



Series R4PSQ/4

SET~3

रोल नं. Roll No.							

प्रश्न-पत्र कोड
Q.P. Code **66/4/3**

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 :

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 23 हैं।
Please check that this question paper contains 23 printed pages.
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में 34 प्रश्न हैं।
Please check that this question paper contains 34 questions.
- 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.
- कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में प्रश्न का क्रमांक अवश्य लिखें।
Please write down the serial number of the question in the answer-book before attempting it.
- इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है। प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा। 10.15 बजे से 10.30 बजे तक परीक्षार्थी केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे।



15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the candidates will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन BUSINESS STUDIES



निर्धारित समय : 3 घण्टे

Time allowed : 3 hours

अधिकतम अंक : 80

Maximum Marks : 80

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P.T.O.



सामान्य निर्देश :

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

- (i) इस प्रश्न-पत्र में 34 प्रश्न हैं। सभी प्रश्न अनिवार्य हैं।
- (ii) प्रत्येक प्रश्नों के अंक उनके सामने अंकित हैं।
- (iii) उत्तर संक्षिप्त तथा बिंदुवार होने चाहिए।
- (iv) 3 अंकों के प्रश्नों के उत्तर 50 से 75 शब्दों में लिखे जाने चाहिए।
- (v) 4 अंकों के प्रश्नों के उत्तर लगभग 150 शब्दों में लिखे जाने चाहिए।
- (vi) 6 अंकों के प्रश्नों के उत्तर लगभग 200 शब्दों में लिखे जाने चाहिए।
- (vii) प्रत्येक प्रश्न के सभी भागों के उत्तर एक साथ लिखे जाने चाहिए।

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

1

अभिकथन (A) : लाभ की मात्रा लाभांश निर्णय की मुख्य निर्धारक होती है।

कारण (R) : लाभांश का भुगतान पूर्व एवं चालू लाभों में से किया जाता है।

- (A) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं तथा कारण (R) अभिकथन (A) की सही व्याख्या है।
- (B) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं, लेकिन कारण (R) अभिकथन (A) की सही व्याख्या नहीं है।
- (C) अभिकथन (A) सत्य है, लेकिन कारण (R) असत्य है।
- (D) अभिकथन (A) असत्य है, लेकिन कारण (R) सत्य है।

2. निम्नलिखित में से प्रबन्धन के स्तरों के सम्बन्ध में गलत कथन का चयन कीजिए :

1

- (A) प्रचालन स्तर प्रबंधन उच्च प्रबंधन द्वारा विकसित योजनाओं एवं व्यूहरचनाओं को क्रियान्वित एवं नियन्त्रित करने के लिए उत्तरदायी होते हैं।
- (B) मध्य स्तरीय प्रबंधन पर प्रबंधक उच्च प्रबंधन द्वारा बनाई गई नीतियों की व्याख्या करते हैं।
- (C) प्रचालन स्तर प्रबंधन पर पर्यवेक्षकों के प्रयासों से माल की बर्बादी को न्यूनतम रखा जाता है।
- (D) उच्च स्तरीय प्रबंधन पर प्रबंधक संगठन के कल्याण एवं जीवितता के लिए उत्तरदायी होते हैं।

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General Instructions :

Read the following instructions very carefully and strictly follow them :

- (i) This question paper contains **34** questions. **All** questions are **compulsory**.
- (ii) Marks are indicated against each question.
- (iii) Answers should be brief and to the point.
- (iv) Answers to the questions carrying **3** marks may be from **50** to **75** words.
- (v) Answers to the questions carrying **4** marks may be in about **150** words.
- (vi) Answers to the questions carrying **6** marks may be in about **200** words.
- (vii) Attempt all parts of a question together.

1. Read the following statements Assertion (A) and Reason (R). Choose the correct option from the given options.

Assertion (A) : Amount of Earnings is a major determinant of the decision about dividend. 1

Reason (R) : Dividends are paid out of current and past earnings.

- (A) Both Assertion (A) and Reason (R) are true and Reason (R) is correct explanation of Assertion (A).
- (B) Both Assertion (A) and Reason (R) are true but Reason (R) is not the correct explanation of Assertion (A).
- (C) Assertion (A) is true but Reason (R) is false.
- (D) Assertion (A) is false but Reason (R) is true.

2. Choose the incorrect statement with respect to levels of management from the following : 1

- (A) Operational level management is responsible for implementing and controlling plans and strategies developed by top management.
- (B) At middle level management, managers interpret the policies framed by top management.
- (C) At operational level management with the efforts of supervisors wastage of materials is minimised.
- (D) At top level management, managers are responsible for the welfare and survival of the organisation.



3. 'केवल कार्य का आबंटन मात्र ही पर्याप्त नहीं होता। प्रत्येक कर्मचारी को यह ज्ञात होना चाहिए कि उसे किससे आदेश प्राप्त करने हैं और वह किसके प्रति जवाबदेह है।'

1

उपरोक्त कथन संगठन प्रक्रिया के एक चरण से सम्बन्धित है। निम्नलिखित में से चरण को पहचानिए :

- (A) कार्य की पहचान तथा विभाजन (B) विभागीकरण
(C) कर्तव्यों का निर्धारण (D) प्राधिकार एवं रिपोर्टिंग संबंध स्थापन

4. पिछले काफ़ी वर्षों से एक बहुराष्ट्रीय कम्पनी मिठाइयों एवं नाश्ते के खान-पान व्यवसाय में है। दीर्घ अवधि में अपनी संभावनाओं में वृद्धि एवं विकास के लिए यह अपनी विक्रय मात्रा, उत्पादों की संख्या तथा पूँजी निवेश में वृद्धि करना चाहती है।

1

प्रबन्ध का वह संगठनात्मक उद्देश्य जिसे यह प्राप्त करना चाहते हैं :

- (A) जीवित रहना (B) लाभ
(C) बढ़ोतरी (D) निगमित सामाजिक उत्तरदायित्व

5. रजत प्लास्टिक के उपयोग करके फैकने वाली वस्तुओं जैसे प्लास्टिक प्लेट, प्लास्टिक कप तथा प्लास्टिक स्ट्रॉ के निर्माणी व्यवसाय को चला रहा था। उसने एकल उपयोग प्लास्टिक पर लगने वाले आगामी प्रतिबंध के बारे में सुना। वह बाह्य पर्यावरण की इस प्रवृत्ति को पहचानने में सक्षम था जो उसकी फर्म के निष्पादन में बाधा पहुँचा सकती थी। अतः उसने तुरंत कार्यवाही की और बाँस व ताड़ के पत्तों से प्लेटें, कप तथा स्ट्रॉ विनिर्माण करने के व्यवसाय में स्थानांतरित हो गया। इसके परिणामस्वरूप उसका व्यवसाय न केवल जीवित रहा अपितु लाभ उत्पन्न करने के योग्य हो गया।

1

उपरोक्त में व्यावसायिक पर्यावरण के महत्त्व के जिस बिन्दु पर प्रकाश डाला गया है वह है :

- (A) यह फर्म को अवसरों की पहचान करने एवं पहल करने के लाभ को प्राप्त करने के योग्य बनाता है।
(B) यह फर्म को खतरों की पहचान एवं समय से पहले चेतावनी देने में सहायता करता है।
(C) यह उपयोगी संसाधनों का दोहन करने में सहायता करता है।
(D) यह नियोजन एवं नीति निर्धारण में सहायता करने में मदद करता है।

6. _____ वह प्रक्रिया है जिसके द्वारा एक प्रबन्धक विभिन्न विभागों की गतिविधियों में एकात्मकता लाता है।

1

- (A) प्रबन्धन (B) नियोजन
(C) समन्वय (D) निर्देशन



3. 'Merely allocating work is not enough. Each individual should also know who he has to take orders from and to whom he is accountable'. 1

The above statement is related to one of the steps of organising process. Identify the step from the following :

- (A) Identification and division of work
- (B) Departmentalisation
- (C) Assignment of duties
- (D) Establishing authority and reporting relationship

4. A multinational sweets and snacks company had been into catering business for the last many years. To add to its prospects and to grow in the long run, it wants to increase its sales volume, the number of products and capital investment.

The organisational objective of management it seeks to achieve is : 1

- (A) Survival
- (B) Profit
- (C) Growth
- (D) Corporate Social responsibility

5. Rajat was carrying on a business of manufacturing plastic disposables like plastic plates, plastic cups and plastic straws. He heard about the upcoming ban on single use plastics. He was able to identify this external environmental trend which could hinder his firm's performance. So he took action and shifted to manufacturing the plates, cups and straws from bamboo and palm leaves. As a result, his business not only survived but was able to generate profit.

The point of importance of Business Environment highlighted above is : 1

- (A) It enables the firm to identify opportunities and getting the first mover advantage.
- (B) It helps the firm to identify threats and early warning signals.
- (C) It helps in tapping useful resources.
- (D) It helps in assisting in planning and policy formulation.

