



Series RR5SP/5

SET~1

रोल नं. Roll No.							

प्रश्न-पत्र कोड  
Q.P. Code **66/5/1**

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

66/5/1/RR5SP/22

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## ENGLISH VERSION

### *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. 'Vanguard Inc.', a company manufacturing footwear for men, women and children has been earning consistent profits for the last many years. It has a democratic style of working. Workers are encouraged to develop and carry out plans for improvement in the organisation. Varun who is working in the production department gave a suggestion which resulted in 10% reduction in the cost of production of shoes. He was rewarded for his suggestion. Identify the principle of management followed by 'Vanguard Inc.' in the above case :

- (A) Esprit De Corps
- (B) Subordination of Individual Interest to General Interest
- (C) Initiative
- (D) Equity

2. 'Child-O' is a garment manufacturing company which makes clothes with unique and stylish designs for children. Naisha was working as the Human Resource Manager with 'Child-O'. In spite of good pay and many other benefits offered, the company is facing problem of high turnover of its employees. Naisha tried to find out the reason but could not. She appointed a person with the permission of the Chief Executive Officer to find out the reason. It was found that other organisations were giving more autonomy and authority to their employees which made them feel that their jobs were important.





This was attracting the employees of 'Child-O' to other organisations. The incentive which attracted the employees of 'Child-O' to other organisations is :

1

- (A) Employee Recognition programmes
- (B) Employee Participation
- (C) Career Advancement Opportunity
- (D) Employee Empowerment

3. 'Since business environment consists of numerous interrelated and dynamic conditions or forces which arise from different sources, it becomes difficult to comprehend at once what exactly constitutes a given environment'. Thus it is relatively easier to understand the environment in parts but difficult to grasp in its totality. Identify the feature of business environment highlighted above :

1

- (A) Uncertainty
- (B) Complexity
- (C) Relativity
- (D) Dynamic nature

4. Naman and Vineet were childhood friends and both were working in 'Sunshine Crocery.' Naman was working as the Chief Executive Officer while Vineet was the Production Manager. They would generally discuss company related issues over lunch-time or while travelling together.

The company had recently received an order for supply of 5,000 dinner sets from Shaurya Hotel. It was an unexpected order and would increase the revenue of the company. This order was communicated by Naman to Vineet over intercom. Vineet executed the order within the given time period. For this, he was appreciated by Naman.

The type of communication used by Naman to communicate the order to Vineet was :

1

- (A) Formal Communication
- (B) Informal Communication
- (C) Online Communication
- (D) Visual Communication

5. **Statement-I** : The basic function of a Stock Exchange is the creation of a continuous market where securities are bought and sold.

**Statement-II** : The Stock Exchange provides both liquidity and easy marketability to already existing securities in the market.

Choose the correct option from the following :

1

- (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.



6. As per Plastic Waste Management Rule 2022, single use plastic items were prohibited in Delhi from 1<sup>st</sup> July, 2022. The dimension of business environment referred to here is \_\_\_\_\_. 1
- (A) Economic environment                      (B) Legal environment  
(C) Technological environment              (D) Political environment
7. **Statement-I** : Motivation can be either positive or negative.  
**Statement-II** : Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions.  
Choose the correct option from the following : 1
- (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.
8. Navya went to a supermarket for grocery shopping. She bought one kg of bajra flour from the supermarket. On reaching home when she opened the packet she found worms inside it. She was disappointed and told her son about the same. Her son asked her to check the label. When she checked the label of the packet, she found that bajra flour was stale and beyond the expiry date. She approached the sales-person at the supermarket who replaced the bajra flour immediately. When she thanked the sales-person, she was told that it was the policy of the supermarket to satisfy the customers. He further told that satisfied customers not only lead to repeat sales but they also provide good feedback to prospective customers which helps in increasing the customer base of business. Identify the point of importance of consumer protection from the point of view of the supermarket which is helping them to increase the customer base : 1
- (A) Long term interest of the business      (B) Moral justification  
(C) Social responsibility                              (D) Government intervention
9. Which of the following is not an element of social environment ? 1
- (A) Composition of family  
(B) Consumption habits  
(C) Rates of saving and investment  
(D) Educational system and literacy rates





10. Read the following statements :

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

**Assertion (A) :** Availability of leasing facilities may reduce the funds required to be invested in fixed assets thereby reducing the fixed capital requirements.

**Reason (R) :** When an asset is taken on lease, the firm pays lease rentals to use it and avoids to invest huge sums required to purchase it.

1

- (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.

11. Match the terms given in Column-I with their meaning in Column-II.

	Column-I		Column-II
a.	Trademark	(i)	A name, term, sign, symbol, design or some combination of them used to identify the products and differentiate them from the competitors.
b.	Brand name	(ii)	A brand or a part of the brand that is given legal protection.
c.	Brand	(iii)	That part of the brand which can be recognised but which is not utterable.
d.	Brand mark	(iv)	That part of the brand which can be spoken.

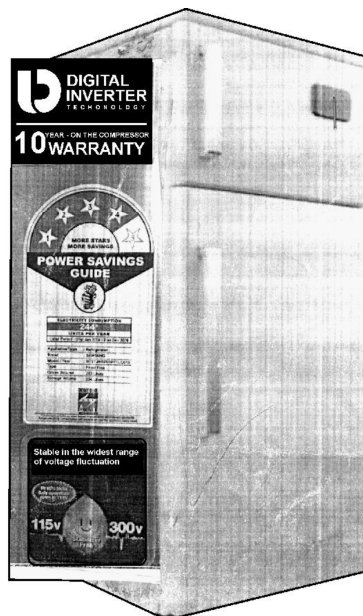
Choose the correct option from the following :

1

- |     |          |          |          |          |
|-----|----------|----------|----------|----------|
|     | <b>a</b> | <b>b</b> | <b>c</b> | <b>d</b> |
| (A) | (i)      | (ii)     | (iii)    | (iv)     |
| (B) | (ii)     | (iii)    | (i)      | (iv)     |
| (C) | (ii)     | (iv)     | (i)      | (iii)    |
| (D) | (ii)     | (i)      | (iv)     | (iii)    |



12. 'Kanand Ltd.' is an automobile manufacturing company started in 2014 under 'Make in India' initiative of the Government of India. Expecting higher growth in future, it developed higher capacity in the current year taking advantage of the subsidies provided by the government. This would enable 'Kanand Ltd.' to meet anticipated higher demand quickly, For this, 'Kanand Ltd.' invested large amounts in fixed assets leading to higher requirements of fixed capital. Identify the factor affecting fixed capital requirements which 'Kanand Ltd.' kept in mind to meet higher anticipated demand quicker. 1
- (A) Scale of operations (B) Nature of business  
(C) Diversification (D) Growth prospects
13. Many reputed business organisations keep a database of unsolicited applicants in their offices. Such job seekers can be a valuable source of manpower. A list of such job seekers can be prepared and can be screened to fill the vacancies as they arise. The source of recruitment discussed above is : 1
- (A) Direct recruitment (B) Casual callers  
(C) Labour contractors (D) Campus recruitment
14. Identify from the following – what is shown in the picture of refrigerator given below ? 1



**Refrigerator**

- (A) Brand name (B) Brand mark  
(C) Trademark (D) Label



15. Which of the following is NOT a factor affecting 'financing decision' ? 1  
(A) Fixed operating costs (B) Cash flow position  
(C) Control considerations (D) Diversification
16. For holding securities in an electronic form, the investor has to open a demat account with an organisation called \_\_\_\_\_. 1  
(A) Depository  
(B) Securities and Exchange Board of India  
(C) Stock Exchange  
(D) Mutual Fund
17. \_\_\_\_\_ means doing the task correctly and with minimum cost. 1  
(A) Efficiency (B) Effectiveness  
(C) Management (D) Coordination
18. Which of the following is the function of Top level management ? 1  
(A) They ensure that their department has the necessary personnel.  
(B) They interact with the actual work force and pass on instructions of the middle management to the workers.  
(C) They co-operate with other departments for smooth functioning of the organisation.  
(D) They analyse the business environment and its implications for the survival of the firm.
19. The activities involved in managing the enterprise are common to all organisations whether economic, political or social. Identify the feature of management : 1  
(A) Management is multidimensional.  
(B) Management is all pervasive.  
(C) Management is a continuous process.  
(D) Management is a dynamic function.
20. Choose the **incorrect** statement about 'Money market' : 1  
(A) The main instruments traded in this market are Treasury bills, Trade bills, Commercial paper and Certificates of deposit.  
(B) In this market, transactions entail huge sums of money as the instruments are quite expensive.  
(C) Participation in this market is by and large undertaken by institutional participants such as the Reserve Bank of India, banks, financial institutions and finance companies.  
(D) It deals in medium and long term securities.





21. 'Cortico Fabrics' was started by Ashish in 2001 to sell bed sheets, towels, comforters, pillows, cushions, bath mats etc. It is now a famous name and its branches are across India. To manage the work all over India, it has eight teams-two each for North, South, East and West India. Ashish spends a considerable amount of time to develop an orderly pattern of group efforts among different teams and to secure unity of action in pursuit of a common purpose.
- To ensure suitable allocation of tasks to the various members of the teams and to see that the tasks are performed with harmony among the members, he tries to balance the different teams at different locations.
- (a) Identify and explain the concept of management discussed in the above para.
- (b) Also, explain any one point of importance of the concept identified in (a) above. 3
22. State any three points of importance of staffing function of management. 3
23. 'Caro', a car manufacturing company was manufacturing high cost, good quality luxury cars. For the last few years, the company was not earning good profits as the demand for the cars was very low.
- Chief Executive Officer of the company, Piyush had a meeting with the Production and Sales Managers to discuss how to increase the revenue of the company. They found that nowadays instead of purchasing luxury cars people prefer to have such cars on rental basis. So they decided to start 'Car rental service'. The Production Manager also suggested that as these cars were sophisticated and each spare part was very costly it would be better to provide these cars for rental service along with trained drivers so that there would be less wear and tear. Piyush agreed and a training unit was started. Two of the available cars were used for training the drivers. People were very happy as they were getting these cars on rental basis with trained drivers. The idea was a big hit and the company was able to surpass its profit targets of the last 20 years.
- (a) Identify and explain the method of training given by 'Caro' to its drivers.
- (b) Also, state any two advantages the drivers will get after this training. 3
24. State any three protective functions of 'Securities and Exchange Board of India'. 3







25. Kewalram started a sweets shop 'Karamati Sweets' in 1950. The sweets were famous all over India for their good quality and people would come from far and wide to purchase sweets from him. As he grew old, he could no longer run the shop. So, he sold the shop to one of his neighbours 'Bholaram'. After a few months, to further increase the revenue, 'Bholaram' started engaging in unfair trade practices like using adulterated khoya and paneer. He thought that no one would know about it as 'Karamati Sweets' had a good image in the eyes of the people.

