Series : RP3QS

SET ~ 4

रोल नं.
Roll No.

प्रश्न-पत्र कोड
Q.P. Code **98**

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) 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. []

उद्यमिता (सैद्धान्तिक)

ENTREPRENEURSHIP (Theory)

*निर्धारित समय : **3** घण्टे* | *अधिकतम अंक : **70***
*Time allowed : **3** hours* | *Maximum Marks : **70***

सामान्य निर्देश :

निम्नलिखित निर्देशों को ध्यान से पढ़िए और उनका पालन कीजिए :

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

(ii) *यह प्रश्न-पत्र **चार** खण्डों में विभाजित किया गया है – **खण्ड क, ख, ग** तथा **घ**।*

(iii) ***खण्ड क :** प्रश्न संख्या **1** से **18** तक बहुविकल्पीय प्रकार के प्रश्न हैं। प्रत्येक प्रश्न **1** अंक का है।*

(iv) ***खण्ड ख :** प्रश्न संख्या **19** से **24** तक लघु-उत्तरीय प्रकार-I के प्रश्न हैं। प्रत्येक प्रश्न **2** अंकों का है। प्रत्येक प्रश्न का उत्तर **30** से **40** शब्दों में लिखिए।*

(v) ***खण्ड ग :** प्रश्न संख्या **25** से **29** तक लघु-उत्तरीय प्रकार-II के प्रश्न हैं। प्रत्येक प्रश्न **3** अंकों का है। प्रत्येक प्रश्न का उत्तर **50** से **70** शब्दों में लिखिए।*

(vi) ***खण्ड घ :** प्रश्न संख्या **30** से **34** तक दीर्घ-उत्तरीय प्रकार के प्रश्न हैं। प्रत्येक प्रश्न **5** अंकों का है। प्रत्येक प्रश्न का उत्तर **120** से **150** शब्दों में लिखिए।*

(vii) *प्रश्न-पत्र में समग्र विकल्प नहीं दिया गया है। यद्यपि, **खण्ड ख, ग** तथा **घ** में आंतरिक विकल्प का प्रावधान दिया गया है। परीक्षार्थी को इन प्रश्नों में से किसी एक प्रश्न का उत्तर लिखना है।*

खण्ड क

1. निम्नलिखित में से कौन-सा व्यावसायिक सुअवसर का एक घटक ***नहीं*** है ? *1*

(A) विचार की व्यावहारिकता (B) सुनिश्चित बाज़ार दायरा

(C) अनुसूची बनाना (D) भविष्य का संभावित विकास

2. नीचे दो कथनों को अभिकथन (A) और कारण (R) के रूप में अंकित किया गया है। दोनों कथनों को ध्यानपूर्वक पढ़िए और सही विकल्प का चयन कीजिए : *1*

अभिकथन (A) : व्यावसायिक योजना के लिए कोई निश्चित विषय-वस्तु नहीं होती।

कारण (R) : व्यावसायिक योजना उद्यम के लक्ष्यों तथा लक्षित श्रोताओं के अनुसार बदलती रहती है।

विकल्प :

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

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

(C) अभिकथन (A) सही है, परन्तु कारण (R) ग़लत है।

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

General Instructions :

Read the following instructions carefully and follow them :

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

(ii) *This question paper is divided into **four** sections – **Section A, B, C** and **D**.*

(iii) ***Section A** : Questions number **1** to **18** are Multiple Choice Type Questions. Each question carries **1** mark.*

(iv) ***Section B** : Questions number **19** to **24** are Short Answer type-I questions. Each question carries **2** marks. Write answer to each question in **30** to **40** words.*

(v) ***Section C** : Questions number **25** to **29** are Short Answer type-II questions. Each question carries **3** marks. Write answer to each question in **50** to **70** words.*

(vi) ***Section D** : Questions number **30** to **34** are Long Answer type questions. Each question carries **5** marks. Write answer to each question in **120** to **150** words.*

(vii) *There is no overall choice. However, an internal choice has been provided in **Section B, C** and **D** of question paper. A candidate has to attempt only one of the alternatives in such questions.*

SECTION A

1. Which of the following is ***not*** an element of business opportunity ? *1*

(A) Practicability of the idea (B) Assured market scope

(C) Scheduling (D) Potential of future growth

2. Two statements labelled as Assertion (A) and Reason (R) are given below. Read both the statements carefully and choose the correct option : *1*

Assertion (A) : There is no fixed content for a business plan.

Reason (R) : The business plan varies according to the entrepreneur's goals and targeted audience.

Options :

(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.

3. दिल्ली में ऑर्गेनिक कैफ़े की एक श्रृंखला, रुद्रा कैफ़े अपने व्यवसाय का विस्तार अन्य शहरों में भी करना चाहती है। बढ़ती हुई मुद्रास्फीति के कारण, ऑर्गेनिक उत्पादों की लागत, डेयरी, कॉफ़ी बीन्स, आदि की लागत अत्यधिक बढ़ गई है। साथ ही भारतीय रिज़र्व बैंक ने ब्याज दरें बढ़ा दी हैं जिससे बैंक ऋण अधिक महँगे हो गए हैं। अतः कैफ़े ने अपनी विस्तार योजना को तब तक के लिए टाल दिया है जब तक उधार लेना सस्ता न हो जाए। रुद्रा कैफ़े को प्रभावित करने वाले समष्टि पर्यावरण के घटक की पहचान कीजिए : *1*

(A) तकनीकी पर्यावरण (B) आर्थिक पर्यावरण

(C) सामाजिक पर्यावरण (D) राजनीतिक पर्यावरण

4. सृजनात्मकता की प्रक्रिया में निम्नलिखित पाँच चरण सम्मिलित होते हैं :

(i) विचार अंकुरण

(ii) ऊष्मायन

(iii) प्रदीपन

(iv) तैयारी करना

(v) सत्यापन

नीचे दिए गए विकल्पों में से चरणों के सही अनुक्रम की पहचान कीजिए : *1*

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

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

5. पर्यावरणीय संरक्षण के प्रति बढ़ती हुई जागरूकता तथा रासायनिक डिटर्जेंटों के हानिकारक प्रभावों के कारण टिकाऊ विकल्पों की माँग बढ़ गई है। इस सुअवसर को पहचानते हुए, मोहित एक पर्यावरण-अनुकूल डिटर्जेंट उत्पादन इकाई को आरंभ करने की योजना बना रहा है। इसके लिए वह परिचयात्मक प्रोफ़ाइल से शुरू करके अपनी व्यावसायिक योजना तैयार कर रहा है। इसके पश्चात, उसने अपना 'मिशन वक्तव्य' इसके प्रासंगिक खण्ड में आकार, क्षेत्र तथा उद्यम की प्रकृति के विषय में विस्तार से बताते हुए स्पष्ट रूप से व्यक्त किया है।

परिचयात्मक प्रोफाइल के पश्चात व्यावसायिक योजना का वह घटक जो 'मिशन वक्तव्य' के साथ आरम्भ होता है, वह है : *1*

(A) विपणन रणनीति

(B) उपक्रम का वर्णन/व्यवसाय उपक्रम

(C) वित्तीय नियोजन

(D) जोखिम विश्लेषण

3. Rudra Café, a chain of organic cafés in Delhi, wanted to expand its business in other cities too. Due to rising inflation, the cost of organic products, dairy, coffee beans, etc., has risen sharply. At the same time, the Reserve Bank of India has increased interest rates, making bank loans more expensive. The café, therefore, delayed its expansion plans until borrowing becomes cheaper. Identify the element of macro environment affecting Rudra café. *1*

(A) Technological environment (B) Economic environment

(C) Social environment (D) Political environment

4. The process of creativity involves the following five steps :

(i) Idea germination

(ii) Incubation

(iii) Illumination

(iv) Preparation

(v) Verification

Identify the correct sequence of the steps from the options given below : *1*

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

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

5. With rising awareness about environmental protection and harmful effects of chemical detergents, there is a growing demand for sustainable alternatives. Recognising this opportunity, Mohit plans to start an eco-friendly detergent manufacturing unit. For this, he prepares his business plan starting with its introductory profile. After that, he clearly states his 'mission statement' in the relevant section detailing the size, scope and nature of the enterprise.

The component of the business plan after introductory profile which begins with the 'mission statement' is : *1*

(A) Marketing strategy

(B) Description of venture/business venture

(C) Financial planning

(D) Risk analysis

6. क्षैतिज विलय, _____ के मध्य विलय होता है। *1*

(A) ऐसी फर्में जो पूरी तरह से असंबंधित व्यावसायिक गतिविधियों में सम्मिलित हैं

(B) दो कंपनियाँ जो समान उत्पादों परन्तु अलग-अलग बाज़ारों में व्यवसाय करती हैं

(C) एक विशिष्ट तैयार उत्पाद के लिए विभिन्न माल अथवा सेवाएँ प्रदान करने वाली दो कंपनियों

(D) एक जैसे उद्योग में कंपनियों

7. 'उद्यम प्रक्रिया चित्र' का प्रथम चरण है _____। *1*

(A) एक उत्पाद अथवा सेवा की पहचान करना

(B) पर्यावरण में विद्यमान आवश्यकताओं तथा समस्याओं का विश्लेषण सुअवसरों की तलाश द्वारा करना

(C) एक सृजनात्मक समाधान खोजने के लिए विभिन्न स्रोतों से प्राप्त विचारों का मूल्यांकन करना

(D) एक परियोजना स्थापित करना तथा इसे सफल बनाने के लिए इसका पोषण करना

8. 'मूल्य स्किमिंग' का उपयोग किया जाता है : *1*

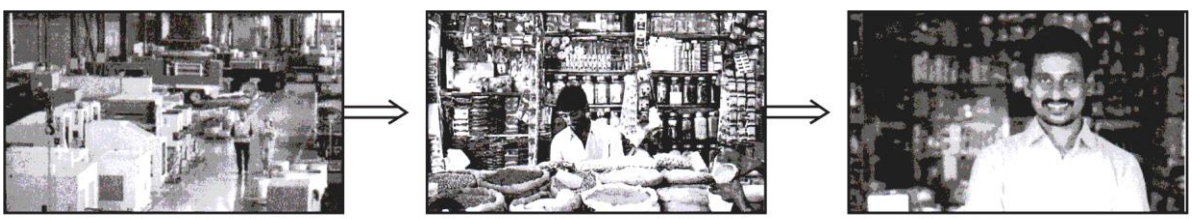
(A) सीमित समय हेतु उत्पाद को बनाने में किए निवेश का अधिकांश हिस्सा वसूल करने के लिए।

(B) नए ग्राहकों को आकर्षित करने तथा बाज़ार अंश अथवा विक्रय मात्रा को बढ़ाने के लिए।

(C) उन उत्पादों तथा सेवाओं के लिए जहाँ वस्तुओं के मूल्य पर मोलभाव करना एक मानक समझा जाता है।

(D) उत्पाद की उत्पादन लागत को उचित लाभ के साथ पूरा करने के लिए।

9. नीचे दिए गए चित्र को देखिए तथा वितरण माध्यम के प्रकार की पहचान कीजिए : *1*



उत्पादक → फुटकर व्यापारी → ग्राहक

(A) तीन-स्तरीय माध्यम

(B) द्वि-स्तरीय माध्यम

(C) एक-स्तरीय माध्यम

(D) शून्य-स्तरीय माध्यम

6. Horizontal merger is a merger between _____. *1*

(A) firms that are involved in totally unrelated business activities.

(B) two companies that deal in the same products but in separate markets.

(C) two companies producing different goods or services for one specific finished product.

(D) companies in the same industry.

7. The first stage in the 'Enterprise Process Diagram' is _____. *1*

(A) Identifying a product or service

(B) Opportunity spotting by analysing the needs and problems that exist in the environment

(C) Evaluating the ideas received from different sources to find a creative solution

(D) Setting up a project and nurturing it to success

8. 'Price skimming' is used : *1*

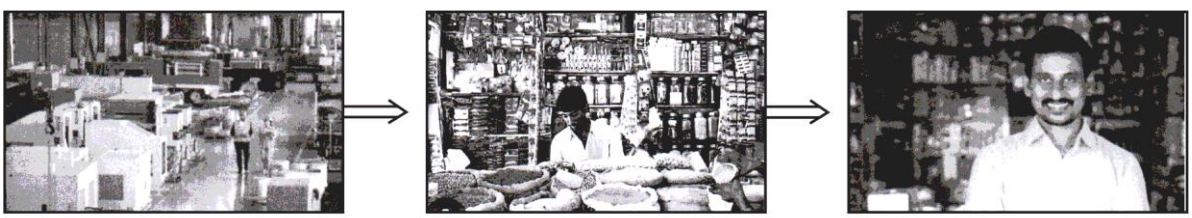
(A) for a limited duration to recover most of the investment made to build the product.

(B) to attract new customers and increase market share or sales volume.

(C) for products and services where dickering over the price of goods is considered the norm.

(D) to cover the cost of producing a product plus a reasonable profit.

9. Refer to the picture given below and identify the type of channel of distribution : *1*



(A) Three-level channel (B) Two-level channel

(C) One-level channel (D) Zero-level channel

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

जब उत्पादक वितरण की समस्या से पूर्ण रूप से छुटकारा चाहते हैं, तथा एजेंट उत्पाद को थोक विक्रेताओं को वितरित करते हैं तथा थोक विक्रेता उत्पाद को विभिन्न फुटकर विक्रेताओं को वितरित करते हैं, जो अन्तिम रूप से उत्पाद को अन्तिम उपभोक्ताओं को बेचते हैं, तो यहाँ वितरण माध्यम का प्रकार है : *1*

(A) तीन-स्तरीय माध्यम (B) द्वि-स्तरीय माध्यम

(C) एक-स्तरीय माध्यम (D) शून्य-स्तरीय माध्यम

10. जब एक निजी कम्पनी एक सार्वजनिक कम्पनी का अधिग्रहण करती है, तब अधिग्रहण का प्रकार होता है : *1*

(A) मित्रवत अधिग्रहण (B) विपरीत अधिग्रहण

(C) बैक फ्लिप अधिग्रहण (D) होस्टाइल अधिग्रहण

11. एक युवा उद्यमी, रिया ने कृषि अपशिष्ट से जैवनिम्नीकरणीय फूड कंटेनरों का उत्पादन करने के लिए एक उपक्रम की स्थापना की। उसने पहले उत्पाद की विशेषताओं, डिज़ाइन, साथ ही आवश्यक संसाधनों की पहचान की, आवश्यक संसाधन प्राप्त किए तथा योजना को पूरा करने के लिए संसाधनों का उपयोग कर फूड कंटेनरों का उत्पादन किया।

यह सब करके रिया ने नवप्रवर्तन प्रक्रिया के विभिन्न चरणों को पूरा किया है। इस प्रक्रिया का अगला चरण है : *1*

(A) विश्लेषणात्मक नियोजन (B) संसाधन संगठन

(C) वाणिज्यिक उपयोग (D) लागू करना (कार्यान्वयन)

12. सकल कार्यशील पूँजी की गणना करते समय निम्नलिखित में से किसे सम्मिलित ***नहीं*** किया जाता है ? *1*

(A) रोकड़ (B) इन्वेन्टरी (स्टॉक)

(C) अल्पकालिक ऋण (D) प्राप्य खाते

13. यदि एक कम्पनी का 'रोकड़ परिवर्तन चक्र' 45 दिन है, तो इसका अर्थ है : *1*

(A) कंपनी को माल का उत्पादन करने के लिए 45 दिनों की आवश्यकता है।

(B) एक फर्म के इन्वेन्टरी (स्टॉक) के क्रय करने तथा प्राप्य खातों से रोकड़ को प्राप्त करने के बीच 45 दिनों की समय अवधि है।

(C) कम्पनी अपने लेनदारों को देय राशि का भुगतान 45 दिनों में करती है।

(D) वस्तुओं के उत्पादन तथा वस्तुओं की बिक्री के बीच की समयावधि 45 दिन है।

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

When the producer wants to be fully relieved of the problem of distribution, and agents distribute the product among wholesalers and wholesalers distribute the product among a number of retailers, who then finally sell it to the ultimate consumers, the type of channel of distribution is : *1*

(A) Three-level channel (B) Two-level channel

(C) One-level channel (D) Zero-level channel

10. When a private company takes over a public company, the type of acquisition is : *1*

(A) Friendly acquisition (B) Reverse acquisition

(C) Back flip acquisition (D) Hostile acquisition

11. Riya, a young entrepreneur, set up a venture to manufacture biodegradable food containers from agricultural waste. She first identified the features of the product, design, as well as the resources that will be needed, obtained the required resources and applied the resources to accomplish the plan by manufacturing the food containers.

By doing all this, Riya has followed various elements/steps in the innovation process. The next element/step in this process is : *1*

(A) Analytical planning (B) Resource organisation

(C) Commercial application (D) Implementation

12. Which of the following is ***not*** included while calculating Gross working capital ? *1*

(A) Cash (B) Inventory

(C) Short-term loans (D) Accounts Receivable

13. If a company's 'cash conversion cycle' is 45 days, it implies : *1*

(A) the company requires 45 days to manufacture the goods.

(B) the length of time between a firm's purchase of inventory and the receipt of cash from accounts receivable is 45 days.

(C) the company pays the amount due to its creditors in 45 days.

(D) that the length of time between the manufacturing of goods and sale of goods is 45 days.

14. स्तंभ I में दिए गए विपणन मिश्र के घटकों का मिलान स्तंभ II में दिए गए उनके अर्थ से कीजिए। नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए : *1*

	स्तंभ I		*स्तंभ II*
(1)	उत्पाद	(a)	यह ब्रिकी के स्थान को संदर्भित करता है।
(2)	मूल्य	(b)	यह उपयोगकर्ता और व्यापारी को उत्पाद या सेवा के बारे में बताने के लिए की जाने वाली सभी गतिविधियों को संदर्भित करता है।
(3)	स्थान	(c)	इसका संदर्भ वास्तव में बेची जाने वाली वस्तु से है।
(4)	प्रवर्तन	(d)	यह उस मूल्य को संदर्भित करता है जो उत्पाद पर लगाया जाता है।

विकल्प :

(A) (1)-(a), (2)-(b), (3)-(c), (4)-(d)
(B) (1)-(c), (2)-(d), (3)-(a), (4)-(b)
(C) (1)-(d), (2)-(b), (3)-(c), (4)-(a)
(D) (1)-(a), (2)-(d), (3)-(c), (4)-(b)

15. आर्थिक आदेश मात्रा की गणना करते समय कम्पनी को यह जानने की आवश्यकता है कि 'इन्वेन्टरी (उत्पाद) धारण लागत' क्या है तथा इसमें क्या सम्मिलित होता है। निम्नलिखित में से उस मद की पहचान कीजिए जिसे 'इन्वेन्टरी (उत्पाद) धारण लागत' में सम्मिलित ***नहीं*** किया जाता है : *1*

(A) ब्याज
(B) आदेश देने के लिए की जाने वाली कागज़ी कार्यवाही
(C) जगह की लागत
(D) बीमा

16. 'फिनटेक' स्टार्टअप के संस्थापक आदित्य वर्मा, अपने डिजिटल उधार प्लेटफॉर्म का विस्तार करने के लिए धन एकत्रित करना चाहता था। सामान्य जनता तक पहुँचने के बजाय उसने प्रत्यक्ष रूप से अपनी कम्पनी की प्रतिभूतियों को सीमित संख्या में अतिविशिष्ट निवेशकों जिनमें भारतीय जीवन बीमा निगम, भारतीय साधारण बीमा निगम तथा सेना समूह बीमा (आर्मी ग्रुप इंश्योरेंस) सम्मिलित हैं, को बेचने का निर्णय किया। आदित्य वर्मा द्वारा पूँजी एकत्रित करने की विधि थी : *1*

(A) सार्वजनिक निर्गम (B) अधिकार निर्गम
(C) निजी आबंटन (D) कर्मचारियों को प्रस्ताव

14. Match the components of Marketing Mix given in Column I with their Meaning given in Column II. Identify the correct option from those given below : *1*

Column I		*Column II*	
(1)	Product	(a)	It refers to the point of sale.
(2)	Price	(b)	It refers to all activities undertaken to make the product or service known to the user and trade.
(3)	Place	(c)	It refers to the item actually being sold.
(4)	Promotion	(d)	It refers to the value that is put on the product.

Options :

(A) (1)-(a), (2)-(b), (3)-(c), (4)-(d)

(B) (1)-(c), (2)-(d), (3)-(a), (4)-(b)

(C) (1)-(d), (2)-(b), (3)-(c), (4)-(a)

(D) (1)-(a), (2)-(d), (3)-(c), (4)-(b)

15. While calculating the Economic Order Quantity, it is necessary that a company should know how much the 'Inventory Carrying Cost' is and what does it include. From the following, identify the item which is ***not*** included in 'Inventory Carrying Cost' : *1*

(A) Interest

(B) Paperwork for placing order

(C) Space cost

(D) Insurance

16. Aditya Verma, the founder of a 'Fintech' startup, wanted to raise funds for expanding his digital lending platform. Instead of approaching the general public, he decided to directly sell securities of his company to a limited number of sophisticated investors including Life Insurance Corporation of India, General Insurance Corporation of India, and Army Group Insurance. The method of raising capital used by Aditya Verma was : *1*

(A) Public issue (B) Rights issue

(C) Private placement (D) Offer to the employees

17. 'ज़ेन मोटोकॉर्प' को, जो एक अग्रणी मोटर साइकिल के निर्माता हैं, अपनी उत्पादन इकाई के लिए बैटरियों की आवश्यकता है। आदेश लीड समय दो माह है तथा इस अवधि में बैटरियों की अनुमानित माँग 2000 प्रति माह है जिससे इसका पुनः आदेश बिन्दु 4000 बैटरी हो जाता है। जैसे ही स्टॉक शून्य होता है नई आपूर्ति पहुँच जानी चाहिए। परन्तु माँग दर (या उपभोग) तथा साथ ही आपूर्ति अथवा उत्पादन लीड समय आदि की परिवर्तनशीलता के कारण आपूर्ति पहुँचने से पहले ही स्टॉक का स्तर शून्य पर पहुँच सकता है। इस तरह की परिवर्तनशीलता को पूरा करने के लिए इसने अपने पुनः आदेश स्तर में 500 बैटरियों को जोड़ने का निर्णय किया। अब पुनः आदेश स्तर 4500 बैटरी होगा।

पुनः आदेश बिन्दु में 500 बैटरियों को जोड़ना जाना जाता है : *1*

(A) औसत इन्वेन्टरी (B) मद की वार्षिक माँग

(C) आर्थिक आदेश मात्रा (D) सुरक्षा स्टॉक

18. आजकल उद्यमी द्वारा सार्वजनिक निर्गमन के माध्यम से कोष एकत्रित करना सबसे लोकप्रिय विधि है जिसमें जनता से सूची पत्र जारी करके कोष को सीधे एकत्रित करना सम्मिलित है।

सार्वजनिक निर्गमन द्वारा कोष एकत्रित करने का निम्नलिखित में से कौन-सा एक लाभ है ? *1*

(A) इससे सार्वजनिक अंशधारकों के प्रति उत्तरदेयता बढ़ती है।

(B) इसका उपयोग अधिग्रहण के माध्यम से व्यवसायों की वृद्धि के लिए किया जा सकता है।

(C) इससे उच्चस्तरीय रिपोर्टिंग आवश्यकताओं के अनुपालन में लागत बढ़ जाती है।

(D) इसे लाभांश तथा लाभ वृद्धि प्रवृत्तियों को बनाए रखने की आवश्यकता है।

खण्ड ख

19. निम्नलिखित पाठ को ध्यानपूर्वक पढ़िए :

अरुण एक मध्य-आकार की बेकरी श्रृंखला का संचालन करता है जिसका नए शहरों में विस्तार हो रहा है। संचालनों के सुगम प्रबंधन के लिए, उसकी प्रबंधन टीम को एक ऐसे दस्तावेज़ की आवश्यकता है जिसके द्वारा उत्पादन कार्यक्रम, नियुक्तिकरण की आवश्यकताएँ, कच्ची सामग्री का प्रबंधन, तथा दैनिक प्रचालन प्रक्रियाएँ निर्धारित की जाती हैं। चूँकि इस दस्तावेज़ में तकनीकी तथा आंतरिक सूचना होती है, यह बाहरी निवेशकों या ग्राहकों के लिए उपयोगी नहीं होता।

दी गई सूचना के आधार पर, उपर्युक्त में चर्चित व्यावसायिक योजना की पहचान कीजिए तथा इसके प्रारूप का उल्लेख कीजिए। *2*

20. (क) सृजनात्मकता प्रक्रिया के निम्नलिखित दो चरणों को समझाइए : *2*

(i) तैयारी करना (ii) सत्यापन

अथवा

(ख) विचार तथा सुअवसर मूल्यांकन प्रक्रिया में बहुत से चरण सम्मिलित होते हैं। 'उत्पाद पहचान' के पश्चात, इस प्रक्रिया में उद्यमी द्वारा ध्यान में रखे जाने वाले अगले दो चरण समझाइए। *2*

17. 'Zen MotoCorp', a leading motorcycle manufacturer, requires batteries for its production units. The procurement lead time is two months and the demand during this period is expected to be 2000 batteries per month, making its reorder point at 4000 batteries. Fresh supplies should arrive just as the stock reaches zero. However, due to variability in the rate of demand (or consumption) as well as in the supply or manufacturing lead time etc., it may reach a zero stock status before the supply arrives. To cater to such variability, it decides to add 500 batteries to its reorder level. The reorder level would now be 4500 batteries.