6. _____ is the process by which a manager synchronises the activities of different departments. 1

- (A) Management
- (B) Planning
- (C) Co-ordination
- (D) Directing



7. वर्ष के प्रारंभ में ल्याका लिमिटेड ने अपने हर्बल शैम्पू की एक नई श्रृंखला का शुभारंभ किया। कानूनी ढाँचे के अनुसार ल्याका लिमिटेड ने हर्बल शैम्पू के पैकेज और लेबल पर निर्माता का नाम एवं पता, वजन, उत्पादन तिथि, समाप्ति तिथि, अधिकतम खुदरा मूल्य आदि प्रदान किया है।

1

उपरोक्त में जिस उपभोक्ता अधिकार पर प्रकाश डाला गया है, वह है :

- (A) चयन का अधिकार (B) सूचना का अधिकार
(C) उपभोक्ता शिक्षा का अधिकार (D) सुरक्षा का अधिकार

8. _____ नियंत्रण प्रक्रिया का वह चरण है जहाँ यदि प्रबन्धकों के प्रयासों से विचलनों को ठीक न किया जा सकता हो तो मानकों को संशोधित करना चाहिए।

1

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

9. कॉलम-I में दिए गए भारतीय प्रतिभूति एवं विनियम बोर्ड के कार्यों का कॉलम-II में दिए गए उनके शीर्षकों से मिलान कीजिए :

1

	कॉलम-I		कॉलम-II
A.	प्रतिभूति बाजार के मध्यस्थों का प्रशिक्षण	(i)	नियमनकर्ता कार्य
B.	कम्पनी की अधिग्रहण बोलियों पर नियमन	(ii)	सुरक्षात्मक कार्य
C.	आंतरिक व्यापार पर नियंत्रण तथा ऐसे व्यवहारों के ऊपर दंड लगाना	(iii)	विकासपूर्ण कार्य

सही विकल्प का चयन कीजिए :

- (A) A(ii); B(iii); C(i) (B) A(i); B(ii); C(iii)
(C) A(iii); B(i); C(ii) (D) A(iii); B(ii); C(i)

10. 'यह वह प्रक्रिया है जो उपलब्ध निधियों को उनके सर्वाधिक उत्पादक निवेश अवसर में विनियोजित करती है।' यह जानी जाती है :

1

- (A) वित्तीय नियोजन (B) वित्तीय मध्यस्थता
(C) आवंटन कार्य (D) पूँजी बजटिंग



7. Lyka Ltd. launched its new range of herbal shampoos at the beginning of the year. As per legal framework, Lyka Ltd. provided the name and address of the manufacturer, the weight, manufacturing date, expiry date, maximum retail price etc. on the package and label of the herbal shampoo.

1

The consumer right highlighted above is :

- (A) Right to choose (B) Right to be informed
(C) Right to consumer education (D) Right to safety

8. _____ is the step in the controlling process where standards may have to be revised in case the deviation can not be corrected through managerial action.

1

- (A) Setting Performance Standards
(B) Measurement of Actual performance
(C) Comparing Actual Performance with standards and analysing deviations
(D) Taking corrective action

9. Match the functions of Securities and Exchange Board of India given in Column-I with their headings given in Column-II :

1

	Column-I		Column-II
A.	Training of intermediaries of securities markets	(i)	Regulatory function
B.	Regulation of takeover bids by companies	(ii)	Protective function
C.	Controlling insider trading and imposing penalties for such practices	(iii)	Development function

Choose the correct alternative :

- (A) A(ii); B(iii); C(i) (B) A(i); B(ii); C(iii)
(C) A(iii); B(i); C(ii) (D) A(iii); B(ii); C(i)

10. 'It is a process that allocates or directs funds available for investment into their most productive instrument opportunity'.

1

This is known as :

- (A) Financial planning (B) Financial Intermediation
(C) Allocative function (D) Capital budgeting





11. कथन – I : ब्राण्ड का वह भाग जिसे बोला जा सकता है ब्रांड नाम कहलाता है । 1
- कथन – II : ब्राण्ड का वह भाग जिसे कानूनी संरक्षण दिया जाता है ट्रेड मार्क कहलाता है ।
- निम्नलिखित में से सही विकल्प का चयन कीजिए :
- (A) कथन I सत्य है तथा कथन II असत्य है ।
- (B) कथन II सत्य है तथा कथन I असत्य है ।
- (C) दोनों कथन सत्य हैं ।
- (D) दोनों कथन असत्य हैं ।
12. प्रतिभूतियों को इलेक्ट्रॉनिक रूप में रखने की प्रक्रिया _____ है । 1
- (A) वित्तीय मध्यस्थता (B) विभौतिकीकरण
- (C) आबंटन कार्य (D) प्रतिभूतियों का संग्रहण
13. पायल एक बहुराष्ट्रीय कम्पनी में कार्यरत थी । उसके पिताजी ने उसे जन्मदिन पर ₹ 40,500 का एक स्मार्टफोन उपहार में दिया । यह मोबाइल फोन उसके पिताजी ने अपने एक मित्र की दुकान से खरीदा था । कुछ माह पश्चात् मोबाइल फोन में समस्याएँ उत्पन्न होने लगीं । पायल ने निर्माता से सम्पर्क स्थापित करने का बहुत बार प्रयास किया लेकिन उसने कोई जवाब नहीं दिया । अन्ततः पायल ने निर्माता के विरुद्ध शिकायत करने का निर्णय लिया । शिकायत निवारण का वह उपयुक्त तंत्र जहाँ पायल शिकायत कर सकती है, वह है : 1
- (A) जिला फोरम/कमीशन (B) राज्य कमीशन
- (C) राष्ट्रीय कमीशन (D) उच्चतम न्यायालय
14. निम्नलिखित में से कौन सी प्रबन्धन के 'निर्देशन' कार्य की विशेषता नहीं है ? 1
- (A) निर्देशन क्रिया को प्रारंभ करता है ।
- (B) निर्देशन प्रबंधन के प्रत्येक स्तर पर निष्पादित होता है ।
- (C) निर्देशन यह सुनिश्चित करता है कि क्रियाओं का निष्पादन योजनानुसार हो रहा है ।
- (D) निर्देशन ऊपर से नीचे की ओर प्रवाहित होता है ।



11. **Statement – I** : That part of a brand which can be spoken is called a brand name. 1
Statement – II : That part of the brand which is given legal protection is called Trademark.
Choose the correct option from the following :
- (A) Statement I is true and Statement II is false.
(B) Statement II is true and Statement I is false.
(C) Both the statements are true.
(D) Both the statements are false.
12. _____ is the process of holding securities in electronic form. 1
(A) Financial Intermediation (B) Dematerialisation
(C) Allocative function (D) Mobilisation of securities
13. Payal was working in a Multinational company. Her father gifted her a smart phone worth ₹ 40,500 on her birthday. The mobile phone was purchased by her father from his friend's shop. After few months, the mobile phone started creating problems. Payal tried to contact the manufacturer many times but he did not respond. Ultimately Payal decided to file a complaint against the manufacturer. The appropriate grievance redressal machinery where Payal can file a complaint is : 1
(A) District Forum/Commission (B) State Commission
(C) National Commission (D) Supreme Court
14. Which of the following is NOT a feature of 'Directing' function of management ? 1
(A) Directing initiates Action.
(B) Directing takes place at every level of management.
(C) Directing ensures that activities are performed as per plans.
(D) Directing flows from top to bottom.



15. 'मरबरी बिस्कुट्स' ने तीन किस्मों के ओट्स के बिस्कुटों की एक नई श्रृंखला का शुभारंभ किया है। अपने प्रवर्तन (संवर्धनात्मक) अभियान के एक भाग के रूप में उन्होंने विद्यालयों में अपने बिस्कुटों के मुफ्त नमूने बाँटने का निर्णय लिया।

1

'मरबरी बिस्कुट्स' द्वारा उपयोग में लाई गई प्रवर्तन तकनीक को पहचानिए :

- (A) विज्ञापन (B) वैयक्तिक विक्रय
(C) विक्रय संवर्धन (D) जन सम्पर्क

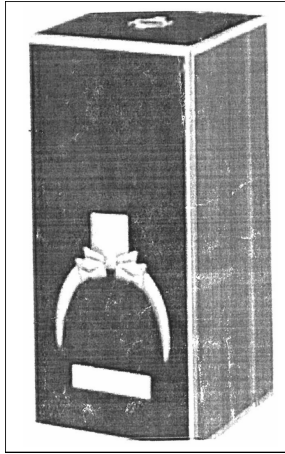
16. निम्नलिखित में से कौन सा अनौपचारिक संगठन का एक लाभ है ?

1

- (A) यह संगठन को स्थायित्व प्रदान करता है क्योंकि कर्मचारियों के व्यवहार का आसानी से पूर्वानुमान लगाया जा सकता है चूँकि उनके मार्गदर्शन के लिए स्पष्ट नियम होते हैं।
(B) निष्पादित की जाने वाली क्रियाकलापों का एक ढाँचा प्रदान कर यह उद्देश्यों की प्रभावपूर्ण प्राप्ति की ओर ले जाता है।
(C) यह कर्मचारियों की कार्य संतुष्टि में वृद्धि करता है, चूँकि इससे उनमें संगठन में अपनत्व की भावना जागृत होती है तथा उन्हें एक जैसी सोच वाले लोग ढूँढ़ने की अनुमति प्रदान करता है।
(D) इससे प्रयासों की पुनरावृत्ति पर रोक लगती है क्योंकि प्रत्येक सदस्य की भूमिका में कोई अस्पष्टता नहीं होती।

17. नीचे दिया गया चित्र एक परफ्यूम की बोतल का पैकेज है :

1



ऊपर दिखाए गए पैकेजिंग के डिब्बे के स्तर की पहचान कीजिए :

- (A) प्राथमिक पैकेज
(B) द्वितीयक पैकेजिंग
(C) परिवहन के लिए पैकेजिंग
(D) (A) तथा (B) दोनों

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15. 'Marbury biscuits' launched its new range of oat cookies in three varieties. They decided to distribute free samples of their biscuits in schools as a part of their promotional campaign.

Identify the tool of promotion used by 'Marbury Biscuits' :

1

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

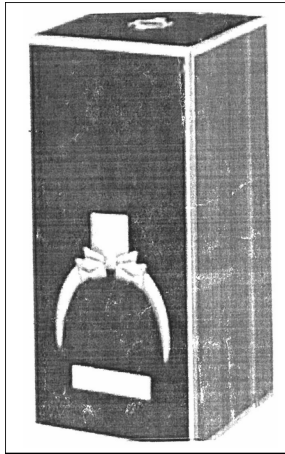
16. Which of the following is an advantage of Informal organisation ?

1

- (A) It provides stability to the organisation because behaviour of employees can be fairly predicted since there are specific rules to guide them.
(B) It leads to effective accomplishment of goals by providing a framework for the operations to be performed.
(C) It enhances the employee's job satisfaction since it gives them a sense of belongingness in the organisation and allows them to find like minded people.
(D) It helps in avoiding duplication of efforts as there is no ambiguity in the role that each member has to play.