Slowly, people started falling sick after consuming sweets purchased from 'Karamati Sweets' but they did not know where to go and to whom to complain. Raghav, a resident of the village had recently completed his studies. He was also a member of a non-governmental organisation. 'Meri Voice'. He felt that the villagers should be made aware about the rights and reliefs available to them. He started creating awareness about consumer rights among the villagers to protect their interest through a series of talks and presentations in the village.

- (a) Identify and explain the consumer right discussed in the above para.
- (b) Also, identify and explain the consumer right violated by 'Bholaram' in the above case.

4

26. A Business Process Outsourcing centre, 'Chromosome' which deals in conversion of voice reports dictated by physicians and other healthcare providers into text format has 40 employees. They ensure that their employees are well versed in at least one foreign language and one Indian language. The employees are also given the required training to ensure that the reports are processed correctly as they are the backbone of the patients' medical history. On frequent complaints about some of its employees, it was observed that they were facing problems in decoding the message as they were not very proficient with the language in which the voice message was received. As a result, they would make mistakes causing different meaning to the message. Not only this, sometimes there were technical words used in voice reports, the actual meaning of which was also not understood by the employees. Due to this, 'Chromosome' was slowly losing its business to competitors.

The above case highlights two communication barriers. Identify and explain these barriers.

4





27. (a) State any four limitations of planning. 4

**OR**

(b) Explain the following types of plans :

(i) Strategy

(ii) Procedure 4

28. Differentiate between 'Production concept' and 'Marketing concept' of marketing management philosophies on the basis of :

(a) Meaning

(b) Main focus

(c) Means

(d) Ends 4

29. Inspired by the success of Chandrayaan-3, the Chief Scientist at 'Space Rover' a private research group, decided to send some innovative ideas regarding the mission to the Chief Scientist of Chandrayaan-3.

The Chief Scientist at 'Space Rover' formed four groups for the same. As it was an intellectual activity of thinking rather than doing, these four groups started interacting with each other and friendships developed. On the basis of their interaction and friendship, some members from each group formed 'Entertainment Through Reading' group which showed conformity in terms of their interest. 'Entertainment Through Reading' group had no written rules, was unstable in form and scope and had no fixed lines of communication. The members of this group enhanced the morale of each other, enjoyed drinking coffee together, read books, served different issues of their work areas and provided support to each other. Ultimately this group developed some innovative ideas which were sent by 'Space Rover' to the Chief Scientist of Chandrayaan-3. Though this group was formed for recreation but it contributed towards fulfillment of organisational objectives.

(a) Identify and explain the type of organization which emerged as 'Entertainment Through Reading'.

(b) State any three advantages of the type of organisation identified in (a) above. 4





30. (a) Explain the following functions of marketing :
- (i) Product Designing and Development.
  - (ii) Standardisation and Grading
- 4

**OR**

- (b) Explain the four important elements of marketing mix. 4

31. (a) Explain the following characteristics of Principles of Management :
- (i) General guidelines
  - (ii) Flexible
  - (iii) Cause and effect relationship
- 6

**OR**

- (b) Explain the following techniques of Scientific Management :
- (i) Method Study
  - (ii) Differential Piece Wage System
  - (iii) Fatigue Study
- 6

32. (a) Explain the following factors affecting the working capital requirements of a business :
- (i) Operating efficiency
  - (ii) Credit availed
  - (iii) Level of competition
- 6

**OR**

- (b) Explain the following factors affecting the dividend decision of a company :
- (i) Stability of dividends
  - (ii) Contractual constraints
  - (iii) Stock market reaction
- 6





33. The G20 Summit was organised in India. The government left no stone unturned to make G20 summit a success.

At the higher level, the work to be performed was identified and grouped to enable people to work most effectively together for accomplishing objectives. This involved building infrastructure, beautification of the city, hospitality, security arrangements etc. Duties were assigned to different job positions which led to establishment of clear relationships. This helped in creating a hierarchical structure and in co-ordination amongst all working for the summit.

- (a) Identify and explain the function of management discussed in the above para.
- (b) Explain any four points of importance of the function identified in (a) above.

6

34. 'Memo Builders' was constructing a five star hotel for a leading hotel chain. The hotel had to be given possession by next year but the construction of the hotel was running six months behind schedule. The Chief Executive Officer of 'Memo Builders' was concerned as Memo Builders was known for its quality and timely completion of projects. He asked Nitin, the senior of the Project Head for a thorough investigation. Nitin investigated and reported to the Chief Executive Officer that inspite of huge absenteeism of workers, additional workers were not called. Nitin also reported to the Chief Executive Officer that three of the ten machines being used by the workers were defective. Nitin ordered for repair of the machines and asked the Project Head to appoint additional workers with attractive wages to ensure that the deadline is met.

- (a) Identify the function of management. Quoting the lines from the above para, explain the steps of the process of the function of management discussed.
- (b) Also explain any two points of importance of the function of management identified in (a) above.

6





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**222 A**

Page 1

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## HINDI VERSION

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. 'वेनगार्ड इंक' पुरुषों, महिलाओं एवं बच्चों के लिए फुटवियर बनाने वाली एक कम्पनी है और पिछले कुछ वर्षों से लगातार लाभ अर्जित कर रही है। इसकी कार्य करने की शैली लोकतांत्रिक है। संगठन में सुधार के लिए कर्मचारियों को योजनाएँ विकसित करने एवं उन्हें कार्यान्वित करने के लिए उत्साहित किया जाता है। वरुण, जो उत्पादन विभाग में कार्यरत है, ने एक सुझाव दिया जिससे जूतों की उत्पादन लागत में 10% कमी आ गई। उसे उसके सुझाव के लिए पुरस्कृत किया गया।

उपरोक्त स्थिति में 'वेनगार्ड इंक' द्वारा पालन किए गए प्रबन्ध के सिद्धान्त को पहचानिए :

1

- (A) सहयोग की भावना
- (B) सामूहिक हितों के लिए व्यक्तिगत हितों का समर्पण
- (C) पहल-क्षमता
- (D) समता

2. 'चाइल्ड-ओ' एक वस्त्र निर्माणी कम्पनी है जो बच्चों के अद्वितीय एवं सजीले डिज़ाइन वाले कपड़े बनाती है। नायशा 'चाइल्ड-ओ' के साथ एक मानव संसाधन प्रबंधक के रूप में कार्यरत थी। अच्छे वेतन एवं अन्य बहुत प्रकार के लाभों को देने के बाद भी कम्पनी कर्मचारियों की बहुत ऊँची आवर्त समस्या का सामना कर रही है। नायशा ने इसका कारण जानने का प्रयास किया लेकिन वह उसको ढूँढ नहीं पायी। मुख्य कार्यकारी अधिकारी की अनुमति से नायशा ने इसका कारण ढूँढने के लिए एक व्यक्ति की नियुक्ति की। यह पाया गया कि 'चाइल्ड-ओ' की अपेक्षा अन्य संगठन अपने कर्मचारियों को अधिक स्वायत्तता एवं अधिकार प्रदान कर रहे थे जिससे कर्मचारी यह अनुभव करते थे कि उनका कार्य महत्वपूर्ण था। इससे 'चाइल्ड-ओ' के कर्मचारी इन संगठनों की ओर आकर्षित हो रहे थे।

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वह प्रोत्साहन, जिसके कारण 'चाइल्ड-ओ' के कर्मचारी अन्य संगठनों की ओर आकर्षित हो रहे थे, हैं :

1

- (A) कर्मचारियों को पहचान देने सम्बन्धी कार्यक्रम
- (B) कर्मचारियों की भागीदारी
- (C) जीवनवृत्ति विकास के सुअवसर
- (D) कर्मचारियों का सशक्तिकरण

3. 'चूँकि व्यावसायिक पर्यावरण में विभिन्न स्रोतों से उत्पन्न होने वाली अनेक पारस्परिक सम्बन्धित एवं गतिशील स्थितियाँ अथवा शक्तियाँ सम्मिलित होती हैं, इसलिए तुरंत यह समझना कठिन हो जाता है कि दिया गया पर्यावरण किन तत्वों से बना है ? अतः पर्यावरण को अलग-अलग भागों में समझना अपेक्षाकृत सरल है परन्तु समग्र रूप से समझना कठिन है।' उपरोक्त में प्रकाशित व्यावसायिक पर्यावरण की विशेषता की पहचान कीजिए :

1

- (A) अनिश्चितता
- (B) जटिलता
- (C) आपेक्षिकता/सापेक्षता
- (D) गतिशील प्रकृति

4. नमन तथा विनीत बचपन के दोस्त थे और दोनों 'सनशाइन क्रोकरी' में कार्यरत थे। नमन मुख्य कार्यकारी अधिकारी के रूप में कार्यरत था तथा विनीत उत्पादन प्रबन्धक था। वे अधिकांशतः कम्पनी सम्बन्धी मुद्दों पर दोपहर के भोजन के समय या इकट्ठे यात्रा करते समय चर्चा करते थे।

हाल ही में कम्पनी को शौर्य होटल से 5000 डिनर सैट की पूर्ति का आदेश मिला। यह एक अनपेक्षित आदेश था तथा इससे कम्पनी के आगम में वृद्धि होनी थी। इस आदेश की सूचना नमन ने इंटरकॉम द्वारा विनीत को दी। विनीत ने दी गई समय अवधि में इस आदेश को निष्पादित कर दिया। इसके लिए नमन द्वारा उसकी प्रशंसा की गई।

सम्प्रेषण का वह प्रकार जिसका प्रयोग नमन द्वारा विनीत को आदेश सम्प्रेषित करने के लिए किया गया था, वह था :

1

- (A) औपचारिक सम्प्रेषण
- (B) अनौपचारिक सम्प्रेषण
- (C) ऑनलाइन सम्प्रेषण
- (D) दृश्य-सम्प्रेषण

5. कथन – I : शेयर बाजार का आधारभूत कार्य एक ऐसे सतत् बाजार का सृजन करना है जहाँ प्रतिभूतियों को खरीदा और बेचा जाता है।

कथन – II : शेयर बाजार विद्यमान प्रतिभूतियों को द्रवता एवं आसान विनियोग दोनों ही उपलब्ध कराता है।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