The addition of 500 batteries in the reorder point is known as : *1*

(A) Average Inventory (B) Annual demand for the item

(C) Economic Order Quantity (D) Safety Stock

18. Public issue is the most popular method of raising capital these days by entrepreneurs, which involves raising of funds directly from the public through the issue of prospectus.

Which of the following is an advantage of raising funds through public issue ? *1*

(A) It increases accountability to public shareholders.

(B) It can be used for businesses to grow through acquisitions.

(C) It increases costs in complying with higher level of reporting requirements.

(D) It needs to maintain dividend and profit growth trends.

SECTION B

19. Read the following text carefully :

Arun runs a mid-sized bakery chain that is expanding into new cities. To manage operations smoothly, his management team needs a document that lays out production schedules, staffing requirements, raw material management, and daily operational processes. Since this document contains technical and internal information, it is not useful for outside investors or customers.

On the basis of the given information, identify and state the format of business plan discussed above. *2*

20. (a) Explain the following two steps of the process of creativity : *2*

(i) Preparation (ii) Verification

OR

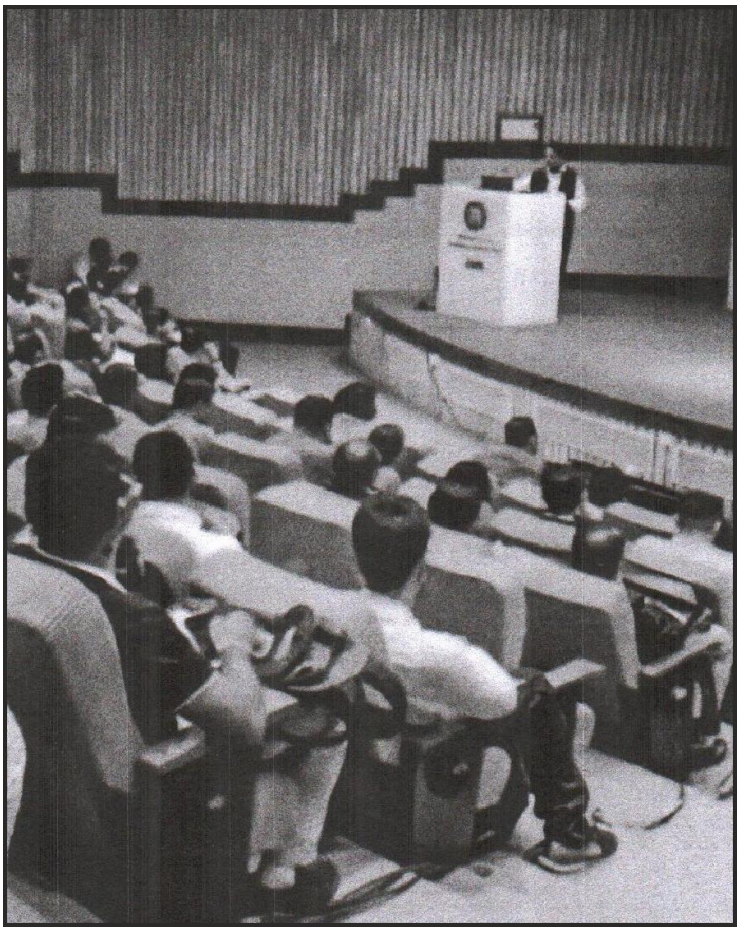
(b) The idea and opportunity assessment process involves a number of steps. Explain the next two steps after 'Product identification' that an entrepreneur should consider in this process. *2*

21. फ्रेंचाइज़ समझौते के मुख्य घटकों के रूप में 'अनुबंध वर्णन' तथा 'प्रचालन नियमावली' को समझाइए। *2*

22. (क) अपने उत्पादों तथा सेवाओं के संवर्धन के लिए कम्पनियों द्वारा उपयोग किए जाने वाले एक संवर्धन तरीके के रूप में 'जनसंपर्क' को समझाइए। *2*

अथवा

(ख)



उपर्युक्त चित्र में बिक्री बढ़ाने के लिए 'हाई-एंड-फैशन डिज़ाइनर' द्वारा आयोजित एक सेमीनार दर्शाया गया है।

यह निम्नलिखित में से कौन-सी विक्रय संवर्धन गतिविधियों का एक उदाहरण है ? *2*

(A) ग्राहक संवर्धन (B) व्यवसाय संवर्धन

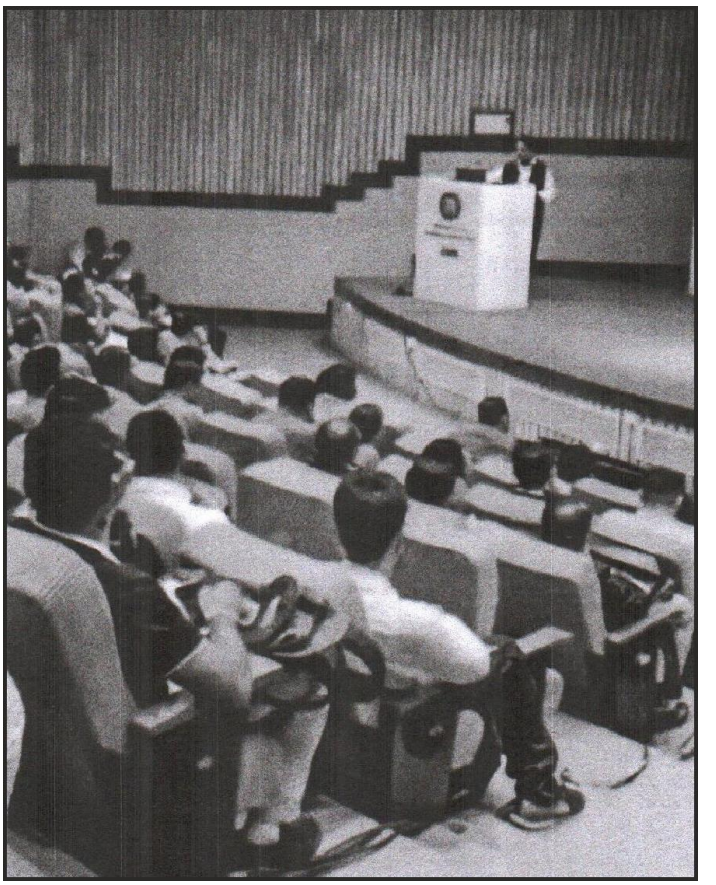
(C) व्यापार संवर्धन (D) बिक्री बल संवर्धन

21. Explain 'Contract Explanation' and 'Operations Manual' as main ingredients of a franchise agreement. *2*

22. (a) Explain 'Public Relations' as a tool of promotion used by companies to promote their products and services. *2*

OR

(b)



In the picture above a seminar organized by 'Hi-end-fashion Designer' to increase, its sales is being depicted.

This is an example of which of the following sales promotion activities ? *2*

(A) Customer Promotions (B) Business Promotions

(C) Trade Promotions (D) Salesforce Promotions

*नोट : निम्नलिखित प्रश्न केवल **दृष्टिबाधित परीक्षार्थियों** के लिए प्रश्न संख्या **22(ख)** के स्थान पर है।*

(ख) 'अपने बिक्री बल के बीच एक कम्पनी बिक्री प्रतियोगिता का आयोजन करती है तथा बिक्री बढ़ाने के लिए विजेताओं के लिए विभिन्न पुरस्कारों की घोषणा करती है।'

यह निम्नलिखित में से कौन-सी विक्रय संवर्धन गतिविधियों का एक उदाहरण है ? *2*

(A) उपभोक्ता संवर्धन

(B) व्यवसाय संवर्धन

(C) व्यापार संवर्धन

(D) बिक्री बल संवर्धन

23. (क) 'टैक सप्लाइज़ लिमिटेड' ब्ल्यूटूथ स्पीकर्स की बिक्री करते हैं तथा ग्राहकों की माँग पूरा करने के लिए उन्हें आपूर्ति को सुगम बनाए रखने की आवश्यकता है। कम्पनी द्वारा बेचे गए ब्ल्यूटूथ स्पीकर्स की वार्षिक मात्रा 2500 इकाइयाँ हैं। आदेश देने तथा ब्ल्यूटूथ स्पीकर्स प्राप्त करने की लागत प्रति आदेश ₹ 50 है। प्रति इकाई, इंवेन्टरी धारण लागत ₹ 25 वार्षिक है।

'टैक सप्लाइज़ लिमिटेड' के लिए आर्थिक आदेश मात्रा की गणना कीजिए। *2*

अथवा

(ख) पिछले वर्ष, 'सनशाइन फैब्रिक्स लिमिटेड' ने ₹ 50,000 शुद्ध लाभ अर्जित किया। अंशधारक समता ₹ 2,50,000 है और कम्पनी ने ₹ 2,50,000 का ऋण लिया है। 10% वार्षिक दर से ऋण पर ब्याज ₹ 2,500 है।

'सनशाइन फैब्रिक्स लिमिटेड' के लिए समता पर प्रत्याय (ROE) तथा निवेश पर प्रत्याय (ROI) की गणना कीजिए। *2*

24. 'स्वादिष्ट' एक ऑनलाइन फूड डिलीवरी प्लेटफॉर्म पिछले 10 महीनों से व्यवसाय कर रहा है। अब यह अपना विज्ञापन अभियान 'भूख लगे तो स्वादिष्ट खाओ' चलाना चाहता है। अभियान का लक्ष्य एक घरेलू, मिलनसार तथा भरोसेमंद सेवा के रूप में अपनी ब्राण्ड छवि को सूचित करना और बेहतर बनाना है। यह विज्ञापन अभियान, कार्यरत पेशेवरों के लिए है, जो घर पर खाना पकाने के लिए समय की कमी के साथ संघर्ष करते हैं तथा उन किशोरों के लिए भी है जो 'स्वादिष्ट' खाने को प्यार करते हैं।

'स्वादिष्ट' ऑनलाइन फूड डिलीवरी प्लेटफॉर्म द्वारा अपनी विज्ञापन गतिविधियों को प्रारम्भ करने की योजना बनाते समय ध्यान में रखे जाने वाले किन्हीं दो नियमों की पहचान कीजिए तथा उनका उल्लेख कीजिए। *2*

Note : *The following question is in lieu of Question No.* ***22(b)*** *for* ***Visually Impaired Candidates*** *only.*

(b) 'A company organises sales-competitions among their salesforce and announces various prizes for the winners to increase the sales.'

This is an example of which of the following sales promotion activities ? *2*

(A) Customer Promotions

(B) Business Promotions

(C) Trade Promotions

(D) Salesforce Promotions

23. (a) 'Tech Supplies Ltd.' sells bluetooth speakers and needs to maintain a smooth supply to meet customer demand. Annual quantity of bluetooth speakers sold by the company is 2500 units. Cost of placing an order and receiving the bluetooth speakers is ₹ 50 per order. Inventory holding cost per unit is ₹ 25 per annum.

Calculate the Economic Order Quantity (EOQ) for 'Tech Supplies Ltd.' *2*

OR

(b) 'Sunshine Fabrics Ltd.' earned a net profit of ₹ 50,000 last year. The shareholders' equity is ₹ 2,50,000 and the company took a loan of ₹ 2,50,000. Interest on loan @ 10% per annum is ₹ 2,500.

Calculate Return on Equity (ROE) and Return on Investment (ROI) for 'Sunshine Fabrics Ltd.' *2*

24. 'Swadisht', an online food delivery platform, has been in business for the last ten months. It is now planning to launch its advertising campaign 'Bhook Lage Toh Swadisht Khao'. The campaign aims to inform and improve its brand image as a household, friendly and trustworthy service. This advertising campaign is for working professionals who often struggle with time constraints for cooking at home and also for teenagers who love 'Swadisht' food.

Identify and state any two rules considered by 'Swadisht' online food delivery platform, while planning to launch its advertising activity. *2*

खण्ड ग

25. रीना, एक युवा उद्यमी, ने देखा कि शहरी उपभोक्ता तेजी से स्वास्थ्य के प्रति सचेत हो रहे हैं तथा ऐसे उत्पादों को प्राथमिकता देते हैं जो पोषक तथा उपयोग में सुविधाजनक दोनों हैं। उसने माँग, आपूर्ति तथा उपभोक्ता संतुष्टि के विषय में प्रवृत्तियों को समझने के लिए बाज़ार अध्ययन का निर्णय लिया। शोध से पता लगा कि ज्यादा लोग स्वास्थ्य-केन्द्रित आहार को अपना रहे हैं तथा प्राकृतिक सामग्री से बने उत्पादों को प्राथमिकता देते हैं।

इस अंतर्दृष्टि के आधार पर, रीना ने स्थानीय रूप से उगाए गए जैविक खट्टे तथा अन्य फलों से निकाले गए, पीने के लिए तैयार बोतलबंद रसों का उत्पादन करने का व्यवसाय शुरू करने का निर्णय लिया।

पंक्तियों को उद्धृत करते हुए, उन दो विचार क्षेत्रों की पहचान कीजिए तथा समझाइए जिनकी चर्चा उपर्युक्त स्थिति में की गई है। *3*

26. कविता अपने शहर में एक छोटे भोजनालय की मालकिन है तथा हमेशा अपने प्रतियोगियों से आगे रहने के तरीकों की खोज करती रहती है। वह अपने भोजनालय में तथा अन्य भोजनालयों में नियमित रूप से जाना सुनिश्चित करती है तथा यह देखने के लिए कि लोग क्या खा रहे हैं, पहन रहे हैं तथा क्या कर रहे हैं पर समय व्यतीत करती है। यह सूचना प्राप्त करने के लिए कि ग्राहक क्या सोच रहे हैं तथा क्या खरीद रहे हैं, वह ग्राहकों से भी बात करती है।

उपर्युक्त अनुच्छेद से पंक्तियाँ उद्धृत करते हुए, कविता द्वारा उपयोग किए गए प्रवृत्ति पहचानने के दो तरीकों का उल्लेख कीजिए। *3*

27. (क) 'एक उत्पाद अथवा सेवा का चयन विभिन्न कारकों पर निर्भर करता है।' बाज़ार का मूल्यांकन करते समय उद्यमी को इन कारकों पर आधारित विवरण तैयार करने होते हैं। ऐसे किन्हीं दो कारकों को समझाइए। *3*

अथवा

(ख) ऐसे किन्हीं छः कारणों का उल्लेख कीजिए जिनके कारण बहुत से उद्यमी एक निजी कम्पनी बनाने को प्राथमिकता देते हैं जबकि कम्पनी अधिनियम के अन्तर्गत इस पर कुछ प्रतिबंध लगाए गए हैं। *3*

28. (क) 'विक्रय रणनीति' का अर्थ दीजिए। दो मूल प्रकार की विक्रय रणनीतियाँ समझाइए। *3*

अथवा

(ख) 'संवर्धन रणनीति' के रूप में संवर्धन का अर्थ दीजिए। कम्पनी द्वारा अपने उत्पादों के संवर्धन के लिए उपयोग किए जा सकने वाले किन्हीं दो दृष्टिकोणों को समझाइए। *3*

SECTION C

25. Reen, a young entrepreneur, noticed that urban consumers were becoming increasingly health-conscious and preferred products that were both nutritious and convenient to use. She decided to study the market to understand the trends of demand, supply and consumer preferences. The research revealed that more people are adopting health-focused diets and prefer products made from natural ingredients.

Based on this insight, Reena decided to start a business of producing ready-to-drink bottled juices extracted from the locally grown organic citrus and other fruits.

By quoting lines, identify and explain the two idea fields discussed in the above case. *3*

26. Kavita owns a small restaurant in her city and is always looking for ways to stay ahead of her competitors. She makes it a point to go to her restaurant regularly as well as other restaurants and spends time watching and observing what people are eating, wearing and doing. She also talks to the customers to get inputs on what they are thinking and buying.

Quoting lines from the above para, state two ways of trend spotting being used by Kavita. *3*

27. (a) 'Selection of a product or service will depend upon many factors.' While assessing the market, an entrepreneur has to prepare details based on these factors. Explain any two such factors. *3*

OR

(b) State any six reasons why a substantial number of entrepreneurs prefer to form a private company in spite of certain restrictions imposed on it under the Companies Act. *3*

28. (a) Give the meaning of 'sales strategy'. Explain two basic types of sales strategies. *3*

OR

(b) Give the meaning of promotion as a 'promotion strategy'. Explain any two approaches a company can use to promote its products. *3*

29. 'एक कम्पनी की 100 मि.ली. की हेयर ऑइल की बोतल का मूल्य ₹ 50 निर्धारित किया गया है तथा 1000 मि.ली./एक लीटर की बोतल का मूल्य ₹ 400 निर्धारित किया गया है।'

(क) उपर्युक्त में चर्चित मूल्य निर्धारण विधि की पहचान कीजिए तथा समझाइए।

(ख) यह भी समझाइए कि रियल-इस्टेट मार्केट में उपर्युक्त (क) में पहचानी गई मूल्य-निर्धारण की विधि कैसे कार्य करती है। *3*

खण्ड घ

30. (क) एक प्रचालन योजना के किन्हीं पाँच घटकों को समझाइए। *5*

अथवा

(ख) एक विपणन योजना तैयार करने के प्रथम पाँच चरणों को समझाइए। *5*

31. निम्नलिखित पाठ को ध्यानपूर्वक पढ़िए :

राघव को बेकिंग पसंद थी तथा उसने अपने पड़ोस में एक छोटा कैफ़े शुरू किया। वह व्यक्तिगत रूप से मैन्यु, वित्त तथा ग्राहकों के आदेशों का प्रबंध करता था। बात जल्दी से फैल गई तथा जल्दी ही कैफ़े एक लोकप्रिय सप्ताहंत स्पॉट बन गया। परन्तु जैसे ही ग्राहकों की संख्या बढ़ी राघव के लिए आपूर्ति, लेखे तथा विपणन को अकेले सँभालना कठिन हो गया। वह ग्राहकों की माँग को पूरा करने के लिए पूँजी की कमी का भी सामना कर रहा था।

उसने इसकी चर्चा अपने मित्र, विकास के साथ की जिसने कहा कि आज के विशिष्टीकरण, विस्तार तथा विविधीकरण के युग में एक व्यक्ति द्वारा अकेले सभी कुछ सँभालना संभव नहीं है।

विकास ने सुझाव दिया कि उसकी बहन, मीरा, जो एक चार्टर्ड लेखापाल है तथा जिसे होटल प्रबंधन का छह वर्षों का अनुभव है, उसके साथ जुड़ सकती है। मीरा न केवल पूँजी का योगदान देगी परन्तु व्यवसाय में अपना मूल्यवान अनुभव भी देगी तथा कैफ़े की पहुँच बढ़ाने में भी सहायता करेगी। राघव सहमत हो गया तथा उन्होंने संयुक्त रूप से कैफ़े का संचालन करने का निर्णय लिया।

दिए गए पाठ के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए :

(क) उपर्युक्त में प्रकाशित व्यवसाय संगठन के प्रकारों की पहचान कीजिए।

(ख) उपर्युक्त (क) में पहचाने गए प्रत्येक व्यवसाय संगठन के प्रकार की किन्हीं चार विशेषताओं का उल्लेख कीजिए। *5*

29. 'A hair oil bottle of 100 m*l* of a company is priced at ₹ 50, while a 1000 m*l*/1 litre bottle is priced at ₹ 400.'

(a) Identify and explain the method of pricing discussed above.

(b) Also explain how the method of pricing identified in (a) above functions in the real-estate market. *3*

SECTION D

30. (a) Explain any five elements of an operational plan. *5*

OR

(b) Explain the first five steps for preparing the marketing plan. *5*

31. Read the following text carefully :

Raghav loved baking and started a small café in his neighbourhood. He personally managed the menu, finances and customer orders. Word spread quickly and soon the café became a popular weekend spot. However, as the number of customers grew, Raghav found it difficult to handle supplies, accounts and marketing alone. He was also facing shortage of capital to meet customers' demands.

He discussed the matter with his friend, Vikas, who said that in today's era of specialization, expansion and diversification, it is not possible for a person to handle everything alone.

Vikas suggested that his sister, Mira, who was a chartered accountant with six years experience in hotel management, could join him. Mira would not only contribute capital but also her valuable experience to the business and help in expanding the café's reach. Raghav agreed and they decided to run the café jointly.

On the basis of the given text, answer the following questions :

(a) Identify the forms of business organisation highlighted above.

(b) State any four features of each form of business organisation identified in (a) above. *5*

32. रीना ने एक जानी-पहचानी फास्ट फूड श्रृंखला की फ्रेंचाइज़ खोली। उसका इस व्यवसाय में प्रवेश करने का एक मुख्य कारण यह था कि इसका एक स्वीकृत नाम पहले से ही था। उसे व्यवसाय की साख की स्थापना के लिए संसाधनों को खर्च करने की आवश्यकता नहीं थी क्योंकि यह पहले से ही मौजूद थी। फ्रेंचाइज़र ने उसे प्रबंधकीय सहायता भी प्रदान की। उसे फ्रेंचाइज़ के संचालन के सभी पहलुओं के लिए प्रशिक्षण का प्रस्ताव भी दिया गया जिसमें लेखांकन, कार्मिक प्रबंधन, विपणन तथा उत्पादन सम्मिलित था।

फ्रेंचाइज़र ने उसे व्यवसाय में वर्षों का अनुभव तथा बाज़ार का ज्ञान भी प्रदान किया। परन्तु उसे जल्द ही चुनौतियों का सामना करना पड़ा। फ्रेंचाइज़र ने उच्च कोटि का नियन्त्रण बनाया जिससे नए विचारों के साथ प्रयोग करने की उसकी योग्यता सीमित हो गई जिससे उसे अत्यधिक निर्देशित या अत्यधिक प्रभावित होने का अहसास होने लगा। साथ ही मूल फ्रेंचाइज़ शुल्क के अतिरिक्त रीना को अपने आगम का एक निश्चित प्रतिशत चालू रॉयल्टी के रूप में देना पड़ता है। विज्ञापन तथा प्रशिक्षण जैसी सेवाओं के लिए अतिरिक्त लागत भी वसूली गई। इन व्ययों के कारण यह व्यावसायिक मॉडल अपेक्षा से अधिक महँगा हो गया।

विस्तार के एक प्रकार के रूप में उपर्युक्त में चर्चित फ्रेंचाइज़ के तीन लाभ तथा दो हानियों की पहचान कीजिए तथा समझाइए। *5*

33. 'स्टार बेकरी प्राइवेट लिमिटेड' दो प्रकार के केक बनाता है — चॉकलेट केक तथा वनीला केक। कम्पनी प्रत्येक प्रकार के केक का सम-विच्छेद बिन्दु जानना चाहती है। इसके लिए निम्नलिखित सूचना उपलब्ध है :

उत्पाद	विक्रय मूल्य प्रति इकाई (₹)	परिवर्तनशील लागत प्रति इकाई (₹)	विक्रय मिश्र %
चॉकलेट केक	200	120	40
वनीला केक	150	90	60

कुल स्थायी लागत ₹ 1,15,600 है।

(क) विक्रय मिश्र इकाइयों में सम-विच्छेद बिन्दु की गणना कीजिए।

(ख) सम-विच्छेद बिन्दु पर प्रत्येक उत्पाद की इकाई संख्या की गणना कीजिए।

(ग) रुपयों में भी सम-विच्छेद बिन्दु की गणना कीजिए। *5*

34. (क) 'पूँजी बाज़ार' को परिभाषित कीजिए। कोई तीन बिन्दु देकर समझाइए कि उद्यमियों के लिए पूँजी बाज़ार वित्त एकत्रित करने का एक सबसे अधिक महत्त्वपूर्ण स्रोत क्यों है। 'वित्तीय मध्यस्थता' का अर्थ भी दीजिए। *5*

अथवा

(ख) 'उपक्रम पूँजी' का अर्थ दीजिए। समझाइए कि 'प्राथमिक-अवस्था वित्तीयन' तथा 'अन्तिम-अवस्था वित्तीयन' पर उद्यमी उपक्रम पूँजी कैसे प्राप्त कर सकते हैं। *5*

32. Reena opened a franchise of a well-known fast food chain. One of the main reasons she entered into this business was that it already had an accepted name. She did not have to spend resources trying to establish the credibility of the business as it already exists.

The franchisor also provided managerial assistance to her. She was offered training on all aspects of operating the franchise including accounting, personnel management, marketing and production.

The franchisor also offered her years of experience in business and knowledge of the market. However, she started facing challenges soon. The franchisor exerted a high degree of control which limited her ability to experiment with new ideas leaving her feeling over-guided or over-influenced. Moreover, apart from the original franchise fee, Reena had to share a percentage of her revenue as ongoing royalty. Additional costs were also charged for services like advertising and training. These expenses made the business model far more expensive than she had anticipated.

Identify and explain three advantages and two disadvantages of the franchise mode of expansion, as discussed above. *5*

33. 'Star Bakery Pvt. Ltd.' produces two types of cakes — Chocolate Cake and Vanilla Cake. The company wants to know the break-even point of each type of cake. For the same, the following information is available :

Product	Selling Price Per Unit (₹)	Variable Cost Per Unit (₹)	Sales Mix %
Chocolate Cake	200	120	40
Vanilla Cake	150	90	60

Total fixed cost is ₹ 1,15,600.

(a) Calculate the break-even point in units of sales mix.

(b) Calculate the number of units of each product at break-even point.

(c) Also calculate break-even point in rupees. *5*

34. (a) Define 'Capital Market'. Explain, by giving any three points, why capital markets are the most important source of raising finance for entrepreneurs. Also give the meaning of 'Financial Intermediation'. *5*

OR

(b) Give the meaning of 'Venture Capital'. Explain how entrepreneurs can seek venture capital at 'Early-stage financing' and 'Last-stage financing'. *5*



Marking Scheme
Strictly Confidential
(For Internal and Restricted use only)
Senior Secondary School Examination, 2026
ENTREPRENEURSHIP (066)(PAPER CODE 98)

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 BNS."**
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-X, 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 **70** 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 un assessed 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.

Set 4

MARKING SCHEME

Subject: ENTREPRENEURSHIP (066)

Class: XII

	SECTION A	
	Answers	**Marks**
1	(C) Scheduling	**1**
2	(A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A)	**1**
3	(B) Economic environment	**1**
4	(B) (i), (iv), (ii), (iii), (v)	**1**
5	(B) Description of venture/business venture	**1**
6	(D) companies in the same industry	**1**
7	(B) Opportunity spotting by analysing the needs and problems that exist in the environment	**1**
8	(A) for a limited duration to recover most of the investment made to build the product	**1**
9	(C) One-level channel ***For Visually Impaired Candidates*** (A) Three-level channel	**1** **1**
10	(B) Reverse acquisition	**1**

11	(C) Commercial Application	**1**	
12	(C) Short-term loans	**1**	
13	(B) the length of time between a firm's purchase of inventory and the receipt of cash from accounts receivable is 45 days.	**1**	
14	(B) (1)-(c), (2)-(d), (3)-(a), (4)-(b)	**1**	
15	(B) Paperwork for placing order	**1**	
16	(C) Private Placement	**1**	
17	(D) Safety Stock	**1**	
18	(B) It can be used for businesses to grow through acquisitions.	**1**	
	Section B		
19	The format of Business plan is: **<u>An Internal Operational Plan</u>** A detailed plan, describing planning details that are needed by management but may not be of interest to external stakeholders.	(1 mark for identification and 1 mark for explanation)	2
20 (a)	**(i) Preparation:** On the basis of the idea, interest and curiosity, the need is adjudged by the entrepreneur and he starts looking for the answer to implement the idea. If the idea is to launch a new product or service then market research is conducted. That happens because the seed of curiosity has taken form of an idea, the entrepreneurs foresee the future of the product. **(ii) Verification:** Also called the validation or testing stage. This is where the idea is verified to prove that it has value. This is the most difficult phase of creativity as obstacles begin to appear. This is the developing stage in which knowledge is developed into application. **OR**	1 + 1	2
20 (b)	Two steps after 'Product identification' are: **(i) Application and use** Ideas should be examined for their real life use and application. If it already exists in the market, we will have to find out its present use, then we may think of modifying it	(½ mark for identificat	2

	for better use. **(ii) Level of operation** This is a crucial test for product/service identification. Depending on the use of the product/service the entrepreneur will produce it in a cottage industry or a small scale–industry or a large–scale industry.	ion and ½ mark for explanation) 1 × 2= 2	
21	**Contract Explanation** – This section of the agreement outlines the type of relationship a franchisee is entering into with the franchisor. **Operations Manual** – This section of the agreement details the guidelines that the franchisee must legally follow in operating the business as outlined by the franchisor.	1 + 1	2
22 (a)	**Public relations**-It is a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation (or individual) and its (or their) public. It is about building good relations with the stakeholders (public) of the business by obtaining favourable publicity, building a good corporate image and handling or heading off unfavourable rumours, stories and events. **OR**	2	2
22 (b)	(B) Business Promotions ***For visually impaired candidates*** (D) Sales force promotions	2 2	2
23 (a)	**Economic order quantity =** $\sqrt{\frac{2PD}{C}}$ P = Cost of placing and receiving one order D = Annual demand for the item C = Inventory carrying/holding cost per unit P = ₹50 D = 2500 units C = ₹25 Economic order quantity = $\sqrt{\frac{2\times50\times2500}{25}}$ $=\sqrt{10000}$ Economic order quantity = 100 Bluetooth speakers/ Units	1 mark for formula + ½ mark for calculation + ½ mark for final answer	2

	OR		
23 (b)	Return on Equity = $\frac{Net\ income}{Equity}$ x 100 (Net Income = Net Profit – Interest on loan = 50,000 – 2,500 = ₹47,500 = $\frac{47,500}{2,50,000}$ x 100 = 19% **Alternate Solution to Return on Equity** Return on Equity = $\frac{Net\ income}{Equity}$ x 100 = $\frac{50,000}{2,50,000}$ x 100 = 20% ***(Marks will be awarded if the candidate has solved by any of the above two methods)*** Return on Investment = $\frac{Net\ Profit}{Total\ Capital\ Invested}$ x 100 = $\frac{50,000}{2,50,000}$ x 100 = 20%	½ mark for formula + ½ for final answer= 1 ½ mark for formula + ½ for final answer= 1 1+1=2	2
24	Two rules considered by 'Swadisht' online food delivery platform while planning to launch it's advertising activity are: **(i) Aim** To decide what is the primary purpose of the advertisement – whether it is to inform, sell, produce listings or to improve the image of business.	(½ mark for identification and ½	2

	(ii) Target To decide who the target customers are and from which sector of the public are we trying to achieve a response – whether it is male, female, adult, teenager, child, mother, father etc.?	mark for explanation) 1 × 2= 2	
	Section C		
25	Two idea fields discussed in the case are: **(i) Market driven/ Demand driven idea** **Quote:** "She decided to study the market to understand the trends of demand, supply and consumer preferences" - Market research is any organized effort to gather information about target markets or customers. **(ii) Natural Resources** **Quote:** "Reena decided to start a business of producing ready-to-drink bottled juices extracted from the locally grown organic citrus and other fruits" - Ideas can be generated based on natural resources. A product or service may be derived from forest resources, agriculture, horticulture, mineral, animal husbandry, wind, sun and human resources.	(½ mark for identification + ½ for quoting + ½ mark for explanation) 1½ × 2= 3	3
26	Two ways of trend spotting used by Kavita are: **(i) Watch Trends** In this an entrepreneur regularly spends time in watching and observing what their target customers are eating, doing, wearing and using. **Quote**: "She makes it a point to go to her restaurant regularly as well as other restaurants and spends time watching and observing what people are eating, wearing and doing". **(ii) Talk Trends** Talking to people is an important trend-spotting tactic. The entrepreneur talks to existin and prospective customers, both online and offline to get inputs on what customers a thinking, buying, craving and doing. **Quote**: "She also talks to the customers to get inputs on what they are thinking and buying"	(½ mark for identification + ½ for quoting + ½ mark for explanation) 1½ × 2= 3	3

27 (a)	While assessing the market, an entrepreneur has to prepare details based on the following factors: **(i) Demand** The demand assessment will be based on the size of market being targeted, i.e., local markets, market at state level or national/international market. It will also involve a study of the target groups of consumers, their preferences, tastes and other related variables. **(ii) Supply and nature of competition** While assessing the market, supply position is also studied by entrepreneurs. It will give a complete picture of quantities of the product made available in the market by all the existing players. It should also take into account future supplies from possible entrants in the field. **(iii) Cost and price of product** It is important to determine the cost of the product and its comparison with available products in the market. Cost variable of competitors in terms of transportation delays, wastage, storage etc., have to be studied to spot cost advantage. This will influence the delivery mechanism of the identified product or service. **(iv) Project innovation and change** Market assessment will require a study of prevailing innovations and changes being carried out by existing entrepreneurs. Technological advancements in the field have to be analysed because they may change the quality and influence the cost and price ultimately. ***(Any two factors)***	(½ mark for heading + 1 mark for explanation) 1½ × 2= 3	3
	OR		
27 (b)	**Reasons why a private company is preferred:** (i) Only two members are required to form a private company. (ii) Only two directors are required to constitute the quorum to validate the proceedings of the meetings. (iii) Such company can file a statement in lieu of prospectus with the Registrar of Companies. (iv) It can commence its business immediately after incorporation. (v) Holding of a statutory meeting or filing of a statutory report is required by a private company. (vi) A non-member cannot inspect the copies of the Profit and Loss A/c filed with the Registrar. (vii) Limit on payment of maximum managerial remuneration does not apply to a private company. (viii) Restrictions on appointment and reappointment of managing director do not apply. (ix) Maintaining of index of members is not required by a private company. (x) Directors of the private company need not have qualification shares. ***(Any six reasons)***	(½x6 = 3)	3

28 (a)	**Sales strategy** consists of a plan that positions a company's brand or product to gain a competitive advantage. **Types Of Sales Strategies** **(i) Direct sales strategy** In this strategy sales people attack the competition head on when talking to the customer. They talk about each feature of the competitor's product and compare it to theirs. It is also known as 'negative selling' **(ii) Indirect sales strategy** This sales strategy applies more subtle techniques by demonstrating features and benefits not available with the competitor's products or services without even mentioning them by name. This is positive sales strategy. **OR**	1 + (½ for heading + ½ for explanation) 1 × 2 = 2	3
28 (b)	**Promotion as a 'promotion strategy'** is a method which spreads the word about the product or service to customers, stakeholders and the broader public. **Types of Promotion strategies** **(i) Above-the-line** This promotion uses mass media methods and focuses on advertising to a large audience. It includes conventional media like print, online, television, billboard, and cinema advertising. **(ii) Below-the-line** These methods are very specific, memorable activities focused on targeted groups of consumers. The purpose of these activities is to develop the brand by creating awareness and building a brand profile through sponsorship, sales promotions, public relations, personal selling and direct marketing. **(iii) Through-the-line** This refers to an advertising strategy involving both above-and below-the line communications in which one form of advertising points the target to another form of advertising thereby crossing the "line". ***(Any two strategies***)	1 + (½ for heading + ½ for explanation) 1 × 2 = 2	3
29	**(a) Variable Price method** Variable pricing is a marketing approach that permits different rates to be extended to different customers for the same goods or services.	(1 Mark for identification + 1	3

	(b) In real estate market the prospective buyers often submit bids for properties that are less than the posted asking price, in the hope that the seller will accept a smaller amount. This often leads to a series of offers and counter offers that sometimes result in a sale taking place. At other times, the two parties are unable to come to terms, and no sale takes place.	mark for explanation {for part a}+ 1 mark {for Part (b)}	
	SECTION D		
30 (a)	**Five elements of an operational plan** **(i) Routing** Routing is a process concerned with determining exact route or path a product/ service has to follow right from raw material till its transformation into finished product. **(ii) Scheduling** Scheduling means fixation of time, day, date when each operation is to be commenced and completed. It is the determination of the time that should be required to perform each operation. **(iii) Dispatching** The process of initiating production in accordance with pre-conceived production plan is known as dispatching. This includes issuing necessary orders instructions, guidelines and/or information to work pertaining to give a practical shape to the production plan. **(iv) Follow-Up** Follow-up or expediting function relates to evaluation and appraisal of work performed. A properly planned follow-up procedure is helpful in detecting errors and defects in the work. **(v) Inspection** Inspection is the art of comparing materials, product or performance with established standards. It helps the entrepreneur to set up laboratories or evolve strategies/methods to ensure predetermined quality of product/service. **(vi) Shipping** This section goes beyond the manufacturing process and describes the flow of goods / services from production to the consumers. ***(Any five elements)***	(½ mark for heading + ½ mark for explanation) 1 × 5 = 5	5
	OR		
30 (b)	**First five steps in the process of preparing the marketing plan are as follows:** **(i) Business situation analysis**: The first step in a marketing plan answers: "Where have we been?" It usually reviews past performance and achievements of the enterprise but for a new venture, the focus shifts towards:	(½ mark for heading +	5

	* Entrepreneur's personal profile * Product development details * Need the product/service satisfies * Entrepreneur's prior experience * Planned market segmentation **(ii) Identify the target market:** The second step is essential for any new venture as it helps to define clearly the specific group of potential customers whose needs the enterprise aims to fulfill. This identification of the "target market" is pretty tedious task as it involves: a) The entrepreneur can decide which market/industry he wishes to pursue. He/she can decide this on the basis of market research or industry analysis. b) Divide the market into smaller groups based on: i) Consumer's characteristics viz. • Geographic (State, Country etc.) • Demographic (Sex, age, etc.) • Psychographics (Personality, life style, etc.) ii) Buying situations viz. • Buying conditions (time available etc.) • Usage • Desired benefits (features of product) c) Select segment or segments to target. d) Develop a marketing plan integrating according to product, price, distribution, promotion. **(iii) Conduct SWOT analysis:** Third step is very important for an entrepreneur as he has to consider his target market with respect to: a) Strengths b) Weaknesses c) Opportunities d) Threats This will ensure success of the new firm. **(iv)Establish goals:** Fourth step answers the question as to where the enterprise wants to go. They have to look into detail the following for the same: a) realistic, attainable and well-defined goals and objectives for the enterprises, b) quantifying the goals so that they could be measured for control purposes. c) setting standards to measure those goals which are qualitative in nature. d) limiting the goals to a specific number so that there are no chaos, confusions or overlapping. Otherwise, even controlling and monitoring will be difficult. **(v) Define marketing strategy**: Fifth step deals with "How do we get there?". This demands specific activities to be outlined to meet the enterprise's established goals and objectives. The marketing strategy and action plan comprise of decisions pertaining to the following 4 P's: a) Product b) Price c) Promotion d) Place	½ mark for explanation) 1 × 5 = 5	
31	(a) The forms of business organisation highlighted in the case are- **Sole proprietorship and Partnership.** **(b) Features of Sole proprietorship** (i) Sole proprietorship has **individual ownership**. (ii) This business has **individual management and control** by the sole proprietor. (iii) The proprietor takes care of **financing, individually**.	½ mark each for identification of the two forms ½ × 2 =1	**5**

	(iv) There is no **separate legal entity** in sole proprietorship business. (v) The proprietor has **unlimited liability**. (vi)The sole proprietor is the **sole beneficiary** of all profits and losses of business. (vii) This form of business enjoys **easy formation and closure.** (viii) This form of business generally has a **limited area of operation**. ***(Any 4 features)*** **(b) Features of Partnership** (i) There must be **at least two or more persons** to enter into a contract to form partnership. (ii) The relation of partnership arises from **an agreement/ contract.** (iii) The objective of the business is to make **profits and distribute the same amongst partners**. (iv) The liability of partners in a partnership firm is **unlimited**. (v) There is an **implied authority** that any partner can act on behalf of the firm. (vi) There is **mutual agency** among partners where the business can be carried on by all the partners or any one of them acting for all. (vii) Every partner is supposed to act in **utmost good faith.** (viii) There is **restriction on transfer of shares** by any partner. (ix) There is **continuity** in the partnership up to the time that all partners desire to continue it. ***(Any 4 features)***	+ (½ mark each for any four features of sole proprietorship) ½ × 4 = 2 + (½ mark each for any four features of partnership) ½ × 4 = 2	
32	**Three advantages of franchising to Reena** (i) **Product acceptance** The franchisee operates under an established brand name with recognised products or services. This reduces the effort and cost required to build credibility, as customer trust and brand reputation already exist. It also helps attract customers quickly, as the brand already has a market presence and goodwill. (ii) **Management expertise** The franchisor provides training and ongoing support in areas such as operations, marketing, accounting, and management. This guidance helps the franchisee run the business more effectively and reduces the chances of operational mistakes. Continuous assistance also supports business growth and problem-solving. (iii) **Knowledge of the market** Franchisors offer industry experience and market insights, including information about target customers, competition, and effective business strategies. Their established systems and research help the franchisee adapt to local market conditions and improve decision-making. **Two disadvantages of franchising to Reena** (i) **Right and the only way of doing things** Entering into a franchise contract limits the degree of freedom for the franchise. As such, one gets an over guided and over influenced degree of control exerted by the	(½ mark for heading + ½ mark for explanation) 1 × 5 = 5	**5**

franchisor. This results in losing the freedom to innovate to some extent.

(ii) **Continuing costs implications**
Apart from the initial franchise fee, the franchisee must pay ongoing royalties and other charges, making it a costly arrangement. These recurring payments may reduce profit margins and financial flexibility.

33

Product	Chocolate Cake	Vanilla Cake
Selling price per unit (₹)	200	150
Variable cost per unit (₹)	120	90
Contribution margin per unit	80	60
Sales Mix %	40%	60%
	80 x $\frac{40}{100}$ = 32	60 x $\frac{60}{100}$ = 36

1 mark for calculating contribution margin per unit
+

Weighted-average contribution margin per unit = 32 + 36

=₹ 68

1 mark for calculating WACM
+

Overall Break-even point = $\frac{\text{Total Fixed Cost}}{\text{Weighted average contribution margin per unit}}$

$= \frac{1,15,600}{68}$

$= 1700$ units.

½ mark for BEP formula
+

½ mark for overall BEP in units
+

Product wise Break-even point

Break-even point of Chocolate Cake = 1700 x 40% = 680 units

Break-even point of Vanilla Cake = 1700 x 60% = 1020 units

1 mark for BEP in units for individual products
+

Product units at break-even point x selling price per unit	680 x 200	1020 x 150
Product wise BEP in rupees	₹ 1,36,000	₹ 1,53,000

1 mark for BEP in Rs.

Total BEP in ₹ = 2,89,000

5

34 (a)	**A capital market** may be defined as an organized mechanism meant for effective and smooth transfer of money capital or financial resources from the investors to the entrepreneurs. Capital markets are crucial for entrepreneurs because they: a) Mobilize financial resources on a nation-wide scale. b) Secure foreign capital and know-how. c) Ensure effective allocation of resources by directing funds to projects with the highest potential yield or to underdeveloped priority areas. **Financial Intermediation** The process of transferring financial resources from the surplus units to the deficit units is referred to as "Financial Intermediation". **OR**	1 mark for defining capital market + 1 mark each for three importance of capital market (3×1=3) + 1 mark for meaning of financial intermediation	**5**
34 (b)	Venture capital is a type of private equity capital provided as seed funding to early-stage, high potential, high risk, growth up companies/ entrepreneurs who lack the necessary experience and funds to give shape to their ideas. Or Venture capital is an equity based investment in a growth-oriented small to medium business to enable the investors to accomplish objectives, in return for minority shareholding in the business or the irrevocable right to acquire. **Early-stage financing** Early-stage financing includes: (a) Seed capital (b) Start-up finance (c) Second-round financing. **a) Seed capital finance:** Capital provided at the pre-commercialisation stage for research and initial development of an idea or prototype. The venture capitalist (VC) evaluates the technical and economic feasibility of the idea. Risk is very high, so the entrepreneur must demonstrate strong capability and market potential. **b) Start-up finance:** Funding is provided once the idea qualifies for further investment. The entrepreneur presents a business plan to the VC, develops the product/prototype, and establishes the organisation and management team.	1 mark for definition (any of the two) + 1 mark each for three stages of early-stage financing (1×3=3)	**5**

	c) Second-round financing: Provided when the product is already being produced and sold. Funds are used for expansion, modernisation, or diversification to achieve growth and stability. Larger investment is involved, so proven performance and market competitiveness are essential. **Last stage financing / Bridge / Pre-public stage:** This is the final stage of venture capital financing, with the main objective to prepare the venture to go public so that investors can exit with profits. At this stage, the business has already achieved a certain amount of market share and now needs funds for expansion, mergers, strengthening market position, and preparing for public issue.	+ 1 mark for last stage financing	

SET-4

Series WXY4Z

प्रश्न-पत्र कोड
Q.P. Code **98**

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.

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **27** हैं।
- प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें।
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं।
- **कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में यथा स्थान पर प्रश्न का क्रमांक अवश्य लिखें।**
- 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।
- Please check that this question paper contains **27** printed pages.
- 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.
- Please check that this question paper contains **34** questions.
- **Please write down the Serial Number of the question in the answer-book at the given place before attempting it.**
- 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.

उद्यमिता (सैद्धान्तिक)
ENTREPRENEURSHIP (Theory)

निर्धारित समय : ***3*** *घण्टे* | *अधिकतम अंक :* ***70***

Time allowed : ***3*** *hours* | *Maximum Marks :* ***70***

सामान्य निर्देश :

निम्नलिखित निर्देशों को ध्यान से पढ़िए और उनका पालन कीजिए।

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

(ii) *यह प्रश्न-पत्र **चार** खण्डों में विभाजित किया गया है – **खण्ड क, ख, ग** तथा **घ**।*

(iii) ***खण्ड क :** प्रश्न संख्या **1** से **18** तक बहुविकल्पीय प्रकार के प्रश्न हैं। प्रत्येक प्रश्न **1** अंक का है।*

(iv) ***खण्ड ख :** प्रश्न संख्या **19** से **24** तक लघु-उत्तरीय प्रकार-I के प्रश्न हैं। प्रत्येक प्रश्न **2** अंकों का है। प्रत्येक प्रश्न का उत्तर **30** से **40** शब्दों में लिखिए।*

(v) ***खण्ड ग :** प्रश्न संख्या **25** से **29** तक लघु-उत्तरीय प्रकार-II के प्रश्न हैं। प्रत्येक प्रश्न **3** अंकों का है। प्रत्येक प्रश्न का उत्तर **50** से **70** शब्दों में लिखिए।*

(vi) ***खण्ड घ :** प्रश्न संख्या **30** से **34** तक दीर्घ-उत्तरीय प्रकार के प्रश्न हैं। प्रत्येक प्रश्न **5** अंकों का है। प्रत्येक प्रश्न का उत्तर **120** से **150** शब्दों में लिखिए।*

(vii) *प्रश्न-पत्र में समग्र विकल्प नहीं दिया गया है। यद्यपि, **खण्ड ख, ग** तथा **घ** में आंतरिक विकल्प का प्रावधान दिया गया है। परीक्षार्थी को इन प्रश्नों में से किसी एक प्रश्न का उत्तर लिखना है।*

खण्ड क

1. 'साझेदारी फर्म का व्यवसाय सभी साझेदारों द्वारा अथवा सभी की ओर से किसी एक साझेदार द्वारा चलाया जा सकता है।' यह कथन निम्नलिखित में से साझेदारी की कौन-सी विशेषता की ओर संकेत करता है ? *1*

(A) समझौता (B) निहित अधिकार

(C) पारस्परिक एजेंसी (D) अत्यधिक सद्भाव

2. शिवम बालों को सीधा करने वाली फ्लैट आयरन बना रहा है और पूरे शहर में विभिन्न ब्यूटी सैलून में उनकी आपूर्ति करता है। पिछले कुछ महीनों में उसने देखा कि फ्लैट आयरन की बिक्री अत्यधिक कम हो गई थी। उसने कारण जानने का प्रयास किया। उसने पाया कि बाल विशेषज्ञों ने सिरेमिक आयरन की सिफारिश करना आरंभ कर दिया है जो अब प्रतियोगियों द्वारा बाज़ार में बेची जा रही हैं। अत:, उसने भी कर्लिंग, क्रिम्पिंग, आदि जैसी विशेषताओं को जोड़कर नई तकनीक के आधार पर सिरेमिक आयरन बनाना आरंभ कर दिया है।

शिवम द्वारा उपयोग में लाए गए विचार क्षेत्र के स्रोत को पहचानिए : *1*

(A) व्यापार सम्बन्धित विचार

(B) विद्यमान उत्पाद अथवा सेवा-आधारित विचार

(C) सेवा क्षेत्र विचार

(D) बाज़ार चालित अथवा माँग चालित विचार

General Instructions :

Read the following instructions carefully and follow them :

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

(ii) *This question paper is divided into **four** sections – **Section A, B, C** and **D**.*

(iii) ***Section A** : Questions number **1** to **18** are Multiple Choice Type Questions. Each question carries **1** mark.*

(iv) ***Section B** : Questions number **19** to **24** are Short Answer type-I questions. Each question carries **2** marks. Write answer to each question in **30** to **40** words.*

(v) ***Section C** : Questions number **25** to **29** are Short Answer type-II questions. Each question carries **3** marks. Write answer to each question in **50** to **70** words.*

(vi) ***Section D** : Questions number **30** to **34** are Long Answer type questions. Each question carries **5** marks. Write answer to each question in **120** to **150** words.*

(vii) *There is no overall choice. However, an internal choice has been provided in **Section B, C** and **D** of question paper. A candidate has to attempt only one of the alternatives in such questions.*

SECTION A

1. 'The business of partnership firm can be carried on by all the partners or any one of them acting for all.' This statement indicates which of the following characteristic of partnership ? *1*

(A) Agreement (B) Implied authority

(C) Mutual agency (D) Utmost good faith

2. Shivam is manufacturing hair straightening flat irons and supplying them to various beauty salons across the city. Over the last few months he observed that the sale of flat irons has decreased drastically. He tried to find out the reason. He found that the hair experts have started recommending ceramic irons which are now being sold by competitors in the market. So, he also started manufacturing ceramic irons based on new technology with added features like curling, crimping, etc.

Identify the source of idea field used by Shivam : *1*

(A) Trading Related ideas

(B) Existing Products or Services-Based ideas

(C) Service Sector ideas

(D) Market Driven or Demand Driven ideas

3. मूल्य-निर्धारण की इस विधि में, वस्तुओं का विक्रय उच्च मूल्यों पर किया जाता है ताकि सम-विच्छेद के लिए कम-से-कम विक्रय की आवश्यकता हो। यह कम्पनी को खोज एवं विकास लागतों की वसूली में भी सहायता करती है जो एक नए उत्पाद को विकसित करने से सम्बन्धित है।

मूल्य-निर्धारण की यह विधि है : *1*

(A) भेदन मूल्य-निर्धारण (B) लागत-जमा मूल्य-निर्धारण

(C) परिवर्ती मूल्य-निर्धारण (D) मलाईदार मूल्य-निर्धारण

4. दिए गए चित्र को देखकर बताइए कि निम्नलिखित में से यह किसका प्रतिनिधित्व करता है : *1*



भारतीय स्टेट बैंक

(A) लोगो (B) ब्राण्ड

(C) ब्राण्ड नाम (D) टैगलाइन

नोट : *निम्नलिखित प्रश्न केवल* ***दृष्टिबाधित परीक्षार्थियों*** *के लिए प्रश्न संख्या* ***4*** *के स्थान पर है।*

निम्नलिखित में से कौन-सी प्रवर्तन की विधि 'रेखा-से-नीचे' में सम्मिलित ***नहीं*** है ? *1*

(A) व्यक्तिगत विक्रय (B) प्रत्यक्ष विपणन

(C) विक्रय संवर्धन (D) विज्ञापन

5. सुदर्शन ने भारत सरकार द्वारा आरम्भ किए गए 'कौशल विकास मिशन' के अन्तर्गत एक कौशल विकास संस्थान से इलेक्ट्रॉनिक वस्तुओं के रखरखाव का प्रशिक्षण प्राप्त किया। वह अपने पिताजी द्वारा पूँजी के रूप में दिए गए ₹ 1,00,000 से अपने क्षेत्र में अपना एक छोटा व्यवसाय शुरू करना चाहता है। यदि आवश्यक हो, तो कुछ अधीनस्थों को नियुक्त करके इस व्यवसाय का प्रबन्धन एवं नियंत्रण वह स्वयं करना चाहता है। निम्नलिखित में से व्यावसायिक संगठन के उस प्रकार का सुझाव दीजिए जिसे वह अपना सकता है। *1*

(A) सार्वजनिक लिमिटेड कम्पनी (B) निजी लिमिटेड कम्पनी

(C) साझेदारी (D) एकल स्वामित्व (व्यापार)

3. In this method of pricing, goods are sold at higher prices so that fewer sales are needed to break even. It also helps the company in recovering the research and development costs which are associated with the development of a new product.

This method of pricing is : *1*

(A) Penetrating pricing (B) Cost-plus pricing

(C) Variable pricing (D) Creaming pricing

4. Look at the given picture and state what it represents out of the following : *1*



State Bank of India

(A) Logo (B) Brand

(C) Brand name (D) Tagline

Note : *The following question is in lieu of Question No.* ***4*** *for* ***Visually Impaired Candidates*** *only.*

Which of the following is ***not*** included in 'below-the-line' method of promotion ? *1*

(A) Personal selling (B) Direct marketing

(C) Sales promotion (D) Advertising

5. Sudershan has undergone skill development training for maintenance of electronic items, from an institute started under the 'Skill Development Mission' by the Government of India. He wants to start his own small business in his locality with ₹ 1,00,000 given by his father as capital. He himself wants to manage and control this business, employing some assistants, if required. Out of the following, suggest the form of business organisation he can adopt. *1*

(A) Public Limited Company (B) Private Limited Company

(C) Partnership (D) Sole Proprietorship

6. एक व्यावसायिक सुअवसर का वर्णन एक आर्थिक विचार के रूप में किया जा सकता है जिसका कार्यान्वयन _____ के सृजन तथा लाभ अर्जन के लिए किया जा सकता है। *1*

(A) ग्राहकों

(B) प्रतियोगियों

(C) व्यावसायिक उद्यम

(D) आर्थिक पर्यावरण

7. कॉलम I में दिए गए व्यवसाय योजना के घटकों का कॉलम II में दिए गए उनके अर्थ से मिलान कीजिए। नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए : *1*

कॉलम I *(व्यवसाय योजना)*		*कॉलम II* *(अर्थ)*	
(1)	उत्पादन योजना	(i)	व्यवसाय योजना का वह भाग जो प्रस्तावित उपक्रम के स्वामित्व के प्रकार का वर्णन करता है।
(2)	प्रचालन योजना	(ii)	व्यवसाय योजना का वह भाग जहाँ ऊर्जा, पूँजी, मानवशक्ति तथा मशीनरी की सहायता से कच्चे माल को तैयार उत्पाद में परिवर्तित किया जाता है।
(3)	संगठनात्मक योजना	(iii)	व्यवसाय योजना का वह भाग जो सामग्री के प्रवाह, मशीनों के प्रदर्शन तथा श्रम के प्रचालन को एक निश्चित दिशा में संगठित करता है।
(4)	विपणन योजना	(iv)	व्यवसाय योजना का वह भाग जो एक नए उद्यम में अपनाए जाने वाले विपणन उद्देश्यों, व्यूहरचनाओं तथा गतिविधियों सम्बन्धी दिशा-निर्देश प्रदान करता है।

विकल्प :

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

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

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

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

6. A business opportunity can be described as an economic idea which can be implemented to create _____ and earn profits. *1*

(A) customers

(B) competitors

(C) a business enterprise

(D) an economic environment

7. Match the given components of a Business Plan in Column I and their meaning in Column II. Choose the correct option from the options given below : *1*

	Column I (Business Plan)		*Column II (Meaning)*
(1)	Production Plan	(i)	That part of the business plan that describes the proposed venture's form of ownership.
(2)	Operational Plan	(ii)	That part of the business plan where transformation of raw material into finished product takes place with the help of energy, capital, manpower and machinery.
(3)	Organizational Plan	(iii)	That part of the business plan which organises for the movement of material, performance of machines and operations of labour into a defined direction.
(4)	Marketing Plan	(iv)	That part of the business plan which provides guidelines regarding the marketing objectives, strategies and activities to be followed by the new enterprise.

Options :

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

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

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

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

8. 'पायल लिमिटेड' उच्च कोटि के अधिक मूल्य वाले जल शोधन यंत्रों के निर्माता हैं। उनके जल शोधन यंत्र अद्वितीय हैं तथा बाज़ार में उपलब्ध शोधन यंत्रों से भिन्न हैं। इसके विपणन के लिए उन्होंने विक्रयकर्ताओं की नियुक्ति की है जो घर-घर जाकर उनके उत्पाद की अद्वितीय विशेषताओं को समझाएँगे।

निम्नलिखित में से 'पायल लिमिटेड' द्वारा अपनाए गए वितरण माध्यम की पहचान कीजिए : *1*

(A) तीन-स्तरीय माध्यम

(B) द्वि-स्तरीय माध्यम

(C) एक-स्तरीय माध्यम

(D) शून्य-स्तरीय माध्यम

9. पेटेन्ट्स _____। *1*

(i) एक आविष्कारक को, आविष्कार को सार्वजनिक करने के बदले यह अधिकार प्रदान करते हैं कि अन्य लोग एक सीमित अवधि के लिए उसे बनाने, उसका उपयोग करने, उसे बेचने, बेचने का प्रस्ताव करने तथा उसका आयात करने से बाहर रहें।

(ii) आमतौर पर एक सीमित अवधि के लिए मूल कार्य के निर्माता को विशेष अधिकार देते हैं।

(iii) एक पहचानने योग्य चिह्न, डिज़ाइन या अभिव्यक्ति जो एक विशेष व्यापार के उत्पादों अथवा सेवाओं को अन्य व्यापारियों के समरूप उत्पादों अथवा सेवाओं से भिन्नता प्रदान करते हैं।

(iv) वस्तुओं की उन दृश्य डिज़ाइनों को सुरक्षा प्रदान करते हैं जो विशुद्ध रूप से उपयोगी नहीं हैं। यह किसी उत्पाद के उत्पादन में प्रयुक्त किया जाने वाला द्वि अथवा तीन आयामी नमूना हो सकता है।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) केवल (i) (B) (i) और (ii)

(C) (iii) और (iv) (D) (ii) और (iii)

10. ब्राण्ड या ब्राण्ड का एक भाग जिसे अन्य फर्मों द्वारा इसका उपयोग करने के विरुद्ध कानूनी संरक्षण दिया जाता है, _____ कहलाता है । *1*

(A) ब्राण्ड नाम (B) ब्राण्ड मार्क

(C) ट्रेडमार्क (D) लोगो

8. 'Payal Ltd.' is the manufacturer of high end costly water purifiers. Their water purifiers are unique and different from the purifiers available in the market. For its marketing they appointed salespersons who will go door-to-door and explain the unique features of their product.

From the following, identify the channel of distribution adopted by 'Payal Ltd.' : *1*

(A) Three-Level Channel

(B) Two-Level Channel

(C) One-Level Channel

(D) Zero-Level Channel

9. Patents _____ . *1*

(i) grant an inventor the right to exclude others from making, using, selling, offering to sell, and importing an invention for a limited period of time, in exchange for the public disclosure of the invention.

(ii) give the creator of the original work exclusive rights, usually for a limited period.

(iii) are a recognizable sign, design or expression which distinguishes products or services of a particular trade from the similar products or services of other traders.

(iv) protect the visual design of objects that are not purely utilitarian. It can be a two or three dimensional pattern used to produce a product.

Choose the correct option from the following :

(A) (i) only (B) (i) and (ii)

(C) (iii) and (iv) (D) (ii) and (iii)

10. A brand or a part of a brand that is given legal protection against its use by other firms is called _____. *1*

(A) Brand name (B) Brand mark

(C) Trademark (D) Logo

11. 'भारत कार्स लिमिटेड' भारत में छोटी कारों के निर्माता हैं तथा 'स्वदेशी लिमिटेड' कार के पुर्जों के निर्माता तथा आपूर्तिकर्ता हैं। दोनों कम्पनियों ने विलय करने का निर्णय लिया क्योंकि इस प्रकार के विलय 'भारत कार्स लिमिटेड' को पुर्जों के बेहतर मूल्य प्राप्त करने तथा निर्माणी प्रक्रिया पर नियंत्रण की अनुमति देगा। 'स्वदेशी लिमिटेड' को भी व्यवसाय के स्थिर प्रवाह की गारंटी मिलेगी।

विलय का प्रकार है : *1*

(A) बाज़ार विस्तार विलय

(B) लंबरूप विलय

(C) समतल विलय

(D) उत्पाद विस्तार विलय

12. यह शीर्षक अथवा आवरण पृष्ठ है जो व्यावसायिक योजना के घटकों का एक लघु सारांश प्रदान करता है : *1*

(A) उद्यम का वर्णन (B) सामान्य परिचय

(C) उत्पादन योजना (D) प्रचालन योजना

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

अभिकथन (A) : एक साझेदारी फर्म के लिए पंजीकरण कराना आवश्यक नहीं है क्योंकि पंजीकरण न कराने पर कोई दंड का प्रावधान नहीं है।

कारण (R) : एक अपंजीकृत साझेदारी फर्म, फर्म या अन्य साझेदारों के विरुद्ध अनुबंध से उत्पन्न किसी अधिकार को लागू करने या साझेदारी अधिनियम द्वारा प्रदत्त किसी अधिकार के लिए किसी भी न्यायालय में मुकदमा दायर कर सकती है।

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

विकल्प :

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

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

(C) अभिकथन (A) सही है, परन्तु कारण (R) ग़लत है।

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

11. 'Bharat Cars Ltd.' is the manufacturer of small cars in India and 'Swadeshi Ltd.' is the manufacturer and supplier of car parts. Both the companies decide to merge as such a merger would allow 'Bharat Cars Ltd.' to obtain better pricing on parts and have better control over the manufacturing process. 'Swadeshi Ltd.' would also be guaranteed a steady stream of business.

The type of merger is : *1*

(A) Market Extension Merger

(B) Vertical Merger

(C) Horizontal Merger

(D) Product Extension Merger

12. This is the title or cover page that provides a brief summary of a business plan's contents : *1*

(A) Description of Venture (B) General Introduction

(C) Production Plan (D) Operational Plan

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

Assertion (A) : It is not compulsory to register a partnership firm as there are no penalties for non-registration.

Reason (R) : An unregistered partnership firm can file a suit in any court against the firm or other partners for enforcement of any right arising from a contract or right conferred by the Partnership Act.

Choose the correct option from the options given below :

Options :

(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.

14. 'निवेश पर प्रत्याय' एक आलोचनात्मक लाभकारी अनुपात है। इसकी गणना निम्न प्रकार से की जाती है : *1*

$$\text{निवेश पर प्रत्याय (ROI)} = \frac{\text{शुद्ध लाभ}}{\text{_____}} \times 100$$

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) समता

(B) ऋण

(C) कुल निवेशित पूँजी

(D) ऋण + ऋण पर ब्याज

15. निम्नलिखित में से कौन-सी चालू देयता ***नहीं*** है ? *1*

(A) अदत्त किराया

(B) अल्पकालीन निवेश

(C) व्यापारिक लेनदार

(D) अल्पकालीन ऋण

16. निम्नलिखित में से नए निर्गम के प्रवर्तन की कौन-सी विधि का उपयोग कम्पनी द्वारा किया जाता है, जब कम्पनी सीमित संख्या में परिष्कृत निवेशकों को अपनी प्रतिभूतियाँ प्रत्यक्ष रूप से बेचती है तथा कभी-कभी खुले बाज़ार में यह सूचना नहीं देना चाहती ? *1*

(A) सार्वजनिक निर्गम

(B) अधिकारिक निर्गम

(C) संस्थागत निर्गम

(D) कर्मचारियों को प्रस्ताव

17. _____ अधिग्रहण में एक सार्वजनिक कम्पनी का अधिग्रहण एक निजी कम्पनी द्वारा किया जाता है। *1*

(A) मित्रवत्

(B) उल्टा

(C) पीछे की ओर पलट (बैकफ्लिप)

(D) शत्रुतापूर्ण

14. 'Return on Investment' is a critical profitability ratio. It is calculated as follows : *1*

$$\text{Return on Investment (ROI)} = \frac{\text{Net Profit}}{\text{-----}} \times 100$$

Choose the correct option from the following :

(A) Equity

(B) Debt

(C) Total Capital Invested

(D) Debt + Interest on Debt

15. Which of the following is ***not*** a current liability ? *1*

(A) Outstanding rent

(B) Short-term investment

(C) Trade creditors

(D) Short-term loans

16. Which of the following methods of floatation of new issues is used by the company, when the company directly sells its securities to a limited number of sophisticated investors and at times does not want to disclose information to the open market ? *1*

(A) Public Issue

(B) Rights Issue

(C) Private Placement

(D) Offer to the Employees

17. In _____ acquisition, a public company is taken over by a private company. *1*

(A) Friendly

(B) Reverse

(C) Backflip

(D) Hostile

18. 'टेकवर्क्स' इलेक्ट्रॉनिक उत्पादों को बेचने वाली एक कम्पनी है । स्टॉक का ट्रैक रखने और बिक्री दक्षता का प्रबंधन करने के लिए स्टॉक की प्रत्येक मद को एक अद्वितीय कोड दिया जाता है जो मद के कुछ पक्षों को प्रकट करता है । इसके अद्वितीय कोड में अक्षरों एवं अंकों का संयोजन होता है और जिसका उपयोग न केवल आँकड़ों (डेटा) को एकत्रित करने, अपितु सार्थक आँकड़े प्राप्त करने एवं निर्णयन हेतु पुन: हेरफेर करने के लिए भी किया जाता है। तब भी, समय बीतने के साथ-साथ, तकनीकी में उन्नति के कारण, कुछ मदों का उपयोग नहीं हो पाता और उनकी माँग गिरने लगती है । 'टेकवर्क्स' को इन उत्पादों से व्यवहार करने में चुनौती का सामना करना पड़ता है, विशेषकर शीघ्रता के साथ उभरती हुई तकनीकी के कारण।

कुछ मदें जो 'टेकवर्क्स' के स्टॉक की सूची बनाती हैं जिनकी चर्चा उपर्युक्त में की गई है वह _____ तथा _____ हैं। *1*

(A) स्टॉक रखने वाला इकाई (SKU) कोड, मोटले क्राउड

(B) मोटले क्राउड, असमान अथवा अप्रत्याशित माँग

(C) अप्रचलन, शेल्फ लाइफ

(D) स्टॉक रखने वाला इकाई (SKU) कोड, अप्रचलन

खण्ड ख

19. (क) 'व्यावसायिक सुअवसर' क्या है ? व्यावसायिक सुअवसर के किन्हीं दो तत्त्वों की सूची बनाइए। *2*

अथवा

(ख) सुअवसरों को अनुभव करने में बहुत से तत्त्व सम्मिलित होते हैं । 'आधारभूत विचारों को समझने एवं संरक्षित रखने की योग्यता' इनमें से एक है । ऐसे किन्हीं चार स्रोतों को पहचानिए एवं उनका उल्लेख कीजिए जो आधारभूत विचारों के उद्‌भव की ओर ले जाते हैं। *2*

20. मनोरमा ने लड़कियों के लिए बने बनाए फैशनेबल कपड़े जैसे टी-शर्ट्स, स्कर्ट्स, कुर्ती, इत्यादि बेचने की एक फुटकर दुकान बेंगलुरु में खोली । उसका निर्णय युवा लड़कियों की कपड़ों सम्बन्धी नई प्रवृत्तियों पर आधारित था।

चूँकि कपड़ों के व्यवसाय में फैशन बहुत तेजी से बदलता है, मनोरमा न केवल व्यावसायिक पर्यावरण में होने वाले परिवर्तन को समझना चाहती थी अपितु दीर्घ अवधि में सफलता प्राप्त करने के लिए उसके अनुकूल भी बनना चाहती थी। अत:, उसने सोशल मीडिया के माध्यम से फैशन की प्रवृत्तियों पर भी नज़र रखनी आरंभ कर दी तथा टिकाऊ कपड़ों की प्रस्तुति की।

पर्यावरण की प्रवृत्तियों पर तीखी नज़र से मनोरमा ने ग्राहकों की बदलती हुई आवश्यकताओं से स्वयं को अवगत रखा।

ऐसा करके मनोरमा पर्यावरण के महत्त्व के एक बिंदु पर अपना ध्यान केन्द्रित कर रही है।

18. 'Techworks' is a company selling electronic products. To keep track of inventory and manage sales efficiency each and every item in the inventory is assigned a unique code which signifies certain aspects of the item. Its unique code is a combination of alpha and numeric and is used not only for data collection, but also for further manipulation for deriving meaningful statistics and decision-making. However, over time, due to advancement in technology, certain items may not be used and their demand drops off. 'Techworks' faces a challenge of dealing with these products, particularly with technology evolving quickly.

Some of the items that make up the inventory of 'Techworks' as discussed above are _____ and _____. *1*

(A) Stock Keeping Unit (SKU) code, Motley Crowd

(B) Motley Crowd, Demand not uniform or not predictable

(C) Obsolescence, Shelf life

(D) Stock Keeping Unit (SKU) code, Obsolescence

SECTION B

19. (a) What is a 'Business Opportunity'. List any two elements of Business Opportunity. *2*

OR

(b) Various factors are involved in sensing opportunities. 'Ability to perceive and preserve basic ideas' is one of them. Identify and state any four sources that lead to the emergence of basic ideas. *2*

20. Manorama opened a retail outlet in Bengaluru selling readymade fashionable garments like t-shirts, skirts, kurtis, etc. for girls. Her decision was based on recent trends in clothing of young girls.

Since fashion changes very fast in the garments business, Manorama not only wanted to understand the business environment but also wanted to adapt it to succeed in the long run. So, she monitored fashion trends through social media and introduced sustainable clothing.

A keen watch on the trends in the environment had sensitized Manorama to the changing needs of customers.

By doing this, Manorama is concentrating on one of the points of importance of environment.

(क) उपर्युक्त चर्चित पर्यावरण के महत्त्व के बिंदु की पहचान कीजिए।

(ख) एक और बिंदु की सहायता से समझाइए कि एक उद्यमी के लिए पर्यावरणीय घटकों के प्रति संवेदनशीलता क्यों महत्त्वपूर्ण होती है। *2*

21. (क) दीपा, गुड्डी तथा वाणी एक फर्म में साझेदार हैं तथा 3 : 2 : 1 के अनुपात में लाभ-हानि बाँटते हैं। दीपा अपने भाग का आधा भाग अपने पुत्र दीपक के पक्ष में गुड्डी तथा वाणी की सहमति के बिना हस्तांतरित करना चाहती है। क्या दीपा अपने भाग को हस्तांतरित कर सकती है ? अपने उत्तर के समर्थन में कारण दीजिए। उपर्युक्त स्थिति में साझेदारी की जिस विशेषता पर प्रकाश डाला गया है, उसका उल्लेख कीजिए। *2*

अथवा

(ख) अरुणा को बेकिंग का जुनून है और उसने एक बेकरी की दुकान खोली है। उसने व्यवसाय प्रारंभ करने के लिए अपने पिताजी से ₹ 50,000 उधार लिए और बैंक से ₹ 1,00,000 का ऋण लिया। ग्राहकों को आकर्षित करने के लिए, उसने मूल्य को बहुत कम रखा। बाद में उसने ध्यान दिया कि उसके द्वारा अर्जित आगम लागत को पूरा करने के लिए भी पर्याप्त नहीं था। जब ऋण का भुगतान देय हुआ, वह भुगतान करने की स्थिति में नहीं थी। बैंक ने ऋण की वसूली अरुणा की व्यक्तिगत परिसम्पत्तियों से की, जिसमें उसकी बचत एवं जायदाद सम्मिलित थीं।

क्या अरुणा के व्यावसायिक ऋणों के भुगतान के लिए उसकी व्यक्तिगत सम्पत्ति का प्रयोग किया जा सकता है ? अपने उत्तर के समर्थन में कारण दीजिए। उपर्युक्त स्थिति में एकल स्वामित्व की जिस विशेषता पर प्रकाश डाला गया है, उसका उल्लेख कीजिए। *2*

22. एक कौशल विकास संस्थान से कटिंग, टेलरिंग तथा एम्ब्रॉइडरी का अपना प्रशिक्षण पूरा करने के पश्चात्, सुजीत स्वयं का व्यापार आरंभ करना चाहता था। उसने इस विचार की चर्चा अपनी माताजी से की जिन्होंने उसे इस क्षेत्र की नव प्रवृत्तियों की पहचान करने के लिए कहा। उन्होंने इसके लिए उसे पेशेवर प्रवृत्ति पहचानकर्ताओं से सहायता लेने के लिए भी कहा। जब सुजीत ने कुछ श्रेष्ठ पेशेवर प्रवृत्ति पहचानकर्ताओं से संपर्क किया तो उसने पाया कि उनकी फीस बहुत ज्यादा थी। अत: उसने यह कार्य स्वयं करने का निर्णय लिया, पत्रिकाएँ पढ़ना आरंभ किया तथा जो व्यापार वह शुरू करना चाहता था उससे संबंधित वेबसाइट्स ढूँढ़ीं। इस प्रकार वह संबंधित प्रवृत्तियों की पहचान करने में सफल रहा। सुजीत द्वारा अपनाए गए प्रवृत्ति पहचान के तरीके को पहचानिए तथा उसे समझाइए। दो अन्य तरीकों की सूची भी बनाइए जिनसे प्रवृत्ति की पहचान की जा सकती है। *2*

23. व्यावसायिक योजना के एक प्रकार के रूप में 'एक पिच डेक के साथ मौखिक वर्णन' को समझाइए। *2*

(a) Identify the point of importance of environment discussed above.

(b) Explain with the help of one more point how sensitivity to environmental factors is crucial for an entrepreneur. *2*

21. (a) Deepa, Guddi and Vani are partners in a firm sharing profits and losses in the ratio of 3 : 2 : 1. Deepa wants to transfer half of her share in favour of her son Deepak without the consent of Guddi and Vani. Can Deepa transfer her share ? Give reason in support of your answer. State the feature of partnership highlighted in the above case. *2*

OR

(b) Aruna, passionate about baking, opened a bakery shop. She borrowed ₹ 50,000 from her father and took a loan of ₹ 1,00,000 from a bank to start the business. To attract customers, she set the prices too low. Later on she noticed that the revenue earned by her was not enough to even cover the costs. When the loan amount became due, she was not in a position to pay. The bank recovered the loan from Aruna's personal assets, including her savings and property.

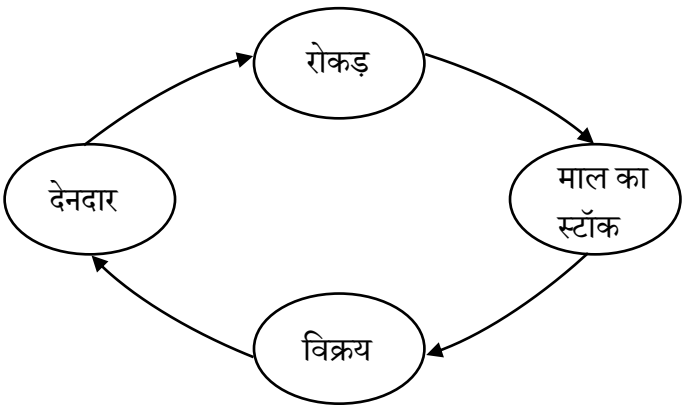
Can Aruna's personal property be called upon to pay her business debts ? Give reason in support of your answer. State the feature of sole proprietorship highlighted in the above case. *2*

22. After completion of his training of cutting, tailoring and embroidery from a skill development institute, Sujit wanted to start his own business. He discussed this idea with his mother who advised him to identify the new trends in this area. She also advised him to take the help of professional trend spotters for this. When Sujit contacted some of the best professional trend spotters, he found that their fee was too high. So he decided to do this work himself, started reading the leading publications and visited websites related to the type of business he wanted to start. This way he was able to spot related trends.

Identify and explain the method used by Sujit to spot the trends. Also list two other ways in which trends can be spotted. *2*

23. Explain 'A pitch deck with oral narrative' as a format of a business plan. *2*

24. (क) नीचे एक 'रोकड़ परिवर्तन चक्र' दिया गया है।



(i) व्यवसाय के उस प्रकार की पहचान कीजिए जिससे उपर्युक्त रोकड़ परिवर्तन चक्र संबंधित है।

(ii) उपर्युक्त (i) में पहचाने गए व्यवसाय के अतिरिक्त किसी अन्य प्रकार के व्यवसाय के लिए 'रोकड़ परिवर्तन चक्र' बनाइए। *2*

नोट : *निम्नलिखित प्रश्न केवल* ***दृष्टिबाधित परीक्षार्थियों*** *के लिए प्रश्न संख्या* ***24****(क) के स्थान पर है।*

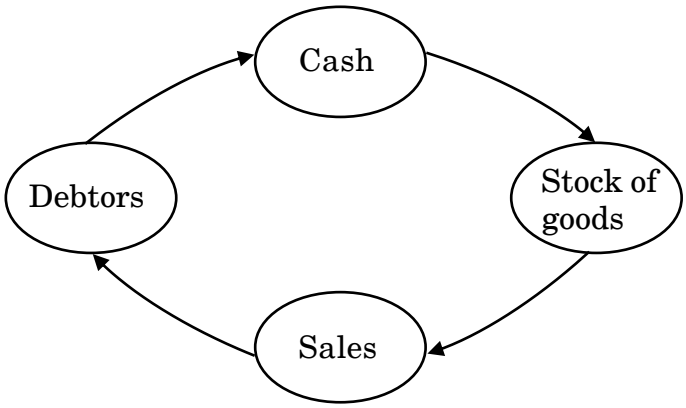
(क) निम्नलिखित सूचना से 'सकल कार्यशील पूँजी' की गणना कीजिए : *2*

	₹
रोकड़	20,000
लेनदार	2,00,000
देनदार	3,50,000
लघुकालीन ऋण	75,000
अदत्त किराया	15,000
स्टॉक	80,000

अथवा

(ख) स्टॉक नियंत्रण की ABC विश्लेषण तकनीक का अर्थ दीजिए। *2*

24. (a) Given below is the 'Cash Conversion Cycle'.



(i) Identify the type of business to which the above cash conversion cycle belongs.

(ii) Draw a 'cash conversion cycle' for another type of business other than that identified in (i) above. *2*

Note : *The following question is in lieu of Question No.* ***24****(a) for* ***Visually Impaired Candidates*** *only.*

(a) Calculate 'Gross Working Capital' from the following information : *2*

	₹
Cash	20,000
Creditors	2,00,000
Debtors	3,50,000
Short-term loans	75,000
Outstanding rent	15,000
Stock	80,000

OR

(b) Give the meaning of ABC analysis technique of inventory control. *2*

खण्ड ग

25. 'चाय कार्ट', एक भारतीय कम्पनी है जिसकी स्थापना 2021 में नूरगाँव के एक मुख्य ऑफिस केन्द्र के पास की गई थी। कम्पनी का उद्देश्य ऑफिस जाने वाले लोगों की चाय सम्बन्धी ऊँची माँग को पूरा करना था। कुछ ही महीनों में, माँग बढ़ने लगी और व्यवसाय ने अच्छे लाभ अर्जित करने प्रारंभ कर दिए। बढ़ती हुई माँग के कारण, कम्पनी ने अपने प्रचालनों का विस्तार करने का निर्णय लिया। इसके व्यवसाय का विस्तार गतिविधियों पर अथवा अन्य व्यावसायिक संस्थाओं के स्वामित्व तथा नियंत्रण के अधिग्रहण पर आधारित हो सकता था।

'चाय कार्ट' ने अपनी वर्तमान उत्पादन क्षमता का विस्तार अधिक मशीनें जोड़कर किया। साथ ही, इसने शॉपिंग मॉल, हवाई अड्डों तथा उपनगरीय स्थानों पर अपनी शाखाएँ खोलीं, जिससे अधिक-से-अधिक उपभोक्ता आने लगे तथा ब्राण्ड की दृश्यता में भी वृद्धि हुई। साथ ही अधिक उपभोक्ताओं को आकर्षित करने के लिए इन्होंने नए उत्पाद भी प्रस्तावित किए जिसमें खाद्य पदार्थों की विस्तृत श्रृंखला, कॉफी तथा अन्य पेय पदार्थ सम्मिलित थे। इस प्रकार कम्पनी ने अपनी व्यावसायिक गतिविधियों को बढ़ाया और अपने वर्तमान पूँजी ढाँचे को विस्तृत किया।

(क) उपर्युक्त अनुच्छेद में चर्चित विस्तार के प्रकार को पहचानिए एवं समझाइए।

(ख) विस्तार के एक अन्य प्रकार को भी समझाइए। *3*

26. (क) 'उत्पाद अथवा सेवा की विशेषताओं, उसके डिज़ाइन तथा साथ ही उसके संसाधनों जिनकी आवश्यकता होगी, की सावधानीपूर्वक पहचान' नवप्रवर्तन प्रक्रिया का एक घटक है। इसके अन्य तीन घटकों को समझाइए। *3*

अथवा

(ख) सृजनात्मकता की प्रक्रिया में बहुत से चरण सम्मिलित हैं। इनमें से एक चरण संक्रमण अवधि से सम्बन्धित है, 'जहाँ उद्यमी विचार और अवचेतन दिमाग में उसे कार्यान्वित करने के बारे में सोचना आरम्भ करता है'। इसके बाद आने वाले तीन चरणों को समझाइए। *3*

SECTION C

25. 'Chai Cart', an Indian company, was set up in 2021 near a prime office hub in Nurgaon. The company aimed to fulfil the high demand for tea among office goers. Within a few months, the demand picked up and the business started earning good profits. In response to the rising demand, the company decided to expand its operations. Expansion of its business could be based on activities or on acquisition of ownership and control of other business concerns.

'Chai Cart' expanded its present production capacity by adding more machines. Furthermore, it opened its branches in shopping malls, airports and suburban locations, allowing it to reach more customers and to increase brand visibility. They also introduced new products, including a wider range of food items, coffee and other beverages to attract more customers. In this way, the company increased its business activities and broadened its present capital structure.

(a) Identify and explain the type of expansion discussed in the above paragraph.

(b) Also explain one other type of expansion. *3*

26. (a) 'Carefully identifying the product or service features, design, as well as the resources that will be needed' is an element in the innovation process. Explain its other three elements. *3*

OR

(b) The process of creativity involves various steps. One of the steps is related to transition period, 'where the entrepreneur starts thinking about the idea and implementation in his subconscious mind'. Explain the next three steps followed by this. *3*

27. 'गोल्डन आइसक्रीम लिमिटेड' आइसक्रीम्स के उत्पादक तथा आपूर्तिकर्ता हैं । उन्होंने अपनी आइसक्रीम की विभिन्न किस्मों का मूल्य उत्पादन अनुमानों के आधार पर किया । पिछले कुछ वर्षों से कम्पनी अच्छे लाभ अर्जित कर रही थी क्योंकि वहाँ आइसक्रीम्स के बाज़ार में उनका कोई प्रतियोगी नहीं था । फिर भी, पिछले वर्ष कम्पनी को भारी हानि उठानी पड़ी । जाँच-पड़ताल पर पता चला कि मूल्यों का निर्धारण करते समय उन्होंने प्रतियोगियों की गतिविधियों को ध्यान में नहीं रखा, जिसके कारण हो सकता है यह हानि हुई हो । साथ ही, कम्पनी द्वारा उपयोग में लाई गई मूल्य-निर्धारण विधि में डूबत लागत सम्मिलित थी और अवसर लागत की उपेक्षा की गई थी ।

(क) कम्पनी द्वारा उपयोग में लाई गई मूल्य-निर्धारण विधि की पहचान कीजिए ।

(ख) उपर्युक्त (क) में पहचानी गई मूल्य-निर्धारण विधि के किन्हीं दो लाभों को समझाइए । *3*

28. (क) वितरण माध्यम का चयन करते समय एक उद्यमी द्वारा उपयोग में लाए जाने वाले उत्पाद-सम्बन्धी किन्हीं तीन विचारों को समझाइए । *3*

अथवा

(ख) एक कम्पनी द्वारा इसके उत्पादों के प्रवर्तन के लिए उपयोग में लाई जाने वाली 'रेखा-से-ऊपर' प्रवर्तन रणनीति को समझाइए । *3*

29. 'क्वालिटी बुक स्टोर' प्रति वर्ष 40,000 चार्ट पेपर बेचता है । माँग वर्ष भर स्थिर रहती है । प्रति चार्ट पेपर की क्रय लागत ₹ 10 है । प्रति वर्ष धारित लागत क्रय लागत की 20% है, प्रति आदेश लागत ₹ 100 है ।

आर्थिक आदेश मात्रा की गणना कीजिए । *3*

खण्ड घ

30. 'भारत लिमिटेड' इलेक्ट्रॉनिक मदों के निर्माता हैं । 2022 – 23 में, कम्पनी ने आर्टिफ़िशियल इंटेलिजेंस-आधारित कम्प्यूटर्स के विनिर्माण में प्रवेश करने का निर्णय लिया । अत्यधिक जटिल एवं कठिन होने के कारण, इन कम्प्यूटर्स की निर्माणी प्रक्रिया को अच्छी तरह से नियोजित करने की आवश्यकता है ।

(क) उपर्युक्त अनुच्छेद में चर्चित व्यावसायिक योजना के घटक को पहचानिए ।

(ख) उपर्युक्त (क) में पहचाने गए घटक के उद्देश्य का उल्लेख कीजिए ।

(ग) व्यावसायिक योजना के इस घटक में आवश्यक रूप से वर्णन किए जाने वाले पाँच बिन्दुओं की सूची बनाइए, यदि 'भारत लिमिटेड' द्वारा संपूर्ण रूप से विनिर्माण कार्य किया जाए । *5*

27. 'Golden Ice Cream Limited' is a manufacturer and supplier of ice creams. They set the price of their various ice cream varieties based on manufacturing estimates. The company had been earning good profits over the last many years as there were no competitors in the market for their ice creams. However, during the last year, the company incurred heavy losses. On investigation they noticed that while setting the prices, they did not take into account the actions of competitors, which may have led to these losses. Additionally, the pricing method used by the company includes sunk cost and ignores opportunity costs.

(a) Identify the pricing method used by the company.

(b) Explain any two advantages of the pricing method identified in (a) above. *3*

28. (a) Explain any three product-related considerations to be used by an entrepreneur while selecting the channel of distribution. *3*

OR

(b) Explain 'above-the-line' promotion strategy used by a company to promote its products. *3*

29. 'Kwality Book Store' sells 40,000 chart papers per year. The demand is constant throughout the year. The purchase cost is ₹ 10 per chart paper. Holding cost per annum is 20% of purchase cost, ordering cost is ₹ 100 per order.

Calculate the Economic Order Quantity. *3*

SECTION D

30. 'Bharat Ltd.' is a manufacturer of electronic items. In 2022 – 23, the company decided to enter into manufacturing Artificial Intelligence-based computers. Being highly complex and tedious, the manufacturing process of these computers needed to be thoroughly planned.

(a) Identify the component of business plan discussed in the above paragraph.

(b) State the objective of the component identified in (a) above.

(c) List five points that are needed to be described in this component of business plan, if the manufacturing is to be carried out in whole by 'Bharat Ltd.'. *5*

31. (क) 'फ्रैंचाइज़िंग' का क्या अर्थ है ? एक फ्रैंचाइज़ी समझौते के मुख्य घटकों को समझाइए। *5*

अथवा

(ख) 'सहक्रिया' के किन्हीं पाँच प्रकारों को समझाइए। *5*

32. 'गुड एयर लिमिटेड' विभिन्न प्रकार के इलेक्ट्रिक पंखों जैसे छत पंखे, मेज़ पंखे, निकास पंखे, इत्यादि के निर्माता हैं। अपने प्रतिस्पर्धियों से पहले यह अभी-अभी विद्युतीकृत ग्रामीण क्षेत्रों में अपना प्रचालन आरंभ करना चाहती है। नई तकनीक को अपनाने के लिए इसने खोज एवं विकास में निवेश किया है ताकि यह कम लागत पर ऊर्जा कुशल पंखों का उत्पादन कर सके।

पिछले कुछ वर्षों से सरकार स्थायी है तथा ग्रामीण क्षेत्रों के विद्युतीकरण पर अपना ध्यान-केन्द्रित कर रही है। 'गुड एयर लिमिटेड' ने इसका लाभ उठाते हुए अपने प्रचालन आरंभ कर लिए हैं। साथ ही कम्पनी ने उपभोक्ताओं की सुरक्षा सुनिश्चित करने के लिए स्वास्थ्य एवं सुरक्षा विनियमों का तथा पर्यावरणीय सुरक्षा कानूनों का अनुपालन किया है। एक नीति के अधीन, अपने पंखों के कारण किसी भी चोट या दुर्घटना की स्थिति में कम्पनी ने अपने ग्राहकों को क्षतिपूर्ति का भी आश्वासन दिया है।

चूँकि ग्रामीण क्षेत्रों में लोगों की व्यय-योग्य आय कम थी, कम्पनी ने अपने उत्पादों को पहुँच-योग्य बनाने के लिए किश्त प्रणाली भी प्रस्तुत की। निरंतरता को बनाए रखने के लिए, कम्पनी ने यह सुनिश्चित किया कि उसके उत्पादन से पर्यावरण को न्यूनतम क्षति हो। इसके लिए, उसने जहाँ भी संभव हो अपशिष्ट के पुनर्चक्रण द्वारा उप-उत्पादों के उत्पादन तथा जैव-निम्नीकरणीय पैकेजिंग सामग्रियों के उपयोग पर केन्द्रित होकर अपशिष्ट का निम्नीकरण किया है।

उपर्युक्त विषय-वस्तु से पंक्तियाँ उद्धृत करते हुए, पाँच बृहत् पर्यावरणीय कारकों की पहचान कीजिए जिनको एक व्यवसाय को अपने प्रचालन में ध्यान में रखना चाहिए। *5*

31. (a) What is meant by 'franchising' ? Explain the main components of a franchise agreement. *5*

OR

(b) Explain any five forms of 'Synergy'. *5*

32. 'Good Air Ltd.' is the manufacturer of different types of electric fans like ceiling fans, table fans, exhaust fans, etc. It wanted to start its operations in the recently electrified rural areas ahead of its competitors. It invested in research and development to adopt new technology so that it could produce energy efficient fans at lower cost.

The government was stable for the last many years and was focusing on electrification of rural areas. 'Good Air Ltd.' took advantage of this and started its operations. The company complied with health and safety regulations, as well as environmental protection laws, to ensure customer safety. As its policy, the company also assures compensation to its customers in case of an injury or accident due to its fans.

Since the disposable income of the people in rural areas was low, the company offered an instalment scheme, making its products more accessible to them. Committed to sustainability, the company ensures that its production causes minimum environmental damage. For this, it focuses on reducing waste by recycling production by-products and using biodegradable packaging materials whenever possible.

Quoting lines from the above text, identify five macro environmental factors that the company took into consideration while operating its business. *5*

33. 'रॉयल फ्रूट जूस लिमिटेड' विभिन्न प्रकार के फलों के रस के उत्पादक हैं। वे अपने उत्पादों में किसी भी कृत्रिम स्वाद का उपयोग नहीं करते हैं। उनकी उत्पादन प्रक्रिया की स्थायी लागत ₹ 1,76,000 है। आम, संतरा तथा अमरूद के फलों के रस से संबंधित सूचना नीचे दी गई है।

रस का प्रकार →	आम (प्रति लीटर)	संतरा (प्रति लीटर)	अमरूद (प्रति लीटर)
विक्रय मूल्य (₹)	150	135	100
परिवर्तनशील लागत (₹)	80	65	60
विक्रय मिश्र प्रतिशत	20%	40%	40%

उपर्युक्त आँकड़ों से, निम्नलिखित की गणना कीजिए :

(क) कुल भारित औसत अंशदान उपांत (मार्जिन) प्रति इकाई।

(ख) विक्रय मिश्र की इकाइयों में सम-विच्छेद बिन्दु।

(ग) प्रत्येक प्रकार के रस के लिए सम-विच्छेद बिन्दु (₹ में)। *5*

34. (क) 'यह एक विकासोन्मुख छोटे से मध्यम आकार व्यवसाय के लिए समता-आधारित निवेश है जो व्यवसाय में अल्पसंख्यक हिस्सेदारी के बदले निवेशक को उद्देश्यों की प्राप्ति के लिए सक्षम बनाता है।'

इस निवेश का मूल्यांकन एवं विश्लेषण एक उद्यमी को बहुत सावधानीपूर्वक करना चाहिए, यह पता लगाने के लिए किस चरण में सहायता के लिए इस निवेश की आवश्यकता है।

(i) उपर्युक्त पंक्तियों में चर्चित पूँजी के प्रकार की पहचान कीजिए।

(ii) 'आरंभिक चरण वित्तीयन' में सम्मिलित उन तीन चरणों को समझाइए यदि उपर्युक्त (i) में पहचानी गई पूँजी की आवश्यकता इस चरण के लिए हो। *5*

अथवा

(ख) 'एक समृद्ध व्यक्ति जो स्टार्ट-अप तथा आरंभिक स्तरीय कम्पनियों को पूँजी प्रदान करता है जिसमें अत्यधिक जोखिम है और बदले में ज्यादातर परिवर्तनीय ऋण अथवा स्वामित्व समता के लिए उच्च प्रतिफल मैट्रिक्स है।'

(i) उपर्युक्त पंक्तियों में चर्चित एक उद्यमी के लिए वित्त एकत्रित करने के लिए उपलब्ध स्रोत की पहचान कीजिए।

(ii) उपर्युक्त (i) में चर्चित वित्त एकत्रित करने के स्रोत की किन्हीं चार विशेषताओं का उल्लेख कीजिए। *5*

33. 'Royal Fruit Juice Ltd.' are the manufacturers of different types of fruit juices. They do not use any artificial flavours in their products. The fixed cost of the production process is ₹ 1,76,000. Given below is information about Mango, Orange and Guava fruit juices.

Type of Juice →	Mango (Per Litre)	Orange (Per Litre)	Guava (Per Litre)
Selling Price (₹)	150	135	100
Variable Cost (₹)	80	65	60
Sales Mix Percentage	20%	40%	40%

From the above data, calculate the following :

(a) Total weighted average contribution margin per unit.

(b) Break-even point in units of sales mix.

(c) Break-even point (in ₹) for each type of juice. *5*

34. (a) 'It is an equity-based investment in a growth-oriented small to medium business to enable the investor to accomplish objectives in return for minority shareholding in the business.'

This investment has to be carefully evaluated and analysed by an entrepreneur to find out the stage at which he/she requires this investment to assist in.

(i) Identify the type of capital discussed in the above lines.

(ii) Explain the three stages included in 'Early Stage Financing' if the capital identified in (i) above is required at this stage. *5*

OR

(b) 'An affluent individual who provides capital for a business start-up and early stage companies having a high-risk, high-return matrix usually in exchange for convertible debt or ownership equity.'

(i) Identify the source to raise finance available to an entrepreneur discussed in the above lines.

(ii) State any four features of the source of raising finance discussed in (i) above. *5*

Marking Scheme
Strictly Confidential
(For Internal and Restricted use only)
Senior School Certificate Examination,2025
SUBJECT NAME: ENTREPRENEURSHIP(066)(Q.P. CODE 98)

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-X, 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 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 70 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 un assessed 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.

Set 4

MARKING SCHEME

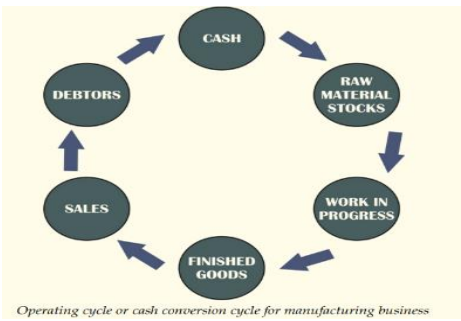
.

ENTREPRENEURSHIP

A.No.	Answers	Marks
1	(C) Mutual agency	**1**
2	(B) Existing products or Services-Based ideas	**1**
3	(D) Creaming pricing	**1**
4	(A) Logo ***<u>For Visually Impaired Candidates</u>*** (D) Advertising	**1**
5	(D) Sole Proprietorship	**1**
6	(C) a business enterprise	**1**
7	(B) (1)-(ii), (2)-(iii), (3)-(i), (4)-(iv)	**1**
8	(D) Zero-Level Channel	**1**
9	(A) (i) only	**1**
10	(C) Trademark	**1**
11	(B) Vertical Merger	**1**
12	(B) General Introduction	**1**
13	(C) Assertion (A) is true, but Reason (R) is false	**1**
14	(C) Total Capital Invested	**1**
15	(B) Short-term investment	**1**
16	(C) Private Placement	**1**
17	(B) Reverse	**1**
18	(D) Stock Keeping Unit (SKU) code, Obsolescence	**1**

	Section B		
19	**(a)** Business opportunity can be described as an economic idea which can be implemented to create a business enterprise and earn profits. **Elements of Business opportunity:** ***(Any two)*** – Assured market scope – An attractive and acceptable rate of return on investment – Practicability of the idea – Competence of the entrepreneur to encash it – Potential of future growth **OR** **(b)** The Sources which lead to the emergence of basic ideas. ***(Any four)*** **(i) Problems:** When a problem exists, an idea leads to a solution to resolve that problem, which emerges as a business opportunity. **(ii) Change:** A change in social, legal, technological aspects etc. leads to new opportunities to start a business. **(iii) Inventions:** New products or services lead to new business opportunities. **(iv) Competition:** Competition often results in emergence of new and better ideas that result in new business opportunities. **(v) Innovation:** Creating new things of value as well as new and creative processes that add value to the existing products or services.	**1** **+** **(½×2)** **= 1** **(½×4)** **= 2**	**2** **2**
20	**(a)Environmental factor: Sensitisation of entrepreneurs to cope up with rapid changes** **(b)**Sensitivity to environmental factors is crucial because of following reasons- ***(Any one)*** **(i) Identification of opportunities to get first mover advantage**: By keeping in touch with the changes in the external environment, an enterprise can identify opportunities and find strategies to capitalise on the opportunities at the earliest. **(ii)Formulation of strategies and policies**: It helps in identifying threats and opportunities in the market. These can serve as the basis of formulation of strategies to counter threats and capitalise on opportunities in the market. **(iii)Tapping useful resources**: If the company has a thorough knowledge of the external environment, it can tap raw materials, technology and even financial resources from the market at economical prices, at the right time.	**1** **+** **½ for heading + ½ for explanation**	**2**

	(iv)Better performance: Proper understanding of the various elements of the external environment is necessary to take timely action to deal with threats and avail opportunities for the purpose of improvement in the performance of the firm. **(v)Image building**: If a company is sensitive to the external environment, it will come out with new products and services to meet the requirements of the customers. This would build the image or reputation of the firm in the eyes of the general public.		
21	**No**, Deepa cannot transfer her share in favour of her son Deepak, without the consent of the other partners, Guddi and Vani. The reason is as per the Partnership Act no partner can sell or transfer his share to anybody else without the consent of the other partners. This is reflected in the feature - '**Restriction on transfer of share**' which is highlighted in the above case. **OR** **Yes**, Aruna's personal property can be called upon to pay her business debts. The reason is that a sole proprietor is responsible for all losses arising from business and in case the business assets are insufficient to pay off liabilities, they will have to sell their personal property. This is reflected in the feature - '**Unlimited liability**' which is highlighted in the above case.	**2** **2**	**2** **2**
22	Method used by Sujit to spot the trend is **Read trends.** **Read Trends:** Entrepreneurs regularly read the leading publications and websites affecting their business. Publications include industry publications, trade association sites, major newspapers, key business magazines, thought leaders and influential bloggers. They scan information from a wide variety of sources from international news on down to niche bloggers focused on specific aspects of their industry. Other ways are- ***(Any Two)*** 1. Talk trends 2. Watch trends 3. Think trends ***(Note: Full marks to be awarded if the candidate has only mentioned the heading)***	**½ +** **½ =** **1** **+** **½ +** **½ =1**	**2**

23	**A pitch deck with oral narrative** : A hopeful, entertaining slide show and oral narrative that is meant to trigger discussion and interest potential investors in reading the written presentation, i.e. the executive summary and a few key graphs showing financial trends and key decision making benchmark.	**2**	**2**
24	**(a)** **(i)** The given cash conversion cycle is of **Trading business** **(ii)** Cash Conversion Cycle **for Manufacturing Business**  *Operating cycle or cash conversion cycle for manufacturing business* ***For visually impaired candidates*** **(a)**Gross working capital= sum of all current assets = cash+ debtors + stock =20,000+3,50,000+80,000 =₹ 4,50,000 **OR** **(b)** ABC Analysis technique of Inventory control: In ABC analysis, a company reviews its inventory and sorts all Stock Keeping Unit (SKU) codes into three categories, called "A", "B" and "C" items. The typical break-down might look like this: "A" inventory :20% of SKUs, 80% of value "B" inventory : 30% of SKUs, 15% of value "C" inventory : 50% of SKUs, 5% of value "A" inventory are tightly controlled, the company pays close attention to current demands and forecasts for future demands. "B" inventory are also watched closely but the company reviews its ordering strategy less often. "C" inventory are less expensive, the company can order them in bulk and exercise minimal control.	**1 + 1** **2** **2**	**2** **2** **2**

	Section C		
25	**(a) Internal Expansion** Internal expansion results from the gradual increase in the activities of the concern. The concern may expand its present production capacity by adding more machines or by replacing old machines with the new machines with higher productive capacity. The internal expansion can also be undertaken by taking up the production of more units or by entering new fields on the production and marketing sides. **(b)External Expansion** External expansion refers to business combination where two or more concerns combine and expand their business activities. In the process of combination, two or more units engage in similar business or related process or stages. Sometimes stages of the same business join with a view to carry on their activities or shape their policies on common basis some other or in coordination for mutual benefit or maximum profits. The combination may be among competing units or units engaged in different processes. After combination, the constituted firm pursues some common objectives or goals.	**½** **+** **1** **+** **1 ½**	**3**
26	**(a) Next three other elements of Innovation process are :** **1. Resource organization**: Obtaining the required resources, materials, technology, human or capital resources. **2. Implementation:** Applying the resources in order to accomplish the plans and delivering results. **3. Commercial application:** The provision of value to customers, reward employees, and satisfy the stake holders. **OR** **(b)** Next steps followed are: **1. Illumination:** In the period of illumination the idea re-surfaces in realistic way and entrepreneur comes out with a viable plan to give a practical shape by collecting raw-material, arranging funds, policy–making for implementation of idea. **2. Verification:** This stage is also called the validation or testing stage. This is where the idea is verified to prove that it has value. This is the most difficult phase of creativity as obstacles begin to appear. This is the developing stage in which knowledge is developed into application. (***Since there are only two steps after the Incubation stage in the given question, full marks to be awarded to the above mentioned two steps.)***	**1 x 3 = 3** **½ + 1** **+** **½ + 1**	**3** **3**

27	**(a) Cost Plus Pricing Method** **(b) Advantages of Cost Plus Pricing Strategy :** ***(Any Two)*** 1. Company knows exactly the amount of expenditure that has been incurred on making a product and therefore they can add profit margin accordingly which helps in achieving the desired revenue for a firm. 2. It is the simplest method to decide the price for a product because one has just to add up all the cost and then add profit which you want to earn which will give the price for a product. 3. Since the company is using its own data for deciding cost which makes it easier for a company to evaluate the reasons for escalations in expenses and therefore it can take corrective action immediately.	**1** **+** **1 + 1**	**3**
28	**(a)** Considerations related to **PRODUCT** while selecting the channel of distribution are: ***(Any three)*** **1. Unit value of the product**: When the product is very costly it is best to use a short distribution channel. On the other hand, for less costly products long distribution channel is used. **2. Standardised or customized product**: To sell standardised products long channel of distribution is used. For customised products face-to-face interaction between the manufacturer and the consumer is essential, so for these direct sales is a good option. **3. Perishability**: For highly perishable products minimum middlemen or no middlemen channel is used. On the contrary, a long channel of distribution can be selected for durable goods. **4. Technical nature:** If a product is of technical nature, it is better to supply it directly to the consumer. **OR**	**1 x 3 = 3**	**3**
	(b) Above-the-line promotion strategy Above-the-line promotions use mass media methods. This type of promotion focuses on advertising to a large audience. It includes conventional media like print, online, television and cinema advertising. Above-the-line activities include advertisements in the press, online banner advertisements, advertisements on billboards and use their website. Making a message memorable to a large audience is not always easy. It is difficult to tailor a promotion to a specific group of consumers, as it is viewed by a mass audience with different tastes and needs. This promotion strategy is also very expensive.	**3**	**3**

29	**EOQ** = $\sqrt{\frac{2PD}{C}}$ P = Cost of placing order = ₹100 D= Annual demand in units = 40,000 charts C = Carrying cost / Holding cost = 20% of purchase cost = 20/100 x 10 = **₹** 2 EOQ = $\sqrt{\frac{2 \, X \, 100 \, X \, 40{,}000}{2}}$ $=\sqrt{4000000}$ =2,000 units/ chart papers	(1 Mark for formula + ½ mark for calculation of carrying cost + 1 mark for working of EOQ + ½ mark for final answer) **= 3**	
	Section D		
30	**(a) Component of Business Plan discussed - Production Plan** **(b) Objective of component identified-** Picturizing ahead every step in a long series of separate operations, each step to be taken in the right place of the right degree, and at the right time and each operation to be done at maximum efficiency. **(c) Points that are needed to be described in this component of the business plan, if the manufacturing is to be done out in whole by 'Bharat Ltd'. are:** (i) the physical plant layout (ii) the machinery and equipment required to perform the manufacturing operations (iii) raw materials and suppliers' names, addresses, terms and conditions (iv) cost of manufacturing (v) any future capital equipment required etc.	**1** **+** **1½** **+** **(½x5)** **= 2 ½**	**5**
31	**(a) Meaning-** Franchising is an arrangement whereby the manufacturer or sole distributor of a trademarked product or service gives exclusive rights of local distribution to independent retailers in return for their payment of royalties and conformance to standardized operating procedures. **Main components of a Franchise agreement are:** **(i) Contract Explanation**: It is the part of the agreement that outlines the type of relationship a franchisee is entering with the franchisor. **(ii) Operations Manual**: It outlines the legal guidelines that the franchisee	**1** **+** **(1×4)** **= 4**	**5**

	must follow in operating the business. It may be updated periodically, and its content remains confidential. **(iii) Proprietary Statements**: This statement specifies the usage of the franchise name, marketing, advertising procedures, and the franchisee's contribution to national advertising. **(iv) Ongoing Site Maintenance**: It specifies maintenance requirements, timeframes, and necessary upgrades for the franchise location. **OR** **(b) Forms of Synergy:** 1. **Operating Synergy:** It refers to cost savings through economies of scale or increased sales and profits, leading to overall growth of the firm. 2. **Financial Synergy:** It results from financial factors like lower taxes, higher debt capacity, or better use of idle cash. When a firm with losses or unabsorbed depreciation merges with a profitable firm, the combined firm can offset losses against profits, creating a tax shield. ***(Note: Since there are only two forms of synergy, full marks may be awarded if both forms of synergy are explained correctly)***	**2 ½ + 2 ½**	**5**
32	Macro Environmental Factors: (i) **Technological**: "It invested in research and development to adopt new technology _____". (ii) **Political:** "The government was stable for the last many years_____". (iii) **Legal:** "The company complied with health and safety regulations_____". (iv) **Economic:** "Since the disposable income of the people in rural areas was low_____" (v) **Ecologica**l: "The company ensures that its production causes minimum environmental damage_____" ***(Note: ½ mark for identifying heading and ½ mark for quoting the relevant line)***	**(1× 5)**	**5**

33

Type of Juice	Mango (Per Litre)	Orange (Per Litre)	Guava (Per Litre)
Selling price ⟨₹⟩ (A)	150	135	100
Variable cost ⟨₹⟩ (B)	80	65	60
Contribution margin (A-B)	70	70	40
Sales Mix Percentage	20%	40%	40%
Weighted Average Contribution Margin	70 x 20/100 = 14	70 x 40/100 = 28	40 x 40/100 = 16

(a) **Total weighted average Contribution Margin (Per Unit)**
= 14 +28 +16
= ₹ 58

(b)**Break-even point (in units) =**
Fixed Cost/ Total Weighted Average Contribution Margin
= 1,76,000/ 58
=3,034.48 Litres

Mango = 3034.48 x 20/100 =606.89 Litres
Orange = 3034.48 x 40/100 =1213.79 Litres
Guava = 3034.48x 40/100 =1213.79 Litres

(c) **Break Even Point (in₹) = Break-even point in units X selling price**

Mango BEP (in ₹)= 606.89 x 150 = ₹ 91,033.50
Orange BEP (in ₹) = 1213.79 x 135 = ₹ 1,63, 861.65
Guava BEP (in ₹) = 1213.79 x 100 = ₹ 1,21,379
(Note: Full marks may be awarded if all related formulas are given and the student solves the question UPTO total weighted average contribution margin correctly)

1 mark for Contribution margin

+

1 mark for weighted Average Contribution Margin
+

1 mark for total weighted Average Contribution Margin
+
1 mark for BEP formula (in units)
+

1 mark for BEP formula (in rupees)

34	**(a)** (i) **Type of capital**- Venture Capital (ii) **The three stages of early-stage financing that require venture capital are as follows:** **1. Seed Capital Finance** -This is the capital required at the pre-commercialization stage of research. The entrepreneur must convince the investor (VC) if the idea is worth, while the investor evaluates its technical and economic feasibility. **2. Pre-Start up and startup capital** - If the idea qualifies for further investment, it moves to the start-up stage. The entrepreneur presents a business plan to the VC firm, and a management team is formed. If the company has a board of directors, a representative from the VC firm takes a seat. **3. Second-Round Financing-** At this stage, the idea has turned into a product that is being produced and sold. The business faces competition and aims to secure market share. The entrepreneur, at this stage, needs assistance from the Venture Capitalist for expansion, modernization, and diversification so that the economies of scale and stability could be attained. **OR** **(b)** **(i) Angel Investors** **(ii)Features of Angel Investors:** ***(Any Four)*** 1. Most angel investors are current or retired executives, business owners or high net worth individuals who have the knowledge, expertise, and funds that help start-ups match up to industry standards. 2.Angel investors bear extremely high risk and are usually subject to dilution from future investment rounds. They expect a very high return on investment. 3. Apart from investing funds, most angel investors provide proactive advice, guidance, industry connections and mentor start-ups in its early days. 4. Their objective is to create great companies by providing value creation, and simultaneously helping investors realize a high return on investments. 5. They have a sharp inclination to keep abreast of current developments in a particular business arena, mentoring another generation of entrepreneurs by making use of their vast experience.	**½** **+** **1 ½** **x 3=** **4 ½** <

Series &RQPS

SET-4

प्रश्न-पत्र कोड
Q.P. Code **98**

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.

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **27** हैं ।
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं ।
- प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें ।
- **कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में प्रश्न का क्रमांक अवश्य लिखें ।**
- 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 ।
- Please check that this question paper contains **27** printed pages.
- Please check that this question paper contains **34** questions.
- 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.
- **Please write down the serial number of the question in the answer-book before attempting it.**
- 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.

उद्यमिता (सैद्धान्तिक)
ENTREPRENEURSHIP (Theory)

निर्धारित समय : 3 घण्टे *अधिकतम अंक : 70*

Time allowed : 3 hours *Maximum Marks : 70*

सामान्य निर्देश :

निम्नलिखित निर्देशों को ध्यान से पढ़िए और उनका पालन कीजिए ।

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

(ii) *यह प्रश्न-पत्र **चार** खण्डों में विभाजित किया गया है – **खण्ड क, ख, ग** तथा **घ** ।*

(iii) ***खण्ड क** : प्रश्न संख्या **1** से **18** तक बहुविकल्पीय प्रकार के प्रश्न हैं । प्रत्येक प्रश्न **1** अंक का है ।*

(iv) ***खण्ड ख** : प्रश्न संख्या **19** से **24** तक लघु-उत्तरीय प्रकार-I के प्रश्न हैं । प्रत्येक प्रश्न **2** अंकों का है । प्रत्येक प्रश्न का उत्तर **30** से **40** शब्दों में लिखिए ।*

(v) ***खण्ड ग** : प्रश्न संख्या **25** से **29** तक लघु-उत्तरीय प्रकार-II के प्रश्न हैं । प्रत्येक प्रश्न **3** अंकों का है । प्रत्येक प्रश्न का उत्तर **50** से **70** शब्दों में लिखिए ।*

(vi) ***खण्ड घ** : प्रश्न संख्या **30** से **34** तक दीर्घ-उत्तरीय प्रकार के प्रश्न हैं । प्रत्येक प्रश्न **5** अंकों का है । प्रत्येक प्रश्न का उत्तर **120** से **150** शब्दों में लिखिए ।*

(vii) *प्रश्न-पत्र में समग्र विकल्प नहीं दिया गया है । यद्यपि, **खण्ड ख, ग** तथा **घ** में आंतरिक विकल्प का प्रावधान दिया गया है । परीक्षार्थी को इन प्रश्नों में से किसी एक प्रश्न का उत्तर लिखना है ।*

खण्ड क

1. सुबीर ने बरसात के मौसम में प्राकृतिक एवं मुफ्त के पानी को अधिक मात्रा में बर्बाद होते हुए देखा है । मैकेनिकल इंजीनियर बनने के बाद सुबीर ने एक उपकरण पर काम करना आरम्भ किया जिसे भूमिगत पानी की टंकियों में स्थापित किया जाएगा, जो बरसात के पानी को एकत्रित करेगा, उसे जमाएगा तथा पानी के एक अतिरिक्त संसाधन का सृजन करेगा । उसने इसका एक प्रारूप बनाया और इस उपकरण पर परीक्षण करना आरंभ कर दिया । वह खुश था क्योंकि वह अपने विचार को वास्तविकता में परिवर्तित करने में सफल हो गया ।

उस विचार क्षेत्र को पहचानिए जिसने इस उत्पाद के विकास में उसे अन्तर्दृष्टि प्रदान की : *1*

(A) बाज़ार-चलित विचार

(B) प्राकृतिक संसाधन

(C) सेवा-संबंधी विचार

(D) सृजनात्मक प्रयास

General Instructions :

Read the following instructions carefully and follow them :

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

(ii) *This question paper is divided into **four** sections – **Section A, B, C** and **D**.*

(iii) ***Section A** : Questions number **1** to **18** are Multiple Choice Type Questions. Each question carries **1** mark.*

(iv) ***Section B** : Questions number **19** to **24** are Short Answer type-I questions. Each question carries **2** marks. Write answer to each question in **30** to **40** words.*

(v) ***Section C** : Questions number **25** to **29** are Short Answer type-II questions. Each question carries **3** marks. Write answer to each question in **50** to **70** words.*

(vi) ***Section D** : Questions number **30** to **34** are Long Answer type questions. Each question carries **5** marks. Write answer to each question in **120** to **150** words.*

(vii) *There is no overall choice. However, an internal choice has been provided in **Section B, C** and **D** of question paper. A candidate has to attempt only one of the alternatives in such questions.*

SECTION A

1. During the rainy season, Subir observed that a large quantity of natural and free water was being wasted. Being a mechanical engineer, Subir started to work on a device that was to be installed in underground water tanks, for collecting the rain water, freezing it and creating a surplus water resource. He prepared a prototype and started the trials on this device. He was happy that he succeded in converting his idea into reality.

Identify the idea field that provided him an insight for developing the product : *1*

(A) Market-driven idea

(B) Natural resource

(C) Service-related idea

(D) Creative efforts

2. निम्नलिखित में से कौन-सा 'ब्राण्ड' का घटक *नहीं* है ? *1*

(A) ब्राण्ड नाम

(B) ब्राण्ड मार्क

(C) ट्रेड मार्क

(D) टैग लाइन

3. कारों का निर्माण कर रही एक कम्पनी 'अनारया लिमिटेड' अगले कुछ महीनों में ई-कार व्यवसाय में प्रवेश करना चाहती है । इसके लिए उसे अतिरिक्त धन की आवश्यकता है । वित्तीयन की गति को बढ़ाने के लिए उसने अपने कुछ अंशों/शेयरों को संस्थागत निवेशकों को बेचने का निर्णय लिया । कम्पनी इस सूचना को खुले बाज़ार में प्रकट करना नहीं चाहती है ।

निम्नलिखित में से, कम्पनी द्वारा उपयोग की गई नई प्रतिभूतियों के निर्गमन की विधि को पहचानिए : *1*

(A) सार्वजनिक निर्गम

(B) अधिकारिक निर्गम

(C) निजी नियोजन/विनियोग

(D) कर्मचारियों को प्रस्ताव

4. इलेक्ट्रॉनिक्स उद्योग में 'निपरो इलेक्ट्रॉनिक्स' पिछले पन्द्रह वर्षों से एक अग्रणी कम्पनी थी । कुछ वर्ष पहले 'मोबे इलेक्ट्रॉनिक्स' ने बाज़ार में प्रवेश किया जो 'निपरो इलेक्ट्रॉनिक्स' की तुलना में एक छोटी कम्पनी थी । दिन-प्रतिदिन 'मोबे इलेक्ट्रॉनिक्स' के नवप्रवर्तन उत्पादों के कारण 'निपरो इलेक्ट्रॉनिक्स' ने अपने बाज़ार अंश को खोना आरम्भ कर दिया ।

प्रतिस्पर्धात्मक बढ़त विकसित करने अथवा बनाए रखने के लिए तथा अपनी तकनीक में सुधार करने के लिए 'निपरो इलेक्ट्रॉनिक्स' ने 'मोबे इलेक्ट्रॉनिक्स' को मित्रता की शर्तों पर अधिग्रहण करने का निर्णय लिया लेकिन वे असफल हो गए । अब उसने 'मोबे इलेक्ट्रॉनिक्स' के अधिकांश अंशों/शेयरों को खरीदने का निर्णय लिया और अधिग्रहण को आरंभ कर दिया ।

निम्नलिखित में से, अधिग्रहण के उस प्रकार को पहचानिए जिसे 'निपरो इलेक्ट्रॉनिक्स' ने मित्रता की शर्तों में असफल होने के बाद अपनाया : *1*

(A) मित्रतापूर्ण अधिग्रहण

(B) शत्रुतापूर्ण अधिग्रहण

(C) विपरीत अधिग्रहण

(D) बैक-फ्लिप अधिग्रहण

2. Which of the following is ***not*** a component of 'Brand' ? *1*

(A) Brand name

(B) Brand mark

(C) Trade mark

(D) Tag line

3. 'Anarya Ltd.', a company manufacturing cars wants to enter into e-car business in the next few months. For this it needs additional funds. To speed up financing it decides to sell some of its shares to institutional investors. The company also does not wish to disclose this information in the open market.

From the following, identify the method of floatation of new issues used by the company : *1*

(A) Public issue

(B) Rights issue

(C) Private placement

(D) Offer to employees

4. 'Nipro Electronics' was the leading player in the electronics industry for the last fifteen years. A few years back, 'Mobe Electronics', a smaller company as compared to 'Nipro Electronics' entered the market. 'Nipro Electronics' started losing its market share to 'Mobe Electronics' day-by-day due to its innovative products.

To maintain or develop a competitive edge and to upgrade its technology, 'Nipro Electronics' decided to acquire 'Mobe Electronics' under friendly terms but that failed. Now it decided to buy majority shares of 'Mobe Electronics' and hence initiated the acquisition.

From the following, identify the type of acquisition which 'Nipro Electronics' adopted after failing on friendly terms : *1*

(A) Friendly acquisition

(B) Hostile acquisition

(C) Reverse acquisition

(D) Back-flip acquisition

5. बाज़ार का आकलन करते समय एक उत्पाद अथवा सेवा का चयन बहुत से तत्त्वों पर निर्भर करता है । माँग का आकलन करना उनमें से एक है । यह आकलन आधारित है : *1*

(A) उस क्षेत्र की तकनीकी उन्नति पर

(B) लक्षित बाज़ार के आकार पर

(C) परिवहन में देरी, अपव्यय आदि पर

(D) प्रचालन के स्तर पर

6. *अभिकथन (A) :* व्यवसाय के त्वरित विकास को सुनिश्चित करने के लिए विलय और अधिग्रहण एक संभावित रणनीति है ।

कारण (R) : आन्तरिक विस्तार की तुलना में विलय और अधिग्रहण के माध्यम से विकास करना आमतौर पर कम महँगा होता है, विशेषकर जब किसी परिसम्पत्ति को बदलने की लागत लक्षित परिसम्पत्तियों के बाज़ार मूल्य से ज्यादा हो ।

निम्नलिखित में से सही विकल्प का चयन कीजिए : *1*

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

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

(C) अभिकथन (A) सही है, लेकिन कारण (R) ग़लत है ।

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

5. Selection of a product or service will depend upon many factors while assessing the market. The demand assessment is one of them. This assessment is based on : *1*

(A) Technological advancements in the field

(B) Size of the market being targeted

(C) Transportation delays, wastage etc.

(D) Level of operation

6. *Assertion (A) :* Mergers and Acquisitions is a potential strategy for ensuring the accelerated growth of business.

Reason (R) : Growing through Mergers and Acquisitions usually turns out to be less expensive as compared with internal expansion, particularly when the replacement cost of asset in higher than the market value of the targeted assets.

Choose the correct option from the following : *1*

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

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

7. रघुराम को एक रेडीमेड शर्ट बनाने वाली कम्पनी में स्टॉक प्रभारी के रूप में नियुक्त किया गया है । उत्पादन प्रबन्धक ने रघुराम को बिना किसी बाधा के कपड़े की उपलब्धता सुनिश्चित करने के लिए कहा ताकि वहाँ स्टॉक खत्म होने की स्थिति न हो । इसके लिए रघुराम कम्पनी के लिए कपड़े के पुन:आदेश बिन्दु को जानना चाहता था, अर्थात् यह सुनिश्चित करना कि आदेश कब दिया जाना है । इसके लिए उसने आपूर्ति के समय को ढूँढ़ा जो 2 महीने है तथा इस अवधि में प्रति माह अनुमानित माँग सूती कपड़े की 300 गाँठें हैं । अत: आदेश उस समय दिया जाना चाहिए जब स्टॉक पहुँच जाए : *1*

(A) 600 गाँठें

(B) 450 गाँठें

(C) 300 गाँठें

(D) 150 गाँठें

8. *अभिकथन (A) :* विक्रय संवर्धन का सम्बन्ध लघु-कालीन प्रोत्साहनों एवं क्रियाओं से होता है जो किसी उत्पाद अथवा सेवा के क्रय या विक्रय को प्रोत्साहित करते हैं ।

कारण (R) : विक्रय संवर्धन कम्पनी के उत्पादों के बारे में जागरूकता उत्पन्न करने में सहायता करता है ।

निम्नलिखित में से सही विकल्प का चयन कीजिए : *1*

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

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

(C) अभिकथन (A) सही है, लेकिन कारण (R) ग़लत है ।

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

7. Raghuram has been appointed as the stock incharge in a readymade shirt manufacturing company. The Production Manager asks Raghuram to ensure the availability of fabric without any interruption so that there is no stock-out situation. For this Raghuram wants to know the re-order point of fabric for the company, that is to determine when to place an order. For this he found out the procurement lead time, which is 2 months, and the demand during this period, which is expected to be 300 bales of cotton fabric per month. So the order should be placed when the stock reaches : *1*

(A) 600 bales

(B) 450 bales

(C) 300 bales

(D) 150 bales

8. *Assertion (A) :* Sales promotion relates to short-term incentives or activities that encourage the purchase or sale of products or services.

Reason (R) : Sales promotion helps to create awareness about the companies' products.

Choose the correct option from the following : *1*

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

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

9. निम्नलिखित में से 'सकल कार्यशील पूँजी' की गणना करने के लिए सही सूत्र का चयन कीजिए : *1*

(A) सकल कार्यशील पूँजी = रोकड़ + प्राप्य खाते + स्थायी परिसम्पत्तियाँ + अन्य चालू परिसम्पत्तियाँ

(B) सकल कार्यशील पूँजी = रोकड़ + देय खाते + स्टॉक + अन्य चालू परिसम्पत्तियाँ

(C) सकल कार्यशील पूँजी = रोकड़ + प्राप्य खाते + स्टॉक + अन्य चालू परिसम्पत्तियाँ

(D) सकल कार्यशील पूँजी = रोकड़ + प्राप्य खाते + स्टॉक + दीर्घ-कालीन देयताएँ

10. वित्तीय योजना मुख्य वित्तीय आँकड़ों का अनुमान होती है : *1*

I. उद्यम की आर्थिक सम्भाव्यता के बारे में

II. वस्तुओं की व्यवस्थित गति के बारे में

III. बाज़ार के सुअवसरों तथा खतरों के बारे में

IV. नए उपक्रम के लिए आवश्यक संभावित निवेश प्रतिबद्धता के बारे में

निम्नलिखित में से सही विकल्प का चयन कीजिए :

(A) केवल I (B) I तथा IV

(C) I, II तथा IV (D) II, III तथा IV

11. *अभिकथन (A) :* आजकल उद्यमियों द्वारा पूँजी एकत्रित करने की सबसे लोकप्रिय विधि सार्वजनिक निर्गम है ।

कारण (R) : पूँजी को लौटाना नहीं होता है तथा इसमें ब्याज का कोई प्रभार सम्मिलित नहीं होता ।

निम्नलिखित में से सही विकल्प का चयन कीजिए : *1*

(A) अभिकथन (A) सही है, लेकिन कारण (R) ग़लत है ।

(B) अभिकथन (A) ग़लत है, लेकिन कारण (R) सही है ।

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

(D) अभिकथन (A) तथा कारण (R) दोनों सही हैं, लेकिन कारण (R), अभिकथन (A) की सही व्याख्या ***नहीं*** है ।

9. Choose the correct formula from the following for calculating 'Gross Working Capital' : *1*

(A) Gross Working Capital = Cash + Accounts Receivable + Fixed Assets + Other Current Assets

(B) Gross Working Capital = Cash + Accounts Payable + Inventory + Other Current Assets

(C) Gross Working Capital = Cash + Accounts Receivable + Inventory + Other Current Assets

(D) Gross Working Capital = Cash + Accounts Receivable + Inventory + Long Term Liabilities

10. Financial plan is a projection of key financial data about : *1*

I. Economic feasibility of the enterprise.

II. Orderly movement of goods.

III. Market opportunities and threats.

IV. The potential investment commitment needed for the new venture.

Choose the correct option from the following :

(A) I only (B) I and IV

(C) I, II and IV (D) II, III and IV

11. *Assertion (A) :* Public issue is the most popular method of raising capital these days by the entrepreneurs.

Reason (R) : The capital does not have to be repaid and does not involve an interest charge.

Choose the correct option from the following : *1*

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

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

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

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

12. 'द कॉन्सेप्ट' एक पाँच सितारा होटल है । अच्छा खाना, उत्कृष्ट आतिथ्य तथा अन्य सेवाओं को प्रदान करने के बावजूद भी यह अपने कमरों की माँग कम होने की समस्या का सामना कर रहा है । होटल के मुख्य कार्यकारी अधिकारी ने विपणन प्रबन्धक से होटल में कमरों की माँग को बढ़ाने के लिए सलाह माँगी । विपणन प्रबन्धक ने सुझाव दिया कि तीन दिन व दो रातों के पैकेज़ की बुकिंग के साथ, होटल मुफ्त नाश्ते के साथ एक दिन के मुफ्त रात्रि भोजन की भी घोषणा करे तथा साथ ही अपने ग्राहकों को एक महीने में एक दिन के लिए किसी अच्छे रिसॉर्ट में मुफ्त रहने की सुविधा दे ।

विपणन प्रबन्धक द्वारा सुझाई गई प्रवर्तन रणनीति अथवा प्रस्ताव है : *1*

(A) पंक्ति के ऊपर (B) पंक्ति के नीचे

(C) पंक्ति के माध्यम से (D) उपर्युक्त में से कोई नहीं

13. 'विज़िन लिमिटेड' अपने कर्मचारियों को स्टॉक का विकल्प प्रदान करता है । यह कर्मचारियों को कम्पनी के अंशधारी/शेयरधारक बनने के योग्य बनाता है एवं उन्हें उच्च दक्षता तथा निम्न श्रम आवर्त की ओर अग्रसर करता है ।

'विज़िन लिमिटेड' द्वारा नई प्रतिभूतियों के प्रवाह की जिस विधि का प्रयोग किया गया, वह है : *1*

(A) सार्वजनिक निर्गम (B) अधिकारिक निर्गम

(C) निजी नियोजन/विनियोग (D) कर्मचारियों को प्रस्ताव

14. अदिति ने फैशन डिज़ाइनिंग के एक प्रसिद्ध संस्थान से सफलतापूर्वक अपनी पढ़ाई पूरी की है । अब वह भारत के युवाओं के लिए डिज़ाइनर कपड़ों में विशिष्टता प्राप्त एक उत्पादन इकाई स्थापित करने की इच्छुक है । इसकी सफलता के लिए, उसने बार-बार अपने लक्षित ग्राहकों द्वारा दौरा किए जाने वाले स्थानों पर जाना आरंभ कर दिया । साथ ही वह स्थानीय बाज़ारों को खोजने लगी तथा फैशन शो में सक्रिय रूप से भाग लेने लगी । इन प्रयासों का उद्देश्य गंभीरता से बाज़ार की समझ प्राप्त करना तथा यह सुनिश्चित करना है कि निर्मित डिज़ाइनर कपड़े, प्रचलित फैशन प्रवृत्तियों के समरूप हैं ।

अदिति द्वारा प्रवृत्तियों का पता लगाने की विधि को पहचानिए : *1*

(A) अध्ययन प्रवृत्ति (B) बात-चीत प्रवृत्ति

(C) दृश्य प्रवृत्ति (D) सोच-विचार प्रवृत्ति

12. Even after providing good food, excellent hospitality and other services, 'The Concept', a five star hotel, is facing problem of low demand for its rooms. To increase demand of the rooms in the hotel the Chief Executive Officer of the hotel called the Marketing Manager for advice. The Marketing Manager suggested that with a booking for three days and two nights package the hotel should announce an offer to provide free dinner along with complimentary breakfast for one day, as well as a free stay for one day at a good resort for its clients within a month.

The promotion strategy or approach suggested by the Marketing Manager is : *1*

(A) Above the line (B) Below the line

(C) Through the line (D) None of the above

13. 'Vision Ltd.' offers stock options to its employees. This enables employees to become shareholders of the company leading to higher efficiency and lower labour turnover.

The method of floatation of new issues being used by 'Vision Ltd.' is : *1*

(A) Public issue (B) Rights issue

(C) Private placement (D) Offer to employees

14. Aditi successfully completed her studies at a famous institute of fashion designing. She is now eager to establish a manufacturing unit specialising in designer clothes for the youth in India. To achieve this, she started going to locations frequently visited by her target customers. Additionally, she has begun exploring local markets and actively participating in fashion shows. These efforts aimed at gaining a deeper understanding of the market and ensuring that the manufactured designer clothes are in sync with the prevailing fashion trends.

Identify the way in which Aditi is spotting trends : *1*

(A) Read trends (B) Talk trends

(C) Watch trends (D) Think trends

15. समारया एक एयरलाइन व्यवसाय की स्वामी है जिसके पास 20 हवाई जहाजों का समूह है जिनका संचालन नाइरो और पिअरे के बीच होता है । वह देश के अन्य भागों में अपने व्यवसाय का विस्तार करना चाहती है । वह बढ़ते हुए तेल के मूल्यों के बारे में, जो उसकी लागत को प्रभावित करता है तथा साथ ही व्यावसायिक यातायात में उतार-चढ़ाव के प्रति एयरलाइन राजस्व की संवेदनशीलता के बारे में भी बहुत अधिक चिंतित है ।

पी ई एस टी ई एल (PESTEL) मॉडल के अन्तर्गत स्थूल पर्यावरण को प्रभावित करने वाले घटक को पहचानिए : *1*

(A) राजनैतिक (B) आर्थिक

(C) सामाजिक (D) तकनीकी

16. सरिता को नादिर इंजीनियरिंग महाविद्यालय में प्रवेश मिला । दो से तीन महीनों के बाद उसने देखा कि महाविद्यालय के विद्यार्थी समय की कमी के कारण कपड़ों को धोने और प्रेस करने में समस्या का सामना कर रहे थे । सरिता ने सुअवसर को पहचाना और एक उद्यम को आरंभ करने के लिए उसका विश्लेषण तथा संश्लेषण किया । उसने अपने चचेरे भाई हितेश को हॉस्टल के विद्यार्थियों के लिए कपड़ों की धुलाई की सेवा प्रदान करने का सुझाव दिया । जल्द ही उसकी यह सेवा न केवल हॉस्टल के विद्यार्थियों के बीच अपितु आस-पास के निवासियों के बीच भी बहुत प्रसिद्ध हो गई ।

इस सुअवसर की पहचान में जो घटक सम्मिलित था, वह है 'उन मूल विचारों को समझने एवं संरक्षित करने की योग्यता जिन्हें व्यावसायिक दृष्टि से उपयोग में लाया जा सकता है' । स्रोत जो इस मूल विचार की उत्पत्ति का साधन था : *1*

(A) समस्या (B) आविष्कार

(C) नवप्रवर्तन (D) प्रतिस्पर्धा

17. 'एयर-प्यूरो लिमिटेड' हवा शोधक यंत्रों के निर्माण तथा वितरण में संलग्न है । कम्पनी में चार विभाग हैं — उत्पादन, विपणन, वित्त तथा मानव संसाधन । हवा शोधक यंत्रों की गुणवत्ता बहुत अच्छी है तथा इन्हें लाना-ले जाना भी सुविधाजनक है । इस कारण हवा शोधक यंत्रों की माँग में वृद्धि होने लगी । बढ़ती हुई माँग को पूरा करने के लिए उत्पादक अध्यक्ष ने मुख्य कार्यकारी अधिकारी को अधिक कर्मचारियों की भर्ती के बारे में सूचना दी ।

व्यावसायिक योजना का वह घटक जो आवश्यक लोगों की संख्या के निर्धारण में सहायता करेगा, वह है : *1*

(A) विपणन योजना (B) उत्पादन योजना

(C) संगठनात्मक योजना (D) मानवशक्ति योजना

15. Samarya owned an airline business with a fleet of 20 aircraft operating between Nairo and Piere. She wanted to expand the business to other parts of the country. She was concerned about the rising oil prices which would impact the costs as well as the sensitivity of the airline revenues to fluctuations in business traffic.

Identify the factor affecting the macro environment under PESTEL model : *1*

(A) Political (B) Economic

(C) Social (D) Technological

16. Sarita got admission in Nadir Engineering College. After two to three months, she observed that the students of the college were facing problems in washing and ironing of clothes due to shortage of time. Sarita sensed the opportunity, analysed it and synthesised it to identify an opening. She suggested to her cousin, Hitesh to start a laundry service for hostel students. Soon, this service became popular, not only among the hostel students, but also among the nearby residents.

'Ability to perceive and preserve basic ideas which could be used commercially' was the factor involved in sensing this opportunity. The source which led to the emergence of this basic idea was : *1*

(A) Problem (B) Invention

(C) Innovation (D) Competition

17. 'Air-Puro Ltd.' is engaged in manufacturing and distribution of air-purifiers. The company has four departments – Production, Marketing, Finance and Human Resource. The quality of the air-purifiers is very good and these are handy also. Due to this the demand of air-purifiers started growing. To meet the growing demand, the Production Head informed the Chief Executive Officer to recruit more employees.

The component of Business Plan which will help in deciding the number of people required is : *1*

(A) Marketing Plan (B) Production Plan

(C) Organisational Plan (D) Manpower Plan

18. मनोज, अंकित तथा निखिल अच्छे दोस्त हैं तथा लघु-स्तर पर इंटीरियर डिज़ाइनिंग का व्यवसाय कर रहे हैं । उनका व्यवसाय बड़े पैमाने पर विकास कर रहा है । अब उनके लघु-स्तरीय व्यवसाय को दीर्घ-स्तरीय व्यवसाय में परिवर्तित करने की आवश्यकता है । अधिक कर्मचारियों की नियुक्ति के लिए तथा अन्य खर्चों के लिए उन तीनों को अधिक पूँजी निवेश की आवश्यकता है । बढ़ती हुई आवश्यकताओं के कारण उन्होंने निर्णय लिया कि वे अपने व्यवसाय के स्वरूप को पुनर्गठित करें । अब वे एक ऐसा संगठन चाहते हैं जिसमें सदस्यों की देयता सीमित हो तथा न्यूनतम प्रदत्त पूँजी एक लाख रुपए हो ।

संगठन का वह प्रकार जिसे तीनों बनाना चाहते थे, वह है : *1*

(A) साझेदारी (B) सार्वजनिक कम्पनी

(C) निजी कम्पनी (D) एकल स्वामित्व

खण्ड ख

19. (क) नवप्रवर्तन प्रक्रिया के तत्त्वों का उल्लेख कीजिए । *2*

अथवा

(ख) 'समस्या पहचान' का अर्थ दीजिए । किन्हीं दो बिन्दुओं की सहायता से उल्लेख कीजिए कि कैसे समस्या पहचान उद्यमी की सहायता करती है । *2*

20. अरिहा को अच्छा खाना खाना पसंद है और इसके लिए वह अधिकांशत: प्रसिद्ध रेस्तराँ में जाती है । वह खीर की बहुत शौकीन है और खाना खाने के बाद मिष्ठान के रूप में खीर की फरमाइश करती है । बहुत बार उसने पाया कि बहुत से रेस्तराँ में खीर उपलब्ध नहीं होती है । अत: उसने विभिन्न स्वादों में तुरंत खीर बनाने वाले मिश्रण को तैयार करने का निर्णय लिया जैसे आम, केसर-इलायची, मलाई-रबड़ी इत्यादि तथा अपने अड़ोस-पड़ोस में उन्हें बेचना आरंभ किया । अच्छे स्वाद तथा आसानी से बन जाने के कारण उसके खीर-मिश्रण अड़ोस-पड़ोस में लोकप्रिय हो गए । अब उसकी एक मित्र ने उसे सुझाव दिया कि वह खीर-मिश्रण को फुटकर विक्रेताओं को तथा रेस्तराँ में भी प्रत्यक्ष रूप से बेचने के बारे में सोचे । इसे प्राप्त करने के लिए उसे अपने खीर-मिश्रण को एक नाम देना था जो इसे, यदि इसके कोई प्रतिस्पर्धी हैं, तो उनसे अलग कर सके ।

(क) उत्पाद मिश्र के उस घटक को पहचानिए एवं समझाइए जिसकी चर्चा उपर्युक्त स्थिति में की गई है ।

(ख) साथ ही उस शब्द को भी पहचानिए एवं समझाइए जिसके द्वारा वह अपने उत्पाद को दिए गए नाम को कानूनी संरक्षण प्रदान कर सके । *2*

18. Manoj, Ankit and Nikhil are good friends and doing interior designing business at a small-scale. Their business is taking off in a big way. Now there is a need to change their small-scale-business into a large-scale-business. The trio needs more capital to invest, to hire more employees and for other expenses. Due to the growing need they decided to re-organise their form of business. Now they wanted to have an organisation in which members have a limited liability and minimum paid-up capital is Rupees one lakh.

The type of organisation the trio wanted to form is : *1*

(A) Partnership (B) Public company

(C) Private company (D) Sole proprietorship

SECTION B

19. (a) State the elements in the innovation process. *2*

OR

(b) Give the meaning of 'Problem Identification'. With the help of any two points, state how problem identification helps the entrepreneur. *2*

20. Ariha loves eating good food and for that she generally visits famous restaurants. She is very fond of Kheer and after eating food she requests for Kheer as a dessert. Quite frequently she discovered that Kheer was not available in many restaurants. So she decided to make instant Kheer-mix in various flavours like Mango, Kesar-Elaichi, Malai-Rabri etc. and started selling these in the neighbourhood. The Kheer-mixes became popular in the neighbourhood, as they were easy to make and had a good taste. Now one of her friends suggested that she should consider selling the Kheer-mixes to the retailers and also to the restaurants directly. To achieve this she had to keep a distinctive name to distinguish her Kheer-mixes from that of the competitors, if any.

(a) Identify and explain the component of product mix discussed in the above case.

(b) Also identify and explain the term through which the name given by her to the product can get legal protection. *2*

21. महिलाओं के बालों की देखभाल के अवसर की पहचान करते हुए प्रभव के दिमाग में बालों के लिए एक बहुकार्यात्मक मशीन बनाने का विचार आया अर्थात् एक-में-तीन मशीन जिसमें बाल सुखाना, बालों को घुँघराला बनाना साथ ही बालों पर इस्त्री करना होता हो । उसने महसूस किया कि तीन के बदले एक मशीन लाना-ले जाना अधिक सुविधाजनक होगा । इस विचार, रुचि तथा उत्सुकता के आधार पर आवश्यकता को पहचाना गया और उसने अपने इस विचार को कार्यान्वित करने के लिए इसका उत्तर ढूँढ़ना आरम्भ कर दिया । इसके बाद उसने इस बहुकार्यात्मक एक-में-तीन अर्थात् बाल सुखाना, बालों को घुँघराला बनाना साथ ही बालों पर इस्त्री करने वाली मशीन के भविष्य का पूर्वानुमान लगाने के लिए बाज़ार अनुसंधान किया । विचार को बहुत ही मज़बूत माना गया और उसने निर्णय लिया कि वह इसी पर आगे बढ़ेगा ।

सृजनात्मक प्रक्रिया के उन चरणों को पहचानिए एवं उनका उल्लेख कीजिए जिन्हें प्रभव ने पूरा कर लिया है । सृजनात्मक प्रक्रिया में इसके पश्चात् प्रभव द्वारा लिए जाने वाले दो चरणों का भी उल्लेख कीजिए । *2*

22. (क) एक फ्रैंचाइज़र को फ्रैंचाइज़िंग से होने वाले उन लाभों को समझाइए जो 'विस्तार जोखिम' तथा 'लागत लाभों' से सम्बन्धित हैं तथा जो व्यापक क्रय शक्ति का परिणाम होते हैं । *2*

अथवा

(ख) वितरण के एक माध्यम का चयन करते समय बाज़ार से सम्बन्धित ध्यान देने योग्य कारक 'क्रेताओं की संख्या' तथा 'क्रेताओं के प्रकार' को समझाइए । *2*

23. (क) 'व्यवसाय योजना' क्या है ? किन्हीं दो बिन्दुओं का उल्लेख करते हुए बताइए कि 'व्यवसाय योजनाओं' को निर्णय लेने वाली तकनीक क्यों माना जाता है । *2*

अथवा

(ख) सुअवसरों की पहचान में निहित तत्त्वों, 'सूचना के विभिन्न संसाधनों का दोहन करने की क्षमता' तथा 'दूरदृष्टि एवं सृजनात्मकता' को समझाइए । *2*

24. एक ब्यूटी पार्लर में पाँच सप्ताह के दौरान अलग-अलग संख्या में उपभोक्ता पधारे । दी गई सूचना से प्रति उपभोक्ता 'प्रति इकाई मूल्य' की गणना कीजिए । *2*

सप्ताह	*उपभोक्ताओं की संख्या*	*प्रति उपभोक्ता औसत बिल राशि (₹ में)*
1	20	200
2	34	170
3	26	142
4	44	462
5	36	350

21. Recognising the opportunity in the women's hair care, Prabhav conceived an idea to manufacture a multi-functional three-in-one machine for hair i.e., hair dryer cum curler cum hair iron. He felt that it would be comfortable to carry one machine instead of three. On the basis of this idea, interest and curiosity, the need was adjudged and he started looking for an answer to implement the idea. He then conducted a market research to foresee the future of this multifunctional three-in-one machine, hair dryer cum hair curler cum hair iron. The idea was considered very strong and he decided to go ahead.

Identify and state the steps in the creative process which were fulfilled by Prabhav. Also state the two steps to be followed by Prabhav in the creative process. *2*

22. (a) Explain the advantages a franchisor gains through franchising which are related to 'expansion risk' and 'cost advantages' that result from extensive buying power. *2*

OR

(b) Explain 'Number of buyers' and 'Types of buyers' as considerations related to market while selecting a channel of distribution. *2*

23. (a) What is a 'Business Plan' ? State any two points why 'Business Plans' are considered as decision-making tools. *2*

OR

(b) Explain 'Ability to harness different sources of information' and 'Vision and Creativity' factors involved in sensing opportunities. *2*

24. A Beauty parlour had varying number of customers during five weeks. From the given information, calculate 'Unit Price' per customer. *2*

Weeks	*Number of Customers*	*Average Amount billed per customer (in ₹)*
1	20	200
2	34	170
3	26	142
4	44	462
5	36	350

खण्ड ग

25. 'एअरकॉन लिमिटेड' अद्वितीय विशेषताओं के साथ डेज़र्ट कूलरों का निर्माण एवं बिक्री करती है । 'एअरकॉन लिमिटेड' का बाज़ार में कोई प्रतिद्वंद्वी नहीं है । अत: उन्होंने निर्णय लिया कि वे इन्हें ऊँचे मूल्य पर बेचेंगे । अद्वितीय विशेषताओं के होते हुए भी इसकी बिक्री नहीं बढ़ रही थी । उन्होंने इसका कारण पता लगाने का प्रयास किया । बाज़ार अनुसंधान के बाद उन्हें ज्ञात हुआ कि बाज़ार में अपने अंश को बढ़ाने के लिए उन्हें अपनी मूल्य-निर्धारण विधि को संशोधित करना होगा । कम्पनी ने निर्णय लिया कि वे ऐसी मूल्य-निर्धारण विधि अपनाएँगी जो निर्माणी अनुमानों पर आधारित होगी तथा जिसमें कूलरों को उत्पादित करने की लागत के साथ-साथ उचित लाभ को भी पूरा करेगी ।

(क) उस मूल्य-निर्धारण विधि को पहचानिए जिसे अपनाने का निर्णय 'एअरकॉन लिमिटेड' ने लिया है ।

(ख) इस मूल्य-निर्धारण विधि के एक लाभ तथा एक हानि का उल्लेख कीजिए । *3*

26. (क) परिचालन योजना के निम्नलिखित तत्त्वों को समझाइए : *3*

(i) अनुसूची बनाना

(ii) अनुवर्तन

(iii) निरीक्षण

अथवा

(ख) विचारों की व्युत्पत्ति की एक महत्त्वपूर्ण विधि 'बाज़ार अनुसंधान' करना है ।

(i) 'बाज़ार अनुसंधान' का क्या अर्थ है ?

(ii) समझाइए कि बाज़ार अनुसंधान 'बाज़ार-चलित या माँग-चलित विचारों' की व्युत्पत्ति में विचार क्षेत्र के एक संसाधन के रूप में उद्यमी की किस प्रकार सहायता करता है । *3*

SECTION C

25. 'Aircon Ltd.' manufactures and sells desert coolers with various unique features. There is no competitor of 'Aircon Ltd.' in the market. So they decided to sell these at a high price. Inspite of having unique features its sale was not picking up. They tried to find out the reason for this. After market research they found that to raise their market-share, they have to revise their pricing method. The company decides to adopt a pricing method based on manufacturing estimates which should cover the cost of producing the coolers plus a reasonable profit.

(a) Identify the pricing method 'Aircon Ltd.' decides to adopt.

(b) State one advantage and one disadvantage of this pricing method. *3*

26. (a) Explain the following elements of an operational plan : *3*

(i) Scheduling

(ii) Follow-up

(iii) Inspection

OR

(b) One of the important methods for generating ideas is to carry out a 'Market Research'.

(i) What is meant by 'Market Research' ?

(ii) Explain how market research helps an entrepreneur for generating 'Market-driven or Demand-driven ideas' as a source of idea field. *3*

27. 'जीआरएक्स लिमिटेड' ने विभिन्न सोशल मीडिया प्लेटफ़ॉर्म जैसे : फेसबुक, इंस्टाग्राम आदि पर अपने 'एप्पल-साइडर सिरके' की विशेषताओं को प्रदर्शित कर तथा प्रतिस्पर्धियों के नाम लिए बिना उन लाभों को बताते हुए जो उनके उत्पादों में उपलब्ध नहीं हैं, अपनी उपस्थिति दर्ज की है ।

(क) 'जीआरएक्स लिमिटेड' द्वारा अपनाई गई विक्रय-व्यूह रचना के प्रकार को पहचानिए ।

(ख) व्यवसायों के पास उपलब्ध अन्य प्रकार की विक्रय-व्यूह रचना का नाम बताते हुए उनका उल्लेख कीजिए ।

(ग) एक प्रभावी विक्रय-व्यूह रचना का सृजन करते समय ध्यान में रखे जाने वाले किन्हीं दो बिन्दुओं की सूची बनाइए । *3*

28. 'मित्सु इलेक्ट्रॉनिक्स लिमिटेड' भारत में अपने इलेक्ट्रॉनिक मदों के व्यवसाय को चला रही थी । प्रधान मंत्री ने इलेक्ट्रॉनिक मदों पर निर्यात शुल्क में छूट की घोषणा की और कम्पनी ने अपने उत्पादों को पड़ोसी देशों को निर्यात करना आरम्भ कर दिया । कम्पनी ने एक बेहतर और सस्ती वीडियो कॉन्फ्रेंसिंग प्रणाली विकसित की जिससे यदि कोई समस्या है, तो उसका समाधान किया जा सके तथा जब भी और जहाँ भी माल की आवश्यकता हो पुन:पूर्ति की जा सके । इसके इलेक्ट्रॉनिक मदों की माँग दिन-प्रतिदिन बढ़ रही थी क्योंकि विश्व स्तर पर शिक्षा एवं उपभोक्तावाद के स्तर में वृद्धि हो रही है ।

उपर्युक्त अनुच्छेद से पंक्तियाँ उद्‌घृत करते हुए व्यावसायिक पर्यावरण के किन्हीं तीन आयामों को पहचानिए एवं समझाइए । *3*

29. (क) कम्पनी के विकास की निम्नलिखित तीन अवस्थाओं को समझाइए जब एक उद्यमी उपक्रम पूँजी प्राप्त करना चाहता है : *3*

(i) बीज पूँजी वित्त

(ii) नए-उद्यम (स्टार्ट-अप) के लिए वित्त

(iii) दूसरे चरण के लिए वित्त

अथवा

(ख) ऐंजल निवेशकर्ता किन्हें कहते हैं ? ऐंजल निवेशकर्ताओं की किन्हीं पाँच विशेषताओं को समझाइए । *3*

27. 'GRX Ltd.' has marked its presence for its 'Apple Cider Vinegar' on different social media platforms like Facebook, Instagram etc. by demonstrating features and benefits not available with the competitors' products without mentioning their names.

(a) Identify the type of sales strategy adopted by 'GRX Ltd.'

(b) Name and state the other type of sales strategy available with the businesses.

(c) List any two points of consideration required for creating an effective sales strategy. *3*

28. 'Mitsu Electronics Ltd.' was operating its business of electronic items in India. The Prime Minister announced relaxation in export duties on electronic items and the company started exporting its products to neighbouring countries. The company developed a better and cheaper video conferencing system to solve the problem, if any, and to replenish the stocks wherever and whenever needed. The demand for its electronic items started increasing day-by-day as there is an increase in the level of education and consumerism globally.

Quoting the lines from the above para, identify and explain any three dimensions of Business Environment. *3*

29. (a) Explain the following three stages in a company's development when an entrepreneur can seek venture capital : *3*

(i) Seed capital finance

(ii) Start-up finance

(iii) Second round-financing

OR

(b) Who are called 'Angel Investors' ? Explain any five features of Angel Investors. *3*

खण्ड घ

30. (क) 'विज्ञापन' का क्या अर्थ है ? किसी भी विज्ञापन गतिविधि की योजना बनाते समय ध्यान में रखे जाने वाले किन्हीं चार नियमों का तथा एक प्रभावपूर्ण विज्ञापन को विकसित करने के किन्हीं चार प्रतिवचनों का उल्लेख कीजिए । *5*

अथवा

(ख) 'फ्रैन्चाइज़ समझौते' का अर्थ दीजिए । 'फ्रैन्चाइज़ समझौते' के चार मुख्य घटकों को समझाइए । *5*

31. 'प्राथमिक बाज़ार' का क्या अर्थ है ? प्राथमिक बाज़ार में आवश्यक पूँजी एकत्रित करने के लिए एक उद्यमी द्वारा उपयोग में लाई जाने वाली चार विधियों को समझाइए । *5*

32. (क) व्यावसायिक संगठन के 'कम्पनी' स्वरूप का अर्थ बताइए । किसी कम्पनी की निम्नलिखित विशेषताओं को समझाइए : *5*

(i) अलग कानूनी अस्तित्व

(ii) सीमित देयता

(iii) अंशों का हस्तान्तरण

(iv) स्वामित्व और प्रबंधन का प्रसार

अथवा

(ख) 'पर्यावरणीय कारकों के प्रति संवेदनशीलता एक उद्यमी के लिए महत्त्वपूर्ण होती है ।' इस कथन के आलोक में, व्यवसाय से सम्बन्धित पर्यावरण की समझ के किन्हीं पाँच लाभों को समझाइए । *5*

SECTION D

30. (a) What is meant by 'advertising' ? State the any four rules to be considered while planning any advertising activity and the any four responses for developing effective advertising. *5*

OR

(b) Give the meaning of 'Franchise Agreement'. Explain the four main ingredients of a 'Franchise Agreement'. *5*

31. What is meant by 'Primary Market' ? Explain the four methods used by an entrepreneur to raise the required capital in the Primary Market. *5*

32. (a) Give the meaning of 'Company' form of business organisation. Explain the following features of a company : *5*

(i) Seperate Legal Entity

(ii) Limited Liability

(iii) Transferability of Shares

(iv) Diffusion of Ownership and Management

OR

(b) 'Sensitivity to environmental factors is crucial for an entrepreneur.' In the light of this statement, explain any five benefits of understanding the relevant environment of business. *5*

33. 'हैप्पी हैन्ड्स लिमिटेड' न्यूनतम रसायनों के साथ बच्चों के हाथ धोने के लिए तरल साबुन बनाते हैं । उनके पास तरल साबुन की तीन किस्में हैं । उत्पादन प्रक्रिया की स्थायी लागत ₹ 2,49,000 है ।

किस्म	*स्क्रब हाथ धोने का साबुन*	*जेल हाथ धोने का साबुन*	*फोम हाथ धोने का साबुन*
प्रति 100 मिली. का विक्रय मूल्य (₹) में	155	175	195
प्रति 10 मिली. परिवर्तनशील लागत (₹) में	75	95	105
विक्रय मिश्र	40%	30%	30%

उपर्युक्त आँकड़ों से निम्नलिखित की गणना कीजिए : *5*

(क) कुल भारित औसत अंशदान मार्जिन ।

(ख) हाथ धोने के तरल साबुन की प्रत्येक किस्म के लिए सम-विच्छेद-मात्रा ।

(ग) स्क्रब हाथ धोने के साबुन का रुपयों में सम-विच्छेद बिन्दु ।

34. 'कपड़ा विकास के राष्ट्रीय संस्थान' से प्राप्त ज्ञान के आधार पर अनीश, जो कि एक युवा उद्यमी है, अपने डिज़ाइनर कपड़ों के पारिवारिक व्यवसाय को और अधिक ऊँचाइयों तक ले जाना चाहता है । उसके पिताजी ने बीज पूँजी के रूप में उसे ₹ 25 लाख दिए हैं ताकि वह अपने पारिवारिक व्यवसाय के अंदर ही अपनी खुद की एक नई उत्पाद शृंखला आरंभ कर ले । अनीश चमड़े व कृत्रिम चमड़े का व्यवसाय करना चाहता है और इसके कार्यान्वयन के लिए वह आगे बढ़े इससे पहले उसे अपने व्यवसाय की योजना बनाने की आवश्यकता है । वह जानता है कि कच्चे माल को तैयार उत्पाद में परिवर्तित करने के लिए उसे ऊर्जा, पूँजी, मानवशक्ति तथा मशीनरी की सहायता लेनी होगी । इसके अतिरिक्त उसने यह भी महसूस किया है कि उत्पादन प्रचालन अत्यधिक जटिल और थकाऊ होते हैं अत: इन्हें भली-भाँति नियोजित करने की आवश्यकता होती है ।

(क) व्यवसाय योजना के उस घटक को पहचानिए जिसके बारे में अनीश चर्चा कर रहा है । इसके उद्देश्यों का भी उल्लेख कीजिए ।

(ख) उपक्रम के समक्ष उपलब्ध तीन विभिन्न विकल्पों को समझाइए । *5*

33. 'Happy Hands Ltd.' manufactures liquid hand wash for children with minimal chemicals. They have three varieties of liquid soap. The fixed cost for the production process is ₹ 2,49,000.

Variety	*Scrub Hand Wash*	*Gel Hand Wash*	*Foam Hand Wash*
Selling Price per 100 ml in (₹)	155	175	195
Variable Cost per 10 ml in (₹)	75	95	105
Sales Mix	40%	30%	30%

Form the above data, calculate the following : *5*

(a) Total weighted average contribution margin.

(b) Break-even-quantity for each variety of liquid hand wash.

(c) Break-even-point in rupees for Scrub Hand Wash.

34. Aneesh, a young entrepreneur, wishes to take his family business of designer fabrics to greater heights with the knowledge he has acquired at 'National Institute of Fabric Development'. His father gave him ₹ 25 lakh as a seed capital to start his own new product line under the family business.

Aneesh is venturing into leather and faux leather for which he needs to plan his business before he goes ahead with the execution. He knows that transformation of raw material into finished products takes place with the help of energy, capital, manpower and machinery. Further, he realised that manufacturing operations are highly complex and tedious, hence need to well planned.

(a) Identify the component of business plan Aneesh is discussing about. Also state its objective.

(b) Explain the three different options available before the venture. *5*

Marking Scheme
Strictly Confidential
(For Internal and Restricted use only)
Senior School Certificate Examination,2024
SUBJECT NAME ENTREPRENEURSHIP(066)(Q.P. CODE 98)

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-X, 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 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 70 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 un assessed 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.

Set 4

MARKING SCHEME

ENTREPRENEURSHIP

A. No.	Answers	Marks
1	(B) Natural resources	**1**
2	(D) Tagline	**1**
3	(C) Private placement	**1**
4	(B) Hostile acquisition	**1**
5	(B) Size of the market being targeted	**1**
6	(A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).	**1**
7	(A) 600 Bales	**1**
8	(C) Assertion (A) is correct, but Reason (R) is incorrect.	**1**
9	(C)Gross Working Capital = Cash + Accounts Receivable + Inventory + Other Current Assets	**1**
10	(B) I and IV	**1**
11	(C) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).	**1**
12	(B) Below the line	**1**
13	(D) Offer to Employees	**1**
14	(C) Watch trends	**1**
15	(B) Economic	**1**

16	(A) Problem	**1**	
17	(D) Manpower Plan	**1**	
18	(C)Private company	**1**	
	Section B		
19	**a. Analytical planning**: Carefully identifying the product or service, it's features, design as well as the resources that will be needed. **b. Resource organization:** Obtaining the required resources, materials, technology, human or capital resources. **c. Implementation:** Applying the resources in order to accomplish the plans and delivering results. **d. Commercial application:** The provision of value to customers, reward employees, and satisfy the stake holders. **OR** A problem is a roadblock in a situation, something that sets up a conflict and forces an entrepreneur to find a solution. When an entrepreneur identifies such a road block, he/she is said to have identified the problem. **Objectives of problem identification:** a. It should clearly state the problem b. Identify target group facing the problem c. Find the market acceptability of the solution to the problem **(Any two)**	½ **× 4** **= 2** **1** ½ + ½ **=1**	**2** **2**
20	(a) The component of product mix is **'Branding'**. Branding is a process, a tool, a strategy, an orientation whereby a name, a sign or a symbol, etc. is given to a product by the entrepreneur so as to differentiate his/her product from the rival products. (b) **Trade Mark** Trade mark is a brand or part of a brand that is given legal protection against its use by other firms.	½ + ½ ½ + ½	**2**
21	**Idea germination:** This is the seeding stage of a new idea. It is the stage where the entrepreneur recognises that an opportunity exists. The idea germination takes place according to interest, curiosity of the entrepreneur according to which opportunity is explored and exploited to its best potential. Creative idea germinates besides the interest, the need of a specific problem or area of study.	½ + ½ **= 1**	**2**

	Preparation: On the basis of the idea, interest and curiosity the need is adjudged by the entrepreneur and he starts looking for the answer to implement the idea. If the idea is to launch a new product or service then market research is conducted. That happens because the seed of curiosity has taken the form of an idea, which the entrepreneurs foresee the future of the product. The **next two steps** to be followed by Prabhav are: **Incubation:** This is the subconscious assimilation of information. This is the transition period. The entrepreneur starts thinking about the idea and it's implementation in his sub-conscious mind. **Illumination:** In this period of illumination the idea re-surfaces in a realistic way and entrepreneur comes out with viable plan to give practical shape by collecting raw-material, arranging funds, policy–making for the implementation of idea.	½ + ½ = **1**	
22	**(a) Advantages of franchisor** **(Related to expansion risk) is Quick expansion** The most obvious advantage of franchising for an entrepreneur is that it allows the venture to expand quickly using little capital. This advantage is significant when we reflect on the problems and issues that an entrepreneur faces in trying to manage and grow a new venture. A franchisor can expand a business nationally and even internationally by authorizing and selling franchises in selected locations. The capital necessary for this expansion is much less than it would be without franchising. The value of the franchise depends on the track record of the franchisor and on the services offered to the entrepreneur or franchisee. **Cost advantages** The mere size of a franchised company offers many advantages to the franchisees. The franchisor can purchase supplies in large quantities, thus achieving economies of scale that would not have been possible otherwise. Many franchise businesses produce parts, accessories, packaging and raw materials in large quantities, then in turn sell these to the franchisees. The franchisee are usually required to purchase these items as part of the franchise agreement and they usually benefit from lower prices. **OR** **(b)** Market considerations related to channels of distribution **1. Number of buyers** If the number of buyers is large then it is better to take the services of middlemen for the distribution of the goods. On the contrary, the distribution	**1** **1** **1**	**2** **2**

	should be done by the manufacturer directly if the number of buyers is less. **2. Types of buyers** Buyers can be of two types: General Buyers and Industrial Buyers. If more buyers of the product belong to general category then there can be more middlemen. But in case of industrial buyers there can be fewer middlemen.	**1**	
23	(a) **A business plan** is comprehensively written down document prepared by the entrepreneur describing formally all the relevant external and internal elements involved in starting a new venture. **Business plans are considered as decision making tools**. 1. Describing all necessary inputs for the enterprise. 2. Explaining the mode of utilization of the resources. 3. Detailing the strategies for the execution of the project. 4. Outlining the desired goals. 5. Assessing market sensitivity and the profitability of the venture. **(Any two points)** **OR** (b) **(i)Ability to harness different sources of information**: Various sources like magazines, journals, books, seminars, trade shows, family members, customers, friends, etc. help in getting information that results in evolution of basic ideas. Bringing together the various sources of information and knowledge and analysing it to the best possible extent helps in identification of the right opportunity to start a new business. **(ii)Vision and creativity:** Creativity is innovating a solution and vision. The entrepreneur should be able to creatively identify an idea to generate a valuable solution to a problem.	**1** **½ + ½** **1** **1**	**2** **2**
24		**½ for total No. of Customers + ½ for Total billed amount + ½ for Formula**	

Week	**Number of Customers**	**Average Amount billed per customer (in Rs.)**	**Total billed amount (in Rs.)**
1	20	200	4,000
2	34	170	5,780
3	26	142	3,692
4	44	462	20,328
5	36	350	12,600

	160		46,400

Unit Price Per Customer = Total Billed Amount/ No. of Customer

= 46,400/160 = Rs. 290 per customer

+ ½ for final answer = 2

	Section C		
25	**(a)Cost plus pricing method** **(b)** **Advantage of this method (Any one)** 1.It is the simplest method to decide the price 2. It is easier for the company to evaluate the reasons for escalations in expenses and take corrective action immediately. 3. The company knows the exact amount of expenditure that has been incurred therefore they can add profit accordingly and can achieve the desired revenue. **Disadvantage of this method (Any one)** 1. This method does not take into account the future demand for a product which should be the base before deciding the price of a product. 2. It does not take into account the competitors actions and their effect on pricing of the product, as in today's competitive world, if one solely depends on cost plus pricing, it can lead to failure of company's product in the market. 3. It can result in the company overestimating the price of a product because this method includes sunk cost and ignores opportunity cost.	**1** **1** **1**	**3**
26	**(i) Scheduling** – It means fixation of time, day, date when each operation is to be commenced and completed. It is the determination of the time that should be required to perform each operation. **(ii) Follow-up** – It relates to evaluation and appraisal of work performed and is helpful in detecting errors in the work. **(iii) Inspection** – It is the art of comparing materials, product or performance with established standards. This element helps the entrepreneur to set up laboratories or evolve methods to ensure predetermined quality of product/service. **OR** **(i)Market-Research** – Any organised effort to gather information about target markets or customers. It is a very important component of business strategy.	**1** **1** **1** **1**	**3** **3**

	(ii)**Market research helps** an entrepreneur for generating **Market driven or demand driven** ideas in any of the following ways - a. by providing important information to identify and analyse the market need, market size and competition. b. It is a key factor to maintain competitiveness over competitors. c. It also includes social and opinion research which leads to systematic gathering and interpretation of information about individuals or organisations using statistical and analytical methods to gain insight or support decision making. **(Any Two)**	**1+ 1**	
27	a. The sales strategy is – **Indirect Sales** b. The other type of sales strategy is – **Direct sales strategy** In this strategy, sales people attack the competitors head on when talking to the customer. They talk about each feature of the competitor's product and compare it to theirs. The term 'negative selling' refers to the direct sales approach. c. Effective sales strategy requires – (i) market knowledge (ii) awareness of competitors activities (iii) awareness of current trends (iv) detailed business analysis **(Any Two)**	**1** ½ + ½ ½ + ½	**3**
28	a. **Political Environment** – It includes government stability and trade regulations and overall political environment in the country Quote - ''The Prime Minister announced relaxation in export duties on electronic items. _____.'' b. **Technological Environment** – It is influenced by government spending on research, new discoveries and development, government and industry focus of technological effort, speed of technological transfer and rate of obsolescence. Quote - ''The company developed a better and cheaper video – conferencing system _____.'' c. **Social Environment** – It includes population demographics, social mobility, income distribution, lifestyle changes, attitude to work and leisure, levels of education and consumerism. Quote - ''There is an increase in the level of education and consumerism globally.''	½ + ½ ½ + ½ ½ + ½	**3**

29	**(i) Seed-capital finance**- It refers to the capital required by an entrepreneur for conducting research at pre-commercialization stage. During this stage the entrepreneur has to convince the investor why his idea/product is worthwhile. The investor will investigate into the technical and economical feasibility of the idea. **(ii) Start-up finance** – This is a stage when a business plan is presented by the entrepreneur to the venture capitalist firm and a management team is formed to run the venture. **(iii) Second-round financing** – At this stage we presume that the idea has been transformed into a product and is being produced and sold. This is the first encounter with the rest of the market, the competitors and attempt is to squeeze in the market and get some market share from the competitors **OR** **Angel Investors** are affluent individuals who provide capital for a business start-up and early stage companies having a high-risk, high-return matrix usually in exchange for convertible debt or ownership equity. **Features** (i) Most angel investors are current or retired executives, business owners or high net worth individuals having knowledge, expertise and funds that help start-ups match up to industry standards. (ii) They expect a very high return on investment. (iii)Apart from investing funds, most angels provide proactive advice, guidance, industry connections and mentoring to the start-up in its early days. (iv)Their objective is to create great companies by providing value creation, and simultaneously helping investors realise a high return on investments. (v)They have a sharp inclination to keep abreast of current developments in a particular business arena, mentoring another generation of entrepreneurs by making use of their vast experience.	**1** **1** **1** ½ ½ **× 5**	**3** **3**
	Section D		
30	**Advertising** is a paid form of communication designed to persuade potential customers to choose the product or service over that of a competitor. **Four rules to be considered** **Aim -** What is the primary purpose of the advertisement? Is it to inform, sell, produce listings or improve the image of the business? **Target -** Who is the target? From which sector of the public are we trying to	**1** ½ **× 4** **= 2**	**5**

	achieve a response? For example, is it male, female, adult, teenager, child, mother, father etc. **Media –** Bearing the aim and target in mind, which are of the media available is the most suitable – i.e. TV, radio, press or Internet? **Competitors –** What are the competitors doing? Which media channel do they use? Are they successful? Can you improve on their approach and beat them in competition? Good advertising generally elicits the following **four responses**: **Attention –** It catches the eye or ear and stands out amid the clutter of competing advertisements. **Interest –** It arouses interest and delivers sufficient impact in the message or offering. **Desire –** It creates a desire to learn more or crave ownership. **Action –** It spurs an action which leads to achievement of the advertisement's original objective – i.e. it prompts potential customers to purchase or use your product or service. **OR** **A franchise agreement** is the legal document that binds the franchisor and franchisee together. This document explains what the franchisor expects from the franchisee in running the business. The agreement is designed to assure that all of the franchisees within an organization are treated equitably. The expectations must be uniform throughout the system. **The main ingredients of a franchise agreement:** 1. **Contract Explanation:** The contract explanation is the part of the agreement that outlines the type of relationship a franchisee is entering into with the franchisor. 2. **Operations Manual:** The operations manual is the section of the agreement that details the guidelines that the franchisee must legally follow in operating the business as outlined by the franchisor. From time to time amendments may be made and the franchisee must be prepared to adjust operations accordingly. The franchisee needs to be aware that the contents of the document are confidential. 3. **Proprietary Statements:** Proprietary statements outline how the franchise name is to be used, as well as the marketing and advertising procedures in place that the franchisee will be required to follow. Also, the franchisor documents how much the franchisee will be required to contribute toward national advertising efforts. 4. **Ongoing Site Maintenance:** Ongoing site maintenance is another item that is outlined in the agreement. Included are the types and timeframes regarding	**½ × 4 = 2** **1** **1 × 4 = 4**	**5**

	various maintenance items and upgrades that must be made to the franchisee's location.		
31	**Primary Market-** It is a market to facilitate transfer of resources from the savers to the entrepreneurs seeking funds for: 1) Setting new enterprises 2) Expanding 3) Diversifying **Methods of flotation of new issues** An entrepreneur can raise the required capital in the primary market by the following methods: 1. Public issue 2. Rights issue 3. Private placement 4. Offer to the employees **1. Public issue / going public** Public issue is the most popular method of raising capital these days by the entrepreneurs. This involves raising of funds directly from the public through the issue of prospectus. An enterprise organizing itself as a public limited company can raise the required funds commonly by preparing a prospectus. When an entrepreneur a offers shares to the public for subscription he/she is required to comply with all the restrictions and formalities pertaining to the initial issues, prospectus drafting and launch. **2. Rights issue** Rights issue is a method of raising additional finance from existing shareholders by offering securities to them on pro-rata basis i.e. giving them a right to a certain number of shares in proportion to the shares they are holding. Normally, through a circular, rights issues are proposed to the existing shareholders and in case they are not willing to subscribe, they can renounce the same in favour of another person. This method of issuing securities is considered to be inexpensive as it does not require any brokers, agents, underwriters, prospectus or enlistment, etc. **3. Private placement** Private placement means the direct sale by a company of its securities to a limited number of sophisticated investors. **4. Offer to employees** Stock options or offering shares to the employees has gained much popularity in many countries of the world. This method enables employees to become shareholders and share the profits of the company leading to: a) Higher efficiency b) Low labour turnover	**1** **1 × 4 = 4**	**5**

	c) Better industrial locations d) Low floatation cost e) Wider/higher generation of funds.		
32	**A company** is an association of persons who contribute money in the shape of shares and the company gets a legal entity and enjoys permanent existence. **Features**: **(i) Separate legal entity –** A company has an independent status, different from its members. **(ii) Limited liability –** The liability of the shareholders of a company is normally limited to the amount of shares held or guarantee given by them. **(iii)Transferability of shares –** Subject to certain conditions, shares are freely transferable. In a private company there are some restrictions. **(iv)Diffusion of ownership and management –** There exists separation of ownership from management. As the shareholders could be scattered across country and they give the right to the directors to manage the company's affairs. **OR** (b)**Benefits of understanding the relevant environment of business** are : **(i) Identification of opportunities to get first mover advantage** - By keeping in touch with the changes in the external environment, an enterprise can identify opportunities and find strategies to capitalise on the opportunities at the earliest. **(ii) Formulation of strategies and policies** -It helps in identifying threats and opportunities in the market. These can serve as the basis of formulation of strategies to counter threats and capitalise on opportunities in the market. **(iii) Tapping useful resources** -If the company has a thorough knowledge of the external environment, it can tap raw materials, technology and even financial resources from the market at economical prices, at the right time. **(iv) Better performance** - Proper understanding of the various elements of the external environment is necessary to take timely action to deal with threats and avail opportunities for the purpose of improvement in the performance of the firm. **v) Sensitisation of entrepreneurs to cope up with rapid changes**-A keen watch on the trends in the environment would help sensitise the entrepreneur to changing technology, competition, government policies and changing needs of the customers. For example, trends in clothing. **vi) Image building** -If a company is sensitive to the external environment, it will come out with new products and services to meet the requirements of the customers. This would build the image or reputation of the firm in the eyes of	**1** **1 × 4 = 4** **1 × 5 = 5**	**5** **5**

	the general public. For example, call–radio taxis with additional features like GPS systems, online booking etc. **(Any Five)**		
33	**Full marks may be awarded to all the candidates.**		**5**
34	(a) Component of Business Plan – **Production Plan** **Objective** — ‘‘Picturising ahead every step in a long series of separate operations, each step to be taken in the right place, of the right degree and at the right time, and each operation to be done at maximum efficiency.’’ (b) **Three options** available before the venture are : **i) No manufacturing involved**: If the new venture does not include any manufacturing function, say it’s a trading firm or a service provider, and then this section will stand eliminated from the plan. **ii) Partial manufacturing:** If some or all the manufacturing process is to be subcontracted or outsourced, then the production plan should describe: i) Name and location of subcontractor(s) ii) Reasons for their selection iii) Cost and time involved iv) Any contracts that have been completed etc. In such cases, a clear mention of what entrepreneur intends to do himself and what he plans to get it done from outside is required. **iii) Complete Manufacturing:** If the manufacturing is to be carried out in whole by the entrepreneur, he/she will need to describe: i) the physical plant layout, ii) the machinery and equipment required to perform the manufacturing operations, iii) raw materials and suppliers names, addresses, terms and conditions, iv) cost of manufacturing v) any future capital equipment required etc.	**1** **1** **1 × 3 = 3**	**5**