17. The picture given below is the package of a perfume bottle :

1



Identify the level of packaging of the box shown above :

- (A) Primary package (B) Secondary packaging
(C) Transportation packaging (D) Both (A) and (B)





18. कथन – I : व्यावसायिक पर्यावरण गतिशील होता है क्योंकि यह भिन्न-भिन्न देशों में भिन्न-भिन्न होता है । 1
- कथन – II : व्यावसायिक पर्यावरण अधिकांशतः अनिश्चित होता है क्योंकि भविष्य की घटनाओं का पूर्वानुमान लगाना बहुत कठिन होता है ।
- निम्नलिखित में से सही विकल्प का चयन कीजिए :
- (A) कथन I सत्य है तथा कथन II असत्य है ।
(B) कथन II सत्य है तथा कथन I असत्य है ।
(C) दोनों कथन सत्य हैं ।
(D) दोनों कथन असत्य हैं ।
19. निम्नलिखित में से कौन सी विमुद्रीकरण की विशेषता नहीं है ? 1
- (A) यह कम रोकड़ अथवा नकदी रहित अर्थव्यवस्था की ओर ले जाता है अर्थात् अधिक बचतों को औपचारिक वित्तीय प्रणाली की ओर दिशा प्रदान करना तथा कर अनुपालन में सुधार करना ।
(B) इसकी व्याख्या सरकार द्वारा किए गए उस उपाय के रूप में की जाती है जो यह संकेत करता है कि कर चोरी को लंबे समय तक सहन अथवा स्वीकार नहीं किया जा सकता ।
(C) इसे कर प्रशासन उपाय के रूप में देखा जाता है ।
(D) कर-प्रशासन ने इसके द्वारा बचतों को औपचारिक वित्तीय प्रणाली से दूर दिशा प्रदान की है ।
20. प्रतिभूतियों को इलेक्ट्रॉनिक रूप में रखने की प्रक्रिया _____ है । 1
- (A) वित्तीय मध्यस्थता (B) विभौतिकीकरण
(C) आबंटन कार्य (D) प्रतिभूतियों का संग्रहण
21. (a) 'नियोजन' एवं 'नियन्त्रण' प्रबन्ध के दो अपृथक्करीय जुडवाँ हैं । किन्हीं तीन बिन्दुओं की सहायता से समझाइए । 3
- अथवा
- (b) नियन्त्रण प्रक्रिया में चर्चित 'जटिल बिंदु नियन्त्रण' तथा 'अपवाद द्वारा प्रबन्धन' को समझाइए । 3



18. **Statement – I** : Business Environment is dynamic as it differs from country to country. 1

Statement – II : Business Environment is largely uncertain as it is very difficult to predict future happenings.

Choose the correct option from the following :

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

19. Which of the following is NOT a feature of demonetisation ? 1

- (A) It leads to creation of a less-cash or cash-less (free) economy i.e. channeling more savings through the formal financial system and improving tax compliance.
- (B) It is interpreted as a shift on the part of the government indicating that tax evasion will no longer be tolerated or accepted.
- (C) It is viewed as a tax administration measure.
- (D) It led to tax administration channelising savings away from the formal financial system.

20. _____ is the process of holding securities in electronic form. 1

- (A) Financial Intermediation (B) Dematerialisation
- (C) Allocative function (D) Mobilisation of securities

21. (a) 'Planning and controlling are inseparable twins of management'. Explain with the help of any three points. 3

OR

(b) Explain 'Critical point control' and 'Management by exception' as discussed in the controlling process. 3



22. (a) निम्नलिखित आधारों पर 'पूँजी बाज़ार' एवं 'मुद्रा बाज़ार' में अन्तर्भेद कीजिए : 3
- प्रलेख
 - तरलता
 - सुरक्षा

अथवा

- (b) वित्तीयन निर्णय को प्रभावित करने वाले निम्नलिखित घटकों को समझाइए : 3
- स्थायी संचालन लागत
 - पूँजी बाज़ार की स्थिति

23. अमन, आशीष एवं आशी तीन मित्रों ने एक प्रसिद्ध प्रबन्ध संस्थान से अपनी एम.बी.ए. पूरी करने के बाद 'सोल्यूशन्स' नाम से एक 'स्टार्ट अप' बनाया। स्टार्ट अप का लक्ष्य अपनी सेवाओं के माध्यम से सामाजिक एवं पर्यावरणीय प्रभाव डालना था। 'सोल्यूशन्स' मुम्बई की स्लम बस्तियों में रहने वाले लोगों की स्थिति में सुधार करने वाले सामाजिक व्यावसायिक विचारों का समर्थन करता था। चूँकि तीनों मित्रों ने सामाजिक कार्यों में विशिष्टता प्राप्त की हुई थी अतः उन्होंने मुम्बई की तीन अलग-अलग स्लम बस्तियों को अपनाया और अपने-अपने सृजनात्मक तरीकों से स्लम बस्तियों में रहने वाले लोगों को शिक्षित करना आरम्भ कर दिया। अमन ने 'खेल-खेल में सीखना' पद्धति का प्रयोग किया, आशीष ने 'संगीत' को एक सीखने की विधि के रूप में प्रयोग किया जबकि आशी ने 'गतिविधि आधारित सीखना विधि' का प्रयोग किया। उन्होंने आधारभूत ज्ञान का उपयोग अपने-अपने अनोखे तरीकों से किया और स्लम बस्तियों में रहने वाले लोगों को शिक्षित करने में सफल रहे। 3

इसका यह तात्पर्य है कि इच्छित परिणामों को प्राप्त करने के लिए प्राप्त ज्ञान का दक्षतापूर्ण एवं व्यक्तिगत उपयोग प्रत्येक व्यक्ति में भिन्न-भिन्न होता है।

- उपरोक्त स्थिति में चर्चित प्रबन्धन की प्रकृति को पहचानिए एवं उसका उल्लेख कीजिए।
- उपरोक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए उपरोक्त (a) में पहचानी गई प्रबन्धन की प्रकृति की किन्हीं दो विशेषताओं का उल्लेख कीजिए।

24. समाज में तेज़ी से होने वाले परिवर्तनों ने संगठनों पर दबाव बनाया है कि वे अपने उत्पादों, कार्य अपेक्षाओं के प्रकार तथा कार्यों को पूरा करने के लिए आवश्यक कौशल के प्रकारों को पुनः अपने अनुकूल बनाएँ। इस तेज़ी से बदलते हुए व्यावसायिक पर्यावरण के साथ गति को बनाए रखने के लिए एक ऑटोमोबाइल विनिर्माणी कम्पनी 'सुजोन कार्स' जो पिछले तीस वर्षों से इस व्यवसाय में है, ने आर्टिफिशियल इंटेलिजेंस तकनीक के माध्यम से इलेक्ट्रिक कारों का विनिर्माण आरंभ करने का निर्णय लिया। आर्टिफिशियल इंटेलिजेंस के आरंभ होने के साथ ही कम्पनी को अपने कर्मचारियों के ज्ञान तथा कौशल में सुधार करना था। वे चाहते थे कि उनके सभी कर्मचारी वर्तमान कार्य पर अपने निष्पादन में सुधार करें और भविष्य में किसी भी नए कार्य के लिए तैयार हो जाएँ। इस प्रकार वे न केवल अपने ज्ञान एवं कौशल को बढ़ाने में सफल होंगे अपितु अपने निष्पादन में भी सुधार कर सकेंगे। ऐसे करने से संगठन को भी बहुत से लाभ प्राप्त होंगे। 3

- उपरोक्त में चर्चित अवधारणा को पहचानिए जो कर्मचारियों को आर्टिफिशियल इंटेलिजेंस तकनीक का उपयोग करते हुए अपना कार्य बेहतर ढंग से करने में सहायता करेगी।
- उपरोक्त (a) में पहचानी गई अवधारणा से संगठन को होने वाले किन्हीं पाँच लाभों का उल्लेख कीजिए।



22. (a) Distinguish between 'Capital Market' and 'Money Market' on the basis of : 3
- (i) Instruments
 - (ii) Liquidity
 - (iii) Safety

OR

- (b) Explain the following as factors affecting financing decision : 3
- (i) Fixed Operating Costs
 - (ii) State of Capital Market

23. Three friends, Aman, Ashish and Ashi after completing their MBA from a reputed management institute, formed a start up named 'Solutions'. The goal of the start up was to make a social and environmental impact through its services. 'Solutions' supports social business ideas to improve living conditions in slums of Mumbai. As all the three friends are specialised in social work, they adopted three different slums of Mumbai and started educating the slum dwellers in their own creative manner. Aman used 'playway method', Ashish used 'music' as a method of learning while Ashi used 'activity based method of learning'. They used basic knowledge in their unique manner and were able to educate the slum dwellers.

It implies that skillful and personal application of acquired knowledge varies from individual to individual in achieving desired results. 3

- (a) Identify and state the nature of management discussed in the above case.
- (b) Quoting lines from the above para, state any two features of nature of management identified in (a) above.

24. The rapid changes having taken place in the society have created pressure on organisations to readapt its products, type of jobs required and type of skills necessary to complete these jobs. To keep up pace with the rapid changes in the business environment, 'Suzon cars', a company manufacturing automobiles for the last thirty years decided to start manufacturing electric cars with Artificial Intelligence technology. With the introduction of Artificial Intelligence, the company had to improve the knowledge and skills of its employees. They wanted that all their employees improve their performance on the current job and are prepared for any intended job in future. This way they would not only be able to increase their knowledge and skills but would also improve their performance. By doing this, the organisation too would get various benefits. 3

- (a) Identify the concept discussed above which would help the employees to do the job in a better way using Artificial Intelligence Technology.
- (b) State any five benefits of the concept identified in (a) above to the organisation.



25. (a) प्रबन्धन के निर्देशन कार्य के तत्त्वों के रूप में 'नेतृत्व' एवं 'सम्प्रेषण' को समझाइए । 4

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- (b) सम्प्रेषण की निम्नलिखित सांकेतिक बाधाओं को समझाइए : 4
- (i) त्रुटिपूर्ण अनुवाद
- (ii) अस्पष्ट संकल्पनाएँ

26. केसन्स लिमिटेड इलेक्ट्रिक वाहनों के लिए स्वचालित पुर्जों विनिर्माण की एक प्रसिद्ध कम्पनी थी । चूँकि इलेक्ट्रिक वाहनों की माँग बढ़ रही थी अतः स्वचालित पुर्जों की माँग को पूरा करने के लिए केसन्स लिमिटेड को अधिक पूँजी की आवश्यकता थी । केसन्स लिमिटेड के वित्त प्रबन्धक अतुल ने सलाह दी कि चूँकि शेयर बाज़ार तेज़ी पर था । अतः जनता से अंशों के सार्वजनिक निर्गमन द्वारा कोष एकत्रित किए जाएँ । मुख्य कार्यकारी अधिकारी भली भाँति समझता था कि कोष एकत्रित करने की इस प्रक्रिया से न केवल कम्पनी पर प्रबन्धन का नियन्त्रण कम होगा अपितु इसके लिए काफ़ी खर्च की भी आवश्यकता होगी । फिर भी वह वित्त प्रबन्धक के साथ सहमत हो गया और भारतीय प्रतिभूति एवं विनिमय बोर्ड के दिशा निर्देशों का अनुपालन करते हुए अंशों को सार्वजनिक रूप से निर्गमित कर दिया गया । 4

उपरोक्त में चर्चित पूँजी ढाँचे के चयन को प्रभावित करने वाले चार कारकों को पहचानिए एवं उनका उल्लेख कीजिए ।

27. अपने दिन-प्रतिदिन के क्रय के लिए निशि एक किराना स्टोर पर गई । घर पहुँचकर जैसे ही उसने अपने बेटे को देने के लिए अपने थैले से बिन्क्स टोमेटो चिप्स का पैकेट निकाला तो उसने महसूस किया कि उसका वजन कम था । अपनी रसोईघर की तराजू पर उसने उसके वजन की जाँच की तो पाया कि उसका वजन 60 ग्राम था जबकि चिप्स के पैकेट पर लगे लेबल के अनुसार इसका वजन 100 ग्राम था । उसने निर्माता से संपर्क किया और इसके बारे में शिकायत की । निर्माता ने उसे एक गिफ्ट हैम्पर दिया और प्रार्थना की, कि वह किसी को भी इसके बारे में न बताए । निशि ने गिफ्ट हैम्पर स्वीकार करने से मना कर दिया और इस विषय को शिकायत निवारण एजेंसी के पास ले गई । 4

- (a) उपरोक्त स्थिति में एक उपभोक्ता के रूप में निशि ने जिन दो उत्तरदायित्वों का निर्वहन किया उनका उल्लेख कीजिए ।
- (b) ऐसी किन्हीं दो राहतों का उल्लेख कीजिए जो निशि को दी जा सकती हैं, यदि उपभोक्ता अदालत शिकायत की यथार्थता से संतुष्ट है ।



25. (a) Give the meaning of 'Leadership' and 'Communication' as elements of directing function of management. 4

OR

- (b) Explain the following as 'semantic barriers to communication' : 4
- (i) Faulty translations
 - (ii) Unclarified assumptions

26. Kaysons Ltd. was a reputed company manufacturing automotive parts for electric vehicles. As the demand for the electric vehicles grew, Kaysons Ltd. needed more capital to keep up with the demand for automotive parts. Atul, the Finance Manager of Kaysons Ltd. suggested that the company should raise funds through a public issue of shares as the stock market was bullish. The Chief Executive Officer fully understood that this process of raising funds would not only reduce the managements' holding in the company but would also require considerable expenditure. Even then he agreed with the Finance Manager and the public issue of shares was made complying with the guidelines of Securities and Exchange Board of India.

Identify and state four factors affecting choice of capital structure being discussed above. 4

27. Nishi had gone to a grocery store to make routine purchases. On reaching home, as she took out Binx tomato chips packet from the bag to give it to her son, she felt that it was underweight. She checked its weight on the kitchen weighing scale and found that it weighed 60 grams whereas the label on the chips packet mentioned the weight of the packet as 100 grams. She approached the manufacturer and complained about it. The manufacturer offered her a gift hamper and requested her not to disclose this to anyone. Nishi refused to accept the gift hamper and took the issue to a redressal agency. 4

- (a) State two responsibilities discharged by Nishi, as a consumer, in the above case.
- (b) State any two reliefs which can be granted to Nishi, if the consumer court is satisfied with the genuineness of the complaint.





28. एक कम्पनी की कार्यशील पूँजी आवश्यकताओं को प्रभावित करने वाले निम्नलिखित घटकों को समझाइए : 4

- (a) संचालन कार्यकुशलता
- (b) कच्चे माल की उपलब्धि

29. (a) चयन प्रक्रिया के निम्नलिखित चरणों को समझाइए : 4

- (i) चयन परीक्षाएँ
- (ii) रोज़गार साक्षात्कार

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(b) प्रबन्धन के 'नियुक्तिकरण' कार्य के महत्त्व के किन्हीं चार बिन्दुओं का उल्लेख कीजिए । 4

30. 'शान्ता एण्टरप्राइजिज' पिछले पन्द्रह वर्षों से सौर पैनल विनिर्माण के व्यवसाय में थी । अपनी विशेषज्ञता के साथ अब ये कम लागत पर अच्छी गुणवत्ता वाले सौर पैनल निर्माण करने के योग्य थी । परिणामस्वरूप 'शान्ता एण्टरप्राइजिज' को आदेशों की बाढ़ सी आ गई और वह एक अच्छा लाभ उपांत उत्पन्न करने के योग्य हो गयी ।

कम्पनी के कर्मचारियों को अभिप्रेरित करने के लिए कम्पनी ने उनमें से कुछ को उनकी कड़ी मेहनत का मुआवजा देने का निर्णय लिया । अरविन्द और योगेश को, जो अनुबन्ध के आधार पर कम्पनी में कार्यरत थे, कम्पनी में स्थायी रूप से रख लिया गया । दोनों बहुत खुश थे क्योंकि अब उन्हें अपनी भावी आय के बारे में स्थिरता थी । एकता, जो कि कम्पनी की एक नियमित कर्मचारी थी, और शोध एवं विकास विभाग के अध्यक्ष के रूप में कार्यरत थी, को 'वर्ष का सर्वश्रेष्ठ कर्मचारी पुरस्कार' से पुरस्कृत किया गया । 4

- (a) शान्ता एण्टरप्राइजिज द्वारा इसके कर्मचारियों को दिए गए प्रोत्साहनों को पहचानिए एवं समझाइए ।
- (b) मॉस्लो के आवश्यकता क्रम सिद्धान्त के अनुसार इन प्रोत्साहनों से कर्मचारियों की किन आवश्यकताओं की संतुष्टि होती है उनका उल्लेख कीजिए ।



28. Explain the following factors affecting the working capital requirements of a company : 4

- (a) Operating Efficiency
- (b) Availability of Raw Material

29. (a) Explain the following steps of the selection process : 4

- (i) Selection Tests
- (ii) Employment Interview

OR

(b) State any four points of importance of 'Staffing' function of management. 4

30. 'Shanta Enterprises' was in the business of manufacturing solar panels for the last fifteen years. With their expertise now they were able to manufacture good quality solar panels at lower cost. As a result 'Shanta Enterprises' was flooded with orders and was able to generate a good profit margin.

To motivate the employees the company decided to compensate some of them for their hard work. Arvind and Yogesh, who were working on contract basis, were absorbed permanently in the company. Both were happy as now there was stability about their future income. Ekta, a regular employee of the company, working as Research and Development Head, was awarded the 'Best Employee of the year Award'. 4

- (a) Identify and explain the incentives given by Shanta Enterprises to its employees.
- (b) State the needs of the employees being met by such incentives as per Maslow's Need Hierarchy Theory.



31. (a) प्रबन्धन के नियोजन कार्य की विशेषताओं के रूप में निम्नलिखित को समझाइए :

6

- (i) नियोजन का केन्द्र बिन्दु लक्ष्य प्राप्ति होता है ।
- (ii) नियोजन भविष्यवादी है ।
- (iii) नियोजन में निर्णय करना निहित है ।

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(b) नियोजन प्रक्रिया के निम्नलिखित चरणों को समझाइए :

6

- (i) उद्देश्यों का निर्धारण
- (ii) विकासशील आधार
- (iii) कार्यवाही की वैकल्पिक विधियों की पहचान

32. अंकुर सचदेवा ने आई टी बी विश्वविद्यालय से अपनी एम बी ए की है । वह वैज्ञानिक प्रबन्धन के अपने ज्ञान को उसके द्वारा स्थापित फास्ट फूड रेस्टोरां 'कॉफी बीन' में उपयोग में लाना चाहता था । यह रेस्टोरां मेन्यू के एक भाग के रूप में बर्गरस्, फ्राइस और शेक्स इत्यादि परोस रहा था ।

6

आजकल लोग गुणवत्ता के बारे में बहुत सचेत हैं अतः वह मानकीकृत कच्चा माल, प्रक्रियाएँ, विधियाँ, कार्य दशाएँ, मशीन इत्यादि का उपयोग कर रहा था । उद्देश्य था उत्कृष्टता के मानक स्थापित करना । ऐसा करके वह न केवल लागत में कमी करने में सफल रहा अपितु बर्गरस्, फ्राइस तथा शेक्स की नई किस्में प्रदान करने में भी सफल रहा और इस प्रकार व्यापार की मात्रा बढ़ गई ।

अंकुर सचदेवा इस बात में विश्वास रखता था कि कुशलता को बढ़ाने के लिए केवल एक सर्वश्रेष्ठ विधि होती है । जिसके परिणामस्वरूप उसने बर्गरस् को ग्रिल करने, फ्राइस को पकाने तथा शेक्स तैयार करने की सर्वश्रेष्ठ विधियाँ विकसित कीं । उसका मुख्य उद्देश्य था ग्राहकों की संतुष्टि को अधिकतम करना, जो उसने प्राप्त कर लिया ।

न केवल अपने कार्य को सर्वश्रेष्ठ तरीके से करना सीखना अपितु कुशलतापूर्वक अपने कार्यों का निष्पादन करने के लिए 'कॉफी बीन्स' नियमित रूप से प्रशिक्षण एवं विकास कार्यों में विनियोजित करती है ताकि कर्मचारियों को आवश्यक ज्ञान एवं कौशल से सुसज्जित किया जा सके । 'कॉफी बीन्स' विश्वास करती है कि कुशल कर्मचारी अधिक उत्पादन करेंगे और अधिक आय अर्जित करेंगे । इससे कम्पनी एवं कर्मचारी दोनों के लिए अधिकतम कार्यकुशलता एवं समृद्धि सुनिश्चित होगी ।

उपरोक्त स्थिति में 'कॉफी बीन्स' द्वारा उपयोग में लाए गए वैज्ञानिक प्रबन्धन के सिद्धान्तों एवं तकनीकों पर प्रकाश डाला गया है । ऐसे किसी एक सिद्धान्त एवं दो तकनीकों को समझाइए ।





31. (a) Explain the following as features of planning function of management :

6

- (i) Planning focuses on achieving objectives.
- (ii) Planning is futuristic.
- (iii) Planning involves decision making.

