



Series EF1GH/3



SET~3

प्रश्न-पत्र कोड  
Q.P. Code **66/3/3**

रोल नं. Roll No.							

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

## व्यावसायिक अध्ययन BUSINESS STUDIES

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निर्धारित समय : 3 घण्टे  
Time allowed : 3 hours

अधिकतम अंक : 80  
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 छात्र केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे।  
15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.





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

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

1. 8 नवम्बर, 2016 को भारत सरकार ने ₹ 500 तथा ₹ 1000 के नोटों का विमुद्रीकरण कर दिया। विमुद्रीकरण का अर्थ है :
  - (a) कुछ विशिष्ट उद्देश्यों के अतिरिक्त इन नोटों की विधि मान्यता समाप्त हो गई।
  - (b) इन नोटों को बैंक में जमा नहीं किया जा सकता था परन्तु अन्य कार्यों के लिए इनका निर्बाध उपयोग किया जा सकता था।
  - (c) इन नोटों को भारतीय रिज़र्व बैंक से सोने के सिक्कों में बदला जा सकता था।
  - (d) इन नोटों को गृह कार्यों के लिए प्रयोग किया जा सकता था परन्तु व्यावसायिक कार्यों के लिए नहीं।
2. टेलर ने प्रबंध एवं कामगारों दोनों के लिए पूर्ण मानसिक क्रान्ति की बात कही। इसका अर्थ था कि प्रबंध तथा कामगार को अपनी सोच में परिवर्तन करना चाहिए। प्रबंध को कम्पनी के लाभों को, यदि कुछ हैं, कामगारों के साथ साझा करना चाहिए। इसके साथ ही कामगारों को कठोर परिश्रम करना चाहिए तथा कम्पनी की अच्छाई के लिए परिवर्तनों को अपनाना चाहिए। उपर्युक्त में प्रकाशित प्रबंध का सिद्धांत है :
  - (a) विज्ञान पद्धति, न कि अँगूठा टेक नियम
  - (b) सहयोग, न कि व्यक्तिवाद
  - (c) सहयोग, न कि टकराव
  - (d) प्रत्येक व्यक्ति का उसकी अधिकाधिक क्षमता एवं समृद्धि के लिए विकास





### **General Instructions :**

*Read the following instructions very carefully and strictly follow them :*

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

*Questions **1** to **20** are Multiple Choice Questions (MCQs), carrying **1** mark each.*

*20×1=20*

1. Government of India demonetised notes of ₹ 500 and ₹ 1000 on November 8, 2016. Demonetisation means :
  - (a) They ceased to be legal tender except for a few specified purposes.
  - (b) These notes could not be banked but could be freely used otherwise.
  - (c) These notes could be converted into gold coins from Reserve Bank of India.
  - (d) These notes could be used for household purposes but not for business purposes.
  
2. Taylor called for complete mental revolution on the part of both management and workers. It meant that management and workers should transform their thinking. Management should share the gains of the company, if any, with the workers. At the same time, workers should work hard and be willing to embrace change for the good of the company. The principle of management highlighted above is :
  - (a) Science, not the Rule of Thumb
  - (b) Cooperation, not Individualism
  - (c) Harmony, not Discord
  - (d) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity





3. केया लिमिटेड एक विख्यात ब्राण्ड के देसी घी का उत्पादन तथा भारत के विभिन्न प्रदेशों में इसकी आपूर्ति करने वाला एक बड़ा संगठन है। ये प्रतिदिन 10,000 लिटर देसी घी का उत्पादन करते हैं तथा इन्हें 250 मिलीलिटर, 500 मिलीलिटर तथा एक लिटर आकार के डिब्बों में पैक करते हैं। उत्पादन प्रबंधक प्रतिदिन गुणवत्ता नियंत्रण सुनिश्चित करने के लिए प्रत्येक आकार के प्रति दस डिब्बों में से एक डिब्बे की जाँच करता है।

उपर्युक्त अनुच्छेद में चर्चित नियंत्रण प्रक्रिया का चरण है :

- निष्पादन मानकों का निर्धारण
- वास्तविक निष्पादन का मापन
- वास्तविक निष्पादन की मानकों से तुलना
- विचलनों का विश्लेषण

4. प्रतीक सिंह ने 'फैशन ज्वेल्स' नामक एक आभूषण स्टोर की स्थापना कार्यकारी युवा महिलाओं को आधुनिक डिज़ाइन के साथ कार्य पर पहनने वाले, हल्के आभूषण प्रस्तावित करने के लिए की। अच्छे आभूषण डिज़ाइनों ने न केवल कार्यकारी युवा महिलाओं के लिए आभूषणों को आकर्षक बनाया, अपितु इसे बाज़ार में एक प्रतियोगी बढत भी दी। आभूषण कार्यकारी महिलाओं में लोकप्रिय हो गए तथा 'फैशन ज्वेल्स' प्रथम वर्ष में ही तीन करोड़ रुपये का अर्जित लाभ दर्ज करने में सफल हुआ। उपर्युक्त स्थिति में प्रतीक सिंह द्वारा निष्पादित विपणन का कार्य था :

- पैकेजिंग तथा लेबलिंग
- प्रवर्तन (संवर्धन)
- ग्राहक सहायक सेवाएँ
- उत्पाद का रूपांकन एवं विकास

5. वह प्रक्रिया जो पहचान किए गए तथा अपेक्षित उद्देश्यों की प्राप्ति के लिए कार्य-सम्बन्धों तथा कार्यों के स्पष्टीकरण द्वारा प्रभावी रूप से संसाधनों का उपयोग करके योजनाओं के क्रियान्वयन की पहल करती है, कहलाती है :

- संगठन करना
- नियंत्रण करना
- नियुक्तिकरण
- नियोजन करना





3. Keya Ltd. is a large organisation manufacturing a popular brand of desi ghee and supplying it to various states of India. They manufacture 10,000 litres of desi ghee every day and pack in cartons of 250 ml, 500 ml and 1 litre sizes. The production manager ensures that one out of every ten cartons of each size is checked for quality control everyday.

The step of the controlling process discussed in the above para is :

- (a) Setting performance standards
  - (b) Measurement of actual performance
  - (c) Comparison of actual performance with standards
  - (d) Analysing deviations
4. Prateek Singh opened a jewellery store 'Fashion Jewels' offering workwear, light jewellery with modern designs for young working women. Good jewellery designs not only made the jewellery attractive for young working women, but also gave him a competitive edge in the market. The jewellery was a hit with working women and 'Fashion Jewels' was able to report a profit of ₹ 3 crore in the first year itself. The function of marketing performed by Prateek Singh in the above case was :
- (a) Packaging and labelling
  - (b) Promotion
  - (c) Customer support service
  - (d) Product designing and development
5. The process that initiates implementation of plans by clarifying jobs and working relationships and effectively deploying resources for attainment of identified and desired results is known as :
- (a) Organising
  - (b) Controlling
  - (c) Staffing
  - (d) Planning





6. दो-स्तरीय-वितरण माध्यम के सही क्रम की पहचान कीजिए :
- उत्पादक → खुदरा व्यापारी → एजेंट → ग्राहक
  - उत्पादक → ग्राहक → खुदरा व्यापारी → थोक व्यापारी
  - उत्पादक → एजेंट → ग्राहक → खुदरा व्यापारी
  - उत्पादक → थोक व्यापारी → खुदरा व्यापारी → ग्राहक
7. \_\_\_\_\_ की स्थापना मुद्रा बाज़ार प्रपत्रों के लिए तैयार बाज़ार उपलब्ध कराने के विशिष्ट उद्देश्य के लिए की गई ।
- भारतीय डिस्काउंट फाइनैस हाऊस
  - भारतीय प्रतिभूति एवं विनिमय बोर्ड
  - भारतीय रिज़र्व बैंक
  - भारतीय स्टेट बैंक
8. राहुल 'रेक्सटर लिमिटेड' के अंश, जिनका व्यापार राष्ट्रीय शेयर बाज़ार में होता है, का क्रय करना चाहता है । उसका अनुमान है कि भविष्य में अंशों का मूल्य बढ़ जाएगा । इस उद्देश्य के लिए उसे कौन-से बाज़ार में जाना चाहिए ?
- मुद्रा बाज़ार
  - प्राथमिक बाज़ार
  - द्वितीयक बाज़ार
  - (b) तथा (c) दोनों
9. कथन I : मूल्य समाज में व्यक्तियों के व्यवहार के लिए सामान्य नियम होते हैं जिन्हें सामान्य प्रथा तथा सिद्धांतों के आधार पर कार्य परिस्थितियों पर शोध के पश्चात् बनाया जाता है ।
- कथन II : प्रबंध के सिद्धांतों को लागू करते समय, मूल्यों की अवहेलना नहीं की जा सकती क्योंकि व्यवसाय को समाज के प्रति सामाजिक तथा नैतिक उत्तरदायित्वों का निर्वहन करना होता है ।
- नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :
- कथन I सत्य है तथा II असत्य है ।
  - कथन II सत्य है तथा I असत्य है ।
  - दोनों कथन सत्य हैं ।
  - दोनों कथन असत्य हैं ।



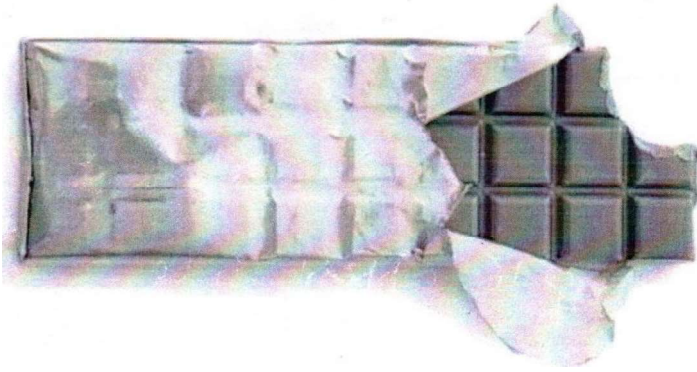


6. Identify the correct sequence of two-level-channel of distribution :
- (a) Manufacturer → Retailer → Agent → Customer
  - (b) Manufacturer → Consumer → Retailer → Wholesaler
  - (c) Manufacturer → Agent → Customer → Retailer
  - (d) Manufacturer → Wholesaler → Retailer → Consumer
7. \_\_\_\_\_ has been established with the specific objective of providing a ready market for money market instruments.
- (a) Discount Finance House of India
  - (b) Securities and Exchange Board of India
  - (c) Reserve Bank of India
  - (d) State Bank of India
8. Rahul wants to buy shares of 'Rexter Ltd.' which are being traded at the National Stock Exchange. He feels that the share prices will go up in the future. Which market should he approach for this purpose ?
- (a) Money market
  - (b) Primary market
  - (c) Secondary market
  - (d) Both (b) and (c)
9. *Statement I :* Values are general rules for behaviour of individuals in society formed on the basis of common practice and principles after research in work situations.
- Statement II :* While practising principles of management, values cannot be neglected as businesses have to fulfil social and ethical responsibilities towards society.
- 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.





10. निम्नलिखित में से कौन-सा भारतीय प्रतिभूति एवं विनिमय बोर्ड का एक विकास कार्य है ?
- प्रतिभूति बाज़ार के मध्यस्थों का प्रशिक्षण
  - प्रतिभूति बाज़ार में उपयुक्त (सही) प्रचलों को तथा व्यवहार संहिता को प्रोत्साहित करना
  - निवेशक संरक्षण के लिए कदम उठाना
  - कपटी तथा अनुचित व्यापार प्रथाओं की रोकथाम
11. प्रवर्तन मिश्र का वह तत्त्व जिसमें जनता की नजरों में कम्पनी की छवि तथा इसके व्यक्तिगत उत्पादों के प्रवर्तन तथा संरक्षण हेतु विभिन्न कार्यक्रम सम्मिलित हैं, है :
- व्यक्तिगत विक्रय
  - जनसंपर्क
  - विपणन
  - विक्रय संवर्धन
12. नीचे दिए गए चित्र में दर्शाए गए चॉकलेट के पैकेजिंग का स्तर है :



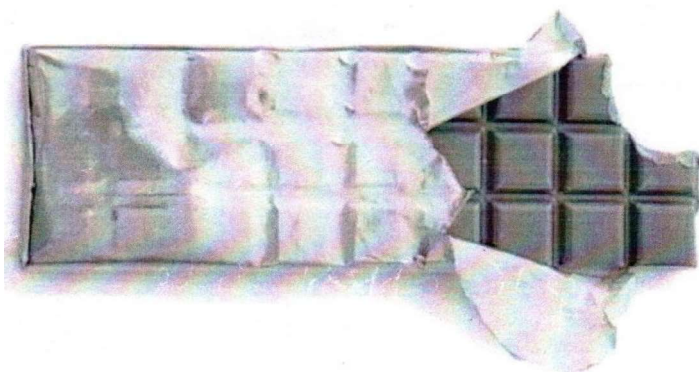
- द्वितीयक पैकेजिंग
- परिवहन पैकेजिंग
- डिज़ाइनर पैकेजिंग
- प्राथमिक पैकेजिंग







10. Which of the following is a development function of Securities and Exchange Board of India ?
- (a) Training of intermediaries of the securities market
  - (b) Promotion of fair practices and code of conduct in the securities market
  - (c) Undertaking steps for investor protection
  - (d) Prohibition of fraudulent and unfair trade practices
11. The element of promotion mix which involves a variety of programmes designed to promote or protect a company's image and its individual products in the eyes of the public is :
- (a) Personal selling
  - (b) Public relations
  - (c) Marketing
  - (d) Sales promotion
12. The level of packaging of the chocolate shown in the picture below is :



- (a) Secondary packaging
- (b) Transportation packaging
- (c) Designer packaging
- (d) Primary packaging





13. प्रतिभूतियों को इलेक्ट्रॉनिक रूप में रखने की प्रक्रिया विभौतिकीकरण कहलाती है । निम्नलिखित में से कौन-सा कथन विभौतिकीकरण से संबंधित **नहीं** है ?

- (a) अंशों का एक एकल खाते के माध्यम से सहज हस्तांतरण तथा व्यापार निपटान
- (b) डीमैट प्रतिभूतियों को ऋण लेने के लिए रेहन या गिरवी रखा जा सकता है
- (c) शेयर प्रमाणपत्रों की हानि, चोरी अथवा धोखाधड़ी का कोई खतरा नहीं
- (d) विद्यमान भौतिक अंशों को इलेक्ट्रिक रूप में परिवर्तित नहीं किया जा सकता है

14. कॉलम II में दी गई विभिन्न संप्रेषण बाधाओं का मिलान कॉलम I में दिए गए उनके संबंधित वर्गों से कीजिए :

*कॉलम I*

*कॉलम II*

- |                        |                                   |
|------------------------|-----------------------------------|
| P. संकेतीय बाधाएँ      | (i) अविश्वास                      |
| Q. मनोवैज्ञानिक बाधाएँ | (ii) उपयुक्त प्रोत्साहनों का अभाव |
| R. संगठनिक बाधाएँ      | (iii) विभिन्न अर्थों सहित संकेतक  |
| S. व्यक्तिगत बाधाएँ    | (iv) पद                           |

- (a) P-(i), Q-(ii), R-(iii), S-(iv)
- (b) P-(iv), Q-(iii), R-(i), S-(ii)
- (c) P-(iii), Q-(i), R-(iv), S-(ii)
- (d) P-(iii), Q-(ii), R-(iv), S-(i)





13. The process of holding securities in electronic form is called dematerialisation. Which of the following statement does **not** relate to dematerialisation ?

- (a) Smooth transfer and settlement of trade through a single account in shares
- (b) Demat securities can be pledged or hypothecated to get loans
- (c) No danger of loss, theft or forgery of share certificates
- (d) Existing physical shares cannot be converted into electronic form

14. Match the various communication barriers given in Column II with their respective categories given in Column I :

*Column I*

*Column II*

- |                            |                                       |
|----------------------------|---------------------------------------|
| P. Semantic Barriers       | (i) Distrust                          |
| Q. Psychological Barriers  | (ii) Lack of proper incentives        |
| R. Organisational Barriers | (iii) Symbols with different meanings |
| S. Personal Barriers       | (iv) Status                           |

- (a) P–(i), Q–(ii), R–(iii), S–(iv)
- (b) P–(iv), Q–(iii), R–(i), S–(ii)
- (c) P–(iii), Q–(i), R–(iv), S–(ii)
- (d) P–(iii), Q–(ii), R–(iv), S–(i)





15. सरिता ने सुगन डेवलपर्स से ₹ 5 करोड़ का एक फ्लैट खरीदा तथा यह पता लगने पर हैरान हो गई कि निर्माण की गुणवत्ता खराब थी, वर्षा के मौसम में छतें रिस रही थीं तथा विभिन्न जगहों से प्लास्टर छूट रहा था। अपनी शिकायत के निवारण हेतु उसे किस उपभोक्ता फोरम में जाना चाहिए ?
- (a) जिला कमीशन  
(b) राज्य कमीशन  
(c) राष्ट्रीय कमीशन  
(d) सर्वोच्च न्यायालय
16. हाल ही के एक आदेश में भारतीय सर्वोच्च न्यायालय ने ताज महल के 500 मीटर की परिधि में सभी वाणिज्यिक गतिविधियों पर तुरन्त प्रभाव से रोक लगा दी है तथा आगरा विकास प्राधिकरण को यह सुनिश्चित करने को कहा है कि निर्देशों का पालन हो। यहाँ व्यावसायिक पर्यावरण का कौन-सा आयाम प्रतिबिम्बित हो रहा है ?
- (a) सामाजिक  
(b) प्रौद्योगिकीय  
(c) विधिक  
(d) राजनीतिक
17. 'कोम्प्रो सोल्यूशन्स' संपूर्ण देश में आई.टी. सेवाएँ प्रस्तावित करता है। कोविड-19 के दौरान, व्यावसायिक पर्यावरण में हो रहे परिवर्तनों को समायोजित करने के लिए, इसने अपने संगठन ढाँचे को उपयुक्त रूप से संशोधित इस प्रकार किया कि घर से कार्य करना सभी कर्मचारियों के लिए कार्य करने का एक नया तरीका बन गया जिससे संगठन में लागत में लाभ तथा लचीलापन आया। उपर्युक्त में चर्चित संगठन के महत्त्व का बिन्दु है :
- (a) विशिष्टीकरण के लाभ  
(b) परिवर्तनों का अनुकूलन  
(c) कार्मिकों का विकास  
(d) कार्य करने के संबंधों का स्पष्टीकरण





15. Sarita bought a flat from Sukan Developers for ₹ 5 crore and was shocked to discover that the quality of construction was bad, roof leaked during the rainy season and plaster was coming off at various places. Which consumer forum should she approach for redressal of her grievance ?
- (a) District Commission
  - (b) State Commission
  - (c) National Commission
  - (d) Supreme Court
16. In a recent ruling, the Supreme Court of India has ordered an immediate stop on commercial activities in a 500-metre radius of the Taj Mahal and asked Agra Development Authority to ensure compliance of its directive. Which dimension of business environment is reflected here ?
- (a) Social
  - (b) Technological
  - (c) Legal
  - (d) Political
17. 'Compro Solutions' offers IT services to clients across the country. During Covid-19, to accommodate changes taking place in the business environment, it suitably modified its organisation structure in a way that work from home became the new way of working for all employees bringing cost benefits and flexibility in the organisation. The point of importance of organising discussed above is :
- (a) Benefits of specialisation
  - (b) Adaptation to change
  - (c) Development of personnel
  - (d) Clarity in working relationships





18. निम्नलिखित में से कौन-सा व्यवसाय के सामाजिक पर्यावरण का भाग **नहीं** है ?
- (a) जीवन प्रत्याशा
  - (b) शिक्षा प्रणाली तथा साक्षरता दर
  - (c) उपभोग आदतें
  - (d) अर्थव्यवस्था में मुद्रा की आपूर्ति
19. निम्नलिखित में से कौन-सा मध्य-स्तर-प्रबंधन का कार्य **नहीं** है ?
- (a) व्यावसायिक पर्यावरण का विश्लेषण तथा फर्म की जीवितता पर इसके प्रभाव
  - (b) शीर्ष प्रबंध द्वारा बनाई गई नीतियों का विश्लेषण
  - (c) यह सुनिश्चित करना कि उनके विभाग में आवश्यक कार्मिक हैं
  - (d) अपेक्षित उद्देश्यों की प्राप्ति हेतु अपने विभाग के लोगों को अभिप्रेरित करना
20. इन दिनों उपभोक्ता पर्यावरण-हितैषी तथा स्वास्थ्यवर्धक निर्णय ले रहे हैं तथा प्लास्टिक से बनी हुई सभी वस्तुओं को नकार रहे हैं एवं इन्हें स्टेनलैस स्टील तथा चीनी मिट्टी से बने पात्रों से बदल रहे हैं, जिससे व्यवसाय पर भी परिवर्तन का दबाव बन रहा है ।
- उपर्युक्त में प्रकाशित व्यावसायिक पर्यावरण की विशेषता की पहचान कीजिए :
- (a) बाह्य स्रोतों की समग्रता
  - (b) विशिष्ट एवं साधारण शक्तियाँ
  - (c) आंतरिक-संबंध
  - (d) गतिशील प्रकृति
21. (क) निम्नलिखित के आधार पर 'पूँजी बाज़ार' तथा 'मुद्रा बाज़ार' में अन्तर स्पष्ट कीजिए : 3
- (i) प्रतिभागी
  - (ii) निवेश राशि
  - (iii) सुरक्षा

अथवा

- (ख) भारतीय प्रतिभूति एवं विनिमय बोर्ड के किन्हीं तीन विनियामक (नियमन कर्ता) कार्यों का उल्लेख कीजिए ।





18. Which of the following is **not** a part of social environment of Business ?
- (a) Life expectancy
  - (b) Education system and literacy rates
  - (c) Consumption habits
  - (d) Money supply in the economy
19. Which of the following is **not** a function of middle level management ?
- (a) Analysing the business environment and its implications for survival of the firm
  - (b) Interpreting the policies framed by top management
  - (c) Ensuring that their department has necessary personnel
  - (d) Motivating people in their department to achieve desired objectives
20. These days consumers are making eco-friendly and healthy choices and are saying no to all things made of plastic and replacing it with stainless steel and ceramic containers, thus forcing business to change as well. Identify the feature of business environment highlighted above :
- (a) Totality of external sources
  - (b) Specific and general forces
  - (c) Inter-relatedness
  - (d) Dynamic nature
21. (a) Distinguish between 'Capital market' and 'Money market' on the basis of : 3
- (i) Participants
  - (ii) Investment outlay
  - (iii) Safety

**OR**

- (b) State any three regulatory functions of the Securities and Exchange Board of India. 3





22. प्रवीण तथा नवीन मित्र हैं । 'हिन्दू मेडिकल कॉलेज' से अपनी एम.बी.बी.एस. पूरी करने के पश्चात् प्रवीण पेशेवर बन गया । नवीन ने अपनी एम.बी.ए., आई.आई.एम. बेंगलोर से पूरी की । प्रवीण के साथ एक चर्चा में, नवीन ने कहा कि वह भी एक पेशेवर है तथा एक बहुराष्ट्रीय कम्पनी में अच्छे पारिश्रमिक के साथ वरिष्ठ प्रबंधक के पद पर कार्यरत है । प्रवीण को इस बात पर यकीन नहीं हुआ कि नवीन एक पेशेवर था जबकि उसे ज्ञात था कि आजकल प्रबंधकीय व्यावसायिक संगठनों पर जोर बढ़ता जा रहा है । प्रवीण ने अपने विचार के समर्थन में तीन कारण दिए । उन तीन कारणों को समझाइए जो प्रवीण द्वारा दिए गए होंगे । 3

23. मानव संसाधन किसी भी संगठन की सबसे महत्वपूर्ण परिसम्पत्तियाँ हैं । किसी भी संगठन में लक्ष्य प्राप्ति की योग्यता इसके मानव संसाधनों की गुणवत्ता पर निर्भर करती है । 'एलाइड एण्ड संस' के महाप्रबंधक ने आई.आई.एम. से स्नातक, वित्त में विशिष्टता प्राप्त, पवन राय को विपणन प्रबंधक के रूप में नियुक्त किया । मासिक मूल्यांकन पर पाया गया कि पवन राय का निष्पादन अपेक्षा अनुरूप नहीं था तथा वह संगठन के मासिक लक्ष्यों को प्राप्त नहीं कर सका । कम्पनी के मुख्य कार्यकारी अधिकारी (सी.ई.ओ.) ने मामले की जाँच करने के लिए कहा । सी.ई.ओ. को बताया गया कि पवन राय की विशेषज्ञता वित्त में थी परन्तु उसकी नियुक्ति विपणन प्रबंधक के रूप में की गई । सी.ई.ओ. ने महाप्रबंधक के साथ इस मामले पर चर्चा की तथा उन्हें सही व्यक्ति को सही पद पर नियुक्त करने का महत्व समझाया । उसने आगे यह भी समझाया कि यह न केवल उच्च निष्पादन की ओर ले जाएगा अपितु अन्य बहुत से लाभ भी प्रदान करेगा । सी.ई.ओ. द्वारा महाप्रबंधक को सही पद पर सही व्यक्ति की नियुक्ति के समझाए गए लाभों के अतिरिक्त तीन अन्य लाभों का उल्लेख कीजिए जिन्हें उपर्युक्त अनुच्छेद में नहीं दिया गया है । 3

24. (क) प्रबंध के 'नियंत्रण' कार्य के महत्व के किन्हीं तीन बिन्दुओं को समझाइए । 3

अथवा

(ख) 'नियोजन तथा नियंत्रण प्रबंध के दो अविभाज्य जुड़वाँ हैं ।' किन्हीं तीन बिन्दुओं की सहायता से नियोजन तथा नियंत्रण के मध्य संबंध को समझाइए । 3







22. Praveen and Naveen are friends. Praveen became a professional after completing his MBBS from 'Hindu Medical College'. Naveen completed his MBA from IIM, Bangalore. In a discussion with Praveen, Naveen said that he too is a professional and is working with a multinational company as a senior manager getting a good package. Praveen was not convinced about the fact that Naveen was a professional in spite of being aware that nowadays there is increasing emphasis on managed business concerns. Praveen gave three reasons in support of his opinion. Explain the three reasons that Praveen might have given. 3
23. Human resources are the most important asset of an organisation. The ability of an organisation to achieve its goal depends upon the quality of its human resources. The General Manager of 'Allied and Sons' appointed an IIM graduate, Pawan Rai, specialised in finance as Marketing Manager. On monthly evaluation, it was found that Pawan Rai's performance was not up to expectations and he was not able to meet the monthly targets of the organisation. The Chief Executive Officer (CEO) of the company asked for investigation into the matter. The CEO was told that Pawan Rai has a specialisation in finance but was appointed as a Marketing Manager. The CEO discussed this matter with the General Manager and explained to him the importance of putting the right person at the right job. He further explained that it would not only lead to higher performance but would also provide many other benefits. Besides the benefits of putting the right man at the right job, state the three other benefits which the CEO might have explained to the General Manager that are not given in the above para. 3
24. (a) Explain any three points of importance of 'Controlling' function of management. 3
- OR**
- (b) 'Planning and Controlling are inseparable twins of management.' Explain the relationship between planning and controlling with the help of any three points. 3





25. (क) निम्नलिखित की पहचान कीजिए तथा समझाइए : 4
- (i) यह एक प्रक्रिया है जो यह सुनिश्चित करती है कि संगठन आवश्यक विशेषताओं अथवा योग्यताओं सहित उपयुक्त संख्या में संभावित कर्मचारियों को उपलब्ध पदों के लिए आकर्षित करता है ।
- (ii) यह एक प्रक्रिया है जो यह सुनिश्चित करती है कि संगठन उपलब्ध उम्मीदवारों में से सर्वश्रेष्ठ को प्राप्त करे तथा जिनका चयन किया गया है उनके आत्मसम्मान तथा प्रतिष्ठा में वृद्धि करे तथा उन्हें संगठन में किए जाने वाले कार्यों की गंभीरता के विषय में बताए ।

#### अथवा

- (ख) भर्ती के उस स्रोत की पहचान कीजिए तथा उसके किन्हीं तीन लाभों को समझाइए जिसका उपयोग तब किया जाता है जब विद्यमान स्टाफ अपर्याप्त हो अथवा उन योग्यता मानकों को पूरा न करता हो जो भरने वाले पदों के लिए आवश्यक हैं । 4
26. (क) अपेक्षित लक्ष्यों की प्राप्ति हेतु लोगों को कार्य के लिए प्रेरित करने वाली प्रक्रिया की पहचान कीजिए तथा उसकी किन्हीं तीन विशेषताओं का उल्लेख कीजिए । 4

#### अथवा

- (ख) व्यक्तियों को निर्देशन, मार्गदर्शन, परामर्श, अभिप्रेरण तथा नेतृत्व प्रदान करने की प्रक्रिया की पहचान कीजिए तथा इसके महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए । 4

27. 'एम.वी.टी. लिमिटेड' सौंदर्य प्रसाधनों का उत्पादन करने वाली एक अग्रणीय कम्पनी है । उपभोक्ताओं की समस्याओं का निवारण करने हेतु इसका स्वयं का उपभोक्ता सेवा तथा शिकायत निवारण केन्द्र है । एक नीति के अनुसार उपभोक्ताओं से प्रतिक्रिया तथा शिकायतें प्राप्त करने के लिए इसके उपभोक्ता सेवा एवं शिकायत निवारण केन्द्र का मोबाइल फोन नम्बर इसके सभी लेबलों पर मुद्रित होता है । यदि उत्पाद अथवा सेवा उनकी अपेक्षाओं के अनुरूप नहीं है तो यह उपभोक्ताओं को उनके अधिकारों तथा उपलब्ध राहतों के विषय में शिक्षित करने के लिए विभिन्न कार्यक्रम भी चलाती है ।

कम्पनी द्वारा प्रवर्तित किए जाने वाले उपभोक्ताओं के दो अधिकारों को समझाइए । 4





- 25.** (a) Identify and explain the following : 4
- (i) It is a process which ensures that the organisation attracts potential employees with the necessary characteristics or qualifications, in adequate numbers for the jobs available.
  - (ii) It is a process which ensures that the organisation gets the best among the available candidates and enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which things are done in the organisation.

**OR**

- (b) Identify and explain any three merits of the source of recruitment which is used when the existing staff is insufficient or does not fulfil the eligibility criteria of the jobs to be filled. 4

- 26.** (a) Identify and state any three features of the process of stimulating people to action to accomplish desired goals. 4

**OR**

- (b) Identify and state three points of importance of the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. 4

- 27.** 'MVT Ltd.' is a leading cosmetic manufacturing company. It has its own consumer service and grievance redressal centre to address consumer concerns. The mobile phone number of the consumer service and grievance redressal cell is printed on the labels of all its products as a policy to get feedback or complaints from their consumers. It also runs various programmes to educate the consumers about their rights and reliefs available to them in case a product or service falls short of their expectations.

Explain the two rights of the consumers which are being promoted by the company. 4





28. व्यवसाय की दिन-प्रतिदिन की आवश्यकताओं की पूर्ति करने वाली पूँजी की पहचान कीजिए तथा इसे प्रभावित करने वाले किन्हीं चार कारकों का उल्लेख कीजिए । 4
29. 'गैलेक्सी एंटरप्राइज़ेज' के प्रबंधकों को संप्रेषण अवरोधकों के कारण बहुत सी समस्याओं का सामना करना पड़ा जिससे अविश्वास तथा गलतफ़हमी का पर्यावरण बन गया ।  
'गैलेक्सी एंटरप्राइज़ेज' में संप्रेषण प्रभाविता को सुधारने के लिए कोई चार उपाय सुझाइए । 4
30. कावेरी अपने संगठन के भविष्य के प्रचालनों का वित्तीय ब्लूप्रिंट बनाने में व्यस्त है । उसका विश्वास है कि विस्तृत कार्य योजना अपशिष्ट तथा दोहरे प्रयासों को कम करती है । जबकि उसकी मित्र सना सोचती है कि इस अनिश्चित तथा गतिशील विश्व में इस प्रकार की योजनाएँ नहीं चल सकेंगी । कावेरी पुनः अपने कथन पर जोर डालती है तथा समझाती है कि यह वित्तीय ब्लूप्रिंट क्यों आवश्यक है ।  
अवधारणा की पहचान कीजिए तथा इसके महत्त्व के ऐसे तीन बिन्दुओं का उल्लेख कीजिए जिनका वर्णन उपर्युक्त अनुच्छेद में नहीं किया गया हो । 4

31. (क) 'विकेन्द्रीकरण' का क्या अर्थ है ? ऐसे किन्हीं चार बिन्दुओं का उल्लेख कीजिए जो विकेन्द्रीकरण के महत्त्व पर प्रकाश डालते हैं । 6

#### अथवा

- (ख) 'अंतरण' का क्या अर्थ है ? ऐसे किन्हीं चार बिन्दुओं का उल्लेख कीजिए जो अंतरण के महत्त्व पर प्रकाश डालते हैं । 6
32. (क) 'मूर्त तथा अमूर्त विशेषताओं का एक मिश्रण जो ग्राहकों की आवश्यकताओं की संतुष्टि की योग्यता रखता है तथा एक मूल्य पर विनिमय योग्य है, विपणन मिश्र का एक महत्त्वपूर्ण तत्त्व है ।' इस तत्त्व की पहचान कीजिए तथा इसका उल्लेख कीजिए । इस तत्त्व में सम्मिलित किन्हीं तीन महत्त्वपूर्ण निर्णयों को भी समझाइए । 6

#### अथवा

- (ख) 'यह एक सामाजिक प्रक्रिया है जिसके द्वारा लोगों के समूह उत्पादों का सृजन कर तथा वस्तुओं एवं सेवाओं के मूल्य को अन्य के साथ स्वतन्त्रता से विनिमय कर वह प्राप्त करते हैं जिनकी उन्हें आवश्यकता या इच्छा होती है ।' प्रक्रिया की पहचान कीजिए तथा उसका उल्लेख कीजिए । इसकी किन्हीं तीन विशेषताओं को भी समझाइए । 6





28. State any four factors affecting the requirements of the capital needed for day-to-day working of the business. 4
29. Managers in 'Galaxy Enterprises' faced lot of issues due to barriers in communication leading to creation of an environment of distrust and misunderstanding.  
Suggest any four measures to improve communication effectiveness in 'Galaxy Enterprises'. 4
30. Kaveri is busy in preparing the financial blueprint for her organisation's future operations. She feels that detailed plans of action reduce waste and duplication of efforts. However, her friend, Sana feels that in an uncertain and dynamic world, this type of planning may not work. Kaveri again stresses on her statement and explains why this financial blueprint is important.  
Identify the concept and state three points of its importance in addition to those explained in the above para. 4
31. (a) What is meant by 'Decentralisation' ? State any four points that highlight the importance of Decentralisation. 6
- OR**
- (b) What is meant by 'Delegation' ? State any four points that highlight the importance of Delegation. 6
32. (a) 'A mixture of tangible and intangible attributes which is capable of being exchanged for a value with the ability to satisfy customer needs is an important element of marketing mix.' Identify and state the concept. Also explain the three important decisions included in this element. 6
- OR**
- (b) 'It is a social process by which individual groups obtain what they need and want through creating offerings and freely exchanging products and services of value with others.' Identify and state the process. Also explain any three of its features. 6





33. राष्ट्रीय स्तर की एक प्रतियोगिता के लिए महाविद्यालय की क्रिकेट टीम को प्रशिक्षित करने के लिए स्पोर्ट्स कॉलेज, इन्दौर ने एक मशहूर क्रिकेट प्रशिक्षक आलम रज़ा की नियुक्ति की। पहली ही बैठक में महाविद्यालय के प्रधानाचार्य ने घोषणा की कि खिलाड़ी महाविद्यालय के साथ एक समझौता करेंगे। समझौते में खिलाड़ियों के मैदान में पहुँचने के समय तथा अन्य नियमों एवं विनियमों का उल्लेख होगा। समझौते तथा नियमों का पालन न करने पर उचित दंड की व्यवस्था होगी। कार्य निष्पादन में होने वाली किसी भी भ्रम को रोकने के लिए महाविद्यालय के प्रधानाचार्य ने यह घोषणा भी की कि खिलाड़ी प्रशिक्षक से आदेश लेंगे तथा वे केवल प्रशिक्षक के प्रति ही उत्तरदायी होंगे। प्रशिक्षक जीत के लिए खिलाड़ियों को प्रशिक्षित करने के लिए दृढ़ निश्चयी था क्योंकि पूरा उत्तरदायित्व उसके कंधों पर था। उसने टीम के सदस्यों के मध्य आपसी सद्भाव तथा अपनेपन की भावना को प्रोत्साहित किया। वह अनुभव करता था कि इसके बिना जीतना कठिन था। खिलाड़ी भी उत्साहित थे तथा प्रशिक्षण पूरे जोर से आरम्भ हो गया।

उपर्युक्त परिस्थिति में चर्चित प्रबंध के तीन सिद्धांतों की पहचान कीजिए तथा समझाइए।

6

34. 31 मार्च, 2022 को समाप्त हुए वर्ष में 'डायमंड लॉजिस्टिक्स कम्पनी' की कुल बिक्री ₹ 25 लाख थी। 15 अप्रैल, 2022 को हुई बोर्ड की एक बैठक में अगले वर्ष कुल बिक्री को ₹ 45 लाख तक बढ़ाए जाने का निर्णय लिया गया। इस उद्देश्य को प्राप्त करने के लिए व्यावसायिक पर्यावरण को ध्यान में रखते हुए एक विस्तृत योजना बनाई गई। कम्पनी के मुख्य कार्यकारी अधिकारी ने भी एक योजना जारी की जो न केवल प्रबंधकों की सोच एवं उनके निर्णय लेने को निर्देशित करेगी अपितु उनकी ऊर्जा को इस लक्ष्य की प्राप्ति हेतु दिशा देगी।

उपर्युक्त अनुच्छेद में चर्चित की गई तीन प्रकार की योजनाओं की पहचान कीजिए तथा समझाइए।

6





- 33.** A famous cricket coach, Alam Raza was hired by Sports College, Indore to coach the college cricket team for a National level competition. In the first meeting itself, the Principal of the college announced that the players would enter into an agreement with the college. The agreement would state the reporting time for players on the field and other rules and regulations. Failure to obey the agreement and rules would lead to judicious application of penalties. It was also announced by the College Principal that the players would receive orders from the coach and they would all be responsible only to the coach, to prevent confusion regarding tasks to be done. The coach was very determined to train the players to win, as the entire responsibility was on his shoulders. He promoted the spirit of mutual trust and belongingness among the team members without which he felt it would be difficult to win. The players were also enthusiastic and the training started in full swing.

Identify and explain the three principles of management discussed in the above case.

6

- 34.** 'Diamond Logistics Company' had a turnover of ₹ 25 lakh during the year ended 31<sup>st</sup> March, 2022. In a board meeting held on 15<sup>th</sup> April, 2022, it was decided to achieve a turnover of ₹ 45 lakh for the next year. To accomplish this objective after taking into consideration the business environment, a comprehensive plan was drawn. The Chief Executive Officer (CEO) of the company also released a plan that would not only guide the thinking of the managers and their decision-making but also channelise their energies towards achievement of this target.

Identify and explain the three types of plans discussed in the above para.

6



**Marking Scheme Strictly Confidential (For Internal and Restricted use only)**

**Senior School Certificate Examination, 2023**

**SUBJECT NAME BUSINESS STUDIES (66/3/3)**

**General Instructions: -**

1	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
2	<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>
3	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one’s own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. <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>
4	The Marking scheme carries only suggested value points for the answers  These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
5	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
6	Evaluators will mark( ✓ ) wherever answer is correct. For wrong answer CROSS ‘X’ be marked. Evaluators will not put right ( ✓ ) while evaluating which gives an impression that answer is correct and no marks are awarded. <b>This is most common mistake which evaluators are committing.</b>
7	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
8	If a question does not have any parts, marks must be awarded in the left-hand margin and encircled. This may also be followed strictly.
9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note <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 — 66/3/3]

Q. No.	EXPECTED ANSWER / VALUE POINTS	Marks
1.	<p><b>Q. Government of India demonetised notes of ₹500 and ₹1000 on November 8, 2016. Demonetisation means:</b></p> <p>(a) They ceased to be legal tender except for a few specified purposes. (b) These notes could not be banked but could be freely used otherwise. (c) These notes could be converted into gold coins from Reserve Bank of India. (d) These notes could be used for household purposes but not for business purposes.</p> <p><b>Ans (a)</b> They ceased to be legal tender except for a few specified purposes.</p>	1 mark
2.	<p><b>Q. Taylor called for complete mental revolution on the part of both management and workers. It meant that management and workers should transform their thinking. Management should share the gains of the company, if any, with the workers. At the same time, workers should work hard and be willing to embrace change for the good of the company. The principle of management highlighted above is:</b></p> <p>(a) Science, not the Rule of Thumb (b) Cooperation, not Individualism (c) Harmony, not Discord (d) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity</p> <p><b>Ans (c)</b> Harmony, not Discord</p>	1 mark
3.	<p><b>Q. Keya Ltd. is a large organisation manufacturing a popular brand of desi ghee and supplying it to various states of India. They manufacture 10,000 litres of desi</b></p>	

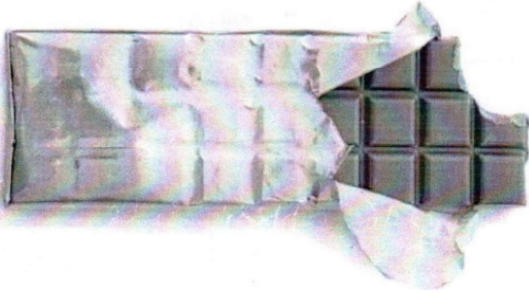


	<p>ghee every day and pack in cartons of 250 ml, 500 ml and 1 litre sizes. The production manager ensures that one out of every ten cartons of each size is checked for quality control everyday.</p> <p>The step of the controlling process discussed in the above para is:</p> <p>(a) Setting performance standards  (b) Measurement of actual performance  (c) Comparison of actual performance with standards  (d) Analysing deviations</p> <p>Ans (b) Measurement of actual performance</p>	1 mark
4.	<p>Q. Prateek Singh opened a jewellery store Fashion Jewels' offering workwear, light jewellery with modern designs for young working women. Good jewellery designs not only made the jewellery attractive for young working women but also gave him a competitive edge in the market. The jewellery was a hit with working women and 'Fashion Jewels' was able to report a profit of ₹3 crore in the first year itself. The function of marketing performed by Prateek Singh in the above case was:</p> <p>(a) Packaging and labelling  (b) Promotion  (c) Customer support service  (d) Product designing and development</p> <p>Ans (d) Product designing and development</p>	1 mark
5.	<p>Q. The process that initiates implementation of plans by clarifying jobs and working relationships and effectively deploying resources for attainment of identified and desired results is known as:</p> <p>(a) Organising  (b) Controlling  (c) Staffing  (d) Planning</p>	

	<b>Ans (a) Organising</b>	<b>1 mark</b>
<b>6.</b>	<p><b>Q. Identify the correct sequence of two-level-channel of distribution:</b></p> <p>(a) <b>Manufacturer → Retailer → Agent → Customer</b></p> <p>(b) <b>Manufacturer → Consumer → Retailer → Wholesaler</b></p> <p>(c) <b>Manufacturer → Agent → Customer → Retailer</b></p> <p>(d) <b>Manufacturer → Wholesaler → Retailer → Consumer</b></p> <p><b>Ans (d) Manufacturer → Wholesaler → Retailer → Consumer</b></p>	<b>1 mark</b>
<b>7.</b>	<p><b>Q. _____ has been established with the specific objective of providing a ready market for money market instruments.</b></p> <p>(a) <b>Discount Finance House of India</b></p> <p>(b) <b>Securities and Exchange Board of India</b></p> <p>(c) <b>Reserve Bank of India</b></p> <p>(d) <b>State Bank of India</b></p> <p><b>Ans (a) Discount Finