



Series EF1GH/2



SET~2

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|---------------------|--|--|--|--|--|--|--|
| रोल नं.<br>Roll No. |  |  |  |  |  |  |  |
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प्रश्न-पत्र कोड  
Q.P. Code **66/2/2**

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.

## व्यावसायिक अध्ययन (सैद्धान्तिक)

### BUSINESS STUDIES (Theory)

निर्धारित समय : 3 घण्टे

अधिकतम अंक : 80

Time allowed : 3 hours

Maximum Marks : 80

#### नोट / NOTE :

- (i) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 23 हैं।  
Please check that this question paper contains 23 printed pages.
- (ii) प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें।  
Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
- (iii) कृपया जाँच कर लें कि इस प्रश्न-पत्र में 34 प्रश्न हैं।  
Please check that this question paper contains 34 questions.
- (iv) कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में प्रश्न का क्रमांक अवश्य लिखें।  
Please write down the serial number of the question in the answer-book before attempting it.
- (v) इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है। प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा। 10.15 बजे से 10.30 बजे तक 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.



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P.T.O.



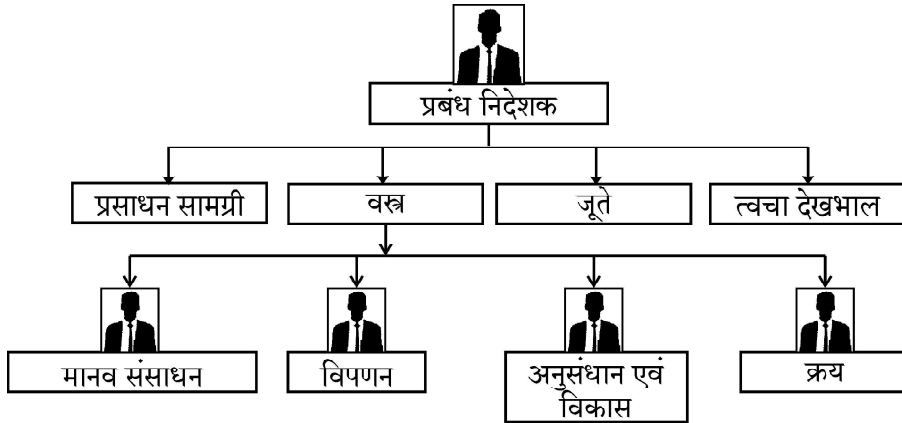


सामान्य निर्देश :

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

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



उपरोक्त चित्र में दर्शाए गए संगठन के ढाँचे के प्रकार की पहचान कीजिए :

1

- (a) विभागीय ढाँचा
- (b) कार्यात्मक ढाँचा
- (c) अनौपचारिक ढाँचा
- (d) दोनों अनौपचारिक तथा कार्यात्मक ढाँचा

2. निम्न में से 'प्रबन्ध एक कला है' की कौन सी विशेषता यह प्रकाशित करती है कि प्रत्येक प्रबंधक एक दी गई परिस्थिति में सिद्धांतों के अपने ज्ञान का प्रयोग अपने तरीके से करता है ?

1

- (a) नैतिक आचार संहिता
- (b) सैद्धान्तिक ज्ञान का होना
- (c) व्यक्तिगत योग्यतानुसार उपयोग
- (d) सार्वभौमिक वैधता

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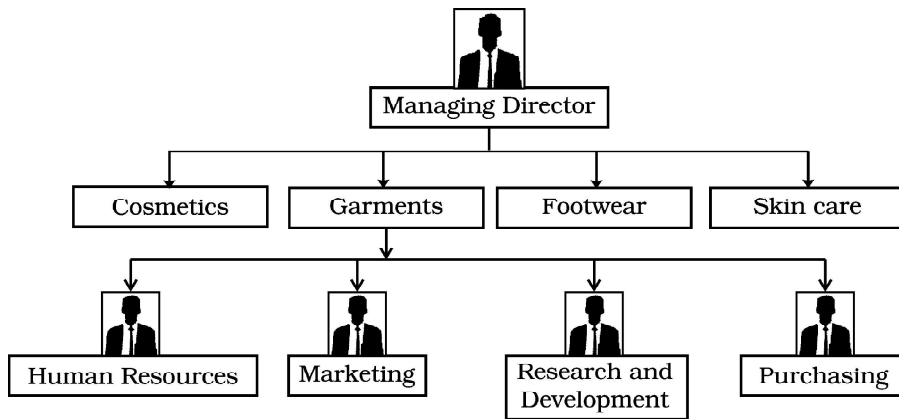


**General Instructions :**

**Read the following instructions carefully and 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.



Identify the type of organization structure depicted in the above diagram : 1

- (a) Divisional structure
  - (b) Functional structure
  - (c) Informal structure
  - (d) Both Informal and Functional structure
2. Which of the following features of 'Management as an Art' highlights that every manager applies his knowledge of principles in his own way to deal with a given situation ? 1
- (a) Ethical code of conduct
  - (b) Existence of theoretical knowledge
  - (c) Personalised application
  - (d) Universal Validity





3. मोबाइल फोन के निर्माण क्षेत्र में उच्च कोटि के कैमरा के कारण एक क्रान्ति आई है जिसके कारण उपभोक्ता बाज़ार में कैमरा व्यवसाय पर प्रहार हुआ है। अध्ययनों से पता चला है कि मोबाइल फोन फोटोग्राफी ने कैमरा उद्योग को तबाह कर दिया है।

उपरोक्त स्थिति में प्रकाशित व्यावसायिक पर्यावरण का आयाम है :

1

- (a) आर्थिक पर्यावरण
- (b) प्रौद्योगिकीय पर्यावरण
- (c) सामाजिक पर्यावरण
- (d) राजनैतिक पर्यावरण

4. आकाश 'ईलीट एंटरप्राइजेज' में एक उत्पादन प्रबन्धक के रूप में कार्य करता है, जो एल ई डी लाइटों के निर्माता हैं। त्योहारों का मौसम होने के कारण उनकी लाइटों की बहुत अधिक माँग है। एक अति आवश्यक ऑर्डर के लिए आकाश को पाँच दिन के अंदर ₹ 200 प्रति इकाई की दर से 100 इकाइयों को उत्पादित करने का कार्य दिया गया। आकाश पाँच दिन के अंदर एल ई डी लाइट की 100 इकाइयाँ ₹ 220 प्रति इकाई की दर से प्राप्त करने में सफल हो गया।

निम्न में से पहचानिए कि आकाश है :

1

- (a) केवल कुशल
- (b) केवल प्रभावी
- (c) कुशल एवं प्रभावी दोनों
- (d) न कुशल न प्रभावी

5. निम्न में से कौन सी मद आर्थिक पर्यावरण का एक घटक है ?

1

- (a) दिल्ली में परिवहन तथा संचार सेवाओं का विस्तार।
- (b) मोबाइल एप के माध्यम से रेल टिकटों की बुकिंग की सुविधा।
- (c) दिल्ली में 15 वर्ष पुराने पेट्रोल वाहनों के परिचालन पर प्रतिबंध।
- (d) रक्षाबंधन के अवसर पर हरियाणा सरकार द्वारा महिलाओं के लिए बसों में मुफ्त यात्रा की घोषणा।





3. With a revolution taking place in the manufacturing of mobile phones with super class cameras, the business of cameras in the consumer market has taken a hit. Studies show that mobile phone photography has devastated the camera industry.

The dimension of business environment highlighted in the above case is :

1

- (a) Economic Environment  
(b) Technological Environment  
(c) Social Environment  
(d) Political Environment
4. Akash works as a production manager in 'Elite Enterprises' manufacturing LED lights. Due to festive season, there is lot of demand for their lights. Akash was given the task of producing 100 units of LED lights @ ₹ 200 per unit within 5 days for an urgent order. Akash was able to achieve the target of 100 units of LED lights within 5 days @ ₹ 220 per unit.

Identify from the following whether Akash is :

1

- (a) Efficient only                      (b) Effective only  
(c) Both efficient and effective      (d) Neither efficient nor effective
5. Which of the following items is a component of economic environment ?
- (a) Expansion of transportation and communication services in Delhi.  
(b) Facility of booking train tickets, through mobile apps.  
(c) Restriction on 15-years-old petrol vehicles plying on roads in Delhi.  
(d) The Haryana Government's announcement of free bus rides for females on the occasion of Rakshabandhan.

1





6. एक संगठन में समन्वयन प्रत्येक प्रबंधक का कार्य है। उच्च स्तरीय प्रबंधक अपने अधीनस्थों के साथ इसलिए समन्वय करते हैं कि संगठन की समग्र योजनाओं को सुचारु रूप से चलाना सुनिश्चित किया जा सके। मध्य स्तरीय प्रबंधक दोनों उच्चस्तरीय तथा पर्यवेक्षीय स्तरीय प्रबंधकों के साथ समन्वय करते हैं। पर्यवेक्षीय स्तर के प्रबंधक कामगारों की गतिविधियों का समन्वय करते हैं ताकि यह सुनिश्चित किया जा सके कि कार्य योजना अनुसार हो रहा है।

उपरोक्त अनुच्छेद में चर्चित समन्वय की विशेषता है :

1

- (a) समन्वय एक निरंतर की जाने वाली प्रक्रिया है।
- (b) समन्वय एक सोचा-समझा कार्य है।
- (c) समन्वय सभी प्रबंधकों का उत्तरदायित्व है।
- (d) समन्वय सामूहिक कार्यों में एकात्मकता लाता है।

7. 'आर.पी. इंफोटेक लिमिटेड' ने 'पटेल इंजीनियरिंग कॉलेज' की सूरत में अपनी नई खोली गई शाखा में विभिन्न तकनीकी पदों के लिए योग्य कार्मिकों की भर्ती हेतु संपर्क किया।

उपरोक्त स्थिति में 'आर.पी. इंफोटेक लिमिटेड' ने निम्न में से भर्ती के किस स्रोत का उपयोग किया गया है :

1

- (a) प्रत्यक्ष भर्ती
- (b) स्थापन एजेंसी तथा प्रबंध परामर्शदाता
- (c) महाविद्यालय / विश्वविद्यालय से भर्ती
- (d) कर्मचारियों द्वारा अनुशंसा

8. 'मैसर्स जे.के. कम्प्यूटर्स' कम्प्यूटर के पुर्जों को जोड़कर कम्प्यूटर तैयार करने का व्यवसाय करने वाला एक छोटा संगठन है। इस संगठन में निर्णय करने का कार्य उच्च प्रबंधन करता है, जबकि मध्य स्तरीय प्रबंधन केवल इनके क्रियान्वयन में ही सम्मिलित होता है। दूसरी ओर 'प्रोग्रेसिव कम्प्यूटर्स लिमिटेड' एक बड़ी कम्पनी है जिसमें निर्णय लेने की प्रक्रिया में प्रत्येक स्तर पर बहुत से लोग सम्मिलित होते हैं।

चूँकि प्रत्येक संगठन में स्थिति एक जैसी नहीं है अतः 'केन्द्रीकरण तथा विकेन्द्रीकरण के सिद्धान्त' का उपयोग दोनों संगठनों में भिन्न है।

निम्न में से प्रबंध के सिद्धान्तों की प्रकृति पहचानिए :

1

- (a) मुख्यतः व्यावहारिक
- (b) अनिश्चित
- (c) लोचशील
- (d) सर्वप्रयुक्त





6. In an organisation, coordination is the function of every manager. Top level managers need to coordinate with their subordinates to ensure that the overall plans of the organisation are duly carried out. Middle level managers coordinate with both the top level and the supervisory level managers. Supervisory level managers coordinate the activities of workers to ensure that work proceeds according to plans.

The characteristic of coordination discussed in the above para is : 1

- (a) Coordination is a continuous process.
  - (b) Coordination is a deliberate function.
  - (c) Coordination is the responsibility of all Managers.
  - (d) Coordination integrates group efforts.
7. 'RP Infotech Ltd.' decided to approach 'Patel Engineering College' to recruit qualified personnel for various technical jobs in its newly opened branch in Surat.

Which source of recruitment from the following has been used by 'RP Infotech Ltd.' in the above case : 1

- (a) Direct Recruitment
  - (b) Placement Agencies and Management Consultants
  - (c) Campus Recruitment
  - (d) Recommendation of employees
8. 'M/s J.K. Computers' is a small organisation engaged in assembling of computers. In this organisation, decision making rests with top management while the middle level is involved in only the implementation of plans. On the other hand, 'Progressive Computers Ltd.' is a large company where a number of people from each level are involved in the decision-making process.

The application of the principle of 'Centralisation and Decentralisation' is different in the two organisations as the situation in each enterprise is not same.

From the following identify the nature of principles of management : 1

- (a) Mainly Behavioural
- (b) Contingent
- (c) Flexible
- (d) Universal





9. एक बैग उत्पादन करने वाली कम्पनी के प्रबंधन में हाल ही में परिवर्तन हुआ है। इसके परिणामस्वरूप, कम्पनी जिस प्रकार कार्य कर रही है उसमें सुधार का अनुभव किया जा सकता है। अब लक्ष्यों की प्राप्ति योजना अनुसार हो रही है, जबकि पूर्व में समय सीमा को महत्व नहीं दिया जाता था। अब संगठन में अव्यवस्था के स्थान पर सुव्यवस्था है तथा कर्मचारी प्रसन्न एवं संतुष्ट हैं।

निम्न में से पहचानिए की उपरोक्त स्थिति में प्रबंध की किस विशेषता पर प्रकाश डाला गया है :

1

- (a) प्रबंध एक गतिशील कार्य है। (b) प्रबंध एक निरंतर चलने वाली प्रक्रिया है।  
(c) प्रबंध एक सामूहिक क्रिया है। (d) प्रबंध एक अमूर्त शक्ति है।

10. गीतांजली माकन एक सफल व्यावसायिक नेत्री है। उसका मानना है कि यदि विविध प्रकार के कार्य अंशों को सम्मिलित करके तथा एक अर्थपूर्ण कार्य अनुभव प्रदान करके कार्य को रुचिकर बनाया जाए तो कार्य अपने आप में व्यक्तियों के लिए अभिप्रेरणा का एक स्रोत बन जाता है।

उपरोक्त स्थिति में चर्चित गैर-मौद्रिक प्रोत्साहन है :

1

- (a) कर्मचारियों की भागीदारी  
(b) पद संवर्धन  
(c) जीवनवृत्ति विकास के सुअवसर  
(d) पद सुरक्षा

11. स्तम्भ – I में दी गई मर्दों का मिलान इनसे सम्बन्धित स्तम्भ – II में दिए गए कथनों से कीजिए।

1

| स्तम्भ – I          | स्तम्भ – II  |
|---------------------|--|
| a. विज्ञापन         | (i) कम्पनी तथा इसके उत्पादों के विषय में सकारात्मक छवि का निर्माण होता है। |
| b. व्यक्तिगत विक्रय | (ii) अव्यक्तिक संप्रेषण का वह स्वरूप जिसके लिए भुगतान किया जाता है।        |
| c. जनसंपर्क         | (iii) संभावित ग्राहक से व्यक्तिगत संबंध बनाता है।                          |

|     |       |       |       |
|-----|-------|-------|-------|
|     | a     | b     | c     |
| (a) | (ii)  | (iii) | (i)   |
| (b) | (i)   | (iii) | (ii)  |
| (c) | (iii) | (ii)  | (i)   |
| (d) | (ii)  | (i)   | (iii) |







9. The management of a bag manufacturing company has recently changed. Due to this, an improvement can be felt in the way company functions. Now, targets are met according to plans, whereas, earlier deadlines were never given importance. Now there is orderliness, instead of chaos in the organisation and the employees are happy and satisfied. From the following identify the characteristic of management which is highlighted in the above case :

1

- (a) Management is dynamic.
- (b) Management is a continuous process.
- (c) Management is a group activity.
- (d) Management is an intangible force.

10. Gitanjali Makan is a successful business leader. She believes that if jobs are made interesting by including greater variety of work content and providing a meaningful work experience, the jobs themselves become a source of motivation to individuals.

The non-financial incentive that has been discussed in the above case is :

1

- (a) Employee participation
- (b) Job Enrichment
- (c) Career Advancement Opportunity
- (d) Job Security

11. Match the various items of Column – I with the respective statements in Column – II.

1

| Column – I          | Column – II  |
|---------------------|--|
| a. Advertising      | (i) Creates a positive image about the company and its products. |
| b. Personal selling | (ii) Paid form of impersonal communication.                      |
| c. Public relations | (iii) Develop Personal relationship with the prospective buyer.  |

- |     |       |       |       |
|-----|-------|-------|-------|
|     | a     | b     | c     |
| (a) | (ii)  | (iii) | (i)   |
| (b) | (i)   | (iii) | (ii)  |
| (c) | (iii) | (ii)  | (i)   |
| (d) | (ii)  | (i)   | (iii) |





12. 'संगठन के कार्य को सुचारु रूप से चलाने के लिए उच्च प्रबंधन द्वारा संगठन ढाँचे का रूपांकन सोच-समझकर किया जाता है।'

निम्न में से कौन सी एक विशेषता ऐसे ढाँचे की नहीं है ?

1

- (a) यह स्पष्ट करता है कि किसे किसको रिपोर्ट करना है।
- (b) संगठन के लक्ष्यों की प्राप्ति के लिए इसमें विभिन्न गतिविधियों में व्यवस्थित समन्वय होता है।
- (c) व्यवहार मानकों की उत्पत्ति समूह मानदंडों से होती है न कि अधिकारिक रूप से निर्धारित नियमों तथा विनियमनों द्वारा।
- (d) कर्मचारियों के आपसी सम्बन्धों की अपेक्षा इसमें कार्य निष्पादन पर अधिक बल दिया जाता है।

13. \_\_\_\_\_ विपणन का वह कार्य है जो क्रेताओं के लिए यह सुनिश्चित करता है कि वस्तुएँ पूर्व निर्धारित गुणवत्ता मानकों के अनुरूप हैं तथा इससे निरीक्षण की आवश्यकता कम हो जाती है। यह ये भी सुनिश्चित करता है कि वस्तुएँ एक निश्चित गुणवत्ता वाली हैं तथा उच्च गुणवत्ता वाले उत्पादों को ऊँचे मूल्य पर बेचने में सहायक होता है।

1

- (a) उत्पाद रूपांकन तथा विकास
- (b) प्रमापीकरण एवं ग्रेड तय करना
- (c) विपणन नियोजन
- (d) ब्रांडिंग

14. कथन – I : पूँजी बाजार के प्रपत्र मूलधन की वापसी तथा प्रतिफल दोनों दृष्टिकोण से अधिक जोखिम भरे माने जाते हैं।

1

कथन – II : पूँजी बाजार में निवेश पर साधारणतया निवेशकों को अधिक ऊँची दर से प्रत्याय मिलता है।

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

- (a) कथन – I सही तथा कथन-II गलत है।
- (b) कथन – II सही तथा कथन-I गलत है।
- (c) दोनों कथन सही हैं।
- (d) दोनों कथन गलत हैं।





12. 'An organization structure is deliberately designed by the top management to facilitate smooth functioning of the organisation'.

Which of the following is not a feature of such a structure ? 1

- (a) It clarifies who has to report to whom.
- (b) There is systematic coordination among the various activities to achieve organisational goals.
- (c) The standards of behaviour evolve from group norms rather than officially laid down rules and regulations.
- (d) It places more emphasis on work to be performed than interpersonal relationships among the employees.