OR

(b) Explain the following steps in the process of planning :

6

- (i) Setting objectives
- (ii) Developing Premises
- (iii) Identifying alternative courses of action

32. Ankur Sachdeva did his MBA from ITB University. He decided to apply his knowledge of scientific management in the fast food restaurant chain 'Coffee Bean' set up by him. This restaurant was providing burgers, fries, shakes etc. as a part of its menu.

6

Now a days people are quality conscious, so he was using standardised raw materials, processes, methods, working conditions, machinery etc. The objective was to establish standards of excellence. By doing this he was not only able to reduce the cost but was also able to provide new varieties of burgers, fries and shakes leading to increased turnover.

Ankur Sachdeva also believed that there was only one best method to maximise efficiency. As a result he developed best way of grilling burgers, cooking fries and preparing shakes. His main objective was to maximise the satisfaction of customers, which he was able to achieve.

Not only to learn the best way of doing a job, but to perform their tasks efficiently, 'Coffee Bean' regularly invests in training and development programmes to equip employees with the necessary skill and knowledge. 'Coffee Bean' believed that efficient employees will produce more and earn more. This will ensure their greatest efficiency and prosperity for both company and workers.

The above case highlights the use of Scientific principles and techniques by 'Coffee Bean'. Explain any one such principle and two techniques.

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33. (a) विपणन के निम्नलिखित कार्यों को समझाइए : 6
- (i) उत्पाद का रूपांकन एवं विकास
 - (ii) भौतिक वितरण
 - (iii) संग्रहण अथवा भंडारण
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- (b) मूल्य निर्धारण को प्रभावित करने वाले निम्नलिखित घटकों को समझाइए : 6
- (i) वस्तु की लागत
 - (ii) उपयोगिता एवं माँग
 - (iii) बाज़ार में प्रतियोगिता की सीमा
34. प्रीति ने यू ट्यूब पर अपना खाना पकाने का चैनल 'मूड आर्ट' प्रारम्भ किया। चूँकि उसके अभिदाताओं की संख्या बढ़ रही थी, अतः वह स्वयं सब कुछ संभालने की स्थिति में नहीं थी। उसने राहुल और रिया को फिल्म बनाने, संपादन करने, प्रकाशन तथा सामग्री अनुसंधान में सहायता करने के लिए काम पर रखा। उसने उन्हें निश्चित सीमाओं के अन्तर्गत कार्य करने का अधिकार प्रदान किया। इस प्रकार वह अपना समय उच्च प्राथमिकता वाले कार्यों जैसे नई खाना बनाने की विधियाँ विकसित करना तथा विषयवस्तु विकसित करना आदि में प्रयोग कर सकती थी। परिणामस्वरूप राहुल तथा रिया को अपने विकास तथा पहल क्षमता का उपयोग करने के अवसर मिल गए। प्रीति अब उद्देश्यों पर अपना ध्यान केन्द्रित कर सकी और छः माह के अन्दर ही उसने दस लाख अभिदाता आधार का लक्ष्य प्राप्त कर लिया। 6
- (a) प्रीति द्वारा अपने व्यवसाय के उद्देश्यों पर ध्यान केन्द्रित करने और अपने लक्ष्यों को प्राप्त करने के लिए उपयोग में लाई गई प्रबन्धन की अवधारणा को पहचानिए।
 - (b) उपरोक्त (a) में पहचानी गई अवधारणा के महत्त्व के किन्हीं पाँच बिन्दुओं को समझाइए।





33. (a) Explain the following functions of marketing : 6
- (i) Product Designing and Development
 - (ii) Physical Distribution
 - (iii) Storage or Warehousing

OR

- (b) Explain the following factors affecting 'Price determination' : 6
- (i) Product Cost
 - (ii) The Utility and Demand
 - (iii) Extent of Competition in the market

34. Preeti started her own cooking channel on Youtube 'Mood Art'. As her subscribers increased, she was not in a position to manage everything on her own. She hired Rahul and Riya to help her with filming, editing, lighting and content research. She granted authority to them to operate within prescribed limits. She was thus, able to use her time on high priority activities like developing new recipes and content development etc. As a result, Rahul and Riya were given opportunities to develop and exercise initiative. Preeti was now able to focus on objectives and meet the target of achieving a subscriber base of one million in six months. 6
- (a) Identify the concept of management used by Preeti to focus on objectives of her business and meet her targets.
- (b) Explain any five point of importance of the concept identified in (a) above.



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Senior School Certificate Examination
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Marking Scheme---Business Studies (054) 66/4/3

General Instructions:

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

9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note “ Extra Question ”.
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks 80 as given in Question Paper has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
13	Ensure that you do not make the following common types of errors committed by the Examiner in the past:- <ul style="list-style-type: none"> ● Leaving answer or part thereof unassessed in an answer book. ● Giving more marks for an answer than assigned to it. ● Wrong totaling of marks awarded on an answer. ● Wrong transfer of marks from the inside pages of the answer book to the title page. ● Wrong question wise totaling on the title page. ● Wrong totaling of marks of the two columns on the title page. ● Wrong grand total. ● Marks in words and figures not tallying/not same. ● Wrong transfer of marks from the answer book to online award list. ● Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) ● Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously
16	The Examiners should acquaint themselves with the guidelines given in the “ Guidelines for spot Evaluation ” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme



66 /4 /3	<p style="text-align: center;">MARKING SCHEME– 2024 BUSINESS STUDIES 66/4/3 -054 EXPECTED ANSWERS / VALUE POINTS</p>	Marks
1	<p>Read the following statements Assertion (A) and Reason (R). Choose the correct option from the given options. Assertion (A): Amount of Earnings is a major determinant of the decision about dividend. Reason (R) : Dividends are paid out of current and past earnings. (A) Both Assertion (A) and Reason (R) are true and Reason (R) is correct explanation of Assertion (A). (B) Both Assertion (A) and Reason (R) are true but Reason (R) is not 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.</p> <p>Ans. (A) Both Assertion (A) and Reason (R) are true and Reason (R) is correct explanation of Assertion (A).</p>	1 mark
2	<p>Q. Choose the incorrect statement with respect to levels of management from the following: (A) Operational level management is responsible for implementing and controlling plans and strategies developed by top management. (B) At middle level management, managers interpret the policies framed by top management. (C) At operational level management with the efforts of supervisors wastage of materials is minimised. (D) At top level management manager is responsible for the welfare and survival of the organisation.</p> <p>Ans (A) Operational level management is responsible for implementing and controlling plans and strategies developed by top management.</p>	1 mark
3	<p>Q ‘Merely allocating work is not enough. Each individual should also know who he has to take orders from and to whom he is accountable’. The above statement is related to one of the steps of organising process. Identify the step from the following: (A) Identification and division of work</p>	



	<p>(B) Departmentalisation (C) Assignment of duties (D) Establishing authority and reporting relationship</p> <p>Ans (D) Establishing authority and reporting relationship</p>	1 mark
4	<p>Q. A multinational sweets and snacks company had been into catering business for the last many years. To add to its prospects and to grow in the long run, it wants to increase its sales volume, the number of products and capital investment.</p> <p>The organisational objective of management it seeks to achieve is:</p> <p>(A) Survival (B) Profit (C) Growth (D) Corporate Social responsibility</p> <p>Ans (C) Growth</p>	1 mark
5	<p>Q. Rajat was carrying on a business of manufacturing plastic disposables like plastic plates, plastic cups and plastic straws. He heard about the upcoming ban on single use plastics. He was able to identify this external environmental trend which could hinder his firm's performance. So he took action and shifted to manufacturing the plates, cups and straws from bamboo and palm leaves. As a result, his business not only survived but was able to generate profit.</p> <p>The point of importance of Business Environment highlighted above is:</p> <p>(A) It enables the firm to identify opportunities and getting the first mover advantage. (B) It helps the firm to identify threats and early warning signals. (C) It helps in tapping useful resources. (D) It helps in assisting in planning and policy formulation.</p> <p>Ans (B) It helps the firm to identify threats and early warning signals.</p>	1 mark
6	<p>Q. _____ is the process by which a manager synchronises the activities of different departments.</p> <p>(A) Management (B) Planning (C) Co-ordination</p>	