1

- (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।





6. प्लास्टिक अपशिष्ट प्रबंधन नियम 2022 के अनुसार 1 जुलाई, 2022 से दिल्ली में एकल उपयोग प्लास्टिक की वस्तुएँ प्रतिबंधित थी। यहाँ संदर्भित व्यावसायिक पर्यावरण का आयाम है \_\_\_\_\_। 1
- (A) आर्थिक पर्यावरण (B) विधिक पर्यावरण  
(C) प्रौद्योगिकीय पर्यावरण (D) राजनैतिक पर्यावरण
7. कथन – I : अभिप्रेरणा सकारात्मक अथवा नकारात्मक हो सकती है।  
कथन – II : अभिप्रेरणा एक जटिल प्रक्रिया है क्योंकि मनुष्यों की अपेक्षाओं, उनके अवबोधन तथा प्रतिक्रियाओं में भिन्नता होती है। 1
- 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।
8. नव्या किराने का सामान खरीदने के लिए सुपर बाज़ार गई। उसने सुपर बाज़ार से बाजरे का एक किलो आटा खरीदा। घर पहुँचकर जब उसने पैकेट खोला, तो उसने पाया कि उसमें कीड़े थे। वह बहुत निराश हुई और इस बारे में उसने अपने बेटे को बताया। उसके बेटे ने उसे लेबल की जाँच करने को कहा। जब उसने पैकेट पर लगे हुए लेबल को जाँचा तो उसने पाया कि बाजरे का आटा पुराना था और उसकी उपयोग तिथि निकल चुकी थी। उसने सुपर बाज़ार के विक्रयकर्ता से सम्पर्क किया जिसने तुरंत बाजरे का आटा बदल कर दे दिया। जब उसने विक्रयकर्ता का धन्यवाद किया तो उसे बताया गया कि उपभोक्ताओं को संतुष्ट रखना सुपर बाज़ार की नीति थी। उसने पुनः बताया कि संतुष्ट उपभोक्ताओं से न केवल बार-बार विक्रय को बढ़ावा मिलता है, अपितु वे संभावित उपभोक्ताओं को भी अच्छी प्रतिक्रिया देते हैं जिससे व्यवसाय को अपना उपभोक्ता-आधार बढ़ाने में सहायता मिलती है। सुपर बाज़ार के दृष्टिकोण से उपभोक्ता संरक्षण के महत्त्व के बिन्दु की पहचान कीजिए जो उन्हें उपभोक्ता-आधार को बढ़ाने में सहायता कर रहा है। 1
- (A) व्यवसाय का दीर्घ अवधिक हित (B) नैतिक औचित्य  
(C) सामाजिक उत्तरदायित्व (D) सरकारी हस्तक्षेप
9. निम्नलिखित में से कौन सा सामाजिक पर्यावरण का एक घटक नहीं है ? 1
- (A) परिवार की संरचना (B) उपभोग की आदतें  
(C) बचतों एवं विनियोग की दरें (D) शैक्षणिक पद्धति एवं साक्षरता दर







10. निम्नलिखित कथनों को पढ़िए :

अभिकथन (A) और कारण (R) हैं। नीचे दिए गए विकल्पों में से सही का चयन कीजिए :

**अभिकथन (A) :** पट्टेदारी सुविधाओं की उपलब्धता स्थायी परिसम्पत्तियों में निधियों के निवेश की आवश्यकता को कम कर सकती है और इस प्रकार स्थायी पूँजी की आवश्यकता कम हो जाती है।

**कारण (R) :** जब एक सम्पत्ति पट्टे पर ली जाती है तो क्रेता फर्म इसके उपयोग के लिए विक्रेता को पट्टेदारी किराया देती है तथा इसे क्रय करने के लिए आवश्यक बड़ी राशि निवेश करने से बच जाती है।

1

- (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, परंतु कारण (R) अभिकथन (A) की सही व्याख्या नहीं है।
- (C) अभिकथन (A) सत्य है, परन्तु कारण (R) असत्य है।
- (D) अभिकथन (A) असत्य है, परन्तु कारण (R) सत्य है।

11. कॉलम-I में दी गई शब्दावली का कॉलम-II में दिए गए उनके अर्थ से मिलान कीजिए :

	कॉलम-I		कॉलम-II
a.	ट्रेड मार्क	(i)	एक नाम, शब्द, चिह्न, प्रतीक, डिज़ाइन या इनमें से कुछ का मिश्रण जिसका प्रयोग उत्पाद की पहचान तथा प्रतियोगियों के उत्पाद से भिन्नता प्रदान करता है।
b.	ब्राण्ड नाम	(ii)	एक ब्राण्ड अथवा उसका कोई भाग जिसे कानूनी संरक्षण दिया गया है।
c.	ब्राण्ड	(iii)	ब्राण्ड का वह भाग जिसे पहचाना जा सकता है, लेकिन पुकारा नहीं जा सकता।
d.	ब्राण्ड मार्क	(iv)	ब्राण्ड का वह भाग जिसे बोला जा सकता है।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

1

- |     | a    | b     | c     | d     |
|-----|------|-------|-------|-------|
| (A) | (i)  | (ii)  | (iii) | (iv)  |
| (B) | (ii) | (iii) | (i)   | (iv)  |
| (C) | (ii) | (iv)  | (i)   | (iii) |
| (D) | (ii) | (i)   | (iv)  | (iii) |



12. 'कानन्द लिमिटेड' भारत सरकार की 'मेक इन इंडिया' पहल के अन्तर्गत वर्ष 2014 से आरम्भ की गई एक ऑटोमोबाइल निर्माणी कम्पनी है। भविष्य में अधिक विकास की संभावना के कारण इसने सरकार द्वारा प्रदान की गई आर्थिक सहायता का लाभ उठाते हुए वर्तमान वर्ष में उच्च क्षमता का विकास किया। इससे 'कानन्द लिमिटेड' को संभावित अधिक माँग को शीघ्रता से पूरा करने में मदद मिलेगी। इसके लिए 'कानन्द लिमिटेड' ने स्थायी सम्पत्तियों में अधिक मात्रा में निवेश किया फलस्वरूप अधिक मात्रा में स्थायी पूँजी की आवश्यकता हुई।

'कानन्द लिमिटेड' द्वारा संभावित अधिक माँग को शीघ्रता से पूरा करने के लिए स्थायी पूँजी आवश्यकताओं को प्रभावित करने वाले जिस घटक को ध्यान में रखा गया था उसे पहचानिए।

1

- (A) संचालन का स्तर (B) व्यवसाय की प्रकृति  
(C) विविधीकरण (D) विकास प्रत्याशा

13. बहुत से प्रसिद्ध व्यावसायिक संगठन आवेदकों से प्राप्त आवेदनों के लिए अपने कार्यालयों में अनियमित आवेदकों को एक डेटाबेस में रखते हैं। नौकरी के इच्छुक ऐसे व्यक्ति मानव-शक्ति के महत्वपूर्ण स्रोत हो सकते हैं। नौकरी के इच्छुक ऐसे लोगों की एक सूची तैयार की जा सकती है तथा जाँच परख करके किसी भी पद के रिक्त होने पर उसे भरा जा सकता है। उपरोक्त में चर्चित भर्ती का स्रोत है :

1

- (A) प्रत्यक्ष भर्ती (B) अनियत (कैजुअल) कॉलर  
(C) श्रमिक ठेकेदार (D) महाविद्यालय / विश्वविद्यालय से भर्ती

14. निम्नलिखित में से पहचानिए कि नीचे दिए गए रेफ्रिजरेटर के चित्र में क्या दिखाया गया है :

1



रेफ्रिजरेटर

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



15. निम्नलिखित में से कौन सा घटक 'वित्तीय-निर्णय' को प्रभावित नहीं करता ? 1  
(A) स्थायी संचालन लागत (B) रोकड़ प्रवाह स्थिति  
(C) नियंत्रण प्रतिफल (D) विविधीकरण
16. प्रतिभूतियों को इलेक्ट्रॉनिक रूप में रखने के लिए निवेशकर्ता को एक संगठन के साथ डीमैट खाता खोलना होता है, जिसे कहते हैं : 1  
(A) डिपोजिटरी (B) भारतीय प्रतिभूति एवं विनिमय बोर्ड  
(C) शेयर बाज़ार (D) म्युच्युअल फंड
17. \_\_\_\_\_ का अर्थ है न्यूनतम लागत के साथ कार्य को सही ढंग से करना । 1  
(A) कुशलता (B) प्रभावपूर्णता  
(C) प्रबन्धन (D) समन्वयन
18. निम्नलिखित में से कौन सा कार्य उच्च-स्तरीय प्रबन्धन का है ? 1  
(A) वे सुनिश्चित करते हैं कि उनके विभाग में आवश्यक कर्मचारी हैं ।  
(B) वे वास्तविक कार्यबल से संवाद करते हैं एवं मध्य स्तरीय प्रबंधकों के दिशा निर्देशों को कर्मचारियों तक पहुँचाते हैं ।  
(C) वे संगठन के सुचारु कामकाज के लिए अन्य विभागों के साथ सहयोग करते हैं ।  
(D) वे फर्म के जीवन के लिए व्यवसाय के पर्यावरण एवं उसके प्रभाव का विश्लेषण करते हैं ।
19. संगठन चाहे आर्थिक हो, राजनैतिक या सामाजिक उद्यम की प्रबंधन क्रियाएँ सभी में समान होती हैं । प्रबन्ध की विशेषता को पहचानिए : 1  
(A) प्रबन्धन बहु आयामी है ।  
(B) प्रबन्धन सर्वव्यापी है ।  
(C) प्रबन्धन एक निरन्तर चलने वाली प्रक्रिया है ।  
(D) प्रबन्धन एक गतिशील कार्य है ।
20. 'मुद्रा बाज़ार' के सम्बन्ध में गलत कथन का चयन कीजिए : 1  
(A) जिन मुख्य प्रलेखों में यह बाज़ार व्यापार करता है वह है ट्रेजरी बिल, व्यापार बिल, वाणिज्यिक पत्र एवं जमा प्रमाण पत्र ।  
(B) चूँकि प्रलेख बहुत महँगे होते हैं अतः इस बाज़ार में लेन-देनों के लिए बड़ी मात्रा में धन की आवश्यकता होती है ।  
(C) इस बाज़ार में भाग लेने वाले अधिकांशतः वित्तीय संस्थान होते हैं जैसे रिज़र्व बैंक ऑफ इंडिया, बैंक तथा वित्तीय कम्पनियाँ ।  
(D) यह मध्य एवं दीर्घ अवधि प्रतिभूतियों में व्यापार करता है ।





21. आशीष ने चादरें, तौलियाँ, रजाइयाँ, तकिये, कुशन, बाथ मैट्स आदि बेचने के लिए 2001 में 'कोर्टिको फैब्रिक्स' आरंभ की। आज यह एक सुप्रसिद्ध नाम है और सम्पूर्ण भारत में इसकी शाखाएँ उपलब्ध हैं। सम्पूर्ण भारत में कार्य के प्रबंध के लिए इसने आठ समूह बनाए – उत्तर, दक्षिण, पूर्व तथा पश्चिम भारत प्रत्येक के लिए दो समूह। विभिन्न समूहों के बीच सामूहिक प्रयासों का एक व्यवस्थित स्वरूप विकसित करने तथा उद्देश्यों की प्राप्ति एवं कार्यों में एकात्मकता लाने के लिए आशीष काफ़ी समय लगाता है। समूह के भिन्न-भिन्न सदस्यों को कार्यों का उपयुक्त विभाजन सुनिश्चित करने तथा यह देखने के लिए कि सभी सदस्यों के बीच कार्य का निष्पादन सामंजस्य के साथ हो रहा है, वह अलग-अलग स्थानों पर अलग-अलग समूहों के बीच संतुलन बनाने का प्रयास करता है।
- (a) उपरोक्त अनुच्छेद में चर्चित प्रबंधन की अवधारणा को पहचानिए एवं समझाइए।
- (b) उपरोक्त (a) में पहचानी गई अवधारणा के महत्त्व का कोई एक बिन्दु भी समझाइए। 3
22. प्रबन्धन के नियुक्तीकरण कार्य के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए। 3
23. 'कारो' एक कार निर्माणी कम्पनी ऊँची लागत व अच्छी गुणवत्ता वाली लक्सरी कारों का निर्माण कर रही थी। पिछले कुछ वर्षों से, कम्पनी अच्छे लाभ अर्जित नहीं कर रही थी क्योंकि कारों की माँग बहुत कम थी।
- कम्पनी के मुख्य कार्यकारी अधिकारी पियूष ने कम्पनी के आगम को कैसे बढ़ाया जाए पर चर्चा करने के लिए उत्पादन प्रबन्धक व विक्रय प्रबन्धक के साथ एक बैठक की। उन्होंने पाया कि आजकल लोग लक्सरी कारों को खरीदने की अपेक्षा इन कारों को किराए पर लेना पसंद करते हैं। अतः उन्होंने 'कार किराया सेवा' प्रारंभ करने का निर्णय लिया। उत्पादन प्रबन्धक ने यह भी सुझाव दिया कि चूँकि ये कार अत्यधिक परिष्कृत थी तथा इसका प्रत्येक अतिरिक्त पुर्जा बहुत महँगा था अतः यह बेहतर होगा कि इस कार किराया सेवा को प्रशिक्षित चालकों के साथ प्रदान किया जाए जिससे कम टूटफूट हो। पियूष सहमत हो गया और एक प्रशिक्षण इकाई आरंभ कर दी गई। उपलब्ध कारों में से दो कारों का उपयोग चालकों को प्रशिक्षण देने के लिए किया जाने लगा। लोग बहुत खुश थे क्योंकि उन्हें प्रशिक्षित चालकों के साथ ये कार किराए पर मिल रही थीं। इस विचार को बहुत बड़ी सफलता मिली और कम्पनी पिछले 20 वर्षों के लाभ लक्ष्यों से आगे निकलने में सफल हो गयी।
- (a) 'कारो' द्वारा अपने चालकों को दी जाने वाली प्रशिक्षण विधि को पहचानिए एवं समझाइए।
- (b) इस प्रशिक्षण के पश्चात् चालकों को होने वाले किन्हीं दो लाभों का भी उल्लेख कीजिए। 3
24. 'भारतीय प्रतिभूति एवं विनिमय बोर्ड' के किन्हीं तीन सुरक्षात्मक कार्यों का उल्लेख कीजिए। 3



25. केवलराम ने 1950 में राजस्थान में एक मिठाई की दुकान 'करामाती स्वीट्स' आरंभ की। इसकी अच्छी गुणवत्ता के कारण मिठाइयाँ सम्पूर्ण भारत में प्रसिद्ध थीं और लोग दूर-दूर से इसकी मिठाइयाँ खरीदने आते थे। जैसे-जैसे वह वृद्ध होने लगा, वह दुकान को अधिक समय तक नहीं चला सकता था। अतः उसने दुकान अपने एक पड़ोसी 'भोलाराम' को बेच दी। कुछ महीनों बाद आगम को और अधिक बढ़ाने के लिए 'भोलाराम' मिलावटी खोया एवं पनीर जैसे अनुचित व्यापार प्रथाओं में संलग्न होने लगा। उसने सोचा इस बारे में कोई नहीं जान पाएगा क्योंकि 'करामाती स्वीट्स' की लोगों की नज़रों में अच्छी छवि थी।

धीरे-धीरे 'करामाती स्वीट्स' से खरीदी गई मिठाइयों का उपभोग करने के बाद लोग बीमार होने लगे, लेकिन उन्हें यह नहीं पता था कि वे कहाँ जाएँ और किसको इसकी शिकायत करें। राघव ने, जो इस गाँव का एक निवासी था, अभी-अभी अपनी पढ़ाई पूरी की थी। वह एक गैर-सरकारी संगठन 'मेरी वॉयस' का सदस्य भी था। उसने महसूस किया कि गाँव वालों को उन्हें उपलब्ध अधिकारों एवं राहतों के बारे में जागरूक किया जाना चाहिए। उसने गाँव वालों के मध्य वार्तालाप व व्याख्यानों की एक शृंखला के माध्यम से उनके हितों के संरक्षण के लिए उपभोक्ता अधिकारों के बारे में जागरूक करना शुरू किया।

(a) उपरोक्त अनुच्छेद में चर्चित उपभोक्ता अधिकार को पहचानिए एवं समझाइए।

(b) उपरोक्त स्थिति में 'भोलाराम' द्वारा जिस उपभोक्ता अधिकार का उल्लंघन किया गया है, उसे भी पहचानिए एवं समझाइए।

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26. क्रोमोज़ोम बाह्य स्रोतीकरण से व्यापारिक सेवाएँ प्रदान करने वाला केन्द्र है, जिसके पास 40 कर्मचारी हैं और जो चिकित्सकों व अन्य स्वास्थ्य रक्षक सुविधाएँ प्रदान करने वालों द्वारा बोलकर लिखी गई रिपोर्ट्स को पाठ स्वरूप में परिवर्तित करने का व्यापार करती है। वे यह सुनिश्चित करते हैं कि उनके कर्मचारी कम से कम एक विदेशी भाषा तथा एक भारतीय भाषा में अच्छी तरह अनुभवी हों। यह सुनिश्चित करने के लिए कि जिन रिपोर्ट्स का वह प्रसंस्करण कर रहे हैं वह सही हो, क्योंकि ये रिपोर्ट्स रोगियों की मेडिकल हिस्ट्री का आधार होती हैं, कर्मचारियों को भी आवश्यक प्रशिक्षण दिया जाता है। अपने कुछ कर्मचारियों के बारे में जल्दी-जल्दी शिकायत मिलने पर यह देखा गया कि वे संदेश को डिकोड करने में समस्या का सामना कर रहे थे क्योंकि वे उस भाषा में बहुत अधिक कुशल नहीं थे जिसमें सूचना प्राप्त हो रही थी। परिणामस्वरूप वे गलतियाँ करते थे जिससे संदेश का भिन्न अर्थ लगाया जाता था। इतना ही नहीं कभी-कभी बोलकर दी गई इन रिपोर्ट्स में कुछ तकनीकी शब्द भी होते हैं जिनका वास्तविक अर्थ भी कर्मचारी नहीं समझ पाते। इस कारण 'क्रोमोज़ोम' धीरे-धीरे प्रतिस्पर्धियों के हाथों अपना व्यवसाय खो रहा था।

उपरोक्त स्थिति सम्प्रेषण की किन्हीं दो बाधाओं पर प्रकाश डाल रही है। इन बाधाओं को पहचानिए एवं समझाइए।

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27. (a) नियोजन की किन्हीं चार सीमाओं का उल्लेख कीजिए ।

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अथवा

(b) योजना के निम्नलिखित प्रकारों को समझाइए :

(i) व्यूह-रचना

(ii) प्रक्रिया

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28. निम्नलिखित आधारों पर 'विपणन प्रबंधन दर्शन' की 'उत्पादन अवधारणा' तथा 'विपणन अवधारणा' में अन्तर्भेद कीजिए :

(a) अर्थ

(b) मुख्य केन्द्र बिंदु

(c) साधन

(d) समाप्ति

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29. चन्द्रयान-3 की सफलता से प्रेरित होकर एक निजी अनुसंधान समूह 'स्पेस रोवर' के मुख्य वैज्ञानिक ने इस मिशन से सम्बन्धी कुछ नवीन विचारों को चन्द्रयान-3 के मुख्य वैज्ञानिक को भेजने का निर्णय लिया ।

इसके लिए 'स्पेस रोवर' के मुख्य वैज्ञानिक ने चार समूह बनाए । चूँकि यह कार्य करने की बजाय सोच-विचार की एक बौद्धिक क्रिया थी, अतः इन चारों समूहों ने आपस में बातचीत करना आरंभ कर दिया और उन सभी में मित्रता हो गयी । उनके आपस में बातचीत करने व मित्रता के कारण प्रत्येक समूह के कुछ सदस्यों ने मिलकर एक समूह 'एण्टरटेनमेंट थ्रू रीडिंग' बनाया जो उनके आपसी हितों की अनुरूपता को प्रकट कर रहा था । 'एण्टरटेनमेंट थ्रू रीडिंग' समूह के अपने कोई लिखित नियम नहीं थे । इनका क्षेत्र तथा रूप भी अस्थिर था तथा इनकी सम्प्रेषण की कोई निश्चित रूपरेखा भी नहीं थी । इस समूह के सदस्य एक-दूसरे के मनोबल को बढ़ाते थे, इकट्ठे कॉफी पीने का आनंद लेते थे तथा अपने कार्य क्षेत्र की समस्याओं को हल करते थे और एक-दूसरे की सहायता करते थे । अंततः समूह ने कुछ नवीन विचार विकसित किए जिन्हें 'स्पेस रोवर' द्वारा चन्द्रयान-3 के मुख्य वैज्ञानिक को भेज दिया गया । यद्यपि यह समूह मनोरंजन के लिए बना था लेकिन इसने संगठनात्मक उद्देश्यों की प्राप्ति में अपना योगदान दिया ।

(a) 'एण्टरटेनमेंट थ्रू रीडिंग' के रूप में प्रकट होने वाले संगठन के प्रकार को पहचानिए एवं समझाइए ।

(b) उपरोक्त (a) में पहचाने गए संगठन के प्रकार के किन्हीं तीन लाभों का उल्लेख कीजिए ।

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30. (a) विपणन के निम्नलिखित कार्यों को समझाइए :  
(i) उत्पाद का रूपांकन एवं विकास  
(ii) मानकीकरण एवं ग्रेड तय करना 4  
**अथवा**
- (b) विपणन मिश्र के चार महत्वपूर्ण घटकों को समझाइए । 4
31. (a) प्रबन्ध के सिद्धान्तों की निम्नलिखित विशेषताओं को समझाइए :  
(i) सामान्य मार्गदर्शन  
(ii) लोच  
(iii) कारण एवं परिणाम का सम्बन्ध 6  
**अथवा**
- (b) वैज्ञानिक प्रबन्धन की निम्नलिखित तकनीकों को समझाइए :  
(i) कार्यपद्धति अध्ययन  
(ii) विभेदात्मक पारिश्रमिक प्रणाली  
(iii) थकान अध्ययन 6
32. (a) एक व्यवसाय की कार्यशील पूँजी आवश्यकताओं को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए :  
(i) संचालन कार्यकुशलता  
(ii) उधारक्रय सुविधा  
(iii) प्रतियोगिता का स्तर 6  
**अथवा**
- (b) एक कम्पनी के लाभांश निर्णय को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए :  
(i) लाभांश का स्थायित्व  
(ii) संविदात्मक प्रतिबंध  
(iii) शेयर-बाजार प्रतिक्रिया 6





33. भारत में G20 शिखर सम्मेलन का आयोजन किया गया। सरकार ने G20 शिखर सम्मेलन की सफलता के लिए कोई कसर नहीं छोड़ी।

निष्पादित किए जाने वाले कार्यों को उच्च स्तर पर पहचाना गया, उनका समूहीकरण किया गया ताकि उद्देश्यों की कुशलतापूर्वक प्राप्ति के लिए लोग मिलजुल कर कार्य कर सकें। इसमें आधारभूत संरचना का निर्माण, शहर का सौन्दर्यीकरण, मेहमान-नवाज़ी, सुरक्षा प्रबंध इत्यादि सम्मिलित थे। विभिन्न कार्य-पदों पर कर्तव्यों को सौंपा गया जिससे स्पष्ट सम्बन्धों की स्थापना हो सकी। इससे एक सोपानिक ढाँचे के निर्माण तथा शिखर-सम्मेलन के लिए कार्य कर रहे लोगों में समन्वय स्थापित करने में सहायता मिली।

(a) उपरोक्त अनुच्छेद में चर्चित प्रबन्धन के कार्य को पहचानिए एवं समझाइए।

(b) उपरोक्त (a) में पहचाने गए कार्य के महत्त्व के चार बिन्दुओं को समझाइए।

6

34. 'मीमो बिल्डर्स' एक प्रसिद्ध होटल शृंखला के लिए एक पाँच सितारा होटल का निर्माण कर रहा था। अगले वर्ष तक होटल की सुपर्दगी दी जानी थी लेकिन निर्माणी कार्य निर्धारित कार्यक्रम से छः महीने पीछे चल रहा था। 'मीमो बिल्डर्स' का मुख्य कार्यकारी अधिकारी चिंतित था क्योंकि 'मीमो बिल्डर्स' अपनी गुणवत्ता व समय पर परियोजनाओं को पूरा करने के लिए जाना जाता था। परियोजना के वरिष्ठ अध्यक्ष, नितिन, से उसने जाँच पड़ताल करने के लिए कहा। नितिन ने जाँच करके मुख्य कार्यकारी अधिकारी को सूचना दी कि मजदूरों की अत्यधिक अनुपस्थिति होने पर भी अतिरिक्त मजदूरों को नहीं बुलाया गया। नितिन ने मुख्य कार्यकारी अधिकारी को यह भी सूचित किया कि मजदूरों द्वारा प्रयोग में लाई जाने वाली दस मशीनों में से तीन मशीन खराब थीं। नितिन ने मशीनों की मरम्मत का आदेश दिया और परियोजना अध्यक्ष को आकर्षक मजदूरी पर अतिरिक्त मजदूरों की नियुक्ति करने के लिए कहा ताकि निर्धारित समय सीमा में कार्य पूरा हो सके।

(a) प्रबन्धन के कार्य की पहचान कीजिए। उपरोक्त अनुच्छेद से पंक्तियाँ उद्धृत करते हुए प्रबन्धन के उस कार्य की प्रक्रिया के चरणों को समझाइए।

(b) उपरोक्त (a) में पहचाने गए प्रबन्धन के कार्य के महत्त्व के किन्हीं दो बिन्दुओं को भी समझाइए।

6





**-Strictly Confidential: (For Internal and Restricted Use Only)**  
**Senior School Certificate Examination**  
**March -----2024**  
**Marking Scheme---Business Studies 66/5/1**

**General Instructions:**

<b>1</b>	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.
<b>2</b>	<b>“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.”</b>
<b>3</b>	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. <b>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.</b>
<b>4</b>	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.
<b>5</b>	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.
<b>6</b>	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. <b>This is most common mistake which evaluators are committing.</b>
<b>7</b>	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 “ <b>Extra Question</b> ”.
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	<p>Ensure that you do not make the following common types of errors committed by the Examiner in the past:-</p> <ul style="list-style-type: none"> <li>● Leaving answer or part thereof unassessed in an answer book.</li> <li>● Giving more marks for an answer than assigned to it.</li> <li>● Wrong totaling of marks awarded on an answer.</li> <li>● Wrong transfer of marks from the inside pages of the answer book to the title page.</li> <li>● Wrong question wise totaling on the title page.</li> <li>● Wrong totaling of marks of the two columns on the title page.</li> <li>● Wrong grand total.</li> <li>● Marks in words and figures not tallying/not same.</li> <li>● Wrong transfer of marks from the answer book to online award list.</li> <li>● 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.)</li> <li>● Half or a part of answer marked correct and the rest as wrong, but no marks awarded.</li> </ul>
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 “ <b>Guidelines for spot Evaluation</b> ” 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



6 6 /5 /1	<b>MARKING SCHEME-66/5/1</b>  <b>BUSINESS STUDIES (054)</b>  <b>EXPECTED ANSWERS / VALUE POINTS</b>	<b>Marks</b>
	<b>SECTION A</b>	
1	<p><b>Q. 'Vanguard Inc.', a company manufacturing footwear for men, women and children has been earning consistent profits for the last many years. It has a democratic style of working. Workers are encouraged to develop and carry out plans for improvement in the organisation. Varun who is working in the production department gave a suggestion which resulted in 10% reduction in the cost of production of shoes. He was rewarded for his suggestion. Identify the principle of management followed by 'Vanguard Inc.' in the above case:</b></p> <p><b>(A) Esprit De Corps</b>  <b>(B) Subordination of Individual Interest to General Interest</b>  <b>(C) Initiative</b>  <b>(D) Equity</b></p> <p><b>Ans. (C) Initiative</b></p>	<b>1 mark</b>
2	<p><b>Q. 'Child-O' is a garment manufacturing company which makes clothes with unique and stylish designs for children. Naisha was working as the Human Resource Manager with 'Child-O'. In spite of good pay and many other benefits offered, the company is facing problem of high turnover of its employees. Naisha tried to find out the reason but could not. She appointed a person with the permission of the Chief Executive Officer to find out the reason. It was found that other organisations were giving more autonomy and authority to their employees which made them feel that their jobs were important. This was attracting the employees of 'Child-O' to other organisations. The incentive which attracted the employees of Child-O' to other organisations is:</b></p> <p><b>(A) Employee Recognition programmes</b>  <b>(B) Employee Participation</b>  <b>(C) Career Advancement Opportunity</b>  <b>(D) Employee Empowerment</b></p>	



	<p><b>Ans. (D) Employee Empowerment</b></p>	<p><b>1 mark</b></p>
<p><b>3</b></p>	<p><b>Q. 'Since business environment consists of numerous interrelated and dynamic conditions or forces which arise from different sources, it becomes difficult to comprehend at once what exactly constitutes a given environment'. Thus it is relatively easier to understand the environment in parts but difficult to grasp in its totality. Identify the feature of business environment highlighted above:</b></p> <p><b>(A) Uncertainty</b>  <b>(B) Complexity</b>  <b>(C) Relativity</b>  <b>(D) Dynamic nature</b></p> <p><b>Ans. (B) Complexity</b></p>	<p><b>1 mark</b></p>
<p><b>4</b></p>	<p><b>Q. Naman and Vineet were childhood friends and both were working in 'Sunshine Crockery. Naman was working as the Chief Executive Officer while Vineet was the Production Manager. They would generally discuss company related issues over lunch-time or while travelling together. The company had recently received an order for supply of 5,000 dinner sets from Shaurya Hotel. It was an unexpected order and would increase the revenue of the company. This order was communicated by Naman to Vineet over intercom. Vineet executed the order within the given time period. For this, he was appreciated by Naman. The type of communication used by Naman to communicate the order to Vineet was:</b></p> <p><b>(A) Formal Communication</b>  <b>(B) Informal Communication</b>  <b>(C) Online Communication</b>  <b>(D) Visual Communication</b></p> <p><b>Ans. (A) Formal communication</b></p>	<p><b>1 mark</b></p>



5	<p><b>Q. Statement-I: The basic function of a Stock Exchange is the creation of a continuous market where securities are bought and sold.</b></p> <p><b>Statement-II: The Stock Exchange provides both liquidity and easy marketability to already existing securities in the market.</b></p> <p><b>Choose the correct option from the following:</b>  <b>(A) Statement-I is true and Statement-II is false.</b>  <b>(B) Statement-II is true and Statement-I is false.</b>  <b>(C) Both the Statements are true.</b>  <b>(D) Both the Statements are false.</b></p> <p><b>Ans. (C) Both the statements are true.</b></p>	1 mark
6	<p><b>Q. As per Plastic Waste Management Rule 2022, single use plastic items were prohibited in Delhi from 1 July, 2022. The dimension of business environment referred to here is</b></p> <p><b>(A) Economic environment</b>  <b>(B) Legal environment</b>  <b>(C) Technological environment</b>  <b>(D) Political environment</b></p> <p><b>Ans. (B) Legal environment</b></p>	1 mark
7	<p><b>Q. Statement-I: Motivation can be either positive or negative.</b>  <b>Statement-II: Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions.</b></p> <p><b>Choose the correct option from the following:</b>  <b>(A) Statement-I is true and Statement-II is false.</b>  <b>(B) Statement-II is true and Statement-I is false.</b>  <b>(C) Both the Statements are true.</b>  <b>(D) Both the Statements are false.</b></p>	



