यह उसके लिए उपयोगी है अथवा उसे यह कुछ लाभ पहुँचाती है।

कारण (R) : ग्राहक के दृष्टिकोण से उत्पाद अनेक उपयोगिताओं का समूह है जिसका क्रय उसकी कुछ आवश्यकताओं की संतुष्टि की क्षमता के कारण किया जाता है।

नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :

(A) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं तथा कारण (R), अभिकथन (A) की सही व्याख्या है।

(B) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं, परन्तु कारण (R), अभिकथन (A) की सही व्याख्या ***नहीं*** है।

(C) अभिकथन (A) सत्य है, परन्तु कारण (R) असत्य है।

(D) अभिकथन (A) असत्य है, परन्तु कारण (R) सत्य है।

12. Seeing the increasing demand for automobiles in Buleti, 'Veso Cars', a global car manufacturing company planned to expand its operations and sell its cars there. However, the government of Buleti imposed high import duties on foreign made cars to protect local manufacturers from foreign competition. This attitude of the Buleti government towards foreign car manufacturers increased the cost of importing cars, making it less affordable for 'Veso Cars' to sell its cars at competitive prices in Buleti.

The component of business environment highlighted above is :

(A) Political environment

(B) Social environment

(C) Legal environment

(D) Economic environment

13. Identify the ***incorrect*** statement with respect to importance of 'Directing' :

(A) It helps to initiate action.

(B) It helps to bring stability and balance in the organisation.

(C) It facilitates introduction of needed changes in the organisation.

(D) It establishes standards for controlling.

14. Read the following statements : Assertion (A) and Reason (R).

Assertion (A) : A buyer buys a product or service for what it does for him/her or the benefit it provides to him/her.

Reason (R) : From the customer's point of view, a product is a bundle of utilities which is purchased because of its capability to provide satisfaction of a certain need.

Choose the correct alternative from the options given below :

(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*** the 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.

15. 'ग्रीन टेक सोल्यूशन्स', जो पर्यावरण-अनुकूल उत्पादों का निर्माता है, के संगठनात्मक ढाँचे में उत्पादन, विपणन, विक्रय, आदि के अलग-अलग विभाग थे । प्रत्येक विभाग के अपने-अपने उद्देश्य, नीतियाँ और कार्य करने का तरीका था । कम्पनी चुनौतियों का सामना कर रही थी क्योंकि उत्पादन विभाग, विक्रय विभाग से परामर्श लिए बिना वस्तुओं के उत्पादन पर अपना ध्यान केन्द्रित कर रहा था तथा विपणन विभाग उत्पादन समय-रेखा को ध्यान में रखे बिना ही विज्ञापन अभियान विकसित कर रहा था जिससे भ्रम एवं संघर्ष बढ़ रहे थे । इसके समाधान के लिए, मुख्य कार्यकारी अधिकारी मधुर ने अंतर्विभागीय बैठक का आयोजन किया और सम्बन्धित प्रबंधकों को समझाया कि अपनी क्रियाओं का निष्पादन करते समय उन्हें एक-दूसरे से परामर्श करना है। सभी विभागीय प्रबंधक इससे सहमत हो गए।

सभी विभागों की क्रियाओं को एक-दूसरे से जोड़कर मुख्य कार्यकारी अधिकारी यह सुनिश्चित करने में सक्षम हो गया कि आवश्यकता के समय उचित वस्तुएँ उपलब्ध हो जाएँ, विपणन प्रयासों का उत्पाद की उपलब्धता के साथ मिलान हो जाए तथा विक्रय लक्ष्य प्राप्त हो जाएँ।

प्रबन्ध की वह अवधारणा, जिसका अनुपालन मुख्य कार्यकारी अधिकारी ने विभागों के बीच भ्रम एवं संघर्ष का समाधान करने के लिए किया, थी :

(A) संगठन
(B) समन्वय
(C) नियोजन
(D) नियुक्तिकरण

16. निम्नलिखित कथनों को ध्यानपूर्वक पढ़िए :

कथन I : नियोजन एवं नियंत्रण दोनों पीछे की क्रियाओं का अवलोकन तथा भविष्य की क्रियाओं का अवलोकन करने वाले कार्य हैं।

कथन II : नियोजन निर्देशात्मक है जबकि नियंत्रण मूल्यांकनात्मक है।

दिए गए कथनों के आलोक में, निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) कथन I सत्य है तथा कथन II असत्य है।
(B) कथन I असत्य है तथा कथन II सत्य है।
(C) कथन I तथा कथन II दोनों सत्य हैं।
(D) कथन I तथा कथन II दोनों असत्य हैं।

15. 'Green Tech Solutions', a manufacturer of eco-friendly products had an organisational structure with separate departments for production, marketing, sales, etc. Each department had its own objectives, policies and style of working. The company was facing challenges as the production department would focus on producing goods without consulting the sales department and the marketing department developed advertising campaigns without considering the production timelines, leading to confusion and conflicts. To resolve this, the Chief Executive Officer, Madhur arranged inter-departmental meetings explaining to the respective managers that they have to consult each other while performing their activities. All the departmental managers agreed to this.

By linking the activities of all the departments, the Chief Executive Officer was able to ensure that the right products are available when needed, marketing efforts match with the product availability and sales targets are achieved.

The concept of management followed by the Chief Executive Officer to resolve confusion and conflicts between departments was :

(A) Organising
(B) Coordination
(C) Planning
(D) Staffing

16. Read the following statements carefully :

Statement I : Planning and Controlling are both backward-looking as well as forward-looking functions.

Statement II : Planning is prescriptive whereas Controlling is evaluative.

In light of given statements, choose the correct alternative from the following :

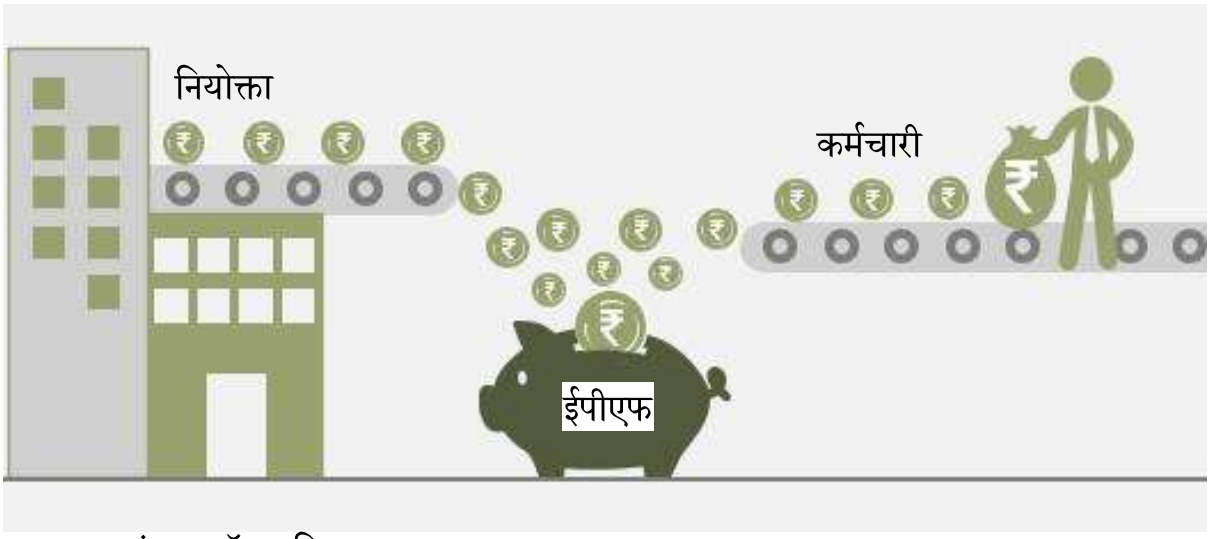
(A) Statement I is true and Statement II is false.

(B) Statement I is false and Statement II is true.

(C) Both Statement I and Statement II are true.

(D) Both Statement I and Statement II are false.

17. नीचे दिए गए चित्र में दर्शाए गए वित्तीय प्रोत्साहन की पहचान कीजिए :



(A) स्कंध (स्टॉक) विकल्प

(B) अनुलाभ

(C) उत्पादकता सम्बन्धित पारिश्रमिक/मज़दूरी प्रोत्साहन

(D) सेवानिवृत्ति लाभ

नोट : *निम्नलिखित प्रश्न केवल **दृष्टिबाधित परीक्षार्थियों** के लिए प्रश्न संख्या **17** के स्थान पर है।*

कर्मचारियों को उनकी मज़दूरी/वेतन के ऊपर तथा अतिरिक्त दिया जाने वाला प्रोत्साहन जाना जाता है :

(A) उत्पादकता सम्बन्धित पारिश्रमिक/मज़दूरी प्रोत्साहन

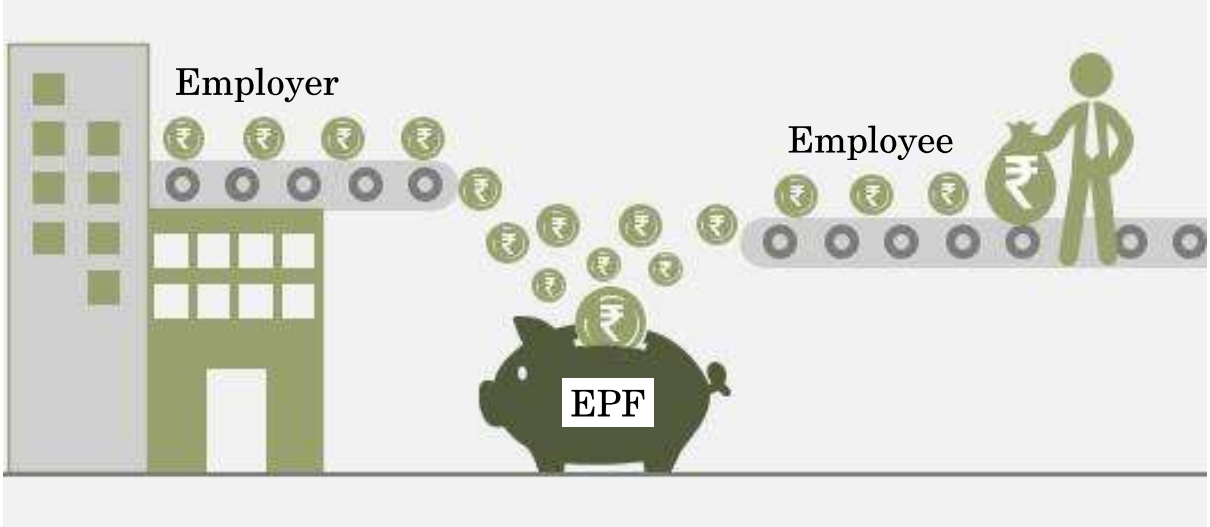
(B) बोनस

(C) लाभ में भागीदारी

(D) स्कंध (स्टॉक) विकल्प

18. रामू एवं उसका परिवार अपने गृह नगर राशा से दामा जाने के बाद पिछले 5 वर्षों से किराए के एक घर में रह रहे थे। रामू और उसके एक कार्यालय सहकर्मी दोनों ने अपने कार्यालय के नजदीक एक-एक फ्लैट खरीदने का निर्णय लिया। बहुत अधिक खोज के बाद उन्होंने एक आवासीय परियोजना का चयन किया जिसकी कीमत तीन शयनकक्षों के साथ, प्रत्येक फ्लैट के लिए ₹ 1·25 करोड़ है। आवासीय परियोजना बनाने वालों ने वायदा किया कि वे 36 महीनों में उन्हें फ्लैट दे देंगे। फ्लैट को बुक करते समय प्रत्येक ने ₹ 20 लाख का भुगतान आवासीय परियोजना बनाने वालों को किया। चूँकि भुगतान कार्यक्रम समयबद्ध था, अत: प्रत्येक ने 2 वर्षों की अवधि में अतिरिक्त ₹ 80 लाख का भुगतान कर दिया। शेष ₹ 25 लाख का भुगतान पंजीकरण के समय किया जाना था। फ्लैट की कीमत का प्रमुख हिस्सा लेने के बाद भी आवासीय परियोजना बनाने वालों ने निर्माण कार्य आरंभ नहीं किया।

17. Identify the financial incentive shown in the picture given below :



(A) Stock option
(B) Perquisites
(C) Productivity-linked wage incentive
(D) Retirement benefits

Note : *The following question is for the* ***Visually Impaired Candidates*** *only in lieu of Q. No.* ***17****.*

An incentive offered over and above the wages/salary to the employees is known as :

(A) Productivity-linked wage incentive
(B) Bonus
(C) Profit sharing
(D) Stock option

18. After moving to Dama from his home town in Rasha, Ramu and his family were staying in a rented accomodation for the last 5 years. Ramu and one of his office colleagues decided to buy a flat each in close proximity to their office. After a lot of research, they settled for a housing project which would cost them ₹ 1·25 crore each for a three bedroom flat. The housing project developers promised to deliver their flats within 36 months. An amount of ₹ 20 lakh each was paid to the developers of the housing project at the time of booking the flat. Since the payment schedule was time bound, they paid additional ₹ 80 lakh each over a period of 2 years. The balance of ₹ 25 lakh was to be paid at the time of registration. Despite having taken the major part of the cost of the flats, the housing project developers hadn't started the construction work.

रामू और उसके सहकर्मी ने आवासीय परियोजना बनाने वालों से भुगतान राशि वापस करने के लिए कहा । आवासीय परियोजना बनाने वालों के द्वारा भुगतान राशि वापस न करने पर रामू और उसके सहकर्मी ने उपभोक्ता न्यायालय में जाने का निर्णय लिया ।

रामू और उसका सहकर्मी अपनी शिकायत के निवारण के लिए जिस निवारण एजेंसी से सम्पर्क करेंगे, वह है :

(A) जिला कमीशन
(B) राज्य कमीशन
(C) राष्ट्रीय कमीशन
(D) स्थानीय कमीशन

19. निम्नलिखित में से कौन-सा भारतीय प्रतिभूति एवं विनिमय बोर्ड का नियमनकर्ता कार्य है ?

(A) दलालों एवं उप-दलालों तथा बाज़ार के अन्य खिलाड़ियों का पंजीकरण
(B) प्रतिभूति बाज़ार के मध्यस्थों का प्रशिक्षण
(C) प्रतिभूति बाज़ार में उचित प्रथाओं तथा आचार-संहिता को बढ़ावा देना
(D) शोध करना तथा सभी बाज़ार प्रतिभागियों के लिए उपयोगी सूचनाओं को प्रकाशित करना

20. 'ऐल्फा मैन्यूफैक्चरिंग लिमिटेड' एक कम्पनी है जो उच्च गुणवत्ता वाले कार स्पेयर पार्ट्स का निर्माण करती है । कम्पनी की एक सुस्थापित उत्पादन लाइन है और इसके उत्पादों की बाज़ार में अत्यधिक माँग है । लेकिन यह देखा गया कि निर्माणी प्रक्रिया में दोषपूर्ण इकाइयों की दर उत्पादित प्रत्येक 1,000 इकाइयों में निर्धारित मानक 10 से अधिक है । अत्यधिक प्रयासों के बावजूद भी उत्पादन प्रबन्धक दोषपूर्ण इकाइयों की दर कम नहीं कर सका । अत: उसने निर्णय लिया कि मानकों को संशोधित किया जाए ।

नियंत्रण प्रक्रिया का वह चरण, जिसका अनुपालन उत्पादन प्रबन्धक द्वारा दोषपूर्ण इकाइयों की दर को कम न कर सकने के बाद किया जाएगा, वह होगा :

(A) सुधारात्मक कार्यवाही करना
(B) वास्तविक निष्पादन की माप करना
(C) विचलन विश्लेषण करना
(D) वास्तविक निष्पादन की मानकों से तुलना करना

Ramu and his colleague asked the housing project developers to refund the amount paid. On refusal of refund of the amount paid by the housing project developers, Ramu and his colleague decided to approach the consumer court.

The redressal agency which Ramu and his colleague should approach for redressal of their grievance is :

(A) District Commission
(B) State Commission
(C) National Commission
(D) Local Commission

19. Which of the following is a regulatory function of Securities and Exchange Board of India ?

(A) Registration of brokers and sub-brokers and other players in the market
(B) Training of intermediaries of the securities market
(C) Promotion of fair practices and code of conduct in securities market
(D) Conducting research and publishing information useful to all market participants

20. 'Alpha Manufacturing Ltd.' is a company manufacturing high quality car spare parts. The company has a well-established production line and its products are highly demanded in the market. However, it was noticed that the defect rate in the manufacturing process was higher than the standard of 10 per 1,000 pieces produced. In spite of best efforts, the Production Manager was not able to reduce the defect rate. So, he decided to revise the standards.

The step of the controlling process, followed by the Production Manager after not being able to reduce the defect rate, will be :

(A) Taking corrective action
(B) Measurement of actual performance
(C) Analysing deviations
(D) Comparing actual performance with standards

21. (क) प्रबन्ध के 'नियंत्रण' कार्य के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए : *3*

(i) आदेश एवं अनुशासन की सुनिश्चितता

(ii) मानकों की यथार्थता को आँकना

अथवा

(ख) प्रबन्ध के 'नियुक्तिकरण' कार्य के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए। *3*

22. मिठाई कई बड़े घरेलू रेस्तराँ ब्राण्डों का मुख्य आधार रही है। लोगों की जीवन अवधि में वृद्धि और उपभोक्ताओं के बीच स्वास्थ्य पर ध्यान देने के सम्बन्ध में बढ़ती जागरूकता से स्वास्थ्यवर्धक खाद्य विकल्पों की माँग में वृद्धि हुई है। युवा उपभोक्ता पारंपरिक मिठाइयों का सेवन छोड़कर पश्चिमी शैली के बेहतर गुणवत्ता वाले उत्पाद खरीदने की ओर बढ़ रहे हैं जो बेक किए हुए अथवा भाप में पके हुए होते हैं। उपभोक्ताओं की प्राथमिकता में इस बदलाव के कारण 'श्री रेस्टोरेंट्स' जो रेस्टोरेंट्स का एक प्रसिद्ध ब्राण्ड है, पैक किए हुए स्वास्थ्यवर्धक खाद्य पदार्थों के बाज़ार में महत्त्वपूर्ण भूमिका निभाने के लिए स्वयं को तैयार कर रहे हैं। परंपरागत मिठाइयों के साथ-साथ, कम्पनी स्वास्थ्यवर्धक नमकीन एवं मीठी वस्तुएँ तथा कुछ खाने के लिए तैयार वस्तुओं के विस्तार की योजना भी बना रही है। इन नए स्वास्थ्यवर्धक उत्पादों से लोगों की जीवन-शैली में परिवर्तन होने की संभावना है।

उपर्युक्त स्थिति में व्यावसायिक पर्यावरण की जिन दो विशेषताओं पर प्रकाश डाला गया है, उन्हें पहचानिए एवं समझाइए। *3*

23. (क) भर्ती के निम्नलिखित आन्तरिक स्रोतों को समझाइए : *3*

(i) स्थानान्तरण

(ii) पदोन्नति

अथवा

(ख) प्रशिक्षण की निम्नलिखित विधियों को समझाइए : *3*

(i) स्थानबद्ध प्रशिक्षण

(ii) प्रकोष्ठ प्रशिक्षण

21. (a) Explain the following points of importance of 'Controlling' function of management : *3*

(i) Ensuring order and discipline

(ii) Judging accuracy of standards

OR

(b) State any three points of importance of 'Staffing' function of management. *3*

22. Sweets has been the mainstay for several large homegrown restaurant brands. Increased life expectancy of people and increased awareness for health care amongst consumers has increased the demand for healthy food options. Young consumers are moving away from consuming traditional sweets to buying more western style premium products which are baked or steamed. With this shift in consumer preferences, 'Shree Restaurants', a well known restaurant brand, is gearing itself up for playing a greater role in the healthy packaged foods market. In addition to traditional sweets, the company is also planning to expand to healthy savoury and sweet items and some ready-to-eat items. These new healthy products are expected to change people's lifestyles.

Identify and explain the two features of Business Environment highlighted in the above case. *3*

23. (a) Explain the following internal sources of recruitment : *3*

(i) Transfers

(ii) Promotions

OR

(b) Explain the following methods of training : *3*

(i) Internship training

(ii) Vestibule training

24. 'वरसो कार्स' ने केनवाड में अपनी कार का एक नया शोरूम खोला। अपने प्रचालनों के प्रबन्धन के लिए उन्होंने तरुण को महाप्रबंधक के रूप में नियुक्त किया है। वह विक्रय लक्ष्यों को प्राप्त करने, स्टॉक की जाँच रखने, उपभोक्ता सम्बन्ध बनाने, विनियमनों के अनुपालन को सुनिश्चित करने आदि के लिए उत्तरदायी था। लेकिन कार्य की अधिक मात्रा के कारण इन सभी कार्यों को स्वयं संभालना उसके लिए अव्यावहारिक था। कम्पनी के उद्देश्यों की प्राप्ति एवं यह सुनिश्चित करने के लिए कि सभी कार्य पूरे हो गए हैं उसने निखिल को एक विक्रय प्रबन्धक के रूप में नियुक्त किया। निखिल को उसकी प्रबन्धकीय स्थिति में अन्तर्निहित अधिकार दिए गए जिससे वह निर्णय ले सके और लोगों को बता सके कि उन्हें क्या-क्या करना है और उनसे अपेक्षा करें कि वह उस कार्य को करें। उसे न केवल यह सुनिश्चित करना था कि विक्रय लक्ष्यों की प्राप्ति हो अपितु विक्रय प्रतिनिधियों का मार्गदर्शन भी करना था और सीधा तरुण को रिपोर्ट करना था। परिणामस्वरूप तरुण अधिक महत्त्वपूर्ण विषयों पर अपना ध्यान केन्द्रित कर सका और यह सुनिश्चित कर सका कि समस्त कार्य पूरे हो गए हैं।

(क) उस अवधारणा की पहचान कीजिए जिसने तरुण को कम्पनी के उद्देश्यों की प्राप्ति में मदद की।

(ख) उपर्युक्त (क) में पहचानी गई अवधारणा के महत्त्व के किन्हीं दो बिन्दुओं को समझाइए। *3*

25. (क) प्रबन्ध के 'नियोजन' कार्य के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए : *4*

(i) नियोजन निर्देशन की व्यवस्था करता है।

(ii) नियोजन अनिश्चितता की जोखिम को कम करता है।

अथवा

(ख) प्रबन्ध के 'नियोजन' कार्य की निम्नलिखित विशेषताओं को समझाइए : *4*

(i) नियोजन भविष्यवादी है।

(ii) नियोजन एक मानसिक अभ्यास है।

24. 'Verso Cars' opened their new car showroom in Kainvad. They appointed Tarun as a General Manager for managing their operations. He was responsible for meeting sales targets, keeping a check on inventory, building customer relations, ensuring compliance with regulations, etc. However, the high volume of work made it impractical for him to handle it all by himself. To meet the company's goals, and to ensure that all work is accomplished, he appointed Nikhil as a Sales Manager. Nikhil was given the authority to take decisions inherent is his managerial position and to tell people what to do and expect them to do it. He not only had to ensure that sales targets are met but was also to guide sales representatives and had to report directly to Tarun. As a result, Tarun was able to concentrate on more important matters and ensure that all work is accomplished.

(a) Identify the concept followed by Tarun which helped him in achieving the company's goals.

(b) Explain any two points of importance of the concept identified in (a) above. *3*

25. (a) Explain the following points of importance of 'Planning' function of management : *4*

(i) Planning provides direction.

(ii) Planning reduces the risk of uncertainty.

OR

(b) Explain the following features of 'Planning' function of management : *4*

(i) Planning is futuristic.

(ii) Planning is a mental exercise.

26. रुशिल ने एक प्रतिष्ठित इलाके में 'आरके हेयर एंड ब्यूटी सैलून' खोला और सैलून में काम करने वाले पन्द्रह लोगों की नियुक्ति की। लेकिन कुछ ही महीनों में उसने देखा कि कर्मचारी एक-एक करके सैलून छोड़ रहे हैं और व्यवसाय अपने मासिक लक्ष्यों को प्राप्त करने में भी सक्षम नहीं था।

रुशिल ने अपने प्रबन्धक से कारण पता लगाने के लिए कहा। प्रबन्धक ने सूचना दी कि अकसर आवश्यकतानुसार, हेयर स्टाइलिस्ट को मेकअप कलाकार (आर्टिस्ट) का कार्य करने के लिए कहा जाता है और मेकअप आर्टिस्ट को नाखूनों की देखभाल आदि का कार्य करने के लिए कहा जाता है। परिणामस्वरूप कर्मचारी खुश नहीं हैं और ऐसे सैलून में कार्य करना चाहते हैं जहाँ कार्य उनकी क्षमतानुसार विभाजित हो और उनके विशिष्टीकरण को बढ़ा सकें।

प्रबन्धक ने यह भी बताया कि वहाँ न तो बालों की देखभाल, त्वचा की देखभाल या नाखूनों की देखभाल की सामग्री के लिए और न ही कर्मचारियों के लिए कोई निश्चित स्थान है। इससे भ्रम और कार्य में बाधा उत्पन्न होती है और कर्मचारियों के बीच असंतोष और बढ़ जाता है। परिणामस्वरूप, कर्मचारी सैलून को छोड़ते जा रहे हैं जिससे कर्मचारी आवर्त दर बढ़ रही है और अनुभवी कर्मचारियों की कमी हो रही है।

'आरके हेयर एंड ब्यूटी सैलून' में पालन न किए जाने वाले प्रबन्ध के उन दो सिद्धांतों को पहचानिए एवं समझाइए, जिनकी चर्चा उपर्युक्त में की गई है। *4*

27. 'बीएनजी लिमिटेड' एक सुप्रसिद्ध कम्पनी है जो टिकाऊ उपभोक्ता वस्तुओं का निर्माण करती है। इसकी एक बड़े पैमाने की निर्माणी इकाई है जहाँ इलेक्ट्रिक केतली, टोस्टर्स, ब्लैन्डर्स, इलेक्ट्रिक आयरन, आदि जैसे उत्पादों का उत्पादन किया जाता है। चूँकि उत्पादन बड़े पैमाने पर किया जाता है, अत: औसत उत्पादन लागत कम होती है। परिणामस्वरूप उत्पाद व्यापक रूप से किफायती मूल्यों पर सम्पूर्ण क्षेत्रों में उपलब्ध होते हैं और इसके मजबूत लाभ मार्जिन में योगदान दे रहे हैं।

दूसरी ओर इसी व्यवसाय में 'केएमवी लिमिटेड' टिकाऊ उपभोक्ता वस्तुओं का निर्माण करने वाली एक अन्य सुप्रसिद्ध कम्पनी है, यह भी अच्छे लाभ अर्जित कर रही है। लेकिन 'केएमवी लिमिटेड' का केन्द्र-बिन्दु ऐसे उत्पादों का उत्पादन करना है जो गुणवत्ता, निष्पादन एवं विशेषताओं में श्रेष्ठ हों। अनुसंधान एवं विकास के लिए इसकी एक समर्पित टीम है जो इसकी गुणवत्ता में सुधार के लिए निरंतर काम करती रहती है।

(क) 'बीएनजी लिमिटेड' तथा 'केएमवी लिमिटेड' द्वारा अपनाए गए विपणन प्रबन्ध दर्शन (अवधारणाओं) को पहचानिए एवं समझाइए।

(ख) उपर्युक्त (क) में पहचाने गए दोनों विपणन प्रबन्ध दर्शनों में निम्नलिखित के आधार पर अन्तर्भेद कीजिए : *4*

(i) मुख्य केन्द्र-बिन्दु

(ii) समाप्ति

26. Rushil opened 'RK Hair and Beauty Salon' in a reputed locality and appointed fifteen people as salon staff. However, within just a few months, he observed that the employees were leaving the salon one by one and the business was not able to meet even the monthly targets.

Rushil asked his manager to find out the reason. The manager reported that quite often, according to the requirement, the hair stylist was asked to do the work of a makeup artist and a makeup artist was asked to do nail care, etc. As a result, the employees were not happy and wanted to work at a salon where work was divided according to their competence and would enhance their specialisation.

The manager also added that there was neither any fixed place for hair care, skin care or nail care materials nor for the employees. This created confusion and hindrance in the work and led to further dissatisfaction amongst the staff. As a result, the employees kept leaving the salon leading to high employee turnover ratio and a shortage of experienced staff.

Identify and explain the two principles of management discussed above that are not followed in 'RK Hair and Beauty Salon'. *4*

27. 'BNG Ltd.' is a reputed company that manufactures consumer durables. It has a large scale manufacturing unit where products like electric kettles, toasters, blenders, electric irons, etc. are manufactured. Since the production is at a large scale, the average cost of production is low. As a result, the products are widely available across areas at affordable prices contributing to its strong profit margins.

On the other hand, 'KMV Ltd.', another reputed consumer durables manufacturer in the same business is also earning good profits. However, 'KMV Ltd.' focuses on producing the products which are superior in quality, performance and features. It has a dedicated Research and Development team which continually works to bring improvement in the quality of its products.

(a) Identify and explain the marketing management philosophy followed by 'BNG Ltd.' and 'KMV Ltd.'.

(b) Differentiate between the two marketing management philosophies identified in (a) above on the basis of the following : *4*

(i) Main focus

(ii) Ends

28. श्रीधर ने दस वर्षों तक एक कैब एग्रीगेटर फर्म (यात्रियों को ड्राइवर से जोड़ने के लिए डिजिटल मध्यस्थ) में संचालन प्रबंधक के रूप में कार्य किया और इस व्यवसाय का गहन ज्ञान अर्जित किया। उसके बाद उसने नौकरी छोड़ने और अपने मित्र मुकेश के साथ 'ईजी कैब' नाम से अपना कैब एग्रीगेटर व्यवसाय प्रारंभ करने का निर्णय लिया। श्रीधर 'ईजी कैब' का मुख्य कार्यकारी अधिकारी बना और मुकेश मुख्य संचालन अधिकारी। उन्होंने आरंभ में केवल गोरेग्राम में अपनी सेवाएँ प्रदान करने का निर्णय लिया। उपक्रम को वित्त-पोषित करने के लिए उन्होंने ऋण के लिए आवेदन किया जिसका उद्देश्य यात्रा के लिए टिकाऊ तथा पर्यावरण-अनुकूल इलेक्ट्रिक कारों का एक काफिला खरीदना था।

(क) 'ईजी कैब' में श्रीधर एवं मुकेश प्रबन्ध के जिस स्तर पर कार्य कर रहे हैं, उसे पहचानिए।

(ख) श्रीधर एवं मुकेश दोनों प्रबन्ध के जिस स्तर पर कार्य कर रहे हैं उस पर निष्पादित किए जाने वाले आवश्यक किन्हीं तीन कार्यों का उल्लेख कीजिए। *4*

29. (क) निर्देशन के एक तत्त्व के रूप में 'अभिप्रेरणा' की किन्हीं चार विशेषताओं का उल्लेख कीजिए। *4*

अथवा

(ख) निम्नलिखित ग़ैर-वित्तीय प्रोत्साहनों को समझाइए : *4*

(i) पद संवर्धन

(ii) कर्मचारियों की भागीदारी

30. 'नुराता लिमिटेड' भारत में कपड़े बनाने की एक अग्रणी कम्पनी है और बच्चों के लिए अच्छी गुणवत्ता वाले आरामदायक (कैजुअल) कपड़ों साथ ही साथ साधारण (फॉर्मल) परिधान बनाने के लिए जानी जाती थी। कम्पनी अच्छे लाभ अर्जित कर रही थी और अब व्यवसाय का विस्तार कर इलेक्ट्रॉनिक्स तथा घरेलू उपकरणों के व्यवसाय में प्रवेश करना चाहती थी। प्रबंधन ने यह निर्णय लिया कि अलग-अलग व्यावसायिक इकाइयाँ बनाई जाएँ, जहाँ प्रत्येक इकाई का अध्यक्ष एक विशिष्ट श्रेणी के उत्पाद एवं उसके निष्पादन के लिए उत्तरदायी होगा। सभी मुख्य कार्यों जैसे विपणन, वित्त, उत्पादन आदि को प्रत्येक इकाई के अन्तर्गत ही संचालित किया जाएगा।

(क) 'नुराता लिमिटेड' द्वारा व्यवसाय के विस्तार पर अपनाए जाने वाले संगठनात्मक ढाँचे की पहचान कीजिए।

(ख) उपर्युक्त (क) में पहचाने गए संगठनात्मक ढाँचे के किन्हीं दो लाभों एवं एक हानि का उल्लेख कीजिए। *4*

28. Shreedar had worked as an Operations Manager at a cab aggregator firm for ten years, gaining in-depth knowledge of the business. He then decided to leave the job and started his own cab aggregator business 'Easy Cab' with his friend Mukesh. Shreedar became the Chief Executive Officer and Mukesh the Chief Operating Officer in 'Easy Cab'. They decided to initially offer their services only in Goregram. To finance the venture, they applied for a loan to purchase electric cars for their fleet aiming to provide a sustainable and eco-friendly way to travel.

(a) Identify the level of management at which Shreedar and Mukesh are working in 'Easy Cab'.

(b) State any three functions required to be performed by both Shreedar and Mukesh at the level of management they are working. *4*

29. (a) State any four features of 'Motivation' as an element of Directing. *4*

OR

(b) Explain the following non-financial incentives : *4*

(i) Job enrichment

(ii) Employee participation

30. 'Nurata Ltd.' is a leading manufacturer of clothing in India, known for good quality casual wear as well as formal wear for children. The company is earning good profits and now wants to expand its business by entering into the business of electronics and home appliances too. The management decided to create separate business units, where each unit head would be responsible for a specific product category and for its performance. All key functions, such as marketing, finance, production, etc. would be handled within each unit.

(a) Identify the organizational structure adopted by 'Nurata Ltd.' on expansion of its business.

(b) State any two advantages and one disadvantage of the organizational structure identified in (a) above. *4*

31. सारा ने अभी-अभी ऑटोमोबाइल इंजीनियरिंग की डिग्री प्राप्त की है और अपने पिताजी के इलेक्ट्रिक वाहन व्यवसाय से जुड़ने का निर्णय लिया है। वे न केवल इलेक्ट्रिक वाहन बेचते थे अपितु सम्बन्धित सेवाएँ जैसे वाहनों को चार्ज करना और इनका रख-रखाव इत्यादि भी प्रदान कर रहे थे। सारा ने अपनी ऑटोमोबाइल इंजीनियरिंग पाठ्यक्रम के दौरान इलेक्ट्रिक वाहनों से सम्बन्धित एक व्यावहारिक परियोजना पर कार्य किया था और इसके लिए प्रथम पुरस्कार जीता था। वह इलेक्ट्रिक वाहनों से इसलिए प्रभावित थी क्योंकि इनमें ऑटोमोटिव उद्योग में क्रांतिकारी बदलाव लाने की क्षमता थी और ये परम्परागत वाहनों के विकल्प के रूप में अधिक टिकाऊ एवं पर्यावरण के अनुकूल हैं।

वह इलेक्ट्रिक वाहन चार्जिंग स्टेशन के लिए सरकार के साथ साझेदारी में प्रवेश करने की संभावनाओं की छान-बीन कर रही थी। इसमें सरकार के साथ निवेश में हिस्सेदारी हो सकती थी, जिसमें सरकार भूमि एवं प्रोत्साहन प्रदान कर सकती थी और उसकी कम्पनी तकनीकी विशेषज्ञता एवं प्रचालन प्रबन्धन में योगदान दे सकती थी। सारा ने अपने चिंतन एवं विचारों को अपने पिताजी के साथ साझा किया। उसने सरकार के सहयोग में कार्य करने के लिए इलेक्ट्रिक वाहन चार्जिंग स्टेशन स्थापित करने के लिए एक परियोजना तैयार की। परियोजना में उसके विचार, भावनाएँ तथा सुझाव सम्मिलित थे जिन्हें वह सरकार को पहुँचाना चाहती थी। इसके बाद उसने अपने इन विचारों, भावनाओं एवं सुझावों को शब्दों व चित्रों में परिवर्तित किया। जटिल सूचनाओं को अधिक समझने योग्य बनाने के लिए उसने स्पष्ट एवं संक्षिप्त भाषा तथा चार्ट एवं ग्राफ जैसे दृश्य साधनों का प्रयोग किया। अब उसे उस रास्ते का चयन करना था जिसके माध्यम से वह इस परियोजना को सरकार तक पहुँचा सके। सारा ने सरकार के साथ आमने-सामने बैठक की और अपने विचारों को प्रत्यक्ष रूप से प्रस्तुत किया।

(क) उपर्युक्त प्रकरण प्रबन्ध के कार्यों में से एक कार्य के एक तत्त्व पर प्रकाश डालती है। तत्त्व की पहचान कीजिए एवं उसे समझाइए।

(ख) उपर्युक्त प्रकरण से पंक्तियाँ उद्धृत करते हुए, उपर्युक्त (क) में पहचानी गई अवधारणा के चार तत्त्वों के नाम लिखिए।

(ग) उपर्युक्त (क) में पहचानी गई अवधारणा के तीन अन्य तत्त्वों का उल्लेख कीजिए, जिनकी चर्चा उपर्युक्त प्रकरण में नहीं की गई है। *6*

31. Sara recently received her degree in automobile engineering and decided to join her father's electric vehicle business. They were not only selling electric vehicles but also providing related services like charging vehicles and their maintenance, etc. Sara had worked on a practical project related to electric vehicles during her automobile engineering course and won first prize for it. She was impressed by electric vehicles because of their potential to revolutionize the automotive industry as these are more sustainable and eco-friendly alternative to traditional vehicles.

She was exploring the possibility of entering into partnerships with the government for electric vehicle charging stations. This could be shared investment, with the government providing land and incentives and her company contributing technical expertise and operational management. Sara shared her thoughts and ideas with her father. She prepared a proposal to collaborate with the government for setting up electric vehicle charging stations. The proposal contained her ideas, feelings and suggestions which she intended to convey to the government. She then converted her ideas, feelings and suggestions into words and pictures. She used clear concise language and visual aids such as charts and graphs, to make complex information more understandable. She now had to choose a path through which her proposal would be transmitted to the government. Sara had a face-to-face meeting with the government and presented her ideas directly.

(a) The above case highlights an element of one of the functions of management. Identify and explain the element.

(b) Quoting lines from the above case, name the four elements of the concept identified in (a) above.

(c) State three other elements of the concept identified in (a) above, not discussed in the above case. *6*

32. (क) एक व्यवसाय की कार्यशील पूँजी आवश्यकताओं को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए : *6*

(i) व्यवसाय की प्रकृति

(ii) उधार-क्रय सुविधा

(iii) संचालन कार्य-कुशलता

(iv) मौसमी कारक

अथवा

(ख) किन्हीं छ: आधारों पर 'मुद्रा बाज़ार' एवं 'पूँजी बाज़ार' में अन्तर्भेद कीजिए। *6*

33. अपनी सिविल इंजीनियरिंग की डिग्री पूरी करने के बाद, संकल्प ने अपना व्यवसाय प्रारंभ करने का निर्णय लिया। उसने एक निर्माणी कम्पनी 'संकल्प बिल्डर्स' प्रारंभ की। उसने 30 एकड़ भूमि पर आवासीय फ्लैट बनाने का समझौता किया। इतने बड़े स्तर पर फ्लैट बनाने के लिए उसे बुलडोज़र, खुदाई के यंत्र आदि जैसी महँगी मशीनों की आवश्यकता थी। उसके पास विकल्प था कि वह इन मशीनों को खरीदे अथवा इन्हें पट्टे पर ले। यद्यपि संकल्प इन मशीनों को खरीदने के पक्ष में था लेकिन उसके पिताजी ने उसे सलाह दी कि वह निर्णय सावधानी से ले क्योंकि निर्माण मशीनरी शीघ्र ही चलन से बाहर हो जाती है और उसे बदलने की आवश्यकता होती है। उन्होंने संकल्प को यह भी कहा कि भविष्य में वह अपनी संचालन प्रक्रिया में विविधीकरण के बारे में सोच सकता है और इसके लिए भी उसे कोषों की आवश्यकता होगी।

'संकल्प बिल्डर्स' की स्थायी पूँजी आवश्यकताओं को प्रभावित करने वाले किन्हीं चार घटकों को पहचानिए एवं समझाइए, जिनकी चर्चा उपर्युक्त प्रकरण में की गई है। *6*

34. (क) भौतिक वितरण के किन्हीं चार मुख्य घटकों को समझाइए। *6*

अथवा

(ख) अपनी फर्म के उत्पादों के बारे में उपभोक्ताओं को सूचित करने एवं उन्हें क्रय के लिए प्रेरित करने के लिए विपणनकर्ता द्वारा उपयोग में लाई जाने वाली किन्हीं चार सम्प्रेषण तकनीकों को समझाइए। *6*

32. (a) Explain the following factors affecting working capital requirements of a business : *6*

(i) Nature of business

(ii) Credit availed

(iii) Operating efficiency

(iv) Seasonal factors

OR

(b) Distinguish between 'Money Market' and 'Capital Market' on any six basis. *6*

33. After completing his civil engineering degree, Sankalp decided to start his own business. He started a construction company 'Sankalp Builders'. He entered into an agreement for construction of residential flats on a land of 30 acres. Building of the flats on such a large scale required expensive machinery like bulldozers, excavators, etc. He had the option to buy the machinery or take it on lease. Though Sankalp was in favour of buying, his father advised him to take the decision with caution as construction machinery becomes outdated very fast and needs to be replaced. He also told Sankalp that in future he may think of diversifying his operations and would need funds for that too.

Identify and state any four factors discussed above affecting the fixed capital requirements of 'Sankalp Builders'. *6*

34. (a) Explain any four major components of physical distribution. *6*

OR

(b) Explain any four communication tools used by the marketers to inform and persuade customers about their firm's products. *6*

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Senior Secondary School Certificate Examination

March -----2025

Marking Scheme---Business Studies (054) 66/6/1

General Instructions:

1	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
2	**"Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, Evaluation done and several other aspects. Its' leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in News Paper/Website etc may invite action under various rules of the Board and IPC."**
3	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one's own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. **However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them.**
4	The Marking scheme carries only suggested value points for the answers These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
5	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after delibration and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
6	Evaluators will mark(√) wherever answer is correct. For wrong answer CROSS 'X" be marked. Evaluators will not put right (✓)while evaluating which gives an impression that answer is correct and no marks are awarded. **This is most common mistake which evaluators are committing**
7	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
8	If a question does not have any parts, marks must be awarded in the left-hand margin and encircled. This may also be followed strictly

9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note **"Extra Question"**.
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks 0 - 80 as given in Question Paper has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines).
13	Ensure that you do not make the following common types of errors committed by the Examiner in the past:- ● Leaving answer or part thereof unassessed in an answer book. ● Giving more marks for an answer than assigned to it. ● Wrong totaling of marks awarded on an answer. ● Wrong transfer of marks from the inside pages of the answer book to the title page. ● Wrong question wise totaling on the title page. ● Wrong totaling of marks of the two columns on the title page. ● Wrong grand total. ● Marks in words and figures not tallying/not same. ● Wrong transfer of marks from the answer book to online award list. ● Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously
16	The Examiners should acquaint themselves with the guidelines given in the "**Guidelines for spot Evaluation**" before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme

66/6/1	MARKING SCHEME– 2025 BUSINESS STUDIES (054) 66/6/1 EXPECTED ANSWERS / VALUE POINTS	Marks
1	**Q. Read the following statements : Assertion (A) and Reason (R).** **Assertion (A): The principles of management are guidelines to action, but do not provide readymade, straitjacket solutions to all managerial problems.** **Reason (R): Real business situations are neither complex, nor dynamic and are not the result of many factors.** **Choose the correct alternative from the options given below:** **(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* the 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.** **Ans**. (C) Assertion (A) is true, but Reason (R) is false.	**1mark**
2	**Q. Under_____, the consumer has a right to get relief for replacement of the product, removal of defect in the product, compensation paid for any loss or injury suffered by the consumer in case the product/service falls short of his expectations.** **(A) Right to safety** **(B) Right to seek redressal** **(C) Right to be assured** **(D) Right to be heard** **Ans.** (B) Right to seek redressal	**1 mark**

3	**Q. Match the steps of organising process given in Column I with their explanation given in Column II.** **Choose the correct option from the following :** **(A) 1-(iii), 2-(ii), 3-(i), 4-(iv)** **(B) 1-(i), 2-(ii), 3-(iii), 4-(iv)** **(C) 1-(iii), 2-(ii), 3-(iv), 4-(i)** **(D) 1-(iv), 2-(i), 3-(ii), 4-(iii)** **Ans.** (C) 1-(iii), 2-(ii), 3-(iv), 4-(i)	**1 mark**
4	**Q. 'To identify the needs of the customers and to take various decisions related to successful marketing of the products and services, it is important to make an analysis of**	

Column I	*Column II*
1. Identification and division of work	**(i) Establish clear relationships to create a hierarchical structure and facilitate co-ordination among various departments.**
2. Departmentalisation	**(ii) Divide the work into small and manageable activities so that activities similar in nature are grouped together.**
3. Assignment of duties	**(iii) As per previously drawn plans, identify the work and divide in such a way so that duplication can be avoided and burden of work can be shared among the employees.**
4. Establishing authority and reporting relationships	**(iv) Define the work of different job positions and accordingly allocate work to various employees.**

	the available opportunities and threats, as well as strengths and weaknesses of the organisation and decide what opportunities can be best pursued by it', highlights one of the functions of marketing, that is : **(A) gathering and analysing market information** **(B) marketing planning** **(C) product designing and development** **(D) branding** **Ans.** (A) gathering and analysing market information	**1 mark**
5	**Q. 'The principle of management which emphasizes on obedience to organisational rules and employment agreements necessary for the working of the organisation' is called:** **(A) Division of work** **(B) Discipline** **(C) Scalar chain** **(D) Remuneration of employees** **Ans.** (B) Discipline	**1 mark**
6	**Q. The increase in profit earned by the equity shareholders due to the presence of fixed financial charges is known as :** **(A) Trading on equity** **(B) Financial risk** **(C) Financial planning** **(D) Financial leverage** **Ans.** (A) Trading on equity	**1 mark**

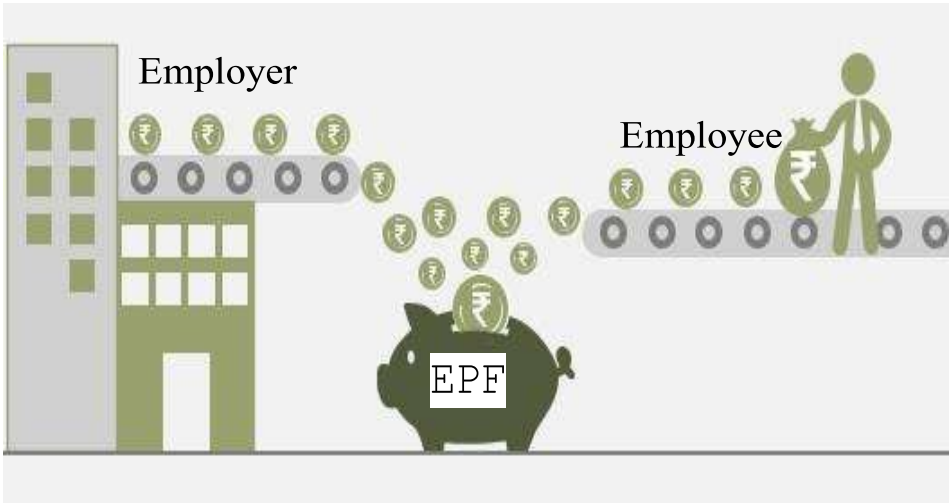
7	**Q. Identify the *incorrect* statement with respect to functional foremanship' as a technique of scientific management :** **(A) It advocates separation of planning and execution functions.** **(B) Speed boss, gang boss, repair boss and inspector work under the production incharge.** **(C) It is an extension of the principle of unity of command to the shop floor.** **(D) Each worker takes orders from eight foremen in the process of production.** **Ans.** (C) It is an extension of the principle of unity of command to the shop floor.	**1 mark**
8	**Q. Read the following statements carefully :** ***Statement I :*** **A single use plan is used for activities that occur regularly over a period of time.** ***Statement II :*** **Policies are a general form of standing plans that specify the organisation's response to a certain situation.** **In the light of the above statements, choose the correct alternative from the following:** **(A) Statement I is true and Statement II is false.** **(B) Statement I is false and Statement II is true.** **(C) Both Statement I and Statement II are true.** **(D) Both Statement I and Statement II are false.** **Ans.** (B) Statement I is false and Statement II is true.	**1 mark**
9	**Q. If an investor wishes to buy or sell any security, he/she has to first approach a registered broker or sub-broker and enter into an agreement with him. An investor has to sign a broker-client**	

	agreement and a client registration form before placing an order to buy or sell securities. Thereafter, the investor has to open a 'Demat' account or 'Beneficial owner' account with a depository participant for holding and transferring securities in the demat form and a bank account for cash transactions in the securities market. The first two steps of 'Trading and Settlement procedure' in stock market have been discussed in the above lines. **Place the next four steps in the correct order :** **(i) The broker will then go online and connect to the main stock exchange and match the share and best price available.** **(ii) After the trade has been executed, within 24 hours the broker issues a contract note.** **(iii) The investor then places an order with the broker to buy or sell shares. Clear instructions have to be given about the number of shares and the price at which the shares should be bought or sold.** **(iv) When the shares can be bought or sold at the price mentioned, it will be communicated to the broker's terminal and the order will be executed electronically.** **Choose the correct option from the following :** **(A) (iii), (i), (iv), (ii)** **(B) (i), (ii), (iii), (iv)** **(C) (iv), (ii), (iii), (i)** **(D) (iii), (iv), (i), (ii)** **Ans.** (A) (iii), (i), (iv), (ii)	**1 mark**
10	**Q. Raghu, on waking up early in the morning, often complained about back pain. When his pain persisted, he consulted a doctor who advised him to purchase a good quality orthopedic mattress. That would ensure correct spinal alignment and reduce the back pain.** **Raghu surveyed the market and purchased a good quality orthopedic mattress. As the price of the mattress was very high, he wanted to avoid paying GST. The shopkeeper suggested that he can do so if he does not take a receipt for the purchase of the mattress. Raghu readily agreed for the same.**	

	After few months of using the mattress, his back pain recurred. He realised that the mattress had caved in from the centre. He approached the shopkeeper who refused to entertain Raghu. **Raghu wanted to approach the court for redressal of his grievance. However, one of his friends told him that he would not be able to do so as he had not fulfilled one of his responsibilities.** **From the following, identify the responsibility which Raghu failed to fulfill :** **(A) Respect the environment. Aovid waste, littering and contributing to pollution.** **(B) Ask for a Cash Memo on purchase of goods and services.** **(C) Assert yourself to ensure that you get a fair deal.** **(D) Learn about the risks associated with products and services, follow manufacturers instructions and use the product safely.** **Ans.** (B) Ask for a Cash Memo on purchase of goods and services.	**1 mark**
11	**Q. Which of the following is *not* a limitation of planning function of management ?** **(A) Planning leads to rigidity.** **(B) Planning reduces creativity.** **(C) Planning guarantees success.** **(D) Planning may not work in a dynamic environment.** **Ans.** (C) Planning guarantees success.	**1 mark**
12	**Q. Seeing the increasing demand for automobiles in Buleti, 'Veso Cars', a global car manufacturing company planned to expand its**	

	operations and sell its cars there. However, the government of Buleti imposed high import duties on foreign made cars to protect local manufacturers from foreign competition. This attitude of the Buleti government towards foreign car manufacturers increased the cost of importing cars, making it less affordable for 'Veso Cars' to sell its cars at competitive prices in Buleti. **The component of business environment highlighted above is :** **(A) Political environment** **(B) Social environment** **(C) Legal environment** **(D) Economic environment** **Ans.** (A) Political environment	**1 mark**
13	**Q. Identify the *incorrect* statement with respect to importance of 'Directing' :** **(A) It helps to initiate action.** **(B) It helps to bring stability and balance in the organisation.** **(C) It facilitates introduction of needed changes in the organisation.** **(D) It establishes standards for controlling.** **Ans.** (D) It establishes standards for controlling.	**1 mark**
14	**Q. Read the following statements : Assertion (A) and Reason (R).** ***Assertion (A):* A buyer buys a product or service for what it does for him/her or the benefit it provides to him/her.** ***Reason (R) :* From the customer's point of view, a product is a bundle of utilities which is purchased because of its capability to provide satisfaction of a certain need.** **Choose the correct alternative from the options given below :** **(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* the 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.** **Ans**. (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).	**1 mark**
15	**Q.'Green Tech Solutions', a manufacturer of eco friendly products had an organisational structure with separate departments for production, marketing, sales, etc. Each department had its own objectives, policies and style of working. The company was facing challenges as the production department would focus on producing goods without consulting the sales department and the marketing department developed advertising campaigns without considering the production timelines, leading to confusion and conflicts. To resolve this, the Chief Executive Officer, Madhur arranged inter-departmental meetings explaining to the respective managers that they have to consult each other while performing their activities. All the departmental managers agreed to this.** **By linking the activities of all the departments, the Chief Executive Officer was able to ensure that the right products are available when needed, marketing efforts match with the product availability and sales targets are achieved.** **The concept of management followed by the Chief Executive Officer to resolve confusion and conflicts between departments was :** **(A) Organising** **(B) Coordination** **(C) Planning** **(D) Staffing** **Ans.** (B) Coordination	**1 mark**

16	**Q. Read the following statements carefully :** ***Statement I :*** **Planning and Controlling are both backward-looking as well as forward-looking functions.** ***Statement II:*** **Planning is prescriptive whereas Controlling is evaluative.** **In light of given statements, choose the correct alternative from the following:** **(A) Statement I is true and Statement II is false.** **(B) Statement I is false and Statement II is true.** **(C) Both Statement I and Statement II are true.** **(D) Both Statement I and Statement II are false.** **Ans.** (C) Both Statement I and Statement II are true.	**1 mark**
17	**Q. Identify the financial incentive shown in the picture given below:**  **(A) Stock option** **(B) Perquisites** **(C) Productivity-linked wage incentive** **(D) Retirement benefits**	**1 mark**

	Ans. (D) Retirement benefits ***Note :*** *The following question is for* ***the Visually Impaired*** **Candidates** *only in lieu of Q. no. 17* **An incentive offered over and above the wages/salary to the employees is known as :** **(A) Productivity-linked wage incentive** **(B) Bonus** **(C) Profit sharing** **(D) Stock option** **Ans.** (B) Bonus	
18	**Q. After moving to Dama from his home town in Rasha, Ramu and his family were staying in a rented accomodation for the last 5 years. Ramu and one of his office colleagues decided to buy a flat each in close proximity to their office. After a lot of research, they settled for a housing project which would cost them ₹1.25 crore each for a three bedroom flat. The housing project developers promised to deliver their flats within 36 months. An amount of ₹20 lakh each was paid to the developers of the housing project at the time of booking the flat. Since the payment schedule was time bound, they paid additional ₹ 80 lakh each over a period of 2 years. The balance of ₹ 25 lakh was to be paid at the time of registration. Despite having taken the major part of the cost of the flats, the housing project developers hadn't started the construction work.** **Ramu and his colleague asked the housing project developers to refund the amount paid. On refusal of refund of the amount paid by the housing project developers, Ramu and his colleague decided to approach the consumer court.** **The redressal agency which Ramu and his colleague should approach for redressal of their grievance is :** **(A) District Commission** **(B) State Commission** **(C) National Commission** **(D) Local Commission**	

	Ans. (A) District Commission	**1 mark**
19	**Q. Which of the following is a regulatory function of Securities and Exchange Board of India?** **(A) Registration of brokers and sub-brokers and other players in the market** **(B) Training of intermediaries of the securities market** **(C) Promotion of fair practices and code of conduct in securities market.** **(D) Conducting research and publishing information useful to all market participants** **Ans.** (A) Registration of brokers and sub-brokers and other players in the market.	**1 mark**
20	**Q. 'Alpha Manufacturing Ltd.' is a company manufacturing high quality car spare parts. The company has a well-established production line and its products are highly demanded in the market. However, it was noticed that the defect rate in the manufacturing process was higher than the standard of 10 per 1,000 pieces produced. In spite of best efforts, the Production Manager was not able to reduce the defect rate. So, he decided to revise the standards.** **The step of the controlling process, followed by the Production Manager after not being able to reduce the defect rate, will be :** **(A) Taking corrective action** **(B) Measurement of actual performance** **(C) Analysing deviations** **(D) Comparing actual performance with standards** **Ans**. (A) Taking corrective action	**1 mark**
21	**Q. (a) Explain the following points of importance of**	

	'Controlling' function of management : **(i) Ensuring order and discipline** **(ii) Judging accuracy of standards** **Ans. (a) (i) Ensuring order and discipline** • Controlling creates an atmosphere of order and discipline in the organisation. • It helps to minimise dishonest behaviour on the part of the employees by keeping a close check on their activities. **(ii) Judging accuracy of standards** • Controlling enables management to verify whether the standards set are accurate and objective. • It keeps a careful check on the changes taking place in the organisation and in the environment and helps to review and revise the standards in light of such changes.	**1 ½ marks** + **1 ½ marks** = **3 marks**
	OR	**OR**
	(b) State any three points of importance of 'Staffing'function of management. **Ans. Importance of 'Staffing' function of management: (Any three)** (i) It helps in discovering and obtaining competent personnel for various jobs. (ii) It makes for higher performance by putting right person on the right job (iii) It ensures the continuous survival and growth of the enterprise through the succession planning for managers.	**1 x 3**

	(iv) It helps to ensure optimum utilisation of the human resources by avoiding overmanning and the shortages of personnel. (v) It improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution. ***(If an examinee has only listed the points, ½ mark for each point should be awarded)***	= **3 marks**
22	**Q.Sweets has been the mainstay for several large homegrown restaurant brands. Increased life expectancy of people and increased awareness for health care amongst consumers has increased the demand for healthy food options. Young consumers are moving away from consuming traditional sweets to buying more western style premium products which are baked or steamed. With this shift in consumer preferences, 'Shree Restaurants', a well known restaurant brand, is gearing itself up for playing a greater role in the healthy packaged foods market. In addition to traditional sweets, the company is also planning to expand to healthy savoury and sweet items and some ready-to-eat items. These new healthy products are expected to change people's lifestyles.** **Identify and explain the two features of Business Environment highlighted in the above case.** **Ans. Two features of Business Environment highlighted in the above case are-** 1**. Interrelatedness** • Different elements or parts of business environment are closely interrelated.	**(½ mark for identifying the feature** + **1mark for explanation**

	• Increase in awareness of different products or services may lead to increase in demand of certain products or services and they in turn change people's lifestyles. 2. **Dynamic** • Business environment is dynamic as it keeps on changing. • It can be in terms of technological improvement, shifts in consumer preferences or entry of new competition in the market.	**)** **1½ x 2** **=** **3 marks**
23	**Q. (a) Explain the following internal sources of recruitment:** **(i) Transfers** **(ii) Promotions** **Ans. (a) (i) Transfers** • It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities, status and salary of the employee. • Transfer is useful for filling the vacancies with employees from overstaffed departments. • It can also be used for training of employees for learning different jobs. **(ii) Promotions:** • It leads to shifting of an employee to a higher position carrying higher responsibilities, facilities, status and pay. • This practice helps to improve the motivation, loyalty and satisfaction level of employees. • Promotions at a higher level leads to a chain of promotions at lower levels in the organisation.	**1 ½** **+** **1 ½** **=** **3 marks**

	OR **(b) Explain the following methods of training :** **(i) Internship training** **(ii) Vestibule training** **Ans. (b) (i) Internship training** • It is a joint programme of training in which educational institutions and business firms cooperate. • Selected candidates carry on regular studies for the prescribed period in an educational institute. • To acquire practical knowledge and skills, they work in a factory or office **(ii) Vestibule training** • In this method, training is conducted away from the actual work floor. • Actual work environments are created in a class room and employees use the same materials, files and equipment. • This is usually done when employees are required to handle sophisticated machinery and equipment.	**OR** **1 ½** + **1½** = **3 marks**
24	**Q.'Verso Cars' opened their new car showroom in Kainvad. They appointed Tarun as a General Manager for managing their operations. He was responsible for meeting sales targets, keeping a check on inventory, building customer relations, ensuring compliance with regulations, etc. However, the high volume of work made it impractical for him to handle it all by himself. To meet the company's goals, and to ensure that all work is accomplished, he appointed Nikhil as a Sales Manager. Nikhil was given the authority**	

	to take decisions inherent is his managerial position and to tell people what to do and expect them to do it. He not only had to ensure that sales targets are met but was also to guide sales representatives and had to report directly to Tarun. As a result, Tarun was able to concentrate on more important matters and ensure that all work is accomplished. **(a) Identify the concept followed by Tarun which helped him in achieving the company's goals.** **(b) Explain any two points of importance of the concept identified in (a) above.** **Ans.** (a) Delegation **(b)Importance of Delegtion: (Any two with explanation)** (i) Effective management (ii) Employee development (iii) Motivation of employees (iv) Facilitation of growth (v) Basis of management hierarchy (vi) Better coordination **(If an examinee has not given the headings as above, but has given the correct explanation, full credit should be given)**	**1 mark** **+** **(½ mark for heading + ½ mark for explanation)** **1 x 2** **=** **3 marks**
25	**Q (a) Explain the following points of importance of 'Planning' function of management :** **(i) Planning provides direction.** **(ii) Planning reduces the risk of uncertainty.** **Ans. (a) (i) Planning provides direction.** • Planning ensures that the goals or objectives are clearly stated so that they act as a guide for deciding what action should be taken and in which direction.	**2**

	• If goals are well defined, employees are aware of what the organisation has to do and what they must do to achieve those goals. **(ii) Planning reduces the risk of uncertainty.** • Planning is an activity which enables a manager to look ahead and anticipate changes. • By deciding in advance the tasks to be performed, planning shows the way to deal with changes and uncertain events. Changes or events cannot be eliminated but they can be anticipated and managerial responses to them can be developed.	+ **2** **=** **4** **marks**
	OR **(b) Explain the following features of 'Planning' function of management:** **(i) Planning is futuristic.** **(ii) Planning is a mental exercise.** **Ans. (i) Planning is futuristic:** • Planning involves looking ahead and preparing for the future to meet future events effectively to the best advantage of an organisation. • Planning is regarded as a forward- looking function based on forecasting future events and drawing plans accordingly. **(ii) Planning is a mental exercise.** • Planning requires application of the mind involving foresight, intelligent imagination and sound judgement. • It is an intellectual activity of logical thinking rather than doing, because planning determines the action to be taken. It must be	**OR** **2** + **2** = **4**

	based on analysis of facts and forecast.	**marks**
26	**Q. Rushil opened 'RK Hair and Beauty Salon' in a reputed locality and appointed fifteen people as salon staff. However, within just a few months, he observed that the employees were leaving the salon one by one and the business was not able to meet even the monthly targets.** **Rushil asked his manager to find out the reason. The manager reported that quite often, according to the requirement, the hair stylist was asked to do the work of a makeup artist and a makeup artist was asked to do nail care, etc. As a result, the employees were not happy and wanted to work at a salon where work was divided according to their competence and would enhance their specialisation.** **The manager also added that there was neither any fixed place for hair care, skin care or nail care materials nor for the employees. This created confusion and hindrance in the work and led to further dissatisfaction amongst the staff. As a result, the employees kept leaving the salon leading to high employee turnover ratio and a shortage of experienced staff.** **Identify and explain the two principles of management discussed above that are not followed in 'RK Hair and Beauty Salon'.** **Ans. The principles of management not followed in RK Hair and Beauty Salon are: (<u>Any two</u>)** 1. **Division of work:** • The principle of Division of work suggests that work can be performed more efficiently if it is divided into specialized tasks. The intent of division of work is to produce more and better work for the same effort. • A trained specialist who is competent, is required to perform each job leading to speacialisation. This results in efficient and effective output. 2. **Stability of Personnel:**	**(1 mark each for identification** **+** **1 mark each for**

	• Selected employees should be kept at their post/position for a minimum fixed tenure and should be given reasonable time to show results. • Any adhocism in this regard will create instability among employees and this increases the cost of recruitment, selection and training. 3. **Order:** • The principle of order states that 'a place for everything (everyone) and everything (everyone) in its (her/his) place'. • If there is a fixed place for everything and it is present there, then this will result in increased productivity and efficiency.	**explanation)** = **2** + **2** **=4 marks**
27	**Q.'BNG Ltd.' is a reputed company that manufactures consumer durables. It has a large scale manufacturing unit where products like electric kettles, toasters, blenders, electric irons, etc. are manufactured. Since the production is at a large scale, the average cost of production is low. As a result, the products are widely available across areas at affordable prices contributing to its strong profit margins.** **On the other hand,'KMV Ltd.', another reputed consumer durables manufacturer in the same business is also earning good profits. However, 'KMV Ltd.' focuses on producing the products which are superior in quality, performance and features. It has a dedicated Research and Development team which continually works to bring improvement in the quality of its products.** **(a) Identify and explain the marketing management philosophy followed by 'BNG Ltd.' and 'KMV Ltd.'.** **(b)Differentiate between the two marketing management philosophies identified in (a) above on the basis of the following :** **(i) Main focus** **(ii) Ends** **Ans. (a)** Marketing management philosophy	

followed by **'BNG Ltd.'** is **Production philosophy.**

It is based on the belief that profits could be maximised by producing at large scale to reduce the average cost of production, thereby making the goods affordable and widely available.

Marketing management philosophy followed by '**KMV Ltd.'** is **Product philosophy.**

It is based on the belief that profits could be maximised by bringing continuous improvement in the product quality and adding new features in the product.

(½ mark each for identifying + ½ mark each for explanation) =1 x 2

(b) Difference between Production Philosophy and Product Philosophy:

+

Basis	**Production Philosophy**		**Product Philosophy**
(i) Main focus	Its main focus is on quantity of the product.		Its main focus is on quality of product, performance and features of product.
(ii) Ends	Its objective is to earn profit through volume of production.		Its objective is to earn profit through product quality.

1 x 2 = 4 marks

28 **Q. Shreedar had worked as an Operations Manager at a cab aggregator firm for ten years, gaining in-depth knowledge of the business. He then decided to leave the job and started his own cab aggregator business 'Easy Cab' with his friend Mukesh. Shreedar became the Chief Executive Officer and Mukesh the Chief Operating Officer in 'Easy Cab'. They decided to initially offer their services only in Goregram. To finance the venture, they applied for a loan to purchase electric cars for their fleet aiming to provide a sustainable and eco-friendly way to travel.**

(a) Identify the level of management at which Shreedar and Mukesh are working in 'Easy Cab'.

(b) State any three functions required to be performed by both Shreedar and Mukesh at the level of management they are

	working. **Ans. (a)** Shreedhar **-** Top Level Mukesh – Top level **(b) Functions required to be performed by both Shreedar and Mukesh at the level of management they are working are: (Any three)** (i) They have to integrate diverse elements and coordinate the activities of different departments according to the overall objectives of the organisation. (ii) They are responsible for the welfare and survival of the organization. (iii) They analyse the business environment and its implications for the survival of the firm. (iv)They formulate overall organisational goals and strategies for their achievement. (v)They are responsible for all the activities of the business and for its impact on society.	**½ + ½** **+** **1 x 3** **=** **=4 Marks**
29	**Q. (a) State any four features of 'Motivation' as an element of Directing.** **Ans. (a) Features of 'Motivation' as an element of Directing:** (i) Motivation is an internal feeling because the urge, drives, desires, aspirations, striving or needs of human being influence human behaviour. (ii) Motivation produces goal directed behaviour, with the objective of improving employees performance. (iii) Motivation can be either positive like increase in pay, promotion, etc.or negative like punishment, stopping increments, etc.	**1 x 4**

	(iv) Motivation is a complex process as any type of motivation may not have uniform effect on all the members because they are heterogeneous in their expectations, perceptions and reactions. ***(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)*** **OR** **(c) Explain the following non-financial incentives:** **(i) Job enrichment** **(ii) Employee participation** **Ans. (b) (i) Job enrichment** • It is concerned with designing jobs that include a greater variety of work content, require higher level of knowledge and skill, gives workers more autonomy and responsibility and provides opportunity for personal growth. • If jobs are enriched and made interesting, the job itself becomes a source of motivation to the individual. **(ii) Employee participation** • It refers to involving employees in decision-making of the issues related to them. • Employee participation may be in the form of joint management committees, work committees, etc.	= **4 marks** **OR** **2** + **2** = **4 marks**
30	**Q.'Nurata Ltd.' is a leading manufacturer of clothing in India, known for good quality casual wear as well as formal wear for children. The company is earning good profits and now wants to expand its business by entering into the business of electronics and home appliances too. The management decided to create separate business units, where each unit head would be responsible for a specific product category and for its performance. All key functions,**	

	such as marketing, finance, production, etc. would be handled within each unit. **(a) Identify the organizational structure adopted by 'Nurata Ltd.' on expansion of its business.** **(b)State any two advantages and one disadvantage of the organizational structure identified in (a) above.**	
	Ans. (a) Divisional Structure	**1 mark**
	(b) Advantages of Divisional Structure: (Any two) (i) Product specialisation helps in the development of varied skills in a divisional head and prepares him for higher positions. (ii) It helps in fixation of responsibility in case of poor performance of the division because the divisional heads are accountable for profits. (iii) It promotes flexibility and initiative because each division functions as an autonomous unit which leads to faster decision making. (iv) It facilitates expansion and growth as new divisions can be added without interrupting the existing operations by merely adding another divisional head and staff for the new product line. **Disadvantage of Divisional Structure: (Any one)** (i) Conflict may arise among different divisions with reference to allocation of funds and a particular division may seek to maximise its profits at the cost of other divisions. (ii) It may lead to increase in costs since there may be duplication of activities across products.	+ **1 x 2** + **1**

	(iii) A divisional manager may gain power for activities of his division and in a bid to assert his independence may ignore organisational interests. **(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)**	= **4 marks**
31	**Q. Sara recently received her degree in automobile engineering and decided to join her father's electric vehicle business. They were not only selling electric vehicles but also providing related services like charging vehicles and their maintenance, etc. Sara had worked on a practical project related to electric vehicles during her automobile engineering course and won first prize for it. She was impressed by electric vehicles because of their potential to revolutionize the automotive industry as these are more sustainable and eco-friendly alternative to traditional vehicles.** **She was exploring the possibility of entering into partnerships with the government for electric vehicle charging stations. This could be shared investment, with the government providing land and incentives and her company contributing technical expertise and operational management. Sara shared her thoughts and ideas with her father. She prepared a proposal to collaborate with the government for setting up electric vehicle charging stations. The proposal contained her ideas, feelings and suggestions which she intended to convey to the government. She then converted her ideas, feelings and suggestions into words and pictures. She used clear concise language and visual aids such as charts and graphs, to make complex information more understandable. She now had to choose a path through which her proposal would be transmitted to the government. Sara had a face-to-face meeting with the government and presented her ideas directly.** **(a) The above case highlights an element of one of the functions of management. Identify and explain the element.** **(b) Quoting lines from the above case, name the four elements of the**	

	concept identified in (a) above. **(c) State three other elements of the concept identified in (a) above, not discussed in the above case.** **Ans. (a) Communication-** Communication is the process of transferring information from the sender to the receiver with the information being understood by the receiver. **(or any other correct meaning)** **(b) Elements of the concept identified in (a) above: (Any four)** 1. Sender *"Sara shared her thoughts and ideas with her father."* 2. Message *"The proposal contained her ideas, feelings and suggestions which she intended to convey to the government."* 3.Encoding *"She then converted her ideas, feelings and suggestions into words and pictures."* *or* *"She used clear concise language and visual aids such as charts and graphs, to make complex information more understandable."* 4.Media *"Sara had a face-to-face meeting"*	**(½ mark for identification + ½ mark for explanation) = 1** + **(½ mark each for quoting and identification) x 4**

	5. Receiver *"Sara…….with the government"* **(An examinee should be awarded marks for identification only when correct lines are quoted.)** **(c) Three other elements of the concept identified above are-** 1. Decoding is the process of converting encoded symbols of the sender. 2. Feedback includes actions/response of the receiver on receiving and understanding the message of the sender. 3. Noise means some obstruction or hindrance caused to sender, message or receiver in the process of communication . **(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)**	**= 2** **+** **1 x 3** **=** **6 marks**
32	**Q.(a) Explain the following factors affecting working capital requirements of a business :** **(i) Nature of business** **(ii) Credit availed** **(iii) Operating efficiency** **(iv) Seasonal factors** **Ans. (a) (i) Nature of business:** • A trading organisation needs a smaller amount of working capital as compared to a manufacturing organization as there is no processing. • In a manufacturing business, higher working capital is required as raw material needs to be converted into finished goods before any sales become possible.	**1 ½**

- Service industries which do not have to maintain inventory require less working capital.

+

(ii) Credit availed:

- Just as a firm allows credit to its customers it also may get credit from its suppliers.
- To the extent it avails the credit on purchases, the working capital requirement is reduced.

1 ½

(iii) Operating efficiency:

+

- Firms manage their operations with varied degrees of efficiency in managing raw material, sales etc.
- Operating efficiency reduces the level of raw materials, finished goods and debtors resulting in lower requirement of working capital.

1 ½

(iv) Seasonal Factors:

- In peak season, because of higher level of activity, larger amount of working capital is required by the business.
- As against this, the level of activity as well as the requirement for working capital will be lower during the lean season by the business.

+

1 ½

=

6 marks

OR

OR

(b) Distinguish between 'Money Market' and 'Capital Market' on any six basis.

Ans. (b) Difference between Money Market and Capital Market:

(Any six)

	Basis	**Money Market**	**Capital Market**
(i)	**Participants**	The participants are RBI, banks, Financial Institutions,	The participants are Financial Institutions, banks, corporate

				State Governments, Corporate Houses.	entities, foreign investors and retail investors.	
		(ii)	**Instruments traded**	Instruments traded are Treasury bills, Call money, Certificate of deposit, Commercial paper, Commercial bill.	Instruments traded are shares, debentures and bonds.	
		(iii)	**Investment Outlay**	Investment Outlay is large.	Investment Outlay is small.	
		(iv)	**Duration**	It deals in short term securities.	It deals in medium and long term securities.	
		(v)	**Liquidity**	Money market instruments enjoy a higher degree of liquidity as DFHI provides a ready market for these instruments.	Capital market instruments are less liquid as a share may not be actively traded on stock exchange.	
		(vi)	**Safety**	Money market is much safer with a minimum risk of default .	Capital market instruments are riskier.	
		(vii)	**Expected returns**	The investment in money market yields a lesser return for investors.	The investment in capital market generally yields a higher return for investors.	**1 x 6 =6 marks**
33	**Q. After completing his civil engineering degree, Sankalp decided to start his own business. He started a construction company 'Sankalp Builders'. He entered into an agreement for construction of**					

	residential flats on a land of 30 acres. Building of the flats on such a large scale required expensive machinery like bulldozers, excavators, etc. He had the option to buy the machinery or take it on lease. Though Sankalp was in favour of buying, his father advised him to take the decision with caution as construction machinery becomes outdated very fast and needs to be replaced. He also told Sankalp that in future he may think of diversifying his operations and would need funds for that too. **Identify and state any four factors discussed above affecting the fixed capital requirements of 'Sankalp Builders'.** **Ans. Factors affecting the fixed capital requirement are-** **(Any four)** 1. **Nature of business:** A trading concern needs a lower investment in fixed assets as compared to a manufacturing concern since it doesn't require to purchase plant and machinery. 1. **Scale of Operations:** A larger organisation operating at a higher scale needs bigger plant, more space etc. and therefore, requires higher investment in fixed assets when compared with the small organisation. 2. **Technology Upgradation:** In industries where assets become obsolete sooner, higher investment in fixed assets would be required. 3. **Financing Alternatives:** Availability of leasing facilities, may reduce the funds required to be invested in fixed assets, thereby reducing the fixed capital requirements. 4. **Diversification:** A firm may choose to diversify its operations which results in increase in fixed capital requirements.	**(½ mark for identifying** **+** **1 mark for stating)** **1 ½ x 4 =** **6 marks**

34	**(a) Explain any four major components of physical distribution.** **Ans. (a) The four major components of physical distribution (with explanation):** 1. Order Processing 2. Transportation 3. Warehousing 4. Inventory Control **(If an examinee has not given the headings as above but has given the correct explanation , full credit should be given)** **OR** **(b) Explain any four communication tools used by the marketers to inform and persuade customers about their firm's products.** **Ans. (b) Four communication tools used by the marketers to inform and persuade customers about their firm's products: (with explanation)** 1. Advertising, 2. Personal Selling 3. Sales Promotion 4. Public Relations **(If an examinee has not given the headings as above but has given the correct explanation , full credit should be given)**	**(½ mark for heading + 1 mark for explanation) = 1 ½ x 4 = 6 marks** **OR** **(½ mark for heading + 1 mark for explanation) = 1 ½ x 4 = 6 marks**

Series R2PQS/2 **SET~1**

प्रश्न–पत्र कोड
Q.P. Code **66/2/1**

रोल नं.
Roll No.

परीक्षार्थी प्रश्न-पत्र कोड को उत्तर-पुस्तिका के मुख-पृष्ठ पर अवश्य लिखें ।
Candidates must write the Q.P. Code on the title page of the answer-book.

नोट / NOTE :

(i) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **23** हैं ।
Please check that this question paper contains **23** printed pages.

(ii) कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं ।
Please check that this question paper contains **34** questions.

(iii) प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें ।
Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.

(iv) **कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में प्रश्न का क्रमांक अवश्य लिखें ।**
Please write down the serial number of the question in the answer-book before attempting it.

(v) इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है । प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा । 10.15 बजे से 10.30 बजे तक छात्र केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे ।
15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन
BUSINESS STUDIES

निर्धारित समय : 3 घण्टे *अधिकतम अंक : 80*

Time allowed : 3 hours *Maximum Marks : 80*

सामान्य निर्देश :

निम्नलिखित निर्देशों को बहुत सावधानी से पढ़िए और उनका सख़्ती से पालन कीजिए :

(i) *इस प्रश्न-पत्र में **34** प्रश्न हैं । **सभी** प्रश्न **अनिवार्य** हैं ।*

(ii) *प्रत्येक प्रश्न के अंक उनके सामने अंकित हैं ।*

(iii) *उत्तर संक्षिप्त तथा बिंदुवार होने चाहिए ।*

(iv) ***3** अंकों के प्रश्नों के उत्तर 50 से 75 शब्दों में लिखे जाने चाहिए ।*

(v) ***4** अंकों के प्रश्नों के उत्तर लगभग 150 शब्दों में लिखे जाने चाहिए ।*

(vi) ***6** अंकों के प्रश्नों के उत्तर लगभग 200 शब्दों में लिखे जाने चाहिए ।*

(vii) *प्रत्येक प्रश्न के सभी भागों के उत्तर एक साथ लिखे जाने चाहिए ।*

*प्रश्न संख्या **1** से **20** तक बहुविकल्पीय प्रश्न (MCQ) हैं, जिनमें प्रत्येक का **1** अंक है ।* *20×1=20*

1. एक निर्माणी कम्पनी 'विशेष कन्स्ट्रक्शन्स' ने 'हेलमेट नहीं, प्रवेश नहीं' को सख्ती से लागू करने का निर्णय लिया और निम्नलिखित चिह्न को अपने निर्माण स्थल पर लगा दिया :



उपर्युक्त चिह्न द्वारा इंगित योजना के प्रकार की पहचान कीजिए :

(A) नीति (B) नियम

(C) विधि (D) कार्यक्रम

General Instructions :

Read the following instructions very carefully and strictly follow them :

(i) *This question paper contains **34** questions. **All** questions are **compulsory**.*

(ii) *Marks are indicated against each question.*

(iii) *Answers should be brief and to the point.*

(iv) *Answers to questions carrying **3** marks may be from 50 to 75 words.*

(v) *Answers to questions carrying **4** marks may be in about 150 words.*

(vi) *Answers to questions carrying **6** marks may be in about 200 words.*

(vii) *Attempt all parts of a question together.*

*Questions no. **1** to **20** are Multiple Choice Questions (MCQs), carrying **1** mark each.* *20×1=20*

1. 'Vishesh Constructions', a construction company, decided to strictly implement 'No Helmet, No Entry' and put the following sign at their construction sites :



Identify the type of plan indicated by the above sign :

(A) Policy (B) Rule

(C) Method (D) Programme

2. आकाश मेहरा 'केदान्ता एन्टरप्राइज़ेज़' का विपणन प्रबन्धक है । वह आदेश देता है और यह उम्मीद करता है कि उसके अधीनस्थ उनका पालन करें । अधीनस्थों के साथ उसका केवल एक-मार्गीय सम्प्रेषण है तथा वे केवल उसके द्वारा दिए गए आदेश अनुसार ही कार्य करते हैं ।

आकाश मेहरा की नेतृत्व शैली की पहचान कीजिए :

(A) सत्तावादी

(B) सहभागी

(C) स्वतंत्रात्मक

(D) व्यावहारिक

3. प्रबन्ध के 'निर्देशन' कार्य के महत्त्व के बारे में निम्नलिखित में से ***ग़लत*** कथन का चयन कीजिए :

(A) वांछित उद्देश्यों की प्राप्ति में संगठन के व्यक्तियों के कार्य को प्रारंभ करने में निर्देशन सहायता करता है ।

(B) निर्देशन संगठन में कर्मचारियों के व्यक्तिगत प्रयासों को इस प्रकार समन्वित करता है कि प्रत्येक व्यक्ति के कार्य का योगदान संगठन के निष्पादन में होता है ।

(C) निर्देशन संगठन में आवश्यक परिवर्तनों को प्रारंभ करने में मदद करता है ।

(D) निर्देशन संगठन में मानव-शक्ति आवश्यकताओं का अनुमान लगाने में सहायता करता है ।

4. संगठन में भावी कर्मचारियों को ढूँढ़ने और उन्हें संगठन में पदों के लिए आवेदन करने के लिए प्रेरित करने की प्रक्रिया को _____ कहते हैं ।

(A) प्रशिक्षण (B) चयन

(C) विकास (D) भर्ती

5. प्रतिभूतियों को इलेक्ट्रॉनिक रूप में रखने की प्रक्रिया को _____ कहते हैं ।

(A) रोलिंग सेटलमेंट

(B) पंजीकरण

(C) विभौतिकीकरण

(D) निक्षेपागार

2. Akash Mehra is the Marketing Manager of 'Kedanta Enterprises'. He gives orders and expects his subordinates to obey those orders. Communication is only one-way with the subordinates only acting according to the command given by him.
Identify the leadership style of Akash Mehra :

(A) Authoritative

(B) Participative

(C) Free-rein

(D) Pragmatic

3. From the following, choose the ***incorrect*** statement about the importance of 'Directing' function of management :

(A) Directing helps to initiate action by people in the organization towards attainment of desired objectives.

(B) Directing integrates employees' efforts in the organization in such a way that every individual effort contributes to the organization's performance.

(C) Directing facilitates introduction of needed changes in the organization.

(D) Directing helps in estimating manpower requirements for the organization.

4. _____ is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

(A) Training (B) Selection

(C) Development (D) Recruitment

5. _____ is the process of holding securities in an electronic form.

(A) Rolling Settlement

(B) Registration

(C) Dematerialization

(D) Depository

6. सुधा और श्वेता जुड़वाँ बहनें थीं । महाविद्यालय से अपनी शिक्षा पूर्ण करने के बाद उन्होंने व्यवसाय प्रारंभ करने का निर्णय लिया । चूँकि वे वाणिज्य की विद्यार्थी थीं अत: वे 'क्या करना है' तथा 'कैसे करना है' के निर्णयन के महत्त्व को जानती थीं । यह उनके लिए बहुत चुनौतीपूर्ण था क्योंकि इस निर्णय से उनकी सभी भावी क्रियाएँ मार्गदर्शित होनी थीं । इसकी चर्चा अपनी माताजी के साथ करते समय उन्हें 'क्लाउड किचन' आरम्भ करने का एक नया विचार आया । दोनों बहनें इसे आरंभ करने के लिए बहुत अधिक उत्साहित थीं । इस विचार ने एक ठोस योजना का रूप लिया और एक माह में ही वे अपनी 'क्लाउड किचन' आरम्भ करने में सफल हो गईं ।

उपर्युक्त स्थिति में नियोजन के महत्त्व के जिस बिन्दु पर प्रकाश डाला गया है, उसे पहचानिए :

(A) नियोजन अनिश्चितता के जोखिम को कम करता है ।

(B) नियोजन नव-प्रवर्तन विचारों को प्रोत्साहित करता है ।

(C) नियोजन नियंत्रण के मानकों का निर्धारण करता है ।

(D) नियोजन अतिव्याप्ति तथा अपव्ययी क्रियाओं को कम करता है ।

7. कॉलम I में दी गई विपणन प्रबंध दर्शन का कॉलम II में दिए गए उनके मुख्य केन्द्र-बिन्दु से मिलान कीजिए :

कॉलम I		*कॉलम II*	
1.	उत्पादन अवधारणा	(i)	उपभोक्ताओं की आवश्यकताएँ
2.	उत्पाद अवधारणा	(ii)	उत्पाद की गुणवत्ता, निष्पादन तथा विशेषताएँ
3.	विपणन अवधारणा	(iii)	उपभोक्ताओं की आवश्यकताएँ तथा सामाजिक कल्याण
4.	विपणन की सामाजिक अवधारणा	(iv)	उत्पाद की मात्रा

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) 1-(i), 2-(ii), 3-(iii), 4-(iv)

(B) 1-(ii), 2-(iii), 3-(i), 4-(iv)

(C) 1-(iv), 2-(ii), 3-(i), 4-(iii)

(D) 1-(ii), 2-(iv), 3-(i), 4-(iii)

6. Sudha and Shweta were twin sisters. After completing their education from college, they decided to start a business. As they were Commerce students, they knew the importance of deciding in advance 'what to do' and 'how to do'. It was very challenging for them as this decision was to guide all their future actions. While discussing the same with their mother, they got a new idea of starting a 'Cloud Kitchen'. Both the sisters were very excited to start this. The idea took the shape of a concrete plan and within a month, they were successful in starting their 'Cloud Kitchen.'

Identify the point of importance of planning highlighted in the above case :

(A) Planning reduces the risk of uncertainty.

(B) Planning promotes innovative ideas.

(C) Planning establishes standards for controlling.

(D) Planning reduces overlapping and wasteful activities.

7. Match the Marketing Management philosophies given in Column I with their main focus given in Column II :

	Column I		*Column II*
1.	Production concept	(i)	Customers' needs
2.	Product concept	(ii)	Quality, performance and features of product
3.	Marketing concept	(iii)	Customers' needs and societal well-being
4.	Societal marketing concept	(iv)	Quantity of product

Choose the correct option from the following :

(A) 1-(i), 2-(ii), 3-(iii), 4-(iv)

(B) 1-(ii), 2-(iii), 3-(i), 4-(iv)

(C) 1-(iv), 2-(ii), 3-(i), 4-(iii)

(D) 1-(ii), 2-(iv), 3-(i), 4-(iii)

8. निम्नलिखित कथनों को पढ़िए : अभिकथन (A) तथा कारण (R) । नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :

अभिकथन (A) : विकेन्द्रीकरण एक ऐच्छिक नीति निर्णय है ।

कारण (R) : यह शीर्ष प्रबन्ध के विवेकानुसार किया जाता है ।

विकल्प :

(A) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं तथा कारण (R), अभिकथन (A) का सही स्पष्टीकरण है ।

(B) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं, परन्तु कारण (R), अभिकथन (A) का सही स्पष्टीकरण ***नहीं*** है ।

(C) अभिकथन (A) सत्य है, परन्तु कारण (R) असत्य है ।

(D) अभिकथन (A) असत्य है, परन्तु कारण (R) सत्य है ।

9. सुशांत 'कायरो लिमिटेड' का एक योग्य परियोजना प्रबंधक था । सुशांत के प्रमुख नवीन ने सुशांत को एक नई परियोजना सौंपी । सुशांत के पास पहले से ही बहुत काम था । अत: सुशांत ने अपने तीन अधीनस्थों के बीच इस कार्य को बाँटने का निर्णय लिया । उसने अपने पास कार्य के उस भाग को रखा है जिसे वह स्वयं प्रभावपूर्ण ढंग से कर सकता है और जो बच गया, उसमें उसने अपने अधीनस्थों से सहायता ली है । इस कारण परियोजना समय पर पूर्ण हो गई ।

परियोजना को पूर्ण करने के लिए सुशांत द्वारा उपयोग में लाई गई प्रबन्ध की अवधारणा थी :

(A) अंतरण

(B) विकेन्द्रीकरण

(C) उत्तरदेयता

(D) अधिकार

10. 'अधिकारी का अपने अधीनस्थों में विश्वास का अभाव' सम्प्रेषण की बाधाओं में से एक है । सम्प्रेषण की बाधा को पहचानिए :

(A) व्यक्तिगत बाधा

(B) मनोवैज्ञानिक बाधा

(C) संकेतिक बाधा

(D) संगठनिक बाधा

8. Read the following statements : Assertion (A) and Reason (R). Choose the correct alternative from those given below :

Assertion (A) : Decentralization is an optional policy decision.

Reason (R) : It is done at the discretion of the top management.

Alternatives :

(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*** the 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.

9. Sushant was an able Project Manager at 'Keiro Ltd.' Sushant's Head, Naveen handed over a new project to Sushant. Sushant already had enough work in hand. So, Sushant decided to divide the work assigned to him, among three of his subordinates. He himself kept that part of the work which he himself could perform effectively and got his subordinates to help him with what remained. The project got completed well in time because of this.

The concept of management used by Sushant to complete the project was :

(A) Delegation

(B) Decentralization

(C) Accountability

(D) Authority

10. 'Lack of confidence of superior in his subordinates' is one of the barriers of communication. Identify the communication barrier :

(A) Personal barrier

(B) Psychological barrier

(C) Semantic barrier

(D) Organizational barrier

11. 'एक कम्पनी के समता अंशों में सार्वजनिक निर्गमन कम्पनी में प्रबन्ध की पकड़ को कमज़ोर करता है तथा इसे अपने अधिकार में लेने के लिए असुरक्षित बनाता है । यह कारक ऋण और समता के मध्य चयन को भी प्रभावित करता है विशेषकर उन कम्पनियों में जहाँ वर्तमान में प्रबन्ध की पकड़ कमज़ोर हालत में होती है ।'

उपर्युक्त स्थिति में चर्चित पूँजी ढाँचे के चयन को प्रभावित करने वाला कारक है :

(A) लचीलापन
(B) ऋण की लागत
(C) समता की लागत
(D) नियंत्रण

12. *कथन I :* नियंत्रण एक संगठन में योजनानुसार क्रियाओं का निष्पादन सुनिश्चित करता है ।
कथन II : एक प्रबंधक का नियंत्रण कार्य सर्वव्यापी कार्य है ।
नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :

(A) कथन I सत्य है तथा कथन II असत्य है ।
(B) कथन II सत्य है तथा कथन I असत्य है ।
(C) दोनों कथन सत्य हैं ।
(D) दोनों कथन असत्य हैं ।

13. 'लेंस-ओ' का आरम्भ आँखों के चश्मे व कॉन्टेक्ट लेंस की एक ऑनलाइन कम्पनी जो अपनी वेबसाइट पर विक्रय करती है, के रूप में किया गया । हाल ही में इसने एक विशेष रूप से डिज़ाइन किया गया ऑफ़लाइन स्टोर आरम्भ किया है ताकि उपभोक्ता कम्पनी के शोरूम से भी उनके उत्पादों को क्रय कर सकें ।
कम्पनी द्वारा वितरण के किस माध्यम का उपयोग किया गया है :

(A) शून्य स्तरीय माध्यम
(B) एक स्तरीय माध्यम
(C) द्वि स्तरीय माध्यम
(D) तीन स्तरीय माध्यम

14. जुलाई, 2023 में सुनीता ने 'सुनीता ट्रेवल्स' नाम से अपनी एक ट्रेवल एजेंसी खोली । उसने आरक्षण, होटल बुकिंग, ऑनलाइन पूछताछ तथा भुगतान प्रबंधन के लिए अलग-अलग विभाग बनाए । सुनीता द्वारा किस संगठन ढाँचे को उपयोग में लाया गया है :

(A) कार्यात्मक ढाँचा
(B) प्रभागीय ढाँचा
(C) अनौपचारिक ढाँचा
(D) लंबरूप (ऊर्ध्व) ढाँचा

11. 'A public issue of equity may reduce the management holding in the company and make it vulnerable to takeover. This factor also influences the choice between debt and equity, especially in companies in which the current holding of management is on a lower side.'

The factor affecting choice of capital structure discussed in the above case is :

(A) Flexibility
(B) Cost of debt
(C) Cost of equity
(D) Control

12. *Statement I :* Controlling ensures that activities in an organization are performed as per the plans.

Statement II : Controlling function of a manager is a pervasive function.

Choose the correct option from the options given below :

(A) Statement I is true and Statement II is false.
(B) Statement II is true and Statement I is false.
(C) Both the Statements are true.
(D) Both the Statements are false.

13. 'Lens-o' was started as an online eyewear company selling glasses and contact lenses on their website. Recently, it set up a uniquely designed offline store, so that customers can also buy their products from the company showroom.

Which channel of distribution is used by the company :

(A) Zero level channel
(B) One level channel
(C) Two level channel
(D) Three level channel

14. Sunita opened her travel agency named 'Sunita Travels' in July, 2023. She created separate departments for reservations, hotel bookings, online queries and payment handling. Which organisation structure is used by Sunita :

(A) Functional structure
(B) Divisional structure
(C) Informal structure
(D) Vertical structure

15. 'जेकेएसडी इंडिया लिमिटेड' ने हाल ही में 'रसोई से ताज़ा' जैम, चटनी, सलाद मसाला तथा मूँगफली का मक्खन आदि की एक नई रेंज प्रस्तुत की है । बिक्री के उद्देश्य से इन्होंने विक्रयकर्ताओं की नियुक्ति की ताकि वे अग्रणी मॉल में भावी उपभोक्ताओं से सम्पर्क स्थापित कर उनके उत्पादों के संबंध में जागरूकता उत्पन्न कर सकें व उत्पाद की प्राथमिकता विकसित कर सकें ।

'जेकेएसडी इंडिया लिमिटेड' द्वारा अपने उत्पादों के विपणन के लिए प्रवर्तन की किस तकनीक का उपयोग किया गया है :

(A) विज्ञापन
(B) वैयक्तिक विक्रय
(C) विक्रय संवर्धन
(D) जन संपर्क

16. वे चयन परीक्षाएँ जिनका उपयोग व्यक्ति के नए कौशल को सीखने की संभावित कुशलता को मापने के लिए किया जाता है, कहलाती हैं :

(A) कौशल परीक्षाएँ
(B) बुद्धि परीक्षाएँ
(C) व्यक्तित्व परीक्षाएँ
(D) अभिरुचि परीक्षाएँ

17. वित्तीय बाज़ार निवेश के लिए उपलब्ध निधियों का आबंटन अथवा निर्देशन उनके सर्वाधिक उत्पादक निवेश अवसर में करता है । ऐसा करने पर वह _____ कार्य निष्पादित करता है ।

(A) सृजनात्मक
(B) विनिमय
(C) आबंटनीय
(D) उत्पादक

18. एक नाम, शब्द, चिह्न, प्रतीक अथवा इनमें से कुछ का मिश्रण, जिसका प्रयोग उत्पादों, वस्तुओं अथवा सेवाओं की पहचान बनाने के लिए तथा एक विक्रेता अथवा विक्रेताओं के एक समूह की वस्तुओं अथवा सेवाओं का प्रतियोगियों के उत्पादों से अन्तर्भेद करने के लिए किया जाता है, जाना जाता है :

(A) ब्राण्ड
(B) ट्रेड मार्क
(C) ब्राण्ड नाम
(D) ब्राण्ड मार्क

19. 'स्थायी वित्त व्यय जैसे ब्याज की उपस्थिति के कारण समता अंशधारियों द्वारा अर्जित लाभ में वृद्धि' को उल्लिखित किया जाता है :

(A) पूँजी ढाँचा
(B) वित्तीयन संबंधी निर्णय
(C) निवेश पर प्रतिफल
(D) समता पर व्यापार

15. 'JKSD India Ltd.' recently introduced a new range of 'fresh from kitchen' jams, ketchups, salad dressings and peanut butter, etc. They appointed salespersons to contact prospective customers in leading malls to create awareness about their products and develop product preferences with the aim of making sales.

Which tool of promotion is being used by 'JKSD India Ltd.' to market its products :

(A) Advertising
(B) Personal Selling
(C) Sales Promotion
(D) Public Relations

16. The selection tests which are used to measure individual's potential for learning new skills are called :

(A) Aptitude Tests
(B) Intelligence Tests
(C) Personality Tests
(D) Interest Tests

17. Financial market allocates or directs funds available for investment into the most productive investment opportunity. In doing so, it performs the _____ function.

(A) Creative
(B) Exchange
(C) Allocative
(D) Productive

18. A name, term, symbol, design, or some combination of these, used to identify the products, goods or services of one seller or group of sellers and to differentiate them from those of the competitors is known as :

(A) Brand
(B) Trade Mark
(C) Brand Name
(D) Brand Mark

19. 'Increase in profit earned by equity shareholders due to the presence of fixed financial charges like interest' is referred to as :

(A) Capital structure
(B) Financing decision
(C) Return on Investment
(D) Trading on equity

20. निम्नलिखित में से कौन-सी विपणन की एक विशेषता ***नहीं*** है :

(A) अपेक्षा एवं आवश्यकता

(B) संग्रहण एवं भंडारण

(C) ग्राहक के योग्य मूल्य

(D) उत्पाद का सृजन

21. पीयूष एक जूता बनाने वाली कम्पनी 'कम्फर्टी' का उत्पादन प्रबन्धक है । उसके विभाग में उसके अधीन 1000 कर्मचारी कार्यरत हैं । पीयूष ने 300 जोड़ी पुरुष जूतों का एक विशेष आदेश ₹ 500 प्रति जोड़े की अनुमानित लागत जमा 20% लाभ उपांत पर पंजीकृत किया । आदेश की पूर्ति 10 दिनों में की जानी है । आदेश के पूरा होने के बाद पीयूष ने पाया कि एक जोड़ी जूते की उत्पादन लागत ₹ 600 थी । उसने कारण का पता लगाने की कोशिश की लेकिन वह कारण नहीं पता लगा सका । उसने इसकी सूचना मुख्य कार्यकारी अधिकारी को दी । मुख्य कार्यकारी अधिकारी ने कारण का पता लगाने के लिए अभय को नियुक्त किया । अभय न केवल एक विशिष्ट लागत लेखाकार था अपितु एक योग्य मानव संसाधन प्रबन्धक भी था । दो दिन के बाद अभय ने सूचित किया कि निश्चित लक्ष्यों को केवल 800 कर्मचारियों की सहायता से पूरा किया जा सकता था, जिससे यह परिलक्षित हुआ कि संगठन में कर्मचारियों का आधिक्य था । संगठन मानव संसाधन का अनुकूलतम उपयोग नहीं कर पा रहा था जिससे श्रम लागत बढ़ गई ।

उपर्युक्त स्थिति प्रबन्ध के एक महत्त्वपूर्ण कार्य के महत्त्व के एक बिन्दु पर प्रकाश डाल रही है ।

(i) प्रबन्ध के कार्य की पहचान कीजिए ।

(ii) उपर्युक्त स्थिति में चर्चित महत्त्व के बिन्दु के अतिरिक्त भाग (i) में पहचाने गए प्रबन्ध के कार्य के महत्त्व के किन्हीं दो बिन्दुओं का उल्लेख कीजिए । *3*

22. (क) प्रबन्ध के 'नियंत्रण' कार्य के महत्त्व के किन्हीं तीन बिन्दुओं को समझाइए । *3*

अथवा

(ख) किन्हीं तीन बिन्दुओं की सहायता से प्रबन्ध के 'नियोजन' एवं 'नियंत्रण' कार्यों के बीच संबंध को समझाइए । *3*

20. Which of the following is ***not*** a feature of marketing :

(A) Needs and wants

(B) Storage and warehousing

(C) Customer value

(D) Creating a market offering

21. Piyush is the Production Manager of a shoe company called 'Comforty'. He has 1000 workers working under him in his department. Piyush booked a special order for 300 pairs of gents shoes at an estimated cost price of ₹ 500 per pair plus 20% profit margin. The order is to be completed within 10 days. After completion of the order, Piyush found out that the production cost of one pair of shoes was ₹ 600. He tried to find out the reason, but he couldn't. He reported it to the Chief Executive Officer. The Chief Executive Officer appointed Abhay to find out the cause. Abhay was not only a specialized Cost Accountant, but also a qualified Human Resource Manager. After two days, Abhay reported that the set targets could be completed with the help of only 800 workers, which revealed that there was overmanning in the organization. The organization was not utilizing the human resources optimally, which had led to higher labour cost.

The above case highlights one of the points of importance of an important function of management.

(i) Identify the function of management.

(ii) State any two points of importance of the function of management identified in part (i), except the one discussed in the above case. *3*

22. (a) Explain any three points of importance of 'Controlling' function of management. *3*

OR

(b) Explain the relationship between 'Planning' and 'Controlling' functions of management with the help of any three points. *3*

23. (क) भारतीय प्रतिभूति एवं विनिमय बोर्ड के किन्हीं तीन 'नियामक कार्यों' का उल्लेख कीजिए । *3*

अथवा

(ख) भारतीय प्रतिभूति एवं विनिमय बोर्ड के किन्हीं तीन उद्देश्यों का उल्लेख कीजिए । *3*

24. कक्षा XII में उद्यमिता की पढ़ाई करने के बाद नील ने बेकरी का एक पाठ्यक्रम पूरा किया और 'केक्स एंड बेक्स' एक बेकरी की दुकान प्रारंभ की । उसने पहले वर्ष में निवेश पर 10% प्रतिफल प्राप्ति का एक साधारण लक्ष्य निर्धारित किया । चूँकि वह बेकरी स्वास्थ्यवर्धक उत्पाद की आपूर्ति कर रही थी, अत: माँग लगातार बढ़ रही थी । एक ही वर्ष में 'केक्स एंड बेक्स' एक प्रसिद्ध बेकरी बन गई । अब वह दीर्घ अवधि के लिए 'केक्स एंड बेक्स' की दिशा एवं सीमा परिभाषित करने के लिए योजना विकसित करना चाहता था । यह निर्णय लेने के लिए कि क्या वह निवेश पर प्रतिफल को बढ़ाने के लिए ऊँचे मूल्य ले सकता है, तथा उत्पादों का विज्ञापन किस प्रकार किया जाए, आदि के लिए उसने एक विपणन योजना बनाई ।

उपर्युक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए उपर्युक्त स्थिति में चर्चित दो प्रकार की योजनाओं को पहचानिए एवं समझाइए । *3*

25. 'इनाया लिमिटेड' एक बहुराष्ट्रीय तकनीकी कम्पनी है जिसका केन्द्र-बिन्दु कृत्रिम बुद्धिमता (आर्टिफिशियल इंटेलिजेंस), ऑनलाइन विज्ञापन व सर्च इंजन तकनीक है । कम्पनी अच्छे लाभ अर्जित कर रही है और अपने स्टॉफ का भली-भाँति ध्यान रखती है ।

कम्पनी प्रबन्धक स्तर के ऊपर के सभी कर्मचारियों को कार भत्ता, चिकित्सा सहायता व बच्चों की शिक्षा के लिए भत्ता जैसे लाभ प्रस्तावित करती है । वह अपने कर्मचारियों की भविष्य निधि में नियमित रूप से अंशदान करती है तथा उनकी सेवानिवृत्ति पर आनुतोषिक (ग्रेच्युटी) का भुगतान करती है । एक विशेष प्रोत्साहन योजना के अन्तर्गत इसके कर्मचारियों को एक निश्चित मूल्य पर, जो कि बाज़ार मूल्य से कम होता है, 'इनाया लिमिटेड' के अंश भी प्रस्तावित करती है । प्रति वर्ष कम्पनी अपने कोषों का एक भाग अलग रखती है ताकि कर्मचारियों को आधारभूत वेतन के एक प्रतिशत का बोनस के रूप में भुगतान कर सके । कोई आश्चर्य की बात नहीं है कि 90% कर्मचारी किसी मित्र को 'इनाया लिमिटेड' में कार्य करने के लिए सिफारिश करेंगे ।

अच्छे निष्पादन के लिए अपने कर्मचारियों को प्रोत्साहित करने के लिए 'इनाया लिमिटेड' द्वारा प्रदान किए जाने वाले चार प्रोत्साहनों को समझाइए । *4*

23. (a) State any three 'regulatory functions' of Securities and Exchange Board of India. *3*

OR

(b) State any three objectives of Securities and Exchange Board of India. *3*

24. After studying Entrepreneurship in Class XII, Neel completed a baking course and started a bakery, 'Cakes and Bakes'. He set a target of earning a modest 10% return on investment in the first year. As he was supplying healthy bakery products, the demand kept increasing. 'Cakes and Bakes' became a famous bakery in a year. He now wanted to develop a plan to define the direction and scope of 'Cakes and Bakes' for the long run. He made a marketing plan to decide if he could charge higher price to improve his return on investment, how to advertise the products, etc.

Quoting lines from the above paragraph, identify and explain two types of plans discussed in the above case. *3*

25. 'Inaya Ltd.' is a multinational technology company focusing on artificial intelligence, online advertising and search engine technology. The company is generating good profits and takes care of the well-being of its staff.

The company offers benefits like car allowance, medical aid and allowance for children's education to all employees above the Manager's level. It regularly contributes towards the Employees' Provident Fund and pays gratuity on retirement to its employees. Under a special incentive scheme, the employees are offered shares of 'Inaya Ltd.' at a set price which is lower than the market price. Each year, the company keeps aside funds to pay one percent of base salary as bonus to its employees. No wonder 90% of the employees would recommend working at 'Inaya Ltd.' to a friend.

Explain four incentives being provided by 'Inaya Ltd.' to motivate their employees for better performance. *4*

26. (क) 'प्रकोष्ठ प्रशिक्षण' एवं 'प्रशिक्षणार्थी कार्यक्रम' को प्रशिक्षण की विधियों के रूप में समझाइए । *4*

अथवा

(ख) भर्ती के आन्तरिक स्रोतों के किन्हीं चार लाभों का उल्लेख कीजिए । *4*

27. (क) स्थाई पूँजी आवश्यकताओं को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए : *4*

(i) प्रचालन स्तर (संक्रिया का मापदंड)

(ii) वित्तीय विकल्प

अथवा

(ख) लाभांश निर्णय को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए : *4*

(i) रोकड़ प्रवाह स्थिति

(ii) संवृद्धि सुयोग

28. किन्हीं चार आधारों पर प्राथमिक बाज़ार एवं द्वितीयक बाज़ार में अन्तर्भेद कीजिए । *4*

29. अश्विन एक फैशन डिज़ाइनर था । अपनी नौकरी छूट जाने पर उसने ब्राण्ड नाम 'कोग' के अन्तर्गत ऑनलाइन डिज़ाइनर कपड़े बेचने का निर्णय लिया । वस्त्र अच्छी गुणवत्ता वाले कपड़ों के साथ जटिल डिज़ाइनों एवं कुशल शिल्प कौशल के कारण उत्पादित करने में बहुत महँगे पड़ रहे थे । यह अनुभव करने के बाद कि ऑनलाइन बाज़ार अत्यधिक प्रतियोगी है, उसने निर्णय लिया कि वह वस्त्रों के लिए एक उचित मूल्य वसूल करेगा । यह मूल्य वस्त्रों की उत्पादन एवं विक्रय लागत पूरी करेगा और साथ ही उसे इस लागत के अतिरिक्त 10% उपांत भी देगा ।

उपर्युक्त स्थिति में चर्चित मूल्य निर्धारण को प्रभावित करने वाले दो कारकों को पहचानिए एवं समझाइए । *4*

26. (a) Explain 'Vestibule Training' and 'Apprenticeship Programme' as methods of training. *4*

OR

(b) State any four advantages of internal sources of recruitment. *4*

27. (a) Explain the following factors affecting the requirements of fixed capital : *4*

(i) Scale of operations

(ii) Financing alternatives

OR

(b) Explain the following factors affecting dividend decision : *4*

(i) Cash flow position

(ii) Growth opportunities

28. Distinguish between Primary Market and Secondary Market on any four bases. *4*

29. Ashwin was a fashion designer. On losing his job, he decided to sell the designer clothes online under the brand name 'Kogue'. The garments were made of good quality fabric with intricate designs and skilled craftsmanship, making them expensive to produce. Realizing that the online market is very competitive, he decided to charge a reasonable price for the garments. The price would cover the cost of production and sale of garments as well as give him 10% margin over and above the cost.

Identify and explain two factors affecting the price determination discussed in the above case. *4*

30. 'वी.बी.आर. सिनेमा,' एक भारतीय मल्टीप्लेक्स सिनेमा हॉल था जिसने पहली बार लोगों की उपभोग प्रवृत्तियों में परिवर्तन की पहचान की । इसने अपने भोजन के मेन्यू में से बर्गर, पिज़्ज़ा, शीतल पेय आदि को सलाद, स्मूदीस्, सूप और अंजीर-आधारित मिठाइयों जैसे स्वास्थ्यप्रद विकल्पों में बदल दिया । एक ही माह में खाद्य वस्तुओं की बिक्री से मल्टीप्लेक्स का आगम दुगुना हो गया ।

'वी.बी.आर. सिनेमा' ने निरन्तर पर्यावरण की निगरानी करके एवं उपयुक्त व्यावसायिक प्रथाओं को अपनाकर अपने आगम एवं लाभों में सुधार किया और उसे इस बात की आशा थी कि दीर्घकाल में भी वह बाज़ार में निरन्तर सफल होगा ।

उपर्युक्त स्थिति में व्यावसायिक पर्यावरण के एक आयाम तथा व्यावसायिक पर्यावरण की समझ के महत्त्व के जिस बिन्दु पर प्रकाश डाला गया है, उसे पहचानिए एवं समझाइए । *4*

31. नलिनी का फूलों एवं उपहारों का एक ऑनलाइन फुटकर व्यवसाय है । भारत के चार शहरों में इसके आठ विक्रय-केन्द्र हैं । नवम्बर से फरवरी तक, शादी के मौसम में माँग बहुत अधिक बढ़ जाती है । वह जून के महीने में ही अपने कर्मचारियों के प्रयासों को ध्यानपूर्वक एवं सोच-समझकर समन्वित करती है और शादी के मौसम की माँग के बारे में योजनाएँ बना लेती हैं । वह यह सुनिश्चित करती है कि उसके पास पर्याप्त कार्यबल हो और निरन्तर इस बात पर नज़र रखती है कि कार्य योजनाओं के अनुरूप आगे बढ़ रहा है । वह विपणन विभाग को इस बात का संक्षिप्त वृत्तांत देती है कि वे समय पर अपने प्रवर्तन एवं विज्ञापन अभियान तैयार कर लें । अत: संगठन के सभी विभागों के साथ उसका समन्वय नियोजन स्तर पर आरम्भ हो जाता है और नियंत्रण तक निरन्तर चलता रहता है । यह विभिन्न विभागों को जोड़ने की शक्ति का कार्य करता है और यह सुनिश्चित करता है कि सभी क्रियाएँ संगठन के लक्ष्यों को प्राप्त करने के लिए की जाएँ । परिणामस्वरूप, नलिनी समूह के प्रयासों को एक केन्द्र-बिन्दु प्रदान करती है और यह सुनिश्चित करती है कि वर्ष-दर-वर्ष व्यवसाय का निष्पादन योजनानुसार हो ।

उपर्युक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए, उपर्युक्त स्थिति में दर्शाई गई प्रबन्ध की एक महत्त्वपूर्ण अवधारणा की चार विशेषताओं को पहचानिए एवं समझाइए । *6*

32. (क) वैज्ञानिक प्रबन्ध के निम्नलिखित सिद्धान्तों को समझाइए : *6*

(i) विज्ञान, न कि अँगूठा टेक नियम

(ii) सहयोग, न कि टकराव

(iii) प्रत्येक व्यक्ति का उसकी अधिकाधिक क्षमता एवं समृद्धि के लिए विकास

अथवा

(ख) प्रबन्ध के सिद्धान्तों के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए : *6*

(i) प्रबन्धकों को वास्तविकता का उपयोगी सूक्ष्म ज्ञान प्रदान करना

(ii) वैज्ञानिक निर्णय

(iii) सामाजिक उत्तरदायित्वों को पूरा करना

30. 'VBR Cinema', an Indian multiplex cinema hall was the first to recognize the change in consumption habits of people. It changed its food menu from burgers, pizza, soft drinks, etc. and switched over to healthier options like salads and smoothies, soups and anjeer-based sweets. Within a month, the revenue of the multiplex from sale of food items doubled.

'VBR Cinema', by continuously monitoring the environment and adopting suitable business practices, was able to improve its revenues and profits and was hopeful that it will continue to succeed in the market in the long run too.

Identify and explain one dimension of business environment and one point of importance of understanding the business environment highlighted in the above case. *4*

31. Nalini has an online flower and gifts retail business. She has eight outlets in four cities of India. From November to February, during the wedding season, the demand shoots up. She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself. She ensures that there is adequate workforce and continuously monitors whether work is proceeding according to plans. She also briefs the marketing department in time to prepare their promotional and advertising campaigns. Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling. This acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals. As a result, Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.

Quoting lines from the above paragraph, identify and explain four features of an important concept of management highlighted in the above case. *6*

32. (a) Explain the following principles of Scientific Management : *6*

(i) Science, Not Rule of Thumb

(ii) Harmony, Not Discord

(iii) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity

OR

(b) Explain the following points of significance of principles of management : *6*

(i) Providing managers with useful insights into reality

(ii) Scientific decisions

(iii) Fulfilling social responsibility

33. (क) किन्हीं छः आधारों पर 'औपचारिक संगठन' एवं 'अनौपचारिक संगठन' में अन्तर्भेद कीजिए । *6*

अथवा

(ख) प्रबन्ध के 'नियोजन' कार्य के महत्त्व के किन्हीं चार बिन्दुओं को समझाइए । *6*

34. आशीष अपने घर के लिए एक एलसीडी टेलीविज़न खरीदना चाहता था । उसने निर्णय लिया कि वह इलेक्ट्रॉनिक वस्तुओं की बिक्री करने वाले विभिन्न स्टोर्स पर जाएगा और विभिन्न ब्राण्ड्स की उपलब्ध प्रकारों की जाँच करेगा । उसका एक मित्र उसे एक निर्माता के पास लेकर गया जो एलसीडी टेलीविज़न लगभग आधे मूल्य पर बेच रहा था । निर्माता ने एलसीडी टेलीविज़न की विभिन्न विशेषताओं का वर्णन किया और इस बात पर ज़ोर दिया कि आशीष उससे ही एलसीडी टेलीविज़न खरीदे । आशीष ने टेलीविज़न उसी से खरीदने का निर्णय लिया जबकि टेलीविज़न पर कोई मानक चिह्न भी नहीं था । जब आशीष ने कैश मीमो के बारे में पूछा तो निर्माता ने उसे यह कहकर हतोत्साहित कर दिया कि इससे उसे अतिरिक्त कर देना होगा । उसने आशीष से यह भी कहा कि चिन्ता करने की आवश्यकता नहीं है और यदि टेलीविज़न में कोई समस्या होगी तो वह उसे तुरन्त बदल देगा । एक ही माह में टेलीविज़न में खराबी आ गई और आशीष ने उसे बदलने की बात कही । निर्माता ने एलसीडी टेलीविज़न बदलने के लिए यह कहकर मना कर दिया कि यह समस्या टेलीविज़न का लापरवाही से उपयोग करने के कारण है । आशीष ने निर्माता के विरुद्ध उपभोक्ता अदालत में शिकायत दर्ज़ कराने का निर्णय लिया ।

(i) उपर्युक्त स्थिति में चर्चित दो उपभोक्ता अधिकारों को पहचानिए एवं समझाइए ।

(ii) दो उपभोक्ता उत्तरदायित्वों का उल्लेख कीजिए जिनका एलसीडी टेलीविज़न खरीदते समय आशीष ने पालन नहीं किया । *6*

33. (a) Differentiate between 'Formal Organization' and 'Informal Organization' on any six bases. *6*

OR

(b) Explain any four points of importance of 'Planning' function of management. *6*

34. Ashish wanted to purchase one LCD TV for his home. He decided to go to various stores selling electronic items to check the available varieties of different brands. One of his friends took him to a manufacturer selling LCD TV at almost half the price. The manufacturer described its various features and insisted that Ashish buys the LCD TV from him. Seeing the features, Ashish decided to buy the TV from him, even when the TV was not having any standardisation mark on it. When Ashish asked for the cash memo, the manufacturer discouraged him, saying that it will attract additional tax. He further told Ashish not to worry and promised that if there would be any problem with the TV, he would replace it immediately. The TV started malfunctioning within a month and Ashish asked for its replacement. The manufacturer refused to replace the LCD TV, telling him that the problem is due to mishandling of the TV. Ashish decided to file a complaint in the Consumer Court against the manufacturer.

(i) Identify and explain two consumer rights discussed in the above case.

(ii) State two consumer responsibilities that Ashish did not fulfil while buying the LCD TV. *6*

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Senior School Certificate Examination

March -----2024

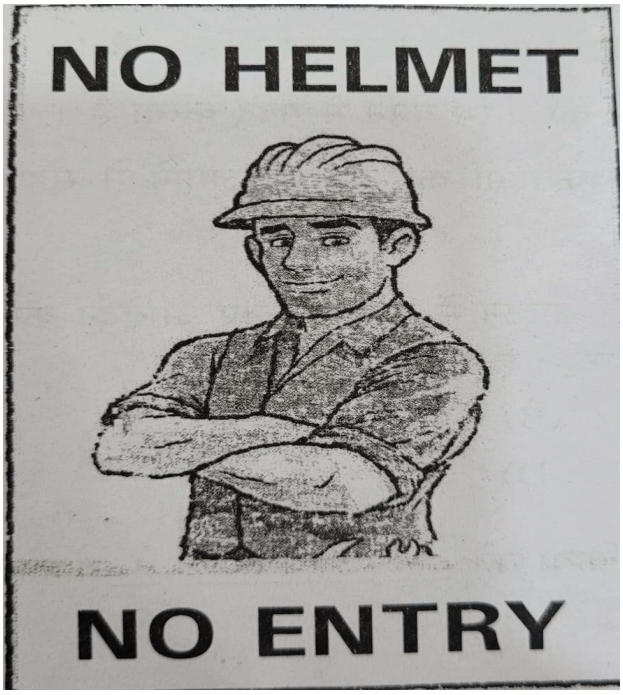
Marking Scheme---Business Studies (054) 66/2/1

General Instructions:

1	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
2	**"Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, Evaluation done and several other aspects. Its' leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in News Paper/Website etc may invite action under various rules of the Board and IPC."**
3	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one's own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. **However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them. In class -XII, while evaluating two competency based questions, please try to understand given answer and even if reply is not from marking scheme but correct competency is enumerated by the candidate due marks should be awarded.**
4	The Marking scheme carries only suggested value points for the answers These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
5	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
6	Evaluators will mark(√) wherever answer is correct. For wrong answer CROSS 'X" be marked. Evaluators will not put right (✓)while evaluating which gives an impression that answer is correct and no marks are awarded. **This is most common mistake which evaluators are committing.**
7	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
8	If a question does not have any parts, marks must be awarded in the left-hand margin and encircled. This may also be followed strictly.
9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note **"Extra**

	Question”.
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks 80 as given in Question Paper has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
13	Ensure that you do not make the following common types of errors committed by the Examiner in the past:- ● Leaving answer or part thereof unassessed in an answer book. ● Giving more marks for an answer than assigned to it. ● Wrong totaling of marks awarded on an answer. ● Wrong transfer of marks from the inside pages of the answer book to the title page. ● Wrong question wise totaling on the title page. ● Wrong totaling of marks of the two columns on the title page. ● Wrong grand total. ● Marks in words and figures not tallying/not same. ● Wrong transfer of marks from the answer book to online award list. ● Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) ● Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously
16	The Examiners should acquaint themselves with the guidelines given in the “**Guidelines for spot Evaluation**” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme

66	**MARKING SCHEME– 2024**	

/2 /1	BUSINESS STUDIES - 054 66/2/1 EXPECTED ANSWERS / VALUE POINTS	Marks
1	**Q. 'Vishesh Constructions', a construction company, decided to strictly implement 'No Helmet, No Entry' and put the following sign at their construction sites:**  **Identify the type of plan indicated by the above sign:** **(A) Policy** **(B) Rule** **(C) Method** **(D) Programme** **Ans.** (B) Rule	**1 mark**
2	**Q. Akash Mehra is the Marketing Manager of 'Kedanta Enterprises'. He gives orders and expects his subordinates to obey those orders. Communication is only one-way with the subordinates only acting according to the command given by him.** **Identify the leadership style of Akash Mehra:** **(A) Authoritative** **(B) Participative** **(C) Free-rein** **(D) Pragmatic** **Ans.** (A) Authoritative	**1 mark**

3	**Q. From the following, choose the *incorrect* statement about the importance of 'Directing' function of management:** **A) Directing helps to initiate action by people in the organization towards attainment of desired objectives.** **(B) Directing integrates employees' efforts in the organization in such a way that every individual effort contributes to the organization's performance.** **(C) Directing facilitates introduction of needed changes in the organization.** **(D) Directing helps in estimating manpower requirements for the organization.** Ans (D) Directing helps in estimating manpower requirements for the organization.	**1 mark**
4	**Q. _____is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.** **(A) Training** **(B) Selection** **(C) Development** **(D) Recruitment** **Ans.** (D) Recruitment	**1 mark**
5	**Q. _____is the process of holding securities in an electronic form.** **(A) Rolling Settlement** **(B) Registration** **(C) Dematerialization** **(D) Depository** **Ans.** (C) Dematerialization	**1 mark**
6	**Q. Sudha and Shweta were twin sisters. After completing their education from college, they decided to start a business. As they were Commerce students, they knew the importance of deciding in advance 'what to do' and 'how to do'. It was very challenging for them as this decision was to guide all their future actions. While discussing the same with their mother, they got a new idea of starting a 'Cloud Kitchen'. Both the sisters were very excited to start this. The idea took the shape of a concrete plan and within a month, they were**	

<table>
<tr><td></td><td>successful in starting their 'Cloud Kitchen.'
Identify the point of importance of planning highlighted in the above case:
(A) Planning reduces the risk of uncertainty.
(B) Planning promotes innovative ideas.
(C) Planning establishes standards for controlling.
(D) Planning reduces overlapping and wasteful activities.

Ans. (B) Planning promotes innovative ideas.</td><td>1 mark</td></tr>
<tr><td>7</td><td>Q. Match the Marketing Management philosophies given in Column I with their main focus given in Column II:
<table><tr><th>Column I</th><th>Column II</th></tr><tr><td>1. Production concept</td><td>i) Customers’ needs</td></tr><tr><td>2. Product concept</td><td>ii) Quality, performance and features of product.</td></tr><tr><td>3. Marketing concept</td><td>iii) Customers’ needs and societal well-being.</td></tr><tr><td>4. Societal Marketing concept</td><td>iv) Quantity of product</td></tr></table>Choose the correct option from the following:

(A) 1-(i), 2-(ii), 3-(iii), 4-(iv)
(B) 1-(ii), 2-(iii), 3-(i), 4-(iv)
(C)1-(iv), 2-(ii), 3-(i), 4-(iii)
(D) 1-(ii), 2-(iv), 3-(i), 4-(iii)

Ans. (C)1-(iv), 2-(ii), 3-(i), 4-(iii)</td><td>1 mark</td></tr>
<tr><td>8</td><td>Q. Read the following statements: Assertion (A) and Reason (R).
Choose the correct alternative from those given below:
Assertion (A): Decentralization is an optional policy decision.
Reason (R): It is done at the discretion of the top management.
Alternatives:
(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</td><td></td></tr>
</table>

	the 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.** **Ans.** (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).	**1 mark**
9	**Q. Sushant was an able Project Manager at 'Keiro Ltd.' Sushant's Head, Naveen handed over a new project to Sushant. Sushant already had enough work in hand. So, Sushant decided to divide the work assigned to him, among three of his subordinates. He himself kept that part of the work which he himself could perform effectively and got his subordinates to help him with what remained. The project got completed well in time because of this. The concept of management used by Sushant to complete the project was:** **(A) Delegation** **(B) Decentralization** **(C) Accountability** **(D) Authority** **Ans.** (A) Delegation	**1 mark**
10	**Q. 'Lack of confidence of superior in his subordinates' is one of the barriers of communication. Identify the communication barrier:** **(A) Personal barrier** **(B) Psychological barrier** **(C) Semantic barrier** **(D) Organizational barrier** **Ans.** (A) Personal barrier	**1 mark**
11	**Q. 'A public issue of equity may reduce the management holding in the company and make it vulnerable to takeover. This factor also influences the choice between debt and equity, especially in companies in which the current holding of management is on a lower side.'** **The factor affecting choice of capital structure discussed in the above case is:** **(A) Flexibility** **(B) Cost of debt**	

	(C) Cost of equity **(D) Control** **Ans.** (D) Control	**1 mark**
12	**Q. Statement I: Controlling ensures that activities in an organization are performed as per the plans.** **Statement II: Controlling function of a manager is a pervasive function.** **Choose the correct option from the options given below:** **(A) Statement I is true and Statement II is false.** **(B) Statement II is true and Statement I is false.** **(C) Both the Statements are true.** **(D) Both the Statements are false.** Ans (C) Both the Statements are true.	**1 mark**
13	**Q. 'Lens-o' was started as an online eyewear company selling glasses and contact lenses on their website. Recently, it set up a uniquely designed offline store, so that customers can also buy their products from the company showroom.** **Which channel of distribution is used by the company:** **(A)Zero level channel** **(B) One level channel** **(C) Two level channel** **(D) Three level channel** **Ans.** (A) Zero level channel	**1 mark**
14	**Q. Sunita opened her travel agency named 'Sunita Travels' in July, 2023. She created separate departments for reservations, hotel bookings, online queries and payment handling. Which organisation structure is used by Sunita:** **(A) Functional structure** **(B) Divisional structure** **(C) Informal structure** **(D) Vertical structure** **Ans**. (A) Functional structure	**1 mark**
15	**Q. 'JKSD India Ltd.' recently introduced a new range of 'fresh from**	

	kitchen' jams, ketchups, salad dressings and peanut butter, etc. They appointed salespersons to contact prospective customers in leading malls to create awareness about their products and develop product preferences with the aim of making sales. **Which tool of promotion is being used by 'JKSD India Ltd.' to market its products:** **(A) Advertising** **(B) Personal Selling** **(C) Sales Promotion** **(D) Public Relations** **Ans.** (B) Personal Selling	**1 mark**
16	**Q. The selection tests which are used to measure individual's potential for learning new skills are called:** **(A) Aptitude Tests** **(B) Intelligence Tests** **(C) Personality Tests** **(D) Interest Tests** **Ans.** (A) Aptitude Tests	**1 mark**
17	**Q. Financial market allocates or directs funds available for investment into the most productive investment opportunity. In doing so, it performs the _____function.** **(A) Creative** **(B) Exchange** **(C) Allocative** **(D) Productive** **Ans.** (C) Allocative	**1 mark**
18	**Q. A name, term, symbol, design, or some combination of these, used to identify the products, goods or services of one seller or group of sellers and to differentiate them from those of the competitors is known as:** **(A)Brand** **(B) Trade Mark** **(C) Brand Name** **(D) Brand Mark**	

	Ans. (A) Brand	**1 mark**
19	**Q. 'Increase in profit earned by equity shareholders due to the presence of fixed financial charges like interest' is referred to as:** **(A) Capital structure** **(B) Financing decision** **(C) Return on Investment** **(D) Trading on equity** **Ans.** (D) Trading on equity	**1 mark**
20	**Q. Which of the following is *not* a feature of marketing:** **(A) Needs and wants** **(B) Storage and warehousing** **(C) Customer value** **(D) Creating a market offering** **Ans**. (B) Storage and warehousing	**1 mark**
21	**Q. Piyush is the Production Manager of a shoe company called 'Comforty'. He has 1000 workers working under him in his department. Piyush booked a special order for 300 pairs of gents shoes at an estimated cost price of ₹500 per pair plus 20% profit margin. The order is to be completed within 10 days. Áfter completion of the order, Piyush found out that the production cost of one pair of shoes was ₹600. He tried to find out the reason, but he couldn't. He reported it to the Chief Executive Officer. The Chief Executive Officer appointed Abhay to find out the cause. Abhay was not only a specialized Cost Accountant, but also a qualified Human Resource Manager. After two days, Abhay reported that the set targets could be completed with the help of only 800 workers, which revealed that there was overmanning in the organisation. The organization was not utilizing the human resources optimally, which had led to higher labour cost.** **The above case highlights one of the points of importance of an important function of management.** **(i)Identify the function of management.**	

	(ii) State any two points of importance of the function of management identified in part (i), except the one discussed in the above case. **Ans.** (i) Controlling (ii) Importance of controlling: **(Any two)** (a) It <u>ensures order and discipline</u> among employees by keeping a close check on their activities. (b) It <u>improves employee motivation</u> as the employees' know well in advance the standards of performance on the basis of which they will be appraised. (c) It <u>facilitates coordination in action</u> as each department in governed by pre-determined standards which are well coordinated with one another. ***(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)***	**1 mark** **1x2** **=** **2 marks** **1+2** **=** **3 marks**
22	**Q. (a) Explain any three points of importance of 'Controlling' function of management.** Ans. (a) Importance of Controlling : **(Any three with explanation)** (i) Accomplishing organisational goals. (ii) Making efficient use of resources. (iii) Ensuring order and discipline. (iv) Improving employee motivation. (v) Judging accuracy of standards. (vi) Facilitating coordination in action. ***(If an examinee has not given the heading as above but has given the correct explanation, full credit should be given.)*** **OR** **(b) Explain the relationship between 'Planning' and 'Controlling' functions of management with the help of any three points.** **Ans.(b)** Relationship between Planning and Controlling : **(Any three)** Planning and controlling are inseparable twins of management **1. Planning without controlling is meaningless and Controlling is**	**½ mark for heading + ½ mark for explanation** **=** **1x3** **=3 marks** **OR**

	blind without planning. Once a plan becomes operational, controlling is necessary to monitor the progress, measure it, discover deviations and initiate corrective measures to ensure that events conform to plans. So, Planning without controlling is meaningless. A system of control presupposes the existence of certain standards which are provided by planning. Therefore, controlling is blind without planning **2. Planning is a prerequisite for controlling while controlling seeks to compel events to conform to plans.** Without planning there is no predetermined understanding of the desired performance while controlling seeks to compel events to conform to plans **3. Planning is prescriptive while controlling is evaluative.** Planning is basically an intellectual process involving thinking, articulation and analysis to discover and prescribe an appropriate course of action for achieving objectives. Controlling, on the other hand, checks whether decisions have been translated into desired action. **4. Planning is forward-looking while controlling is looking back.** Planning involves looking ahead as plans are prepared for future and are based on forecasts about future conditions. On the contrary, controlling is like a postmortem of past activities to find out deviations from the standards. In that sense, controlling is looking back. **5. Controlling is forward-looking while planning is looking back.** The corrective action in controlling seeks to improve the performance in the future or to revise future plans. So, controlling is also forward looking. However, planning is guided by past experiences and the corrective action initiated by control function aims to improve future performance. Thus, planning is also looking back.	**1x3 = 3 marks**
23	**Q. a) State any three 'regulatory functions' of Securities and Exchange Board of India.** **Ans(a). Regulatory functions of SEBI: (Any three)** 1. Registration of brokers and sub-brokers and other players in the market. 2. Registration of collective investment schemes and Mutual Funds. 3. Regulation of stock brokers, portfolio exchanges, underwriters and	

	merchant bankers and the business in stock exchanges and any other securities market. 4. Regulation of takeover bids by companies. 5. Calling for information by undertaking inspection, conducting enquiries and audits of stock exchanges and intermediaries. 6. Levying fee or other charges for carrying out the purposes of the Act. 7. Performing and exercising such power under Securities Contracts (Regulation) Act 1956, as may be delegated by the Government of India. **OR** **(b) State any three objectives of Securities and Exchange Board of India.** **Ans (b). Objectives of SEBI: (Any three)** 1. To regulate stock exchanges and the securities industry to promote their orderly functioning. 2. To protect the rights and interests of investors, particularly individual investors and to guide and educate them. 3. To prevent trading malpractices and achieve a balance between self-regulation by the securities industry and its statutory regulation. 4. To regulate and develop a code of conduct and fair practices by intermediaries like brokers, merchant bankers etc., with a view to making them competitive and professional.	**1x3** **=** **3 marks** **OR** **1x3** **=3 marks**
24	**Q. After studying Entrepreneurship in Class XII, Neel completed a baking course and started a bakery, 'Cakes and Bakes'. He set a target of earning a modest 10% return on investment in the first year. As he was supplying healthy bakery products, the demand kept increasing. 'Cakes and Bakes' became a famous bakery in a year. He now wanted to develop a plan to define the direction and scope of 'Cakes and Bakes' for the long run. He made a marketing plan to**	

	decide if he could charge higher price to improve his return on investment, how to advertise the products, etc. **Quoting lines from the above paragraph, identify and explain two types of plans discussed in the above case.** Ans. Two types of plans are: **i) Objective** *'He set a target of earning a modest 10% return on investment in the first year.'* An objective is the end which the management seeks to achieve. An objective need to be expressed in specific terms and is to be achieved within a given time period **ii) Strategy** *'He now wanted to develop a plan to define the direction and scope of 'Cakes and Bakes' for the long run.'* A strategy is a comprehensive plan for accomplishing an organisation's objectives. Whenever a strategy is formulated, the business environment needs to be taken into consideration.	**½ mark for quoting+ ½ mark for identifying+ ½ mark for explaining = 1 ½ x2 = 3 marks**
25	**Q. 'Inaya Ltd.' is a multinational technology company focusing on artificial intelligence, online advertising and search engine technology. The company is generating good profits and takes care of the well-being of its staff.** **The company offers benefits like car allowance, medical aid and allowance for children's education to all employees above the Manager's level. It regularly contributes towards the Employees' Provident Fund and pays gratuity on retirement to its employees. Under a special incentive scheme, the employees are offered shares of 'Inaya Ltd.' at a set price which is lower than the market price. Each year, the company keeps aside funds to pay one percent of base salary as bonus to its employees. No wonder 90% of the employees would recommend working at 'Inaya Ltd.' to a friend.** **Explain four incentives being provided by 'Inaya Ltd.' to motivate their employees for better performance.** **Ans.** Incentives provided by 'Inaya Ltd.' to motivate their employees for better performance are: **(i) Perquisites:**	**½ mark for heading**

	Perquisites such as car allowance, housing and medical aid etc., are offered to employees over and above the salary to provide motivation to them. **(ii) Retirement benefits:** Retirement benefits such as provident fund, pension and gratuity, which provide financial security to employees after their retirement, act as an incentive when they are in service in the organisation. **(iii) Stock option/Co-partnership** Co-partnership/stock option is an incentive in which employees are offered company shares at a set price, which is lower than market price, to create a feeling of ownership and make them contribute for the growth of the organisation. **(iv) Bonus:** Bonus is an incentive offered over and above the wages/salaries to the employees for higher performance. ***(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given.)***	**and ½ mark for explanation** **1x4** **=** **4 marks**
26	**Q. (a) Explain 'Vestibule Training' and 'Apprenticeship Programme' as methods of training.** **Ans. Vestibule Training** • Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. • Actual work environments are created in a class room and this is usually done when employees are required to handle sophisticated machines and equipment. **Apprenticeship Programme** • Apprenticeship programmes put the trainee under the guidance of a master worker. These are designed to acquire a higher level of skill. • A uniform period of training is offered to trainees, in which both fast and slow learn here, are placed together. Slow learners may require additional training. **OR**	**2 marks** **+** **2 marks** **= 4 marks**

	(b) State any four advantages of internal sources of recruitment. **Ans(b). Advantages of internal sources of recruitment: (Any four)** **(i)** Employees are motivated to improve their performance as a promotion at a higher level may lead to a chain of promotion at lower levels in the organisation. **(ii)** Internal recruitment also simplifies the process of selection and placement as the candidates are already known to the organization. **(iii)** People recruited from within the organisation do not need induction training. **(iv)** Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff. **(v)** Filling of jobs internally is cheaper as compared to getting candidates from external sources. ***(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)***	**1x4** **=4 marks**
27	**Q 27. (a) Explain the following factors affecting the requirements of fired capital:** **(i) Scale of operations** **(ii) Financing alternatives** **Ans. (i) Scale of operations** A larger organisation operating at a higher scale needs bigger plant, more space etc. and therefore, requires higher investment in fixed assets when compared with the small organisation. **(ii) Financing Alternatives** Availability of leasing facilities, may reduce the funds required to be invested in fixed assets, thereby reducing the fixed capital requirements. When an asset is taken on lease, the firm pays lease rentals and uses it. By doing so, it avoids huge sums required to purchase it. **OR** **(b) Explain the following factors affecting dividend decision:** **(i) Cash flow position**	**2 marks** **2 marks** **=2+2** **=4 marks** **OR**

(ii) Growth Opportunities

Ans(b). (i) Cash flow position

The payment of dividend involves an outflow of cash. A company may be earning profit but may be short on cash. Availability of enough cash in the company is necessary for declaration of dividend.

(ii) Growth opportunities

Companies having good growth opportunities retain more money out of their earnings to finance the required investment. The dividend in growth companies is, therefore, smaller, than that in the non-growth companies.

2 marks

2 marks

= 2+2= 4 marks

28 **Q. Distinguish between Primary Market and Secondary Market on any four bases.**

Ans. Difference between Primary Market and Secondary Market: **(Any four)**

	Primary Market	**Secondary Market**
i	It involves sale of securities by new companies or new issue of securities by existing company to investors.	There is trading of existing shares only.
ii	Securities are sold by the company to the investors directly.	Ownership of securities is exchanged between investors.
iii	It directly promotes capital formation.	It indirectly promotes capital formation.
iv	Only buying of securities takes place.	Both the buying and selling of securities takes place.
v	Prices are determined and decided by the management of the company.	Prices are determined by demand and supply for the security.
vi	There is no fixed geographical location.	Located at specified places.

1x4 = 4 marks

29 **Q. Ashwin was a fashion designer. On losing his job, he decided to sell**

	the designer clothes online under the brand name 'Kogue. The garments were made of good quality fabric with intricate designs and skilled craftsmanship, making them expensive to produce. Realizing that the online market is very competitive, he decided to charge a reasonable price for the garments. The price would cover the cost of production and sale of garments as well as give him 10% margin over and above the cost. **Identify and explain two factors affecting the price determination discussed in the above case.** **Ans.** Following are the two factors affecting the price determination: **(i) Product cost** The cost sets the minimum level or the floor price at which the product may be sold. Generally, all marketing firms strive to cover all their costs, at least in the long run. In addition, they aim at earning a margin of profit over and above the costs. **(ii) Extent of competition in the market** The price will tend to reach the upper limit in case there is lesser degree of competition while under conditions of free competition, the price will tend to be set at the lowest level. Competitors' prices, their anticipated reactions, quality and features of the competitive products must be considered before fixing the price of a product.	**½ mark for identifying + 1 ½ mark for explanation = 2+2 = 4 marks**
30	**Q. 'VBR Cinema', an Indian multiplex cinema hall was the first to recognize the change in consumption habits of people. It changed ita food menu from burgers, pizza, soft drinks, etc. and switched over to healthier options like salads and smoothies, soups and anjeer-based sweets. Within a month, the revenue of the multiplex from sale of food items doubled. 'VBR Cinema', by continuously monitoring the environment and adopting suitable business practices, was able to improve its revenues and profits and was hopeful that it will continue to succeed in the market in the long run too.** **Identify and explain one dimension of business environment and one point of importance of understanding the business environment highlighted in the above case.** **Ans.** Dimension of Business Environment- **Social Environment-** The social environment of business includes the social forces like customs	**1 mark for identifying**

	and traditions, values, social trends, society's expectations from business, etc. Importance of understanding the business environment highlighted above- **It helps to improve performance-** The enterprises that continuously monitor their environment and adopt suitable business practices are the ones which not only improve their present performance but also continue to succeed in the market for a longer period.	**dimension + 1 mark for explanation = 2marks** **1 mark for identifying importance+ 1 mark for explanation=2 marks =2x2 = 4 marks**
31	**Q. Nalini has an online flower and gifts retail business. She has eight outlets in four cities of India. From November to February, during the wedding season, the demand shoots up. She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself. She ensures that there is adequate workforce and continuously monitors whether work is proceeding according to plans. She also briefs the marketing department in time to prepare their promotional and advertising campaigns. Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling. This acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals. As a result, Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.** **Quoting lines from the above paragraph, identify and explain four features of an important concept of management highlighted in the**	

	above case. **Ans**. Features of coordination : **(i)Coordination is a deliberate function.** *'She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself.'* A manager has to coordinate the efforts of different people in a conscious and deliberate manner. **(ii) Coordination is a continuous process.** *'Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling.'* Coordination is not a one-time function but a continuous process which begins at the planning stage and continues till controlling. **(iii) Coordination ensures unity of action** *'This acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals.'* The purpose of coordination is to secure unity of action in the realisation of a common purpose. **(iv) Coordination integrates group efforts** *'Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.'* Coordination unifies unrelated or diverse interests into purposeful work activity. ***(If an examinee has given the correct statement without giving the headings, full marks for each statement is to be awarded)***	**½ mark for quote+ ½ mark for heading+ ½ mark for explanation = 1 ½ x4** **= 6 marks**
32	**Q.a) Explain the following principles of Scientific Management:** **(i) Science, Not Rule of Thumb** **(ii) Harmony, Not Discord** **(iii) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity** **Ans.(a) (i) Science, Not Rule of Thumb**	

	•It states that there is only one best method to maximise efficiency. This method can be developed through scientific study and analysis of each element of a job and should substitute 'Rule of Thumb'. •The standard method should be followed throughout the organisation. **(ii) Harmony, Not Discord** •This principle emphasizes that there should be complete harmony between management and workers. This requires 'Mental revolution' on the part of both management and workers. • Both management and the workers should transform their thinking. Management should share gains of the company if any with the workers and workers should work hard and be willing to embrace change for the good of the company. **(iii) Development of Each and Every Person to His and Her Greatest Efficiency and Prosperity** • This principle is concerned with efficiency of employees which could be built in right from the process of employee selection. • The work assigned to employees should suit their capabilities. They should be given the required training to increase their efficiency. Efficient employees would produce more and earn more. This will ensure their greatest efficiency and prosperity for both the company and the workers. **OR** **(b) Explain the following points of significance of principles of management:** **(i) Providing managers with useful insights into reality** **(ii) Scientific decisions** **(iii) Fulfilling social responsibility** **Ans. (b) (i) Providing managers with useful insights into reality** • Principles of management provide useful insights into reality by enabling the managers to learn from past mistakes and conserve time by solving recurring problems quickly. • Adherence to the principles will add to their knowledge, ability and understanding of managerial situations and circumstances.	**2 marks** **2 marks** **2 marks** **=2+2+2** **=** **6 marks** **OR** **2 marks**

(ii) Scientific decisions

- Principles of management help in taking scientific decisions because the decisions based on principles are free from bias.
- They are based on the objective assessment of the situation

2 marks

(iii) Fulfilling social responsibility

- The increased awareness of the public forces businesses to fulfil their social responsibilities.
- Management theory and principles have also evolved in response to these demands.

2 marks

=2+2+2

= 6 marks

33 **Q(a). Differentiate between 'Formal Organization' and 'Informal Organization' on any six bases.**

Ans. (a) Difference between Formal Organisation and Informal Organisation **(Any six)**

Basis	**Formal Organisation**	**Informal Organisation**
i Meaning	It is a structure of authority relationships created by management	It is a network of social relation-ships arising out of interac-tion among employees.
ii Origin	It arises as a result of company rules and policies	It arises as a result of social interaction.
iii Authority	It arises out of postion in manage-ment..	It arises out of personal qualities.
iv Behaviour	It is directed by rules	There is no set behaviour pattern.
v Nature	It is rigid in nature.	It is flexible in nature.
vi Leadership	Managers are leaders	Leaders may or not be managers. They are selec-ted by the group.
vii Flow of communicatio n	Communication takes place through the scalar chain	Flow of communication is not through a planned route. It can take place in any direction.

1x6 = 6 marks

	OR **(b) Explain any four points of importance of Planning function of management.** **Ans. (b)** Importance of Planning function of management: **(Any four with explanation)** (i) Planning provides direction. (ii) Planning reduces the risk of uncertainty. (iii) Planning reduces overlapping and wasteful activities. (iv) Planning promotes innovative ideas. (v) Planning facilitates decision making. (vi) Planning establishes standards for controlling ***(If the examinee has not given the heading as above but has given the correct explanation, full credit should be given)***	**OR** **½ mark for heading + 1 mark for explanation = 1 1/2x4 = 6 marks**
34	**Q. Ashish wanted to purchase one LCD TV for his home. He decided to go to various stores selling electronic items to check the available varieties of different brands. One of his friends took him to a manufacturer selling LCD TV at almost half the price. The manufacturer described its various features and insisted that Ashish buys the LCD TV from him. Seeing the features, Ashish decided to buy the TV from him, even when the TV was not having any standardisation mark on it. When Ashish asked for the cash memo, the manufacturer discouraged him, saying that it will attract additional tax. He further told Ashish not to worry and promised that if there would be any problem with the TV, he would replace it immediately. The TV started malfunctioning within a month and Ashish asked for its replacement. The manufacturer refused to replace the LCD TV, telling him that the problem is due to mishandling of the TV. Ashish decided to file a complaint in the Consumer Court against the manufacturer.** **(i) Identify and explain two consumer rights discussed in the above case.** **(ii) State two consumer responsibilities that Ashish did not fulfil while buying the LCD TV.**	

	Ans. (i) Consumer Rights **(Any two)** • **Right to choose/Right to be assured-** The consumer has the freedom to access variety of products at competitive prices. This implies that the marketers should offer a wide variety of products in terms of quality, brand, prices, size, etc. and allow the consumer to make a choice from amongst these. • **Right to be heard-** The consumer has a right to file a complaint and to be heard in case of dissatisfaction with a good or a service. It is because of this reason that many enlightened business firms have set up their own consumer service and grievance cells. • **Right to safety-** The consumer has a right to be protected against goods and services which are hazardous to life, health and property. Thus, consumers are educated that they should use electrical appliances which are ISI marked as this would be an assurance of such products meeting quality specifications. **(ii) Consumer responsibilities not fulfilled by Ashish (Any two)** • Buy only standardised goods as they provide quality assurance. • Ask for a cash memo on purchase of goods or services. • Be honest in your dealings.	**1 mark for identifying + 1 mark for explanation** **=2x2 = 4 marks** **1 x 2 =2 marks** **4+2 =6 marks**