13. The \_\_\_\_\_ function of marketing ensures the buyers that goods conform to predetermined standards of quality and reduces the need for inspection. It also ensures that goods belong to a particular quality and helps in realising higher prices for high quality output. 1

- (a) Product Designing and Development
- (b) Standardisation and Grading
- (c) Marketing Planning
- (d) Branding

14. **Statement – I :** Capital market instruments are considered riskier both with respect to returns and principal repayment. 1

**Statement – II :** Capital market investment generally yields a higher return for investors.

Choose the correct option from the options given below :

- (a) Statement – I is true and II is false.
- (b) Statement – II is true and I is false.
- (c) Both the statements are true.
- (d) Both the statements are false.





15. जब ऋण व समता का अनुपात ऐसा होता है कि इसका परिणाम समता अंशों के मूल्य में वृद्धि होती है, तो \_\_\_\_\_ को अनुकूलतम कहा जाता है। 1

- (a) कार्यशील पूँजी (b) स्थायी पूँजी  
(c) पूँजी संरचना (d) दोनों (a) तथा (b)

16. निम्न में से कौन सा भारतीय प्रतिभूति एवं विनियम बोर्ड का कार्य नहीं है ? 1

- (a) प्रतिभूति बाजार के मध्यस्थों का प्रशिक्षण  
(b) आन्तरिक व्यापार नियन्त्रण  
(c) दलालों एवं उप-दलालों तथा बाजार के अन्य खिलाड़ियों का पंजीकरण  
(d) प्रतिभूतियों का मूल्य निर्धारण

17. निम्न में से प्राथमिक बाजार के लिए कौन सा कथन सही नहीं है ? 1

- (a) इसका कोई स्थायी भौगोलिक स्थान निश्चित नहीं है।  
(b) प्रतिभूतियों का केवल क्रय होता है, यहाँ प्रतिभूतियों का विक्रय नहीं किया जा सकता है।  
(c) मूल्यों का निर्धारण प्रतिभूति की माँग एवं आपूर्ति द्वारा होता है।  
(d) यह प्रत्यक्ष रूप से पूँजी निर्माण को बढ़ावा देता है।

18. उपभोक्ता संरक्षण अधिनियम, 2019 के अनुसार यदि वस्तु अथवा सेवा अपेक्षा के अनुरूप नहीं निकलती तो उपभोक्ता को उससे राहत पाने का अधिकार है।

उपरोक्त कथन में कौन से उपभोक्ता अधिकार की चर्चा की गई है ? 1

- (a) शिकायत (सुनवाई) का अधिकार  
(b) आश्वस्त होने का अधिकार  
(c) क्षतिपूर्ति का अधिकार  
(d) सुरक्षा का अधिकार





15. When the proportion of debt and equity is such that it results in an increase in the value of equity share the \_\_\_\_\_ is/are said to be optimal. **1**
- (a) working capital (b) fixed capital  
(c) capital structure (d) Both (a) and (b)
16. Which of the following is not a function of Securities and Exchange Board of India (SEBI) ? **1**
- (a) Training of intermediaries of the securities market  
(b) Controlling insider trading  
(c) Registration of brokers and sub-brokers and other players in the market  
(d) Pricing of securities
17. Which of the following statements is Not true for primary market ? **1**
- (a) There is no fixed Geographical location.  
(b) Only buying of securities takes place, securities cannot be sold there.  
(c) Prices are determined by demand and supply of the security.  
(d) It directly promotes capital formation.
18. As per Consumer Protection Act, 2019, 'the consumer has a right to get relief in case the product or service falls short of his expectations.'
- Which consumer right is discussed in the above statement ? **1**
- (a) Right to be heard (b) Right to be assured  
(c) Right to seek redressal (d) Right to safety





19. निम्न में से किस परिस्थिति में एक कम्पनी अपने उत्पाद के लिए उच्च मूल्य का निर्धारण करेगी ? 1
- (a) जब एक फर्म का उद्देश्य बाज़ार में बड़ी हिस्सेदारी प्राप्त करना हो ।
- (b) जब फर्म बाज़ार में टिके रहने के लिए अत्यधिक प्रतियोगिता के कारण कठिनाई अनुभव कर रही हो ।
- (c) जब कम्पनी उत्पाद गुणवत्ता में अग्रिम स्थान प्राप्त करने के लिए अनुसंधान एवं विकास पर किए गए उच्च व्यय को पूरा करना चाहती हो ।
- (d) जब कम्पनी दीर्घावधि में अपने लाभ को अधिकतम करना चाहती हो ।
20. उपभोक्ता संरक्षण अधिनियम, 2019 के अन्तर्गत निम्न में से किसे उपभोक्ता नहीं माना जायेगा ? 1
- (a) एक व्यक्ति, जो किसी सेवा का लाभ मूल्य देकर प्राप्त करता है जिसका आंशिक भुगतान किया गया हो ।
- (b) वस्तुओं का कोई भी उपयोगकर्ता यदि उपयोग क्रेता की अनुमति से किया गया हो ।
- (c) एक व्यक्ति जिसने वस्तुओं का क्रय ऑनलाइन माध्यम से किया हो ।
- (d) एक व्यक्ति जिसने वस्तुओं को पुनःविक्रय के उद्देश्य से प्राप्त किया हो ।
21. केशव बैनर्जी, 'दास नेटवर्किंग लिमिटेड' के मुख्य कार्यकारी अधिकारी हैं, जो बेंगलुरु की एक अग्रणी आई.टी. कम्पनी है । उसका मानना था कि यदि कर्मचारियों की आवश्यकताओं को ध्यान में रखा जाये तो कर्मचारी ग्राहकों की अच्छी देखभाल करते हैं । इस कम्पनी में कर्मचारियों को विभिन्न लाभ दिए जाते हैं ताकि जब वे कार्यरत हैं, तो वे अपने चिकित्सा एवं आवासीय व्ययों आदि का वहन कर सकें । यह उनकी सेवा-निवृत्ति के समय ग्रेच्युटी जैसे लाभ भी प्रदान कर रही है । कर्मचारियों को अपने कौशल में सुधार के लिए तथा उच्च स्तरीय पदों पर पदोन्नति के लिए कौशल विकास कार्यक्रमों में भाग लेने के विभिन्न अवसर प्रदान किए जाते हैं ।
- उपरोक्त अनुच्छेद में अपने कर्मचारियों के निष्पादन में सुधार के लिए कम्पनी द्वारा दिए जाने वाले तीन प्रोत्साहनों को पहचानिए तथा उनका उल्लेख कीजिए । 3





19. In which of the following situations, a company will fix high price for its product ? 1

- (a) When firm's objective is to obtain larger share of the market.
- (b) When the firm is facing difficulties in surviving in the market because of intense competition.
- (c) When the firm wants to cover high cost of Research and Development to attain product quality leadership.
- (d) When the firm wants to maximise its total profit in the long run.

20. Which of the following will not be considered as consumers as per Consumer Protection Act, 2019 ? 1

- (a) A person, who avails any service for a consideration which has been partly paid.
- (b) Any user of goods if such use is made with the approval of the buyer.
- (c) A person who purchases goods through online means.
- (d) A person who obtains goods for resale purposes.

21. Keshav Bannerjee is the Chief Executive Officer (CEO) of 'Das Networking Ltd.', a leading IT company in Bengaluru. He believes that if needs of employees are taken care of, the employees take good care of the customers. In this company various benefits are provided to the employees to help them meet their medical and housing needs etc., while in job. It is also providing benefits like gratuity at the time of their retirement. The employees are provided various opportunities to attend skill development programmes to improve their skills and be promoted to the higher level jobs.

Identify and state the three incentives offered by the company in the above para to improve the performance of its employees. 3





22. 'एन के सीनियर सेकण्डरी स्कूल' के कक्षा XII के विद्यार्थियों ने तैयार वस्त्रों के एक उत्पादक 'जयपुर एक्सपोर्ट्स लिमिटेड' के कारखाने का दौरा किया। उन्होंने देखा कि विभिन्न कामगारों को भिन्न-भिन्न कार्य सौंपे गए थे जैसे विनिर्देशानुसार कपड़े की कटाई, ड्रेसों की सिलाई, बटन लगाना, तैयार ड्रेस पर इस्त्री करना, उन्हें पैक करना तथा लेबल लगाना। मुख्य कार्यकारी अधिकारी ने विद्यार्थियों को बताया कि इसके परिणामस्वरूप उत्पादन प्रभावपूर्ण ढंग से एवं कुशलता से होता है। उन्होंने कारखाने में सुव्यवस्था भी देखी, क्योंकि वहाँ प्रत्येक वस्तु के लिए एक निर्धारित स्थान था तथा वह वहाँ उपस्थित थी।

बाद में विद्यार्थियों ने अपने व्यावसायिक अध्ययन के अध्यापक के साथ चर्चा की और समझा कि फेयॉल द्वारा दिए गए प्रबंध के सिद्धान्तों का कारखाने में पालन किया जा रहा था। उपरोक्त स्थिति में चर्चित प्रबंध के दो सिद्धान्तों की पहचान कीजिए तथा इन्हें समझाइए।

3

23. (a) 'प्रशिक्षणार्थी कार्यक्रम' को प्रशिक्षण की एक विधि के रूप में समझाइए।

3

**अथवा**

(b) संगठन के लिए प्रशिक्षण के किन्हीं तीन लाभों को समझाइए।

24. (a) वित्तीय नियोजन के जुड़वाँ उद्देश्यों को समझाइए।

3

**अथवा**

(b) एक कम्पनी की कार्यशील पूँजी आवश्यकताओं को निर्धारित करने वाले किन्हीं तीन कारकों का उल्लेख कीजिए।







22. The students of Class XII of 'NK Senior Secondary School' visited the factory of 'Jaipur Exports Private Limited', a company manufacturing readymade garments. They observed that different workers were allocated different tasks like cutting the fabric as per specification, stitching dresses, putting buttons, ironing the finished dresses, packing them and putting labels. The Chief Executive Officer told the students that this results in efficient and effective output. They also observed orderliness in the factory as there was a fixed place for everything and it was present there.

The students later discussed with their Business Studies teacher and understood that principles of management given by Fayol were being followed in the factory.

Identify and explain the two principles of management that have been discussed in the above case. 3

23. (a) Explain 'Apprenticeship Programme' as a method of training. 3

**OR**

(b) Explain any three benefits of training to the organisation.

24. (a) Explain the twin objectives of financial planning. 3

**OR**

(b) State any three factors that determine the requirements of working capital of a company.





25. (a) भर्ती के बाह्य स्रोतों का उपयोग करने के किन्हीं चार लाभों का उल्लेख कीजिए । 4

अथवा

(b) कर्मचारियों के चयन के लिए उपयोग की जाने वाली किन्हीं चार प्रकार की परीक्षाओं का उल्लेख कीजिए ।

26. (a) नियन्त्रण प्रक्रिया के प्रथम दो चरणों को समझाइए । 4

अथवा

(b) संप्रेषण की किन्हीं दो मनोवैज्ञानिक बाधाओं को समझाइए ।

27. रजनीश ने अहमदाबाद के स्थानीय बाजार से 500 मि.लि. की फलों के रस की एक बोतल का क्रय ₹ 60 में किया । उसका उपयोग करते समय उसे इसमें एक कीड़ा तैरता दिखाई दिया । उसने तुरन्त कम्पनी के पास एक विधिक नोटिस भेजा तथा ₹ 2 लाख की राहत के लिए एक उपभोक्ता विवाद निवारण एजेंसी से सम्पर्क किया ।

(i) उपभोक्ता संरक्षण अधिनियम, 2019 के अन्तर्गत स्थापित तीन स्तरीय मशीनरी में से रजनीश ने किस उपभोक्ता विवाद निवारण एजेंसी से सम्पर्क किया ?

(ii) यदि रजनीश उपरोक्त एजेंसी के द्वारा पारित आदेश से संतुष्ट नहीं है तो वह इस आदेश के विरुद्ध कहाँ तथा कितने दिनों के अन्दर अपील कर सकता है ?

(iii) उपरोक्त स्थिति में रजनीश को दी जा सकने वाली किन्हीं दो राहतों का उल्लेख कीजिए । 4

28. निम्न के आधार पर 'मुद्रा बाजार' तथा 'पूँजी बाजार' में अन्तर्भेद कीजिए : 4

(i) प्रतिभागी

(ii) सुरक्षा

(iii) निवेश राशि

(iv) संभावित प्रत्याय





25. (a) State any four benefits of using external sources of recruitment. 4

**OR**

(b) State any four types of tests that may be used for selection of employees.

26. (a) Explain the first two steps in the process of controlling. 4

**OR**

(b) Explain any two psychological barriers to communication.

27. Rajneesh purchased a 500 ml bottle of fruit juice for ₹ 60 in Ahmedabad from a local store. While consuming it, he found an insect floating in it. He sent a legal notice to the company immediately and decided to approach a Consumer Dispute Redressal Agency for a relief of ₹ 2 lakh.

(i) Which Consumer Dispute Redressal Agency did Rajneesh approach, out of the three-tier machinery set up under Consumer Protection Act, 2019 for redressal ?

(ii) If Rajneesh is not satisfied by the order of the above Agency, where can he appeal against such order and within how many days ?

(iii) State any two reliefs that can be granted to Rajneesh in the above case. 4

28. Distinguish between 'Capital Market' and 'Money Market' on the basis of following : 4

(i) Participants

(ii) Safety

(iii) Investment Outlay

(iv) Expected Return





29. बलविन्दर गुवाहाटी की 'प्रमोद टी कम्पनी' में उत्पादन प्रबंधक है। वह अपने अधीनस्थों को आदेश देता है तथा अपेक्षा करता है कि वे उनका पालन करें। वह उनसे परामर्श नहीं करता तथा न ही उन्हें निर्णयन प्रक्रिया में भाग लेने के लिए प्रोत्साहित करता है।

(i) बलविन्दर द्वारा अपनाई गई नेतृत्व शैली को पहचानिए तथा उसका उल्लेख कीजिए।

(ii) इस शैली का कब प्रभावी रूप से उपयोग किया जा सकता है ? उल्लेख कीजिए।

4

30. 'पिनाकल समूह' के स्वामित्व वाला मुम्बई में स्थित 'जेनिथ मॉल' एक लोकप्रिय शॉपिंग मॉल है। यह अन्तर्राष्ट्रीय एवं राष्ट्रीय ब्रांड वाले फैशनेबल कपड़ों, भोजनालयों, सिनेमा हॉल तथा फूड कोर्ट के लिए अत्यधिक लोकप्रिय है।

पिनाकल समूह के प्रबंधन ने पुणे में मॉल की एक नई शाखा खोलने का निर्णय किया। यह निर्णय प्रबंधन के लिए बहुत महत्वपूर्ण था क्योंकि इसमें भारी मात्रा में राशि सम्मिलित है।

(i) उपरोक्त स्थिति में सम्मिलित 'वित्त सम्बन्धी निर्णय' को पहचानिए तथा उसका उल्लेख कीजिए।

(ii) उपरोक्त (i) में पहचाने गए निर्णय को प्रभावित करने वाले किन्हीं दो कारकों का उल्लेख कीजिए।

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31. (a) टेलर द्वारा दिए गए प्रबंध के निम्न सिद्धांतों को समझाइए :

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(i) विज्ञानी पद्धति, न कि अँगूठा टेक नियम

(ii) सहयोग, न कि टकराव

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

अथवा

(b) 'समन्वय' के महत्त्व पर प्रकाश डालने वाले किन्हीं तीन बिन्दुओं को समझाइए।





29. Balvinder is the Production Manager of 'Pramod Tea Company' in Guwahati. He gives orders to his subordinates and expects that they obey those orders. He does not consult them nor encourage them to participate in decision making.

(i) Identify and state the leadership style adopted by Balvinder.

(ii) When can this style be effectively used by a manager ? State.

4

30. 'Zenith Mall' is a famous shopping mall in Mumbai, owned by 'Pinnacle Group'. It is very popular for its international and national brands of fashionable clothes, restaurants, cinema halls and food courts.

The management of Pinnacle Group has decided to open a new branch of the mall in Pune. This decision was very crucial for the management as it involves huge amounts.

(i) Identify and state the financial decision involved in the above case.

(ii) State any two factors affecting the decision identified in (i) above.

4

31. (a) Explain the following principles of management given by Taylor :

6

(i) Science, not rule of Thumb

(ii) Harmony, not discord

(iii) Development of each and every person to his or her greatest efficiency and prosperity.

**OR**

(b) Explain any three points that highlight the importance of 'Co-ordination'.





32. वित्तीय वर्ष 2021-22 के बजट में भारत सरकार ने विद्युत वाहन क्षेत्र के लिए अपने सहयोग को दोहराया है। सरकार ने इनकी माँग में बढ़ोतरी एवं उत्पादकों द्वारा इसमें निवेश को प्रोत्साहित करने के लिए विभिन्न योजनाएँ एवं प्रोत्साहन आरम्भ किए हैं। प्रोत्साहनों से उत्साहित होकर तथा गैस एवं डीजल की शक्ति से चलने वाले ईजनों के पर्यावरणीय प्रभाव को ध्यान में रखकर, नितिन कोठारी ने भीलवाड़ा में एक विद्युत कार उत्पादन इकाई की स्थापना की है। प्रथम वर्ष में ही उसने निवेश पर प्रत्याय अर्जित करने का 10% का लक्ष्य निर्धारित किया तथा यह पूर्वानुमान भी लगाया कि अगले कुछ वर्षों में विद्युत कारों की माँग 200 लाख (20 मिलियन) हो जायेगी।

उपरोक्त स्थिति प्रबंध के विभिन्न कार्यों में से एक महत्वपूर्ण कार्य के प्रथम दो चरणों पर प्रकाश डालती है।

(a) उपरोक्त में चर्चित प्रबंध के कार्य की पहचान कीजिए।

(b) उपरोक्त प्रक्रिया को पूरा करने के लिए आवश्यक शेष चरणों का उल्लेख कीजिए।

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33. (a) 'नियोजन महत्वपूर्ण है क्योंकि यह कार्यों को निर्देशन प्रदान करता है, अनिश्चितता के जोखिम को कम करता है तथा निर्णय लेने को सरल बनाता है।' समझाइए।

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अथवा

(b) अधिकार अंतरण 'कर्मचारियों का विकास करता है', उन्हें 'अभिप्रेरित करता है' तथा 'विकास का सरलीकरण करता है।' समझाइए कैसे।

34. 'महाराणा' मेरठ का एक प्रसिद्ध खाना साथ ले जाने वाला (टेक-अवे) भोजन आउटलेट है। यह स्थानीय लोगों तथा राष्ट्रीय राजमार्ग पर यात्रा करने वाले लोगों के मध्य काफी लोकप्रिय है। यह खाने को गरम एवं ताजा रखने के लिए उनके द्वारा डिजाइन एवं विकसित किए गए विशिष्ट डिब्बों में पैक किए गए 'पराठों' तथा 'सैंडविच' की बड़ी विविधता प्रस्तावित करता है।

आस-पास के क्षेत्र में कड़ी प्रतियोगिता के कारण, मूल्यों को यथोचित कम रखा गया है। इसके स्वामी, निर्मल सिंह ने आउटलेट की अवस्थिति के विषय में तथा इसके मैन्यू पर विशिष्ट मदों के बारे में लोगों को सूचना देने के लिए आस-पास बड़े होर्डिंग तथा छतरियाँ (कियोस्क) लगाने पर बड़ी राशि खर्च की है।

अपने विपणन उद्देश्यों को प्राप्त करने के लिए फर्म विभिन्न विपणन कार्यों का निष्पादन कर रही है।

उपरोक्त स्थिति में दी गई सूचना के आधार पर किन्हीं तीन विपणन कार्यों की पहचान कीजिए तथा उन्हें समझाइए।

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32. The Government of India in its budget for the financial year of 2021-22 reiterated its support for Electric Vehicle sector. The Government launched several schemes and incentives to boost their demand as well as to motivate manufacturers to invest in the same. Inspired by these incentives and concerned about the environmental impact of gas and diesel-powered engines, Nitin Kothari has set up an electric car manufacturing unit at Bhilwara. He set a target of earning Return On Investment of 10% in the first year itself and forecasted that the demand for electric cars will increase by 20 million in the next few years.

The above case highlights the first two steps of the process of one of the important functions of management.

- (a) Identify the function of management discussed above.
  - (b) State the remaining steps required to complete the above process. **6**
33. (a) 'Planning is important as it provides directions for action, reduces the risks of uncertainty and facilitates decision making.' Explain. **6**

**OR**

- (b) Delegation of authority 'Develops employees', 'Motivates them' and 'Facilitates growth.' Explain how.

34. 'Maharana' is a famous take-away food outlet in Meerut. It is quite popular among local people and travellers on the national highway.

It offers a wide variety of 'paranthas' and 'sandwiches' packed in special containers which are designed and developed by them to keep the food hot and fresh.

Considering the tough competition in the nearby area, the prices have been set reasonably low.

The owner Nirmal Singh spends huge sums of money to put large hoardings and kiosks in the vicinity, to inform the people about the outlet's location and the special items on its menu.

The firm is performing various marketing functions to achieve its marketing objectives.

On the basis of the information given in the above case identify and explain any three marketing functions. **6**





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| <b>Marking Scheme</b><br><b>Strictly Confidential</b><br><b>(For Internal and Restricted use only)</b><br><b>Senior School Certificate Examination, 2023</b><br><b>SUBJECT NAME :BUSINESS STUDIES (66/2/2)</b> |   |
|--|---|
| <b><u>General Instructions: -</u></b>  |   |
| <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.</b>  |
| <b>4</b>   | The Marking scheme carries only suggested value points for the answers<br><br>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.   |
| <b>8</b>   | 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.   |



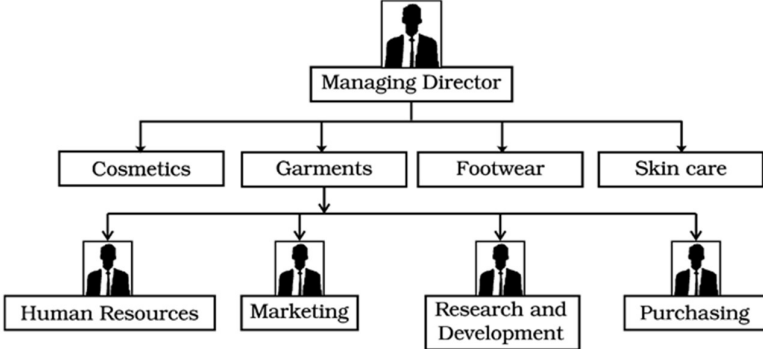
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|----|---|
| 9  | If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note “ <b>Extra Question</b> ”.   |
| 10 | No marks to be deducted for the cumulative effect of an error. It should be penalized only once.  |
| 11 | A full scale of marks _____(example 0 to 80/70/60/50/40/30 marks as given in Question Paper) has to be used. Please do not hesitate to award full marks if the answer deserves it.  |
| 12 | Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines).   |
| 13 | <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 un assessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously.  |
| 16 | The Examiners should acquaint themselves with the guidelines given in the “ <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.   |

## MARKING SCHEME

Senior Secondary School Examination, 2023

**BUSINESS STUDIES (Subject Code — 054)**

[ Paper Code — 66/2/2 ]

| Q. No. | EXPECTED ANSWER / VALUE POINTS  | Marks  |
|--------|---|--------|
| 1.     | <p><b>Q.</b></p>  <pre> graph TD     MD[Managing Director] --&gt; C[Cosmetics]     MD --&gt; G[Garments]     MD --&gt; F[Footwear]     MD --&gt; SC[Skin care]     C --&gt; HR[Human Resources]     G --&gt; M[Marketing]     F --&gt; RD[Research and Development]     SC --&gt; P[Purchasing]             </pre> <p><b>Identify the type of organization structure depicted in the above diagram:</b></p> <p>(a) Divisional structure<br/>                 (b) Functional structure<br/>                 (c) Informal Structure<br/>                 (d) Both Informal and Functional Structure</p> <p><b>Ans. (a) Divisional structure</b></p> | 1 mark |
| 2.     | <p><b>Q. Which of the following features of ‘Management as an Art’ highlights that every manager applies his knowledge of principles in his own way to deal with a given situation?</b></p> <p>(a) Ethical code of conduct<br/>                 (b) Existence of theoretical knowledge<br/>                 (c) Personalised application<br/>                 (d) Universal Validity</p> <p><b>Ans. (c) Personalised application</b></p>  | 1 mark |
| 3.     | <p><b>Q. With a revolution taking place in the manufacturing of mobile phones with super class cameras, the business of cameras in the consumer market has taken a hit. Studies show that mobile phone photography has devastated the camera industry.</b></p>  |        |

|    |   |               |
|----|---|---------------|
|    | <p><b>The dimension of business environment highlighted in the above case is:</b></p> <p><b>(a) Economic Environment</b><br/> <b>(b) Technological Environment</b><br/> <b>(c) Social Environment</b><br/> <b>(d) Political Environment</b></p> <p>Ans.(b) Technological Environment</p>  | <b>1 mark</b> |
| 4. | <p><b>Q. Akash works as a production manager in 'Elite Enterprises' manufacturing LED lights. Due to festive season, there is lot of demand for their lights. Akash was given the task of producing 100 units of LED lights @ ₹200 per unit within 5 days for an urgent order. Akash was able to achieve the target of 100 units of LED lights within 5 days @ ₹220 per unit. Identify from the following whether Akash is:</b></p> <p><b>(a) Efficient only</b><br/> <b>(b) Effective only</b><br/> <b>(c) Both efficient and effective</b><br/> <b>(d) Neither efficient nor effective</b></p> <p>Ans. (b) Effective only</p> | <b>1 mark</b> |
| 5. | <p><b>Q. Which of the following items is a component of economic environment?</b></p> <p><b>(a) Expansion of transportation and communication services in Delhi.</b><br/> <b>(b) Facility of booking train tickets, through mobile apps.</b><br/> <b>(c) Restriction on 15-years-old petrol vehicles plying on roads in Delhi.</b><br/> <b>(d) The Haryana Government's announcement of free bus rides females on the occasion of Rakshabandhan.</b></p> <p>Ans. (a) Expansion of Transportation and communication services in Delhi.</p>   | <b>1 mark</b> |

|    |   |        |
|----|---|--------|
| 6. | <p><b>Q. In an organisation, coordination is the function of every manager. Top level managers need to coordinate with their subordinates to ensure that the overall plans of the organisation are duly carried out. Middle level managers coordinate with both the top level and the supervisory level managers. Supervisory level managers coordinate the activities of workers to ensure that work proceeds according to plans. The characteristic of coordination discussed in the above para is:</b></p> <p><b>(a) Coordination is a continuous process</b><br/> <b>(b) Coordination is a deliberate function.</b><br/> <b>(c) Coordination is the responsibility of all Managers.</b><br/> <b>(d) Coordination integrates group efforts.</b></p> <p><b>Ans. (c) Coordination is the responsibility of all managers.</b></p> | 1 mark |
| 7. | <p><b>Q. ‘RP Infotech Ltd.’ decided to approach ‘Patel Engineering College’ to recruit qualified personnel for various technical jobs in its newly opened branch in Surat.</b></p> <p><b>Which source of recruitment from the following has been used by ‘RP Infotech Ltd.’ in the above case:</b></p> <p><b>(a) Direct Recruitment</b><br/> <b>(b) Placement Agencies and Management Consultants</b><br/> <b>(c) Campus Recruitment</b><br/> <b>(d) Recommendation of employees</b></p> <p><b>Ans. (c) Campus Recruitment</b></p>  | 1 mark |
| 8. | <p><b>Q. ‘M/s J.K. Computers’ is a small organisation engaged in assembling of computers. In this organisation, decision making rests with top management while the middle level is involved in only the implementation of plans. On the other hand, ‘Progressive Computers Ltd.’ is a large company where a number of people from each level are involved in the decision-making process.</b></p>  |        |



|            |   |               |
|------------|---|---------------|
|            | <p><b>The application of the principle of 'Centralisation and Decentralisation' is different in the two organisations as the situation in each enterprise is not same.</b></p> <p><b>From the following identify the nature of principles of management:</b></p> <p><b>(a) Mainly Behavioural</b><br/> <b>(b) Contingent</b><br/> <b>(c) Flexible</b><br/> <b>(d) Universal</b></p> <p><b>Ans. (c) Flexible</b></p>   | <b>1 mark</b> |
| <b>9.</b>  | <p><b>Q. The management of a bag manufacturing company has recently changed. Due to this, an improvement can be felt in the way company functions. Now, targets are met according to plans, whereas, earlier deadlines were never given importance. Now there is orderliness, instead of chaos in the organisation and the employees are happy and satisfied.</b></p> <p><b>From the following identify the characteristic of management which is highlighted in the above case:</b></p> <p><b>(a) Management is dynamic.</b><br/> <b>(b) Management is a continuous process.</b><br/> <b>(c) Management is a group activity.</b><br/> <b>(d) Management is an intangible force.</b></p> <p><b>Ans. (d) Management is an intangible force</b></p> | <b>1 mark</b> |
| <b>10.</b> | <p><b>Q. Gitanjali Makan is a successful business leader. She believes that if jobs are made interesting by including greater variety of work content and providing a meaningful work experience, the jobs themselves become a source of motivation to individuals.</b></p> <p><b>The non-financial incentive that has been discussed in the above case is:</b></p> <p><b>(a) Employee participation</b><br/> <b>(b) Job Enrichment</b></p>   |               |

|                     | <p>(c) Career Advancement Opportunity<br/>(d) Job Security</p> <p>Ans. (b) Job Enrichment</p>   | 1 mark    |            |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
|---------------------|---|-----------|------------|----------------|--|---------------------|---|---------------------|---|--|---|---|---|-----|------|-------|-----|-----|-----|-------|------|-----|-------|------|-----|-----|------|-----|-------|--------|
| 11.                 | <p><b>Q. Match the various items of Column - I with the respective statement in Column-II.</b></p> <table border="1"> <thead> <tr> <th>Column- I</th> <th>Column- II</th> </tr> </thead> <tbody> <tr> <td>a. Advertising</td> <td>(i) Creates a positive image about the company and its products.</td> </tr> <tr> <td>b. Personal selling</td> <td>(ii) Paid form of impersonal communication.</td> </tr> <tr> <td>c. Public relations</td> <td>(iii) Develop Personal relationship with the prospective buyer.</td> </tr> </tbody> </table><br><table> <thead> <tr> <th></th> <th>a</th> <th>b</th> <th>c</th> </tr> </thead> <tbody> <tr> <td>(a)</td> <td>(ii)</td> <td>(iii)</td> <td>(i)</td> </tr> <tr> <td>(b)</td> <td>(i)</td> <td>(iii)</td> <td>(ii)</td> </tr> <tr> <td>(c)</td> <td>(iii)</td> <td>(ii)</td> <td>(i)</td> </tr> <tr> <td>(d)</td> <td>(ii)</td> <td>(i)</td> <td>(iii)</td> </tr> </tbody> </table><br><p>Ans. (a) a (ii), b (iii), c (i)</p> | Column- I | Column- II | a. Advertising | (i) Creates a positive image about the company and its products. | b. Personal selling | (ii) Paid form of impersonal communication. | c. Public relations | (iii) Develop Personal relationship with the prospective buyer. |  | a | b | c | (a) | (ii) | (iii) | (i) | (b) | (i) | (iii) | (ii) | (c) | (iii) | (ii) | (i) | (d) | (ii) | (i) | (iii) | 1 mark |
| Column- I           | Column- II  |           |            |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| a. Advertising      | (i) Creates a positive image about the company and its products.  |           |            |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| b. Personal selling | (ii) Paid form of impersonal communication.   |           |            |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| c. Public relations | (iii) Develop Personal relationship with the prospective buyer.   |           |            |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
|                     | a   | b         | c          |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| (a)                 | (ii)  | (iii)     | (i)        |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| (b)                 | (i)   | (iii)     | (ii)       |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| (c)                 | (iii)   | (ii)      | (i)        |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| (d)                 | (ii)  | (i)       | (iii)      |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |
| 12.                 | <p><b>Q. ‘An organisation structure is deliberately designed by the top management to facilitate smooth functioning of the organisation.’</b></p> <p><b>Which of the following is not a feature of such a structure?</b></p> <p>(a) It clarifies who has to report to whom.<br/>(b) There is systematic coordination among the various activities to achieve organisational goals.<br/>(c) The standards of behaviour evolve from group norms rather than officially laid down rules and regulations.</p>   |           |            |                |  |                     |   |                     |   |  |   |   |   |     |      |       |     |     |     |       |      |     |       |      |     |     |      |     |       |        |



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|            | <p><b>(d) It places more emphasis on work to be performed than interpersonal relationships among the employees</b></p> <p><b>Ans. (c)</b> The standards of behaviour evolve from group norms rather than officially laid down rules and regulations.</p>   | <b>1 mark</b> |
| <b>13.</b> | <p><b>Q. The function of marketing ensures the buyers that goods conform to predetermined standards of quality and reduces the need for inspection. It also ensures that goods belong to a particular quality and helps in realising higher prices for high quality output.</b></p> <p><b>(a) Product Designing and Development</b><br/> <b>(b) Standardisation and Grading</b><br/> <b>(c) Marketing Planning</b><br/> <b>(d) Branding</b></p> <p><b>Ans. (b)</b> Standardisation and Grading</p>   | <b>1 mark</b> |
| <b>14.</b> | <p><b>Q. Statement -I: Capital market instruments are considered riskier both with respect to returns and principal repayment.</b></p> <p><b>Statement -II: Capital market investment generally yields a higher return for investors.</b></p> <p><b>Choose the correct option from the options given below:</b></p> <p><b>(a) Statement - I is true and II is false.</b><br/> <b>(b) Statement- II is true and I is false.</b><br/> <b>(c) Both the statements are true.</b><br/> <b>(d) Both the statements are false.</b></p> <p><b>Ans. (c)</b> Both the statements are true.</p> | <b>1 mark</b> |
| <b>15.</b> | <p><b>Q. When the proportion of debt and equity is such that it results in an increase in the value of equity share the _____ is/are said to be optimal.</b></p> <p><b>(a) working capital      (b) fixed capital</b><br/> <b>(c) capital structure      (d) Both (a) and (b)</b></p>  |               |



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|     | Ans. (c) Capital structure   | 1 mark |
| 16. | <p><b>Q. Which of the following is not a function of Securities and Exchange Board of India (SEBI) ?</b></p> <p>(a) Training of intermediaries of the securities market<br/> (b) Controlling insider trading<br/> (c) Registration of brokers and sub-brokers and other players in the market<br/> (d) Pricing of securities</p> <p>Ans. (d) Pricing of securities</p>   | 1 mark |
| 17. | <p><b>Q. Which of the following statements is <u>Not</u> true for primary market?</b></p> <p>(a) There is no fixed Geographical location.<br/> (b) Only buying of securities takes place, securities cannot be sold there.<br/> (c) Prices are determined by demand and supply of the security.<br/> (d) It directly promotes capital formation.</p> <p>Ans. (c) Prices are determined by demand and supply of the security.</p> | 1 mark |
| 18. | <p><b>Q. As per Consumer Protection Act, 2019, “the consumer has a right to get relief in case the product or service falls short of his expectations.”</b></p> <p><b>Which consumer right is discussed in the above statement?</b></p> <p>(a) Right to be heard                      (b) Right to be assured<br/> (c) Right to seek redressal              (d) Right to safety</p> <p>Ans. (c) Right to seek redressal</p>      | 1 mark |
| 19. | <p><b>Q. In which of the following situations, a company will fix high price for its product?</b></p>  |        |

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|     | <p>(a) When firm's objective is to obtain larger share of the market.</p> <p>(b) When the firm is facing difficulties in surviving in the market because of intense competition.</p> <p>(c) When the firm wants to cover high cost of Research and Development to attain product quality leadership.</p> <p>(d) When the firm wants to maximise its total profit in the long run.</p> <p>Ans. (c)When the firm wants to cover high cost of Research and Development to attain product quality leadership.</p>   | 1 mark |
| 20. | <p><b>Q. Which of the following will not be considered as consumers as per Consumer Protection Act, 2019?</b></p> <p>(a) A person, who avails any service for a consideration which has been partly paid.</p> <p>(b) Any user of goods if such use is made with the approval of the buyer.</p> <p>(c) A person who purchases goods through online means.</p> <p>(d) A person who obtains goods for resale purposes.</p> <p>Ans. (d) A person who obtains goods for resale purposes.</p>   | 1 mark |
| 21. | <p><b>Q. Keshav Bannerjee is the Chief Executive Officer (CEO) of 'Das Networking Ltd.', a leading IT company in Bengaluru. He believes that if needs of employees are taken care of, the employees take good care of the customers. In this company various benefits are provided to the employees to help them meet their medical and housing needs etc., while in job. It is also providing benefits like gratuity at the time of their retirement. The employees are provided various opportunities to attend skill development programmes to improve their skills and be promoted to the higher- level jobs.</b></p> |        |



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|     | <p><b>Identify and state the three incentives offered by the company in the above para to improve the performance of its employees.</b></p> <p><b>Ans.</b> <u>Incentives offered by the company</u></p> <p><b>(i) Perquisites</b><br/>Perquisites such as car allowance, housing and medical aid, etc., are offered to employees over and above the salary to provide motivation to them.</p> <p><b>(ii) Retirement benefits</b><br/>Retirement benefits such as provident fund, pension and gratuity, which provide financial security to employees after their retirement, act as an incentive when they are in service in the organisation.</p> <p><b>(iii) Career Advancement Opportunity</b><br/>Career Advancement Opportunity includes opportunities provided to employees to improve their skills and be promoted to the higher-level jobs.</p> | <p>½ mark for identification of each incentive</p> <p>+ ½ mark for its statement</p> <p>= 1 x 3<br/>= <b>3 marks</b></p> |
| 22. | <p><b>Q. The students of Class XII of 'NK Senior Secondary School' visited the factory of 'Jaipur Exports Private Limited', a company manufacturing readymade garments. They observed that different workers were allocated different tasks like cutting the fabric as per specification, stitching dresses, putting buttons, ironing the finished dresses, packing them and putting labels. The Chief Executive Officer told the students that this results in efficient and effective output. They also observed orderliness in the factory as there was a fixed place for everything and it was present there.</b></p> <p><b>The students later discussed with their Business Studies teacher and understood that principles of management given by Fayol were being followed in the factory.</b></p>  |  |



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|            | <p><b>Identify and explain the two principles of management that have been discussed in the above case.</b></p> <p>Ans.</p> <p>(i) Division of work</p> <ul style="list-style-type: none"> <li>• According to the principle of Division of Work, work is divided into small tasks/ jobs.</li> <li>• A trained specialist who is competent is required to perform each job, leading to specialisation. This results in effective and efficient output.</li> </ul> <p>(ii) Order</p> <ul style="list-style-type: none"> <li>• The principle of order states that ‘A place for everything (everyone) and everything (everyone) in its (her/his) place’. Essentially it means orderliness.</li> <li>• If there is a fixed place for everything and it is present there, then there will be no hindrance in the activities of business/ factory. This will lead to increased productivity and efficiency.</li> </ul> | <p>½ mark for identification of each principle<br/>+ 1 mark for its explanation<br/><br/>= 1 ½ x 2</p> <p><b>=3 marks</b></p> |
| <p>23.</p> | <p>Q. (a) Explain ‘Apprenticeship Programme’ as a method of training.</p> <p>Ans.</p> <ul style="list-style-type: none"> <li>• Apprenticeship programmes Apprenticeship Programmes put the trainee under the <u>guidance of a master</u> worker to acquire a higher level of skill.</li> <li>• People seeking to <u>enter skilled jobs</u> like plumbers, electricians, etc. are often required to undergo apprenticeship training.</li> <li>• The trainees spend a <u>prescribed amount of time</u> working with an experienced guide, or trainer.</li> </ul> <p style="text-align: center;">OR</p>  | <p><b>3 marks</b></p>   |

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|            | <p>(b) Explain any three benefits of training to the organisation.</p> <p><b>Ans</b> Benefits of training to organisation (Any three):</p> <p>(i) Training is a <u>systematic learning</u> better than hit and trial methods, which lead to wastage of efforts and money.</p> <p>(ii) It enhances <u>employee productivity</u> leading to higher profits.</p> <p>(iii) Training <u>equips the future manager</u> who can take over in case of an emergency.</p> <p>(iv) Training increases <u>employee morale</u> and reduces absenteeism and employee turnover.</p> <p>(v) It helps in obtaining <u>effective response</u> to fast changing environment.</p>   | <p><b>OR</b></p> <p>= 1×3<br/>= <b>3 marks</b></p> |
| <p>24.</p> | <p><b>Q. (a) Explain the twin objectives of Financial Planning.</b></p> <p><b>Ans</b> Objectives of financial planning (with explanation):</p> <p>(i) To ensure availability of funds whenever required:</p> <p>(ii) To see that the firm does not raise resources unnecessarily</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) State any three factors that determine the requirement of working capital of a company.</b></p> <p><b>Ans.</b> Factors affecting working capital requirements of a company (any three):</p> <p>The <u>nature of a business</u> as a trading organisation usually needs a smaller amount of working capital compared to a manufacturing organisation. Service industries which usually do not have to maintain inventory require less working capital.</p> | <p>= 1 ½ x 2</p> <p><b>=3 marks</b></p>            |

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|  | <p><u>Scale of operation</u> as organisations which operate on a higher scale of operation require large amount of working capital as compared to the organisations which operate on a lower scale.</p> <p>Different phases of <u>business cycles</u> affect the requirement of working capital by a firm as in case of a boom, larger amount of working capital is required while during depression, it will be comparatively low.</p> <p><u>Seasonality in operations</u> affects working capital requirements as in peak season, larger amount of working capital is required while it will be lower during the lean season.</p> <p>Working capital requirement is higher in firms with longer <u>production cycle</u> and lower in firms with shorter production cycle.</p> <p>A liberal <u>credit policy</u> results in higher amount of debtors, increasing the requirement of working capital.</p> <p>To the extent a firm <u>avails the credit</u> on purchases from its suppliers, the working capital requirement is reduced.</p> <p><u>Operating efficiency</u> affects the requirement of working capital as firms which manage their operations efficiently may reduce the level of raw materials, finished goods and debtors resulting in lower requirement of working capital.</p> <p>Free and continuous <u>availability of raw material</u> will reduce the requirement of working capital whereas larger time lag between placement of order and receipt of material will lead to requirement of larger working capital.</p> <p>If a firm has higher <u>growth prospects</u>, it will require larger amount of working capital so that it is able to meet higher production and sales target whenever required.</p> | <p>= 1×3</p> <p><b>=3 marks</b></p> |
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|     | <p>Higher <u>level of competition</u> may necessitate larger stocks of finished goods to meet urgent orders from customers, thereby, increasing the working capital requirement.</p> <p>The working capital requirement of a business become higher with higher rate of <u>inflation</u>.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p>  |                                       |
| 25. | <p><b>Q. (a) State any four benefits of using external sources of recruitment.</b></p> <p><b>Ans</b> Benefits of using External Sources:</p> <ul style="list-style-type: none"> <li>(i) By using external sources of recruitment, the management can <u>attract qualified and trained people</u> to apply for vacant jobs in the organisation.</li> <li>(ii) When external sources are used, the management has a <u>wider choice</u> while selecting the people for employment.</li> <li>(iii) External recruitment brings <u>fresh talent</u> in the organisation when present employees may be insufficient or do not fulfil the job specifications.</li> <li>(iv) If a company taps external sources, the existing staff will have <u>competitive spirit</u> and work harder to show better performance.</li> </ul> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) State any four types of tests that may be used for selection of employees.</b></p> <p><b>Ans.</b> <u>Types of tests that may be used for selection of employees (Any four):</u></p> | <p>= 1 x 4</p> <p><b>=4 marks</b></p> |



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|  | <p>(i) <b>Intelligence Tests:</b> It is a selection test which is used to measure the level of intelligence quotient of an individual to indicate a person's learning ability or the ability to make decisions and judgments.</p> <p>(ii) <b>Aptitude Test:</b> It is a measure of individuals potential for learning new skills to indicate the person's capacity to develop.</p> <p>(iii) <b>Personality Tests:</b> Personality tests probe the overall personality of a person to provide clues to a person's emotions, reactions, maturity and value system etc.</p> <p>(iv) <b>Trade Test:</b> These tests measure the level of knowledge and proficiency in the area of professions or technical training.</p> <p>(v) <b>Interest Tests:</b> Interest tests are used to know the pattern of interests or involvement of a person.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> | <p>1×4<br/>=4 marks</p> |
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| <p>26.</p> | <p><b>(a) Explain the first two steps in the process of controlling.</b><br/> <b>Ans</b> <u>First two steps in the process of controlling:</u></p> <p>(i) Setting performance standards:</p> <ul style="list-style-type: none"> <li>• Performance standards are the criteria against which the actual performance would be measured.</li> <li>• Standards can be set in both quantitative and qualitative terms.</li> </ul> <p>(ii) <b>Measurement of actual performance</b></p> <ul style="list-style-type: none"> <li>• Measurement of actual performance should be done in an objective and reliable manner.</li> <li>• Performance should be measured in the same units in which the standards are set to make comparison easier.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Explain any two psychological barriers to communication.</b><br/> <b>Ans.</b> <u>Psychological barriers to communication (Any two):</u></p> <p>(i) <b>Premature evaluation:</b></p> <ul style="list-style-type: none"> <li>• Premature evaluation means evaluating the meaning of message before the sender completes his message.</li> <li>• It may be due to pre-conceived notions or prejudices against the communication.</li> </ul> <p>(ii) <b>Lack of attention:</b></p> <p>The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier.</p> | <p>½ mark for naming<br/> +<br/> 1 ½ mark for its explanation</p> <p>= 2×2<br/> =4 marks</p> <p style="text-align: center;"><b>OR</b></p> <p>½ mark for naming<br/> +<br/> 1 ½ mark for its explanation</p> |
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|            | <p><b>(iii) Loss by transmission and poor retention:</b></p> <ul style="list-style-type: none"> <li>• When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information.</li> <li>• Usually people cannot retain the information for a long time if they are inattentive or not interested.</li> </ul> <p><b>(iv) Distrust:</b></p> <ul style="list-style-type: none"> <li>• Distrust between communicator and communicate acts as a barrier.</li> <li>• If the parties do not believe each other, they can not understand each others message in its original sense.</li> </ul>  | <p>= 2×2</p> <p>=4 marks</p> |
| <p>27.</p> | <p><b>Q. Rajneesh purchased a 500 ml bottle of fruit juice for ₹60 in Ahmedabad from a local store. While consuming it, he found an insect floating in it. He sent a legal notice to the company immediately and decided to approach a Consumer Disputes Redressal Agency for a relief of ₹2 lakhs.</b></p> <p><b>(i) Which Consumer Disputes Redressal Agency did Rajneesh approach, out of the three-tier machinery set up under Consumer Protection Act, 2019 for redressal?</b></p> <p><b>(ii) If Rajneesh is not satisfied by the order of the above Agency, where can he appeal against such order and within how many days?</b></p> <p><b>(iii) State any two reliefs that can be granted to Rajneesh in the above case.</b></p> |                              |



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| <p><b>Ans.</b> (i) Rajneesh can approach District Consumer Disputes Redressal Commission (District Commission).</p> <p>(ii) If Rajneesh is not satisfied by the order of District Consumer Disputes Redressal Commission (District Commission), he can appeal against such order to the State Consumer Disputes Redressal Commission (State Commission) within 45 days from such order.</p> <p>(iii) Reliefs that can be granted to Rajneesh (any two):</p> <p>(a) To <u>replace</u> the defective product with a new one.</p> <p>(b) To <u>refund</u> the price paid for the product.</p> <p>(c) To pay a reasonable amount of <u>compensation</u> for any loss suffered by the consumer due to the negligence of the opposite party.</p> <p>(d) To pay <u>punitive damages</u>.</p> <p>(e) <u>Not to offer</u> such (hazardous) goods for sale.</p> <p>(f) To <u>withdraw</u> such (hazardous) goods from sale.</p> <p>(g) To <u>cease to manufacture</u> of such (hazardous) goods.</p> <p>(h) Compensate for any loss or injury suffered by consumer under product liability action and withdraw hazardous products from being offered for sale etc.</p> <p>(i) To pay any amount (not less than 5% of the value of such goods) to be credited to <u>Consumer Welfare Fund</u> or any other organisation/person to be utilised in the prescribed manner.</p> <p>(j) To pay <u>adequate costs</u> to the appropriate party.</p> | <p>1</p> <p>+</p> <p><math>\frac{1}{2} + \frac{1}{2}</math></p> <p>+</p> <p>1 x 2</p> <p>= 1+1+2<br/><b>4 marks</b></p> |
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28. **Q. Distinguish between ‘Capital market’ and ‘Money Market’ on the basis of following:**

- (i) **Participants**
- (ii) **Safety**
- (iii) **Investment Outlay**
- (iv) **Expected Return**

**Ans** Distinction between capital market and money market:

|     | Basis             | Capital Market  | Money Market   |
|-----|-------------------|---|--|
| i   | Participants      | Financial institutions, banks, corporate entities, foreign investors and retail investors.                                      | Institutional participants like the RBI, banks, financial, institutions and finance companies. |
| ii  | Safety            | Riskier both with respect to returns and principal repayment as the issuing companies may fail to perform or defraud investors. | Much safer with a minimum risk of default.   |
| iii | Investment outlay | Does not necessarily require a huge financial outlay as the value of units of securities is generally low.                      | Transactions entail huge sums of money as the instruments are quite expensive.                 |
| iv  | Expected Return   | Higher return than the money market as the securities are held for a longer duration.   | Lesser returns as compared to Capital Market.  |

= 1 x 4  
= 4 marks

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| <p>29.</p> | <p><b>Q. Balvinder is the Production Manager of Pramod Tea Company' in Guwahati. He gives orders to his subordinates and expects that they obey those orders. He does not consult them nor encourage them to participate in decision making.</b></p> <p><b>(i) Identify and state the leadership style adopted by Balvinder.</b></p> <p><b>(ii) When can this style be effectively used by a manager? State.</b></p> <p><b>Ans. (i) Autocratic or Authoritarian style</b></p> <p>An autocratic leader gives orders and expects his subordinates to obey those orders.</p> <p><b>(ii) Autocratic style can be effectively used by a manager in the following situations:</b></p> <p>(a) Where the supervisor is responsible for production on time and has to ensure labour productivity.</p> <p>(b) where quick decision-making is needed.</p> | <p>1 mark for identification<br/>+<br/>1 mark for its statement<br/>+<br/>1 mark for each situation<br/>= 1+1+2<br/><b>=4 marks</b></p> |
| <p>30.</p> | <p><b>Q. Zenith Mall is a famous shopping mall in Mumbai, owned by 'Pinnacle Group'. It is very popular for its international and national brands of fashionable clothes, restaurants, cinema halls and food courts. The management of Pinnacle Group has decided to open a new branch of the mall in Pune. This decision was very crucial for the management as it involves huge amounts.</b></p> <p><b>(a) Identify and state the financial decision involved in the above cane.</b></p> <p><b>(b) State any two factors affecting the decision identified in (a) above.</b></p> <p><b>Ans.</b></p> <p>(a) <u>Investment decision</u><br/>The investment decision relates to how the firm's funds are invested in different assets.</p> <p>(b) <u>Factors affecting Investment decision (any two):</u></p>                                   | <p>1 mark for identification<br/>+1 mark for the statement<br/><br/>+</p>   |

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|                   | <p>(i) When a company takes an investment decision involving huge amount, it should carefully analyse the <u>cash flows</u> that will be generated over the period.</p> <p>(ii) The <u>rate of return</u> expected from a proposal involving huge sums is a factor affecting investment decision.</p> <p>(iii) There are different <u>investment criteria</u> involved with each proposal like the amount of investment, interest rate, etc. which should be considered before selecting a particular project.</p>   | <p>1 mark for each factor</p> <p>= 2 + 2</p> <p>= <b>4 marks</b></p> |
| <p><b>31.</b></p> | <p><b>(a) Explain the following principles of management given by Taylor:</b></p> <p><b>(i) Science, not Rule of Thumb</b></p> <p><b>(ii) Harmony, not discord</b></p> <p><b>(iii) Development of each and every person to his or her greatest efficiency and prosperity</b></p> <p><b>Ans.</b> (i) Science, not Rule of Thumb</p> <ul style="list-style-type: none"> <li>• There was only one best method to maximize efficiency which can be developed through study and analysis.</li> <li>• Scientific method involved investigation of traditional methods, unifying the best practices and developing a standard method, which would be followed throughout the organisation.</li> </ul> | <p>2</p> <p>+</p>  |

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|  | <p>(ii)Harmony, not Discord</p> <ul style="list-style-type: none"> <li>•There should be complete harmony between the management and workers. Both should realise that each one is important.</li> <li>• To achieve this, Taylor called for complete mental revolution on the part of both, management and workers. Management should share the gains of the company with the workers and at the same time, workers should work hard and be willing to embrace change for the good of the company.</li> </ul> <p>(iii)Development of each and every person to his or her greatest efficiency and prosperity</p> <ul style="list-style-type: none"> <li>•Each person should be scientifically selected, then work should be assigned to suit his physical, mental and intellectual capabilities.</li> <li>• To increase efficiency, workers should be given the required training. Efficient employees would produce more and earn more. This will ensure their greatest efficiency and prosperity for both, company and workers.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Explain any three points that highlights the importance of ‘Coordination’.</b></p> <p><b>Ans</b> <u>Importance of ‘Coordination’</u></p> <ul style="list-style-type: none"> <li>(i) Growth in size</li> <li>(ii) Functional Differentiation</li> <li>(iii) Specialisation</li> </ul> | <p style="text-align: center;">2</p> <p style="text-align: center;">+</p> <p style="text-align: center;">2</p> <p style="text-align: center;"><b>= 6 marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p style="text-align: center;">½ mark for naming<br/>+<br/>1 ½ mark for explanation</p> <p style="text-align: center;"><b>= 2 x 3</b><br/><b>= 6 marks</b></p> |
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| <p>32.</p> | <p><b>Q. The Government of India in its budget for the financial year of 2021-22 reiterated its support for Electric Vehicle sector. The Government launched several schemes and incentives to boost their demand as well as to motivate manufacturers to invest in the same. Inspired by these incentives and concerned about the environmental impact of gas and diesel-powered engines, Nitin Kothari has set up an electric car manufacturing unit at Bhilwara. He set a target of earning Return On Investment of 10% in the first year itself and forecasted that the demand for electric cars will increase by 20 million in the next few years.</b></p> <p><b>The above case highlights the first two steps of the process of one of the important functions of management.</b></p> <p><b>(a) Identify the function of management discussed above.</b></p> <p><b>(b) State the remaining steps required to complete the above process.</b></p> <p><b>Ans.</b></p> <p>(a) Planning</p> <p>(b) Remaining steps required to complete Planning process:</p> <p>(i) <u>Identifying alternative courses</u> of action which may be used to achieve the set objectives.</p> <p>(ii) <u>Evaluating alternative courses of action</u> involves evaluating the positive and negative aspects of each proposal in the light of the objective to be achieved.</p> <p>(iii) <u>Selecting the best alternative</u> is the real point of decision making and involves selecting the best possible course of action.</p> <p>(iv) <u>Implementing the plan</u> is the step where other managerial functions also come into the picture.</p> | <p>1 mark for identification</p> <p>+</p> <p>1 mark for each step</p> <p>= 1 +5</p> <p>= <b>6 marks</b></p> |
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|            | <p>(v) <u>Follow-up action</u> involves monitoring whether plans are being implemented and activities are performed according to schedule.</p> <p><b>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</b></p>  |   |
| <p>33.</p> | <p><b>Q. (a) Planning is important as it provides directions for action, reduces the risks of uncertainty and facilitates decision making' Explain.</b></p> <p><b>Ans</b></p> <p><b>Provides direction</b> – Planning ensures that the goals or objectives are clearly stated so that they act as a guide for deciding what action should be taken and in which direction.</p> <p><b>Reduces the risk of uncertainty</b> – By deciding in advance the tasks to be performed, planning anticipates the changes and managerial responses to them can be developed, thereby, reducing the risk of uncertainty.</p> <p><b>Facilitates decision-making</b> – Planning helps the manager to look into the future and make a choice from amongst various alternative courses of action by evaluating them.</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Delegation of authority Develops employees', motivates them' and Facilitates growth.' Explain how.</b></p> <p><b>Ans.</b></p> <p><b>Develops Employees</b> -As a result of delegation, employees get more opportunities to utilize their</p> | <p style="text-align: center;">2<br/>+<br/>2<br/>+<br/>2<br/><b>=6 marks</b></p> <p style="text-align: center;"><b>OR</b></p> |

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|     | <p>talent and allows them to develop those skills which enable them to perform complex tasks. Delegation helps them to prepare better future managers.</p> <p><b>Delegation motivates employees-</b> Responsibility for work builds the self-esteem of an employee and improves his confidence. He feels encouraged and tries to improve his performance further.</p> <p><b>Delegation facilitates growth</b> -Delegation helps in the expansion of an organization by providing a ready workforce to take up leading positions in new ventures. Trained and experienced employees are able to play significant roles in the launch of new projects.</p>   | <p>2</p> <p>+</p> <p>2</p> <p>+</p> <p>2</p> <p><b>=6 marks</b></p> |
| 34. | <p><b>Q. 'Maharana' is a famous take-away food outlet in Meerut. It is quite popular among local people and travellers on the national highway. It offers a wide variety of 'paranthas' and 'sandwiches' packed in special containers which are designed and developed by them to keep the food hot and fresh. Considering the tough competition in the nearby area, the prices have been set reasonably low. The owner Nirmal Singh spends huge sums of money to put large hoardings and kiosks in the vicinity, to inform the people about the outlet's location and the special items on its menu. The firm is performing various marketing functions to achieve its marketing objectives.</b></p> <p><b>On the basis of the information given in the above case identify and explain any three marketing functions.</b></p> <p><b>Ans.</b> Marketing Functions (any three):</p> <p>(i) <b>Branding-</b> Branding is the process of giving a name or sign or a symbol to a product which helps in identifying and distinguishing it from the competitor's products.</p> |   |



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|  | <p>(ii) <b>Packaging</b> – Packaging refers to designing and developing the package for the products. It is important not only for protection of the products but also serves as a promotional tool.</p> <p>(iii) <b>Pricing of Product</b> – Price of product refers to the amount of money customers have to pay to obtain a product. Generally, lower the price, higher would be demand for the product and vice versa.</p> <p>(iv) <b>Promotion</b> – Promotion of products involves informing the customers about the firm’s product, its features, etc. and persuading them to purchase these products. The methods of promotion include advertising, personal selling, public relations and sales promotion.</p> | <p>½ mark for identification<br/>+<br/>1 ½ mark for its explanation</p> <p>= 2 x 3<br/><b>=6 marks</b></p> |
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