	<p><b>Ans. (C)</b> Both the statements are true.</p>	<p><b>1 mark</b></p>
<p><b>8</b></p>	<p><b>Q. Navya went to a supermarket for grocery shopping. She bought one kg of bajra flour from the supermarket. On reaching home when she opened the packet she found worms inside it. She was disappointed and told her son about the same. Her son asked her to check the label. When she checked the label of the packet, she found that bajra flour was stale and beyond the expiry date. She approached the sales-person at the supermarket who replaced the bajra flour immediately. When she thanked the sales-person, she was told that it was the policy of the supermarket to satisfy the customers. He further told that satisfied customers not only lead to repeat sales but they also provide good feedback to prospective customers which helps in increasing the customer base of business. Identify the point of importance of consumer protection from the point of view of the supermarket which is helping them to increase the customer base:</b></p> <p><b>(A) Long term interest of the business</b>  <b>(B) Moral justification</b>  <b>(C) Social responsibility</b>  <b>(D) Government intervention</b></p> <p><b>Ans. (A)</b> Long term interest of the business</p>	<p><b>1 mark</b></p>
<p><b>9</b></p>	<p><b>Q. Which of the following is not an element of social environment?</b></p> <p><b>(A) Composition of family</b>  <b>(B) Consumption habits</b>  <b>(C) Rates of saving and investment</b>  <b>(D) Educational system and literacy rates</b></p> <p><b>Ans. (C)</b> Rates of savings and investment</p>	<p><b>1 Mark</b></p>

<b>1 0</b>	<p><b>Q. Read the following statements:</b></p> <p><b>Assertion (A) and Reason (R). Choose the correct alternative from those given below:</b></p> <p><b>Assertion (A):</b> Availability of leasing facilities may reduce the funds required to be invested in fixed assets thereby reducing the fixed capital requirements.</p> <p><b>Reason (R):</b> When an asset is taken on lease, the firm pays lease rentals to use it and avoids to invest huge sums required to purchase it.</p> <p><b>(A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).</b></p> <p><b>(B) Both Assertion (A) and Reason (R) are true but Reason (R) is not the correct explanation of Assertion (A).</b></p> <p><b>(C) Assertion (A) is true but Reason (R) is false.</b></p> <p><b>(D) Assertion (A) is false but Reason (R) is true.</b></p> <p><b>Ans.</b> (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A)</p>	<b>1 mark</b>
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<b>1 1</b>	<p><b>Q. Match the terms given in Column I with their meaning in Column-II.</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 20%;">Column-I</th> <th style="width: 5%;"></th> <th style="width: 70%;">Column-II</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">a.</td> <td>Trademark</td> <td style="text-align: center;">(i)</td> <td>A name, term, sign, symbol, design or some combination of them used to identify the products and differentiate them from the competitors.</td> </tr> <tr> <td style="text-align: center;">b.</td> <td>Brand name</td> <td style="text-align: center;">(ii)</td> <td>A brand or a part of the brand that is given legal protection.</td> </tr> <tr> <td style="text-align: center;">c.</td> <td>Brand</td> <td style="text-align: center;">(iii)</td> <td>That part of the brand which can be recognised but which is not utterable.</td> </tr> <tr> <td style="text-align: center;">d.</td> <td>Brand mark</td> <td style="text-align: center;">(iv)</td> <td>That part of the brand which can be spoken.</td> </tr> </tbody> </table> <p><b>Choose the correct option from the following:</b></p> <p style="padding-left: 40px;">a   b   c   d</p> <p><b>(A) (i) (ii) (iii) (iv)</b></p> <p><b>(B) (ii) (iii) (i) (iv)</b></p>		Column-I		Column-II	a.	Trademark	(i)	A name, term, sign, symbol, design or some combination of them used to identify the products and differentiate them from the competitors.	b.	Brand name	(ii)	A brand or a part of the brand that is given legal protection.	c.	Brand	(iii)	That part of the brand which can be recognised but which is not utterable.	d.	Brand mark	(iv)	That part of the brand which can be spoken.	
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	<p>(C) (ii) (iv) (i) (iii) (D) (ii) (i) (iv) (iii)</p> <p>Ans. (C) a (ii) b (iv) c (i) d (iii)</p>	<p>1 mark</p>
<p>1 2</p>	<p><b>Q. 'Kanand Ltd.' is an automobile manufacturing company started in 2014 under 'Make in India' initiative of the Government of India. Expecting higher growth in future, it developed higher capacity in the current year taking advantage of the subsidies provided by the government. This would enable 'Kanand Ltd.' to meet anticipated higher demand quickly, For this, 'Kanand Ltd.' invested large amounts in fixed assets leading to higher requirements of fixed capital. Identify the factor affecting fixed capital requirements which 'Kanand Ltd.' kept in mind to meet higher anticipated demand quicker.</b></p> <p>(A) Scale of operations (B) Nature of business (C) Diversification (D) Growth prospects</p> <p>Ans. (D) Growth prospects</p>	<p>1 mark</p>
<p>1 3</p>	<p><b>Q. Many reputed business organisations keep a database of unsolicited applicants in their offices. Such job seekers can be a valuable source of manpower. A list of such job seekers can be prepared and can be screened to fill the vacancies as they arise. The source of recruitment discussed above is:</b></p> <p>(A) Direct recruitment (B) Casual callers (C) Labour contractors (D) Campus recruitment</p> <p>Ans. (B) Casual callers</p>	<p>1 mark</p>



<p><b>1 4</b></p>	<p><b>Q. Identify from the following what is shown in the picture of refrigerator given below?</b>  <b>(A) Brand name</b>  <b>(B) Brand mark</b>  <b>(C) Trademark</b>  <b>(D) Label</b></p> <div data-bbox="542 483 951 915" data-label="Image"> </div> <p><b>Ans. (D) Label</b></p>	<p><b>1 mark</b></p>
<p><b>1 5</b></p>	<p><b>Q. Which of the following is NOT a factor affecting 'financing decision'?</b>  <b>(A) Fixed operating costs</b>  <b>(B) Cash flow position</b>  <b>(C) Control considerations</b>  <b>(D) Diversification</b></p> <p><b>Ans. (D) Diversification</b></p>	<p><b>1 mark</b></p>
<p><b>1 6</b></p>	<p><b>Q. For holding securities in an electronic form, the investor has to open a demat account with an organisation called _____.</b>  <b>(A) Depository</b>  <b>(B) Securities and Exchange Board of India</b>  <b>(C) Stock Exchange</b>  <b>(D) Mutual Fund</b></p>	

	Ans. (A) Depository	1 mark
1 7	<p><b>Q. _____ means doing the task correctly and with minimum cost.</b></p> <p>(A) Efficiency (B) Effectiveness (C) Management (D) Coordination</p> <p>Ans. (A) Efficiency</p>	1 mark
1 8	<p><b>Q. Which of the following is the function of Top level management?</b></p> <p>(A) They ensure that their department has the necessary personnel. (B) They interact with the actual work force and pass on instructions of the middle management to the workers. (C) They co-operate with other departments for smooth functioning of the organisation. (D) They analyse the business environment and its implications for the survival of the firm.</p> <p>Ans. (D) They analyse the business environment and its implications for the survival of the firm</p>	1 mark
1 9	<p><b>Q. The activities involved in managing the enterprise are common to all organisations whether economic, political or social. Identify the feature of management:</b></p> <p>(A) Management is multidimensional. (B) Management is all pervasive. (C) Management is a continuous process. (D) Management is a dynamic function.</p> <p>Ans. (B) Management is all pervasive</p>	1 mark



2 0	<p><b>Q. Choose the incorrect statement about 'Money market':</b></p> <p><b>(A) The main instruments traded in this market are Treasury bills, Trade bills, Commercial paper and Certificates of deposit.</b></p> <p><b>(B) In this market, transactions entail huge sums of money as the instruments are quite expensive.</b></p> <p><b>(C) Participation in this market is by and large undertaken by institutional participants such as the Reserve Bank of India, banks, financial institutions and finance companies.</b></p> <p><b>(D) It deals in medium and long term securities.</b></p> <p><b>Ans. (D) It deals in medium and long term securities</b></p>	1 mark
2 1	<p><b>Q. 'Cortico Fabrics' was started by Ashish in 2001 to sell bed sheets, towels, comforters, pillows, cushions, bath mats etc. It is now a famous name and its branches are across India. To manage the work all over India, it has eight teams-two each for North, South, East and West India. Ashish spends a considerable amount of time to develop an orderly pattern of group efforts among different teams and to secure unity of action in pursuit of a common purpose.</b></p> <p><b>To ensure suitable allocation of tasks to the various members of the teams and to see that the tasks are performed with harmony among the members, he tries to balance the different teams at different locations.</b></p> <p><b>(a) Identify and explain the concept of management discussed in the above para.</b></p> <p><b>(b) Also, explain any one point of importance of the concept identified in (a) above.</b></p> <p><b>Ans.</b></p> <p><b>(a) <u>Co-ordination</u></b></p> <p>Co-ordination is the process by which a manager synchronises the activities of different departments towards the achievement of a common goal.</p>	1 mark for Identifying the concept + 1 mark for its



	<p>(b)</p> <p><b><u>Importance of Co-ordination:</u> (Any one)</b></p> <p>(i) Growth in size</p> <p>(ii) Functional Differentiation</p> <p>(iii) Specialisation</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><b>expl- anation</b></p> <p><math>\frac{1}{2}</math> mark for the heading + <math>\frac{1}{2}</math> mark for explan- ation = 1+1+1 = 3 Marks</p>
<p>2 2</p>	<p><b>Q. State any three points of importance of staffing function of management.</b></p> <p><b>Ans. <u>Importance of staffing:</u> (Any three)</b></p> <p>(i) It helps in <u>discovering and obtaining competent personnel</u> for various jobs.</p> <p>(ii) It makes for <u>higher performance</u> by putting the right person on the right job.</p> <p>(iii) It ensures <u>continuous survival and growth</u> of the enterprise through succession planning for managers.</p> <p>(iv) It helps to ensure <u>optimum utilisation of human resources</u> by avoiding overmanning and shortage of personnel</p> <p>(v) It <u>improves job satisfaction and morale</u> of employees through objective assessment and fair reward for their contribution.</p>	<p><b>1 x 3 = 3 marks</b></p>