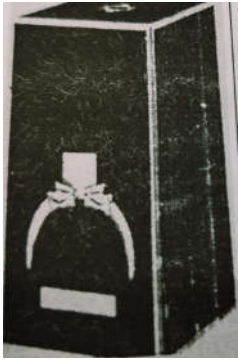
	<p>(D) Directing</p> <p>Ans (C) Co-ordination</p>	1 mark																
7	<p>Q. Lyka Ltd. launched its new range of herbal shampoos at the beginning of the year. As per legal framework, Lyka Ltd. provided the name and address of the manufacturer, the weight, manufacturing date, expiry date, maximum retail price etc. on the package and label of the herbal shampoo.</p> <p>The consumer right highlighted above is:</p> <p>(A) Right to choose (B) Right to be informed (C) Right to consumer education (D) Right to safety</p> <p>Ans (B) Right to be informed</p>	1 mark																
8	<p>Q _____ is the step in the controlling process where standards may have to be revised in case the deviation can not be corrected through managerial action.</p> <p>(A) Setting Performance Standards. (B) Measurement of Actual performance. (C) Comparing Actual Performance with standards and analysing deviation. (D) Taking corrective action</p> <p>Ans (D) Taking corrective action</p>	1 mark																
9	<p>Q. Match the functions of Securities and Exchange Board of India given in Column-I with their headings given in Column-II:</p> <table border="1"> <thead> <tr> <th></th> <th>Column - I</th> <th></th> <th>Column -II</th> </tr> </thead> <tbody> <tr> <td>A.</td> <td>Training of intermediaries of securities markets</td> <td>(i)</td> <td>Regulatory function</td> </tr> <tr> <td>B.</td> <td>Regulation of takeover bids by companies</td> <td>(ii)</td> <td>Protective function</td> </tr> <tr> <td>C.</td> <td>Controlling insider trading and imposing penalties for such practices</td> <td>(iii)</td> <td>Development function</td> </tr> </tbody> </table> <p>Choose the correct alternative: (A) A(ii); B(iii); C(i)</p>		Column - I		Column -II	A.	Training of intermediaries of securities markets	(i)	Regulatory function	B.	Regulation of takeover bids by companies	(ii)	Protective function	C.	Controlling insider trading and imposing penalties for such practices	(iii)	Development function	
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	<p>(B) A(i); B(ii); C(iii) (C) A(iii); B(i); C(ii) (D) A(iii); B(ii); C(i)</p> <p>Ans (C) A(iii); B(i); C(ii)</p>	1 mark
10	<p>Q. 'It is a process that allocates or directs funds available for investment into their most productive instrument opportunity'.</p> <p>This is known as: (A) Financial planning (B) Financial Intermediation (C) Allocative function (D) Capital budgeting</p> <p>Ans (B) Financial Intermediation</p>	1 mark
11	<p>Statement-I: That part of a brand which can be spoken is called a brand name. Statement-II: That part of the brand which is given legal protection is called Trademark.</p> <p>Choose the correct option from the following: (A) Statement I is true and Statement II is false. (B) Statement II is true and Statement I is false. (C) Both the statements are true. (D) Both the statements are false.</p> <p>Ans (C) Both the statements are true.</p>	1 mark
12	<p>Q. _____ is the process of holding securities in electronic form.</p> <p>(A) Financial Intermediation (B) Dematerialisation (C) Allocative function (D) Mobilisation of securities</p> <p>Ans (B) Dematerialisation</p>	1 mark
13	<p>Q. Payal was working in a Multinational company. Her father gifted her a smart phone worth ₹ 40,500 on her birthday. The</p>	



	<p>mobile phone was purchased by her father from his friend's shop. After few months, the mobile phone started creating problems. Payal tried to contact the manufacturer many times but he did not respond. Ultimately Payal decided to file a complaint against the manufacturer. The appropriate grievance redressal machinery where Payal can file a complaint is:</p> <p>(A) District Forum/Commission (B) State Commission (C) National Commission (D) Supreme Court</p> <p>Ans (A) District Forum/Commission</p>	1 mark
14	<p>Q. Which of the following is NOT a feature of 'Directing' function of management?</p> <p>(A) Directing initiates Action. (B) Directing takes place at every level of management. (C) Directing ensures that activities are performed as per plans. (D) Directing flows from top to bottom.</p> <p>Ans (C) Directing ensures that activities are performed as per plans.</p>	1 mark
15	<p>Q. 'Marbury biscuits' launched its new range of oat cookies in three varieties. They decided to distribute free samples of their biscuits in schools as a part of their promotional campaign.</p> <p>Identify the tool of promotion used by 'Marbury Biscuits':</p> <p>(A) Advertising (B) Personal Selling (C) Sales Promotion (D) Public Relations</p> <p>Ans (C) Sales Promotion</p>	1 mark
16	<p>Q. Which of the following is an advantage of Informal organisation?</p> <p>(A) It provides stability to the organisation because behaviour of employees can be fairly predicted since there are specific rules to guide them. (B) It leads to effective accomplishment of goals by providing a framework for the operations to be performed.</p>	



	<p>(C) It enhances the employee's job satisfaction since it gives them a sense of belongingness in the organisation and allows them to find like minded people.</p> <p>(D) It helps in avoiding duplication of efforts as there is no ambiguity in the role that each member has to play.</p> <p>Ans (C) It enhances the employee's job satisfaction since it gives them a sense of belongingness in the organisation and allows them to find like minded people.</p>	1 mark
17	<p>Q. The picture given below is the package of a perfume bottle:</p>  <p>Identify the level of packaging of the box shown above:</p> <p>(A) Primary package (B) Secondary packaging (C) Transportation packaging (D) Both (A) and (B)</p> <p>Ans (B) Secondary packaging</p>	1 mark
18	<p>Q. Statement - I: Business Environment is dynamic as it differs from country to country.</p> <p>Statement II: Business Environment is largely uncertain as it is very difficult to predict future happenings.</p> <p>Choose the correct option from the following:</p> <p>(A) Statement I is true and Statement II is false. (B) Statement II is true and Statement I is false. (C) Both the statements are true. (D) Both the statements are false.</p> <p>Ans (B) Statement II is true and Statement I is false.</p>	1 mark
19	<p>Q. Which of the following is <u>NOT</u> a feature of demonetisation?</p>	



	<p>(A) It leads to creation of a less-cash or cash-less (free) economy i.e. channeling more savings through the formal financial system and improving tax compliance.</p> <p>(B) It is interpreted as a shift on the part of the government indicating that tax evasion will no longer be tolerated or accepted.</p> <p>(C) It is viewed as a tax administration measure.</p> <p>(D) It led to tax administration channelising savings away from the formal financial system.</p> <p>Ans (D) It led to tax administration channelising savings away from the formal financial system.</p>	1 mark
20	<p>Q. _____ is the process of holding securities in electronic form.</p> <p>(A) Financial Intermediation (B) Dematerialisation (C) Allocative function (D) Mobilisation of securities</p> <p>Ans (B) Dematerialisation</p> <p><i>(Note: One mark is to be awarded to all the students of this set)</i></p>	1 mark
21	<p>Q. (a) 'Planning and controlling are inseparable twins of management'. Explain with the help of any three points.</p> <p>Ans.</p> <p>Planning and controlling are inseparable twins of management (Any three)</p> <p>1. Planning without controlling is meaningless and Controlling is blind without planning</p> <p>Once a plan becomes operational, controlling is necessary to monitor the progress, measure it, discover deviations and initiate corrective measures to ensure that events conform to plans. So, Planning without controlling is meaningless. A system of control presupposes the existence of certain standards which are provided by planning. Therefore, controlling is blind without planning</p>	



2. Planning is a prerequisite for controlling while controlling seeks to compel events to conform to plans

Without planning there is no predetermined understanding of the desired performance while controlling seeks to compel events to conform to plans

3. Planning is prescriptive while controlling is evaluative

Planning is basically an intellectual process involving thinking, articulation and analysis to discover and prescribe an appropriate course of action for achieving objectives. Controlling, on the other hand, checks whether decisions have been translated into desired action.

4. Planning is forward-looking while controlling is looking back

Planning involves looking ahead as plans are prepared for future and are based on forecasts about future conditions. On the contrary, controlling is like a postmortem of past activities to find out deviations from the standards. In that sense, controlling is looking back.

5. Controlling is forward-looking while planning is looking back

The corrective action in controlling seeks to improve the performance in the future or to revise future plans. So, controlling is also forward looking. However, it should be understood that planning is guided by past experiences and the corrective action initiated by control function aims to improve future performance. Thus, planning is also looking back.

(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)

OR

Q. (b) Explain 'Critical point control' and 'Management by exception' as discussed in the controlling process.

Ans.

**1 x 3 = 3
Marks**

OR

	<p>1. Critical Point Control: Control should focus on key result areas (KRAs) which are critical to the success of an organisation. These KRAs are set as the critical points. If anything goes wrong at the critical points, the entire organisation suffers.</p> <p>2. Management by Exception: Management by exception, also known as control by exception, is based on the belief that an attempt to control everything results in controlling nothing. Thus, only significant deviations which go beyond the permissible limit should be brought to the notice of management.</p>	<p>1 ½ Mark</p> <p>1 ½ Mark</p> <p>(1 ½ + 1 ½ = 3 Marks)</p>												
22	<p>Q. (a) Distinguish between ‘Capital Market’ and ‘Money Market’ on the basis of :</p> <p>(i) Instruments (ii) Liquidity (iii) Safety</p> <p>Ans.</p> <p>Distinction between ‘Capital Market’ and ‘Money Market’ :</p> <table border="1" data-bbox="199 1137 1225 1870"> <thead> <tr> <th>Basis</th> <th>Capital Market</th> <th>Money market</th> </tr> </thead> <tbody> <tr> <td>Instruments</td> <td>Equity shares, Debentures, Bonds, Preference shares etc are the instruments of capital market.</td> <td>Short term debt instruments such as T-bills, trade bills reports, commercial paper and certificates of deposit are money market instruments.</td> </tr> <tr> <td>Liquidity</td> <td>They are less liquid in comparison to money market instruments</td> <td>They are highly liquid</td> </tr> <tr> <td>Safety</td> <td>Capital market instruments are riskier both with respect to returns and principal repayment</td> <td>Money market is generally much safer with a minimum risk of default</td> </tr> </tbody> </table> <p style="text-align: center;">OR</p>	Basis	Capital Market	Money market	Instruments	Equity shares, Debentures, Bonds, Preference shares etc are the instruments of capital market.	Short term debt instruments such as T-bills, trade bills reports, commercial paper and certificates of deposit are money market instruments.	Liquidity	They are less liquid in comparison to money market instruments	They are highly liquid	Safety	Capital market instruments are riskier both with respect to returns and principal repayment	Money market is generally much safer with a minimum risk of default	<p>1 x 3 = 3 Marks</p> <p>OR</p>
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	<p>Q. (b) Explain the following as factors affecting 'Financing Decision:</p> <p>(i) Fixed operating costs and (ii) State of Capital Market</p> <p>Ans.</p> <p>(i) Fixed Operating Costs: If a business has high fixed operating costs, it must reduce fixed financing costs. Hence, lower debt financing is better. Similarly, if fixed operating cost is less, more of debt financing may be preferred.</p> <p>(ii) State of Capital Market: During the period when stock market is rising, more people invest in equity. However, a depressed capital market may make issue of equity shares difficult for any company.</p>	<p>1 ½ Mark</p> <p>1 ½ Mark</p> <p>(1 ½ + 1 ½ = 3 marks)</p>
23	<p>Q. Three friends, Aman, Ashish and Ashi after completing their MBA from a reputed management institute, formed a start up named 'Solutions'. The goal of the start up was to make a social and environmental impact through its services. 'Solutions' supports social business ideas to improve living conditions in slums of Mumbai. As all the three friends are specialised in social work, they adopted three different slums of Mumbai and started educating the slum dwellers in their own creative manner. Aman used 'playway method', Ashish used 'music' as a method of learning while Ashi used 'activity based method of learning'. They used basic knowledge in their unique manner and were able to educate the slum dwellers.</p> <p>It implies that skillful and personal application of acquired knowledge varies from individual to individual in achieving desired results.</p> <p>(a) Identify and state the nature of management discussed in the above case.</p> <p>(b) Quoting lines from the above para, state any two features of nature of management identified in (a) above.</p> <p>Ans.</p> <p>(a) Management as an Art Art refers to skillful and personal application of existing knowledge to achieve desired results.</p>	<p>(½ + ½ = 1 Mark)</p>



	<p>(b) Features of Management as an Art:</p> <p>(i) Personalised Application: <i>'They used basic knowledge in their unique manner and were able to educate the slum dwellers.'</i></p> <p style="text-align: center;">OR</p> <p><i>'skillful and personal application of acquired knowledge varies from individual to individual'</i></p> <p>A manager applies this acquired knowledge in a personalised and skillful manner in the light of the realities of a given situation.</p> <p>(ii) Based on Practice and creativity: <i>'they adopted three different slums of Mumbai and started educating the slum dwellers in their own creative manner.'</i></p> <p>A good manager works through a combination of practice, creativity, imagination, initiative and innovation.</p>	<p>($\frac{1}{2}$ Mark for quoting the lines + $\frac{1}{2}$ Mark for correct Statement)</p> <p>(1+1 = 2 Marks)</p> <p>(1+2 = 3 Marks)</p>
24	<p>Q. The rapid changes having taken place in the society have created pressure on organisations to readapt its products, type of jobs required and type of skills necessary to complete these jobs. To keep up pace with the rapid changes in the business environment, 'Suzon cars', a company manufacturing automobiles for the last thirty years decided to start manufacturing electric cars with Artificial Intelligence technology. With the introduction of Artificial Intelligence, the company had to improve the knowledge and skills of its employees. They wanted that all their employees improve their performance on the current job and are prepared for any intended job in future. This way they would not only be able to increase their knowledge and skills but would also improve their performance. By doing this, the organisation too would get various benefits.</p> <p>(a) Identify the concept discussed above which would help the employees to do the job in a better way using Artificial Intelligence Technology.</p> <p>(b) State any five benefits of the concept identified in (a) above to the organisation.</p>	



	<p>Ans</p> <p>(a) Training</p> <p>(b) Benefits of training to an organisation:</p> <p>(i) Training is a <u>systematic learning</u>, always better than hit and trial methods which lead to wastage of efforts and money.</p> <p>(ii) It <u>enhances employee productivity</u> both in terms of quantity and quality, leading to higher profits.</p> <p>(iii) Training <u>equips the future manager</u> who can take over in case of emergency.</p> <p>(iv) Training <u>increases employee morale</u> and reduces absenteeism and employee turnover.</p> <p>(v) It helps in obtaining <u>effective response to fast changing environment</u> – technological and economic.</p> <p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p>	<p>½ Mark for identifying the concept</p> <p>½ x 5 = 2½ Marks</p> <p>(½ + 2½ = 3 Marks)</p>
25	<p>Q. (a) Give the meaning of ‘Leadership’ and ‘Communication’ as elements of directing function of management</p> <p>Ans.</p> <p>Leadership:</p> <ul style="list-style-type: none"> • It is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals. • It indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organizational goals. <p>Communication:</p> <ul style="list-style-type: none"> • It is understood as a process of exchange of ideas, views, facts, feelings, etc., between people to reach common understanding. • It is the process of exchange of information between two or more persons to reach common understanding. <p style="text-align: center;">OR</p>	<p>2 Marks</p> <p>2 Marks</p> <p>(2+2= 4 Marks)</p> <p>OR</p>



	<p>(b) Explain the following as Semantic barriers to communication: (i) Faulty Translations (ii) Unclarified assumptions</p> <p>Ans. Semantic Barriers to communication: (i) Faulty Translations:</p> <ul style="list-style-type: none"> • Sometimes the communications originally drafted in one language need to be translated to the language understandable to workers • If the translator is not proficient with both the languages, mistakes may creep in causing different meanings to the communication. <p>(ii) Unclarified assumptions:</p> <ul style="list-style-type: none"> • Some communications may have certain assumptions which are subject to different interpretations. • The subordinate may interpret it differently. 	<p>2 Marks</p> <p>2 Marks</p> <p>(2+2= 4 Marks)</p>
26	<p>Q. Kaysons Ltd. was a reputed company manufacturing automotive parts for electric vehicles. As the demand for the electric vehicles grew, Kaysons Ltd. needed more capital to keep up with the demand for automotive parts. Atul, the Finance Manager of Kaysons Ltd. suggested that the company should raise funds through a public issue of shares as the stock market was bullish. The Chief Executive Officer fully understood that this process of raising funds would not only reduce the managements' holding in the company but would also require considerable expenditure. Even then he agreed with the Finance Manager and the public issue of shares was made complying with the guidelines of Securities and Exchange Board of India. Identify and state four factors affecting choice of capital structure being discussed above.</p> <p>Ans.</p> <p>(i) Stock Market Conditions: If the stock markets are bullish, use of equity is preferred as they are more easily sold even at a higher price and in bearish conditions, it's better to opt for debt</p> <p>(ii) Control:</p>	<p>(½ Mark for identification +</p>



	<p>Issue of more equity may lead to dilution of management's control over the business.</p> <p>(iii) Floatation Costs: Process of raising resources also involves some cost. These considerations may also affect the choice between debt and equity</p> <p>(iv) Regulatory Framework: While deciding the capital structure, the regulatory framework provided by law e.g. SEBI should be considered.</p>	<p>½ mark for statement)</p> <p>(1 x 4 = 4 Marks)</p>
27	<p>Q. Nishi had gone to a grocery store to make routine purchases. On reaching home, as she took out Binx tomato chips packet from the bag to give it to her son, she felt that it was underweight. She checked its weight on the kitchen weighing scale and found that it weighed 60 grams whereas the label on the chips packet mentioned the weight of the packet as 100 grams. She approached the manufacturer and complained about it. The manufacturer offered her a gift hamper and requested her not to disclose this to anyone. Nishi refused to accept the gift hamper and took the issue to a redressal agency.</p> <p>a) State two responsibilities discharged by Nishi, as a consumer, in the above case</p> <p>b) State any two reliefs which can be granted to Nishi, if the consumer court is satisfied with the genuineness of the complaint.</p> <p>Ans.</p> <p>a) Responsibilities discharged by Nishi:</p> <p>(i) <u>Read labels carefully</u> so as to have information about prices, net weight, manufacturing and expiry dates, etc.</p> <p>(ii) <u>File a complaint</u> in an appropriate consumer forum in case of a shortcoming in the quality of goods purchased or services availed. Do not fail to take an action even when the amount involved is small.</p> <p>b) Reliefs available (any two):</p> <p>(i) To <u>replace the defective product</u> with a new one, free from any defect.</p> <p>(ii) To <u>refund the price</u> paid for the product, or the charges paid for the service.</p> <p>(iii) To <u>pay a reasonable amount of compensation</u> for any</p>	<p>1 x 2 = 2 marks</p>



	<p>loss or injury suffered by the consumer due to the negligence of the opposite party.</p> <p>(iv) To <u>pay punitive damages</u> in appropriate circumstances.</p> <p>(v) To <u>discontinue the unfair/restrictive trade practice</u> and not to repeat it in the future.</p> <p>(vi) To <u>pay adequate cost</u> to the appropriate party.</p> <p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p>	<p>1 x 2 = 2 Marks</p> <p>2 + 2 = 4 Marks</p>
28	<p>Explain the following factors affecting the working capital requirements of a company:</p> <p>(a) Operating Efficiency</p> <p>(b) Availability of Raw Material</p> <p>Ans.</p> <p>(i) Operating Efficiency:</p> <ul style="list-style-type: none"> • Firms manage their operations with varied degrees of efficiency. • Such efficiencies may reduce the level of raw materials, finished goods and debtors resulting in lower requirement of working capital. <p>(ii) Availability of Raw Material :</p> <ul style="list-style-type: none"> • If the raw materials and other required materials are available freely and continuously, lower stock levels may suffice. • Larger the lead time, larger the quantity of material to be stored and larger shall be the amount of working capital required 	<p>2 Marks</p> <p>2 Marks</p> <p>(2 + 2 = 4 Marks)</p>
29	<p>Q. (a) Explain the following steps of the selection process:</p> <p>(i) Selection Tests</p> <p>(ii) Employment Interview</p> <p>Ans.</p> <p>(i) Selection Tests:</p> <ul style="list-style-type: none"> • It is a mechanism that attempts to measure certain characteristics of individuals. • These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality. <p>(ii) Employment Interview:</p>	<p>2 Marks</p>



	<ul style="list-style-type: none"> • It is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. • The role of the interviewer is to seek information and that of the interviewee is to provide the same. <p style="text-align: center;">OR</p> <p>Q. (b) State any four points of importance of 'Staffing' function of management.</p> <p>Ans. Importance of 'Staffing' function of management (any four)</p> <p>Proper staffing ensures the following benefits to the organisation:</p> <p>(i) It helps in <u>discovering and obtaining competent personnel</u> for various jobs.</p> <p>(ii) It <u>makes for higher performance</u>, by putting right person on the right job.</p> <p>(iii) It ensures <u>the continuous survival and growth</u> of the enterprise through the succession planning for managers.</p> <p>(iv) It helps to <u>ensure optimum utilization of the human resources</u> by avoiding over manning and shortages of personnel.</p> <p>(v) It <u>improves job satisfaction and morale of employees</u> through objective assessment and fair reward for their contribution.</p> <p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p>	<p>2 Marks</p> <p>2+2= 4 Marks</p> <p>OR</p> <p>1 x 4 = 4 Marks</p>
30	<p>Q. 'Shanta Enterprises' was in the business of manufacturing solar panels for the last fifteen years. With their expertise now they were able to manufacture good quality solar panels at lower cost. As a result 'Shanta Enterprises' was flooded with orders and was able to generate a good profit margin.</p> <p>To motivate the employees the company decided to compensate some of them for their hard work. Arvind and Yogesh, who were working on contract basis, were absorbed permanently in the company. Both were happy as now there was stability about their future income. Ekta, a regular employee of the company, working</p>	



	<p>as Research and Development Head, was awarded the 'Best Employee of the year Award'.</p> <p>(a) Identify and explain the incentives given by Shanta Enterprises to its employees. (b) State the needs of the employees being met by such incentives as per Maslow's Need Hierarchy Theory.</p> <p>Ans.</p> <p>(a) Incentives given by Shanta Enterprises to its employees:</p> <p>1. Job security: It refers to stability about future income and work so that the employees do not feel worried on these aspects and work with greater zeal.</p> <p>2. Employee Recognition programmes: It refers to acknowledgment with a show of appreciation so that the employees feel motivated to perform/work at higher level.</p> <p>(b) The needs of the employees being met by such incentives as per Maslow's Need Hierarchy Theory:</p> <p>(i) <u>Safety/Security needs</u> provide security and protection from physical and emotional harm. (ii) <u>Esteem needs</u> include factors such as self-respect, autonomy status, recognition and attention</p> <p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p>	<p>½ Mark for Identification + ½ Mark for explanation</p> <p>(1+1= 2 Marks)</p> <p>(1+1=2 Marks)</p> <p>(2+2= 4 Marks)</p>
31	<p>(a) Explain the following as features of planning function of management :</p> <p>(i) Planning focuses on achieving objectives. (ii) Planning is futuristic. (iii) Planning involves decision making.</p> <p>Ans. Features of planning function of management:</p> <p>(i) Planning focuses on achieving objectives:</p>	



	<ul style="list-style-type: none"> • Specific goals are set out in the plans along with the activities to be undertaken to achieve the goals. • Planning has no meaning unless it contributes to the achievement of predetermined organisational goals 	2 Marks
	<p>(ii) Planning is futuristic.</p> <ul style="list-style-type: none"> • The purpose of planning is to meet future events effectively to the best advantage of an organisation. • It is regarded as a forward looking function based on forecasting. 	2 Marks
	<p>(iii) Planning involves decision making</p> <ul style="list-style-type: none"> • Planning essentially involves choice from among various alternatives and activities. • It involves thorough examination and evaluation of each alternative and choosing the most appropriate one 	2 Marks
OR		
	<p>(b) Explain the following steps in the process of planning:</p> <p>(i) Setting Objectives</p> <p>(ii) Developing premises</p> <p>(iii) Identifying alternative courses of action</p> <p>Ans. Steps in the process of planning:</p> <p>(i) Setting Objectives:</p> <ul style="list-style-type: none"> • Objectives may be set for the entire organisation and each department or unit within the organization, which specify what the organization wants to achieve. • Objectives should be stated clearly for all departments, units and employees. <p>(ii) Developing premises:</p> <ul style="list-style-type: none"> • The manager is required to make certain assumptions about the future called premises which are the base material upon which plans are to be drawn. • These base material may be in the form of forecasts, existing plans or any past information about policies. 	<p>(2+2+2=6 Marks)</p> <p>OR</p> <p>2 Marks</p> <p>2 Marks</p>



	<p>(iii) Identifying alternative courses of action:</p> <ul style="list-style-type: none"> • All the alternative courses of action should be identified. • The course of action which may be taken could be either routine or innovative. 	<p>2 Marks</p> <p>(2+2+2=6 Marks)</p>
<p>32</p>	<p>Q. Ankur Sachdeva did his MBA from ITB University. He decided to apply his knowledge of scientific management in the fast food restaurant chain 'Coffee Bean' set up by him. This restaurant was providing burgers, fries, shakes etc, as a part of its menu.</p> <p>Now a days people are quality conscious, so he was using standardised raw materials, processes, methods, working conditions, machinery etc. The objective was to establish standards of excellence. By doing this he was not only able to reduce the cost but was also able to provide new varieties of burgers, fries and shakes leading to increased turnover.</p> <p>Ankur Sachdeva also believed that there was only one best method to maximise efficiency. As a result he developed best way of grilling burgers, cooking fries and preparing shakes. His main objective was to maximise the satisfaction of customers, which he was able to achieve.</p> <p>Not only to learn the best way of doing a job, but to perform their tasks efficiently, 'Coffee Bean' regularly invests in training and development programmes to equip employees with the necessary skill and knowledge. 'Coffee Bean' believed that efficient employees will produce more and earn more. This will ensure their greatest efficiency and prosperity for both company and workers.</p> <p>The above case highlights the use of Scientific principles and techniques by 'Coffee Bean'. Explain any one such principle and two techniques.</p> <p>Ans.</p> <p>Scientific principles of management: (any one)</p>	

	<p>Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity:</p> <p>Taylor believed that each person should be scientifically selected. Then work assigned should suit her/his physical, mental and intellectual capabilities. To increase efficiency, they should be given the required training.</p> <p>Science not Rule of Thumb:</p> <p>Taylor believed that there was only one best method to maximise efficiency which should be developed through study and analysis. The method so developed should substitute ‘Rule of Thumb’ throughout the organisation. This results in tremendous saving of human energy as well as wastage of time and material.</p> <p>Techniques of scientific management:</p> <p>Method Study</p> <p>The objective of method study is to find out one best way of doing the job. The objective of the whole exercise is to minimise the cost of production and maximise the quality and satisfaction of the customer. For this purpose many techniques like process charts and operations research etc are used.</p> <p>Standardisation & Simplification: (<u>Standardisation</u>)</p> <p>Standardisation refers to the process of setting standards for every business activity. It can be standardisation of process, raw material, time, product, machinery, methods or working conditions. These standards are the benchmarks, which must be adhered to during production.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</i></p>	<p>2 Marks</p> <p>2 Marks</p> <p>2 Marks</p> <p>(2+2+2=6 Marks)</p>
33	<p>(a) Explain the following functions of marketing:</p> <p>(i) Product Designing and Development</p> <p>(ii) Physical Distribution</p> <p>(iii) Storage and Warehousing</p> <p>Ans.</p>	



	<p>(i) Product Designing and Development:</p> <ul style="list-style-type: none"> • The design of the product contributes to making the product attractive to the target customers. • A good design can improve performance of a product and also give it a competitive advantage in the market. <p>(ii) Physical Distribution:</p> <ul style="list-style-type: none"> • The two major decision areas under this function include (a) channels of distribution or the marketing intermediaries to be used and (b) physical movement of the product. • The important decision areas under physical distribution include managing inventory ,storage and warehousing and transportation of goods. <p>(iii) Storage and Warehousing :</p> <ul style="list-style-type: none"> • In order to maintain smooth flow of products in the market, there is a need for proper storage of the products. • There is a need for storage of adequate stock of goods to protect against unavoidable delays in delivery or to meet out contingencies in the demand. <p style="text-align: center;">OR</p> <p>(b) Explain the following factors affecting ‘Price determination’ :</p> <p>(i) Product Cost</p> <p>(ii) The Utility and Demand</p> <p>(iii) Extent of Competition in the market.</p> <p>Ans.</p> <p>Factors affecting ‘Price determination’ :</p> <p>(i) Product Cost:</p> <ul style="list-style-type: none"> • It includes the cost of producing, distributing and selling the product and is the sum total of the fixed, variable and semi-variable costs • Generally all marketing firms strive to cover all their costs, at least in the long run. In addition, they aim at earning a margin of profit over and above the costs. <p>(ii) The Utility and Demand:</p>	<p>2 Marks</p> <p>2 Marks</p> <p>2 Marks</p> <p>(2+2+2=6 Marks)</p> <p>OR</p> <p>2 Marks</p>
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	<ul style="list-style-type: none"> • The utility provided by the product and the intensity of demand of the buyer sets the upper limit of price, which a buyer would be prepared to pay. • The buyer may be ready to pay up to the point where the utility from the product is at least equal to the sacrifice made in terms of the price paid. <p>(iii) Extent of competition in the market:</p> <ul style="list-style-type: none"> • The price will tend to reach the upper limit in case there is lesser degree of competition while under conditions of free competition, the price will tend to be set at the lowest level. • Competitors' prices, their anticipated reactions, quality and features of the competitive products must be considered before fixing the price of a product. 	<p>2 Marks</p> <p>2 Marks</p> <p>(2+2+2=6 Marks)</p>
34	<p>Q. Preeti started her own cooking channel on 'Youtube Mood Art'. As her subscribers increased, she was not in a position to manage everything on her own. She hired Rahul and Riya to help her with filming editing, lighting and content research. She granted authority to them to operate within prescribed limits. She was thus, able to use her time on high priority activities like developing new recipes and content development etc. As a result, Rahul and Riya were given opportunities to develop and exercise initiative. Preeti was now able to focus on objectives and meet the target of achieving a subscriber base of one million in six months.</p> <p>(a) Identify the concept of management used by Preeti to focus on objectives of her business and meet her targets.</p> <p>(b) Explain any five point of importance of the concept identified in (a) above.</p> <p>Ans.</p> <p>(a) Delegation</p> <p>(b) Importance of delegation: (any five with explanation)</p> <p>(i) Effective management</p> <p>(ii) Employee development</p>	<p>1 Mark</p> <p>(½ Mark for heading + ½</p>

	<p>(iii) Motivation of employees (iv) Facilitation of growth (v) Basis of management hierarchy (vi) Better coordination</p> <p><i>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</i></p>	<p>Mark for explanation) (1 x 5 = 5 Marks) (1+5 = 6 Marks)</p>
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