	<p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p>	
<p>2 3</p>	<p><b>Q. ‘Caro’, a car manufacturing company was manufacturing high cost, good quality luxury cars. For the last few years, the company was not earning good profits as the demand for the cars was very low.</b></p> <p><b>Chief Executive Officer of the company, Piyush had a meeting with the Production and Sales Managers to discuss how to increase the revenue of the company. They found that nowadays instead of purchasing luxury cars people prefer to have such cars on rental basis. So they decided to start 'Car rental service'. The Production Manager also suggested that as these cars were sophisticated and each spare part was very costly it would be better to provide these cars for rental service along with trained drivers so that there would be less wear and tear. Piyush agreed and a training unit was started. Two of the available cars were used for training the drivers. People were very happy as they were getting these cars on rental basis with trained drivers. The idea was a big hit and the company was able to surpass its profit targets of the last 20 years.</b></p> <p><b>(a) Identify and explain the method of training given by 'Caro' to its drivers.</b></p> <p><b>(b) Also, state any two advantages the drivers will get after this training.</b></p> <p><b>Ans.</b></p> <p><b>(a) <u>Vestibule Training</u></b></p> <p>It is a method of training in which the employees learn the jobs on the equipment they will be using but the training is conducted away from the actual work floor. This is used when employees are required to handle sophisticated machinery and equipment.</p> <p><i>(If an examinee has identified the method of training as ‘Off the job’, only ½ mark is to be given)</i></p>	<p>½ mark for Identify ing the method of training + ½ mark for its expl- anation</p>

	<p>(b) <b><u>Advantages the drivers will get after this training:</u></b> <i>(Any two)</i></p> <p>(i) It will help in <u>career growth</u> due to improved skills and knowledge.</p> <p>(ii) It will help them to <u>earn more</u> due to improved performance.</p> <p>(iii) It will <u>reduce accidents</u> as the employees are more efficient to handle machines.</p> <p>(iv) It will <u>increase the morale</u> of the employees as the employees are more satisfied.</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 = 1+2 = 3 marks</p>
<p>2 4</p>	<p><b>Q. State any three protective functions of 'Securities and Exchange Board of India'.</b></p> <p><b>Ans. <u>Protective functions of Securities and Exchange Board of India:</u></b> <i>(Any three)</i></p> <p>(i) It <u>prohibits fraudulent and unfair trade practices</u> like misleading statements, manipulations, price rigging etc.</p> <p>(ii) It <u>controls insider trading</u> and imposes penalties for such practices.</p> <p>(iii) It <u>undertakes steps for investor protection</u>.</p> <p>(iv) It <u>promotes fair practices</u> and code of conduct in securities market.</p>	<p>1 x 3 = 3 marks</p>

<p>2 5</p>	<p><b>Q. Kewalram started a sweets shop 'Karamati Sweets' in 1950. The sweets were famous all over India for their good quality and people would come from far and wide to purchase sweets from him. As he grew old, he could no longer run the shop. So, he sold the shop to one of his neighbours 'Bholaram'. After a few months, to further increase the revenue, 'Bholaram' started engaging in unfair trade practices like using adulterated khoya and paneer. He thought that no one would know about it as 'Karamati Sweets' had a good image in the eyes of the people. Slowly, people started falling sick after consuming sweets purchased from 'Karamati Sweets' but they did not know where to go and to whom to complain. Raghav, a resident of the village had recently completed his studies. He was also a member of a non-governmental organisation. 'Meri Voice'. He felt that the villagers should be made aware about the rights and reliefs available to them. He started creating awareness about consumer rights among the villagers to protect their interest through a series of talks and presentations in the village.</b></p> <p><b>(a) Identify and explain the consumer right discussed in the above para.</b></p> <p><b>(b) Also, identify and explain the consumer right violated by 'Bholaram' in the above case.</b></p> <p><b>Ans. (a) <u>Right to Consumer Education</u></b></p> <p>The consumer has a <u>right to acquire knowledge about his rights and reliefs</u> available to him in case of a product or service is falling short of his expectation and to be a well informed consumer throughout life.</p> <p>Many consumer organisations and businesses are educating consumers in this respect.</p> <p><b>(b) <u>Right to Safety</u></b></p> <p>The consumer has a right to be <u>protected against goods and services which are hazardous</u> to life, health and property.</p> <p>Consumers are educated that they should use products which are standardised as this would be an assurance of such products meeting quality specifications.</p>	<p>( 1 mark for identify ing each right + 1 mark for its explan ation = 2 marks)</p> <p>= 2+2 = 4 marks</p>
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2 6	<p><b>Q. A Business Process Outsourcing centre, 'Chromosome' which deals in conversion of voice reports dictated by physicians and other healthcare providers into text format has 40 employees. They ensure that their employees are well versed in at least one foreign language and one Indian language. The employees are also given the required training to ensure that the reports are processed correctly as they are the backbone of the patients' medical history. On frequent complaints about some of its employees, it was observed that they were facing problems in decoding the message as they were not very proficient with the language in which the voice message was received. As a result, they would make mistakes causing different meaning to the message. Not only this, sometimes there were technical words used in voice reports, the actual meaning of which was also not understood by the employees. Due to this, 'Chromosome' was slowly losing its business to competitors. The above case highlights two communication barriers. Identify and explain these barriers.</b></p> <p><b>Ans.</b> Two communication barriers discussed in the above case are:</p> <p><b>(i) <u>Faulty Translations</u></b></p> <ul style="list-style-type: none"> <li>▪ Sometimes the communications originally drafted in one language need to be translated to the language understandable to workers.</li> <li>▪ If the translator is not proficient with both the languages, mistakes may creep in causing different meanings to the communication.</li> </ul> <p><b>(ii) <u>Technical Jargon</u></b></p> <ul style="list-style-type: none"> <li>▪ Specialists sometimes use technical jargon while explaining to persons who are not specialists in the concerned field.</li> <li>▪ Therefore, they may not understand the actual meaning of many such words.</li> </ul>	<p><b>1 mark for identifying each barrier + 1 mark for each explanation</b></p> <p><b>= 2+2 = 4 marks</b></p>



	<i>(If an examinee has identified the barrier as ‘Semantic barrier’, only ½ mark is to be given)</i>	
2 7	<p><b>Q. (a) State any four limitations of planning.</b></p> <p><b>Ans. (a) Limitations of Planning: (Any four)</b></p> <p>(i) Planning <u>leads to rigidity</u> because once a well defined plan is drawn, the managers may not be in a position to change it.</p> <p>(ii) Planning <u>may not work in a dynamic environment</u> as it is difficult to accurately assess future trends. The organisation has to constantly adapt itself to changes in the environment.</p> <p>(iii) Planning <u>reduces creativity</u> since people tend to think on the same lines as others.</p> <p>(iv) Planning <u>involves huge costs</u> in terms of time and money.</p> <p>(v) Planning is <u>time consuming</u> and sometimes not much time is left for its implementation.</p> <p>(vi) Planning <u>does not guarantee success</u> unless it is translated into action.</p> <p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Explain the following types of plans:</b></p> <p><b>(i) Strategy</b></p> <p><b>(ii) Procedure</b></p>	<p><b>1 x 4</b> <b>=</b> <b>4 marks</b></p> <p style="text-align: center;"><b>OR</b></p>



	<p>(b) (i) <b><u>Strategy</u></b></p> <ul style="list-style-type: none"> <li>▪ A strategy is a comprehensive plan for accomplishing an organisation’s objectives taking business environment into consideration.</li>   <li>▪ It provides the broad contours of an organisations business and defines the organisation’s direction and scope in the long run.</li> </ul> <p>(ii) <b><u>Procedure</u></b></p> <ul style="list-style-type: none"> <li>▪ It consists of routine steps on how to carry out activities. It details the exact manner in which any work is to be performed. It specifies the steps in a chronological order.</li>   <li>▪ They are generally meant for insiders to follow. The sequence of steps or actions to be taken are generally to enforce a policy and to attain pre-determined objectives.</li> </ul>	<p>2</p> <p>2</p> <p>= 4 marks</p>
<p>2 8</p>	<p><b>Q. Differentiate between 'Production concept' and 'Marketing concept' of marketing management philosophies on the basis of:</b></p> <p><b>(a) Meaning</b>  <b>(b) Main focus</b>  <b>(c) Means</b>  <b>(d) Ends</b></p> <p><b>Ans.</b></p>   <p><u>Difference between Production Concept and Marketing Concept</u></p>	



Basis	Production concept	Marketing concept	1 x 4 = 4 marks
(a) Meaning	It assumes that consumers would favour those products which are widely available at an affordable price.	It assumes that in the long run, an organisation can achieve its objective of maximization of profit by identifying the needs of the present and prospective buyers and satisfying them in an effective way.	
(b) Main focus	Its focus is on Quantity produced.	Its focus is on satisfaction of Customer needs	
(c) Means	It uses Availability and affordability of product as a means to achieve the objective	It uses Integrated marketing as a means to achieve the objective	
(d) Ends	Its objective is to earn Profit through production volume	Its objective is to earn Profit through customer satisfaction	
2 9	<p><b>Q. Inspired by the success of Chandrayaan-3, the Chief Scientist at 'Space Rover' a private research group, decided to send some innovative ideas regarding the mission to the Chief Scientist of Chandrayaan-3.</b></p> <p><b>The Chief Scientist at 'Space Rover' formed four groups for the same. As it was an intellectual activity of thinking rather than doing, these four groups started interacting with each other and friendships developed. On the basis of their interaction and friendship, some members from each group formed 'Entertainment Through Reading' group which showed conformity in terms of their interest. 'Entertainment Through Reading' group had no written rules, was unstable in form and scope and had no fixed lines of communication. The members of this group enhanced the morale of each other, enjoyed drinking coffee together, read books, served different issues of their work areas and provided support to each other. Ultimately this group developed some innovative ideas which were sent by 'Space Rover' to the Chief Scientist of Chandrayaan-3. Though this group was formed for recreation but it contributed towards fulfillment of organisational objectives.</b></p> <p><b>(a) Identify and explain the type of organization which emerged as 'Entertainment Through Reading'.</b></p>		



	<p><b>(b) State any three advantages of the type of organisation identified in (a) above.</b></p> <p><b>Ans. <u>Informal Organisation</u></b></p> <p>Informal organization is a network of personal and social relations not established or required by the formal organization but arising spontaneously as people associate with one another.</p> <p style="text-align: center;"><i>(or any other correct meaning)</i></p> <p><b><u>Advantages of Informal Organisation:</u></b></p> <p>(i) It leads to <u>faster spread of information</u> as well as quick feedback.</p> <p>(ii) It fulfills the <u>social needs</u> of the members.</p> <p>(iii) It contributes towards fulfillment of organisational objectives by <u>compensating for inadequacies in the formal organisation.</u></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 <b>Identif ying</b> + ½ mark for its expl- anation</p> <p>+</p> <p><b>1 mark for each statement (1 x 3)</b> = ½ + ½ + <b>3</b> = <b>4</b> <b>Marks</b></p>
<p><b>3 0</b></p>	<p><b>Q. (a) Explain the following functions of marketing:</b></p> <p><b>(i) Product Designing and Development</b></p> <p><b>(ii) Standardisation and Grading</b></p> <p><b>Ans.</b></p>	

## **Product Designing and Development**

- 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.

2

### **(iii) Standardisation and Grading**

- Standardisation refers to producing goods of predetermined specifications, which helps in achieving uniformity and consistency in the output.
- Grading is the process of classification of products into different groups, on the basis of some of its important characteristics such as quality, size, etc.

2

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4

**Marks**

**OR**

**OR**

### **Q. (b) Explain the four important elements of marketing mix**

**Ans.** The four important elements of marketing mix are:

(i) Product (ii) Price (iii) Place and (iv) Promotion

#### **(i) Product**

The concept of product includes not only the physical product but also include the extended product or what is offered to the customers by way of after sales services, handling complaints, availability of spare parts etc. The important product decisions include deciding about the features, quality, packaging, labelling and branding of the products.

#### **(ii) Price**



	<p>To fix a price for the firm's products, the marketers have not only to decide about the objectives of price setting but to analyse the factors determining the price. Decisions have also to be taken in respect of discounts to customers, traders and credit terms, etc., so that customers perceive the price to be in line with the value of the product.</p> <p><u>(iii) Place or Physical Distribution</u></p> <p>It includes activities that make firm's products available to the target customers. Important decision areas in this respect include selection of dealers or intermediaries to reach the customers, providing support to the intermediaries, managing inventory, storage and warehousing and transportation of goods from the place it is produced to the place it is required by the buyers.</p> <p><u>(iv) Promotion</u></p> <p>Promotion of products and services include activities that communicate availability, features, merits, etc., of the products to the target customers and persuade them to buy it. Organisations undertake various promotional activities through tools such as advertising, personal selling and sales promotion techniques etc.</p>	<p>½ mark for naming each element + ½ mark for its explan ation = 1 x 4 = 4 marks</p>
<p>3 1</p>	<p><b>Q. (a) Explain the following characteristics of Principles of Management:</b></p> <p><b>(i) General guidelines</b> <b>(ii) Flexible</b> <b>(iii) Cause and effect relationship</b></p> <p><b>Ans.</b></p> <p><b>(i) General guidelines</b></p> <ul style="list-style-type: none"> <li>▪ The principles of management are guidelines to action but do not provide readymade straitjacket solutions to all managerial problems.</li> <li>▪ It is so because real business situations are very complex and dynamic and are a result of many factors.</li> </ul>	<p>2</p>

<p><b>(ii) Flexible</b></p> <ul style="list-style-type: none"> <li>▪ The principles of management are not rigid prescriptions, which have to be followed absolutely.</li> <li>▪ They are flexible and can be modified by the manager when the situation so demands. They give the manager enough discretion to do so.</li> </ul> <p><b>(iii) Cause and effect relationship</b></p> <ul style="list-style-type: none"> <li>▪ The principles of management are intended to establish relationship between cause and effect so that they can be used in similar situations in a large number of cases. As such, they tell us if a particular principle was applied in a particular situation, what would be its likely effect.</li> <li>▪ In real life, situations are not identical. So, accurate cause and effect relationships may be difficult to establish.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Explain the following techniques of Scientific Management:</b></p> <p><b>(i) Method Study</b></p> <p><b>(ii) Differential Piece Wage System</b></p> <p><b>(iii) Fatigue Study</b></p> <p><b>Ans.</b></p> <p><b>(i) <u>Method Study</u></b></p> <ul style="list-style-type: none"> <li>▪ It is a study to find out one best way of doing the job and includes all activities from procurement of raw materials till the final product is delivered to the customer.</li> </ul>	<p>2</p> <p>2</p> <p>=</p> <p><b>6 marks</b></p> <p><b>OR</b></p> <p>2</p>
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<p>(i) <b><u>Operating Efficiency</u></b></p> <ul style="list-style-type: none"> <li>▪ Firms manage their operations with varied degrees of efficiency.</li> <li>▪ These <u>efficiencies may reduce the level of raw materials, finished goods and debtors resulting in lower requirement of working capital.</u></li> </ul> <p>(ii) <b><u>Credit availed</u></b></p> <ul style="list-style-type: none"> <li>▪ A firm allows credit to its customers and also may get credit from its suppliers.</li> <li>▪ To the extent the firm avails credit on purchases, the working capital requirement is reduced.</li> </ul> <p>(ii) <b><u>Level of competition</u></b></p> <ul style="list-style-type: none"> <li>▪ Level of competition affects the working capital requirement of an organisation as higher competition requires larger stocks to meet urgent orders from customers which results into requirement of more working capital.</li> <li>▪ Competition may also force the firm to extend liberal credit terms.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Q. (b) Explain the following factors affecting the dividend decision of a company:</b></p> <p><b>(i) Stability of dividends</b>  <b>(ii) Contractual constraints</b>  <b>(iii) Stock market reaction</b></p>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>=</b> <b>6 marks</b></p> <p style="text-align: center;"><b>OR</b></p>
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	<p><b>Ans.</b></p> <p><b>(i) <u>Stability of dividends</u></b></p> <ul style="list-style-type: none"> <li>▪ Companies follow a policy of stabilizing dividend per share. The increase in dividend is generally made when there is confidence that their earning potential has gone up and not just the earning of the current year.</li> <li>▪ Companies do not alter dividend per share if the change in earnings is small or seen to be temporary in nature.</li> </ul> <p><b>(ii) <u>Contractual constraints</u></b></p> <ul style="list-style-type: none"> <li>▪ Sometimes the lenders may impose some restrictions on the payment of dividend in future.</li> <li>▪ The companies are required to ensure that the payment of dividend does not violate the terms of the loan agreement entered by the company.</li> </ul> <p><b>(iii) <u>Stock market reaction</u></b></p> <ul style="list-style-type: none"> <li>▪ Investors, in general, view an increase in dividend as good news and stock prices react positively to it.</li> <li>▪ The possible impact of dividend policy on the equity share price is one of the important factors considered by the management while taking a decision about dividend.</li> </ul>	<p style="text-align: center;">2</p> <p style="text-align: center;">2</p> <p style="text-align: center;">2</p> <p style="text-align: center;">=</p> <p style="text-align: center;"><b>6 marks</b></p>
<p><b>3</b> <b>3</b></p>	<p><b>Q. The G20 Summit was organised in India. The government left no stone unturned to make G20 summit a success.</b></p> <p><b>At the higher level, the work to be performed was identified and grouped to enable people to work most effectively together for accomplishing</b></p>	

objectives. This involved building infrastructure, beautification of the city, hospitality, security arrangements etc. Duties were assigned to different job positions which led to establishment of clear relationships. This helped in creating a hierarchical structure and in co-ordination amongst all working for the summit.

(a) Identify and explain the function of management discussed in the above para.

(b) Explain any four points of importance of the function identified in (a) above.

**Ans.** (a) The function of management is Organising

Organising is the process of identifying and grouping the work to be performed, assigning duties to job positions and establishing relationships for the purpose of accomplishing objectives.

*(or any other correct explanation)*

(b) Importance of organising: *(Any four)*

(i) Benefits of specialisation

(ii) Clarity in working relationships.

(iii) Optimum utilisation of resources.

(iv) Adaptation to change.

(v) Effective administration.

(vi) Development of personnel.

1 mark  
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Identifying  
the  
function  
+  
1 mark  
for its  
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anation

(½ mark  
for each  
heading  
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½ mark  
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ation)  
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(1 x 4)  
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4 marks  
=  
1+1+4



	<p>(vii) Expansion and growth.</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>= 6 marks</p>
<p>3 4</p>	<p><b>Q. 'Memo Builders' was constructing a five star hotel for a leading hotel chain. The hotel had to be given possession by next year but the construction of the hotel was running six months behind schedule. The Chief Executive Officer of 'Memo Builders' was concerned as Memo Builders was known for its quality and timely completion of projects. He asked Nitin, the senior of the Project Head for a thorough investigation. Nitin investigated and reported to the Chief Executive Officer that inspite of huge absenteeism of workers, additional workers were not called. Nitin also reported to the Chief Executive Officer that three of the ten machines being used by the workers were defective. Nitin ordered for repair of the machines and asked the Project Head to appoint additional workers with attractive wages to ensure that the deadline is met.</b></p> <p><b>(a) Identify the function of management. Quoting the lines from the above para, explain the steps of the process of the function of management discussed.</b></p> <p><b>(b) Also explain any two points of importance of the function of management identified in (a) above.</b></p> <p><b>Ans. (a) The function of management is <u>Controlling</u>.</b></p> <p><b><u>Steps of controlling process discussed in the above case are:</u></b></p> <p><b>(i) <u>Comparison of actual performance with standards</u></b></p> <p>Actual performance is compared with the standards to find out the deviation.</p> <p><i>'The hotel had to be given possession by next year but the construction of the hotel was running six months behind schedule'</i></p>	<p><b>1 mark for identifying the function</b></p> <p><b>½ mark for identifying and quoting</b></p>

<p>(ii) <b><u>Analysing deviations</u></b></p> <p>Deviations are analysed for their causes through Critical Point Control and Management by Exception.</p> <p><i>‘Nitin investigated and reported to the Chief Executive Officer that inspite of huge absenteeism of workers, additional workers were not called’</i></p> <p style="text-align: center;"><i>Or</i></p> <p><i>‘Nitin also reported to the Chief Executive Officer that three of the ten machines being used by the workers were defective’</i></p>	<p>each step + ½ mark for each explan ation = (1 x 3) = 1+3 = 4 marks</p> <p style="text-align: center;">+</p>
<p>(iii) <b><u>Taking corrective action</u></b></p> <p>Corrective action is taken if deviations go beyond the acceptable limits.</p> <p><i>‘Nitin ordered for repair of the machines and asked the Project Head to appoint additional workers with attractive wages to ensure that the deadline is met’</i></p>	<p>( ½ mark for each heading + ½ mark for each explan ation) = 1 x 2 = 2 marks</p>
<p>(b) <b><u>Importance of Controlling: (Any two)</u></b></p> <p>(i) Accomplishing organisational goals</p> <p>(ii) Judging accuracy of standards</p> <p>(iii) Making efficient use of resources</p> <p>(iv) Improving employee motivation</p> <p>(v) Ensuring order and discipline</p>	<p>= 4+2 = 6 marks</p>

(vi) Facilitating coordination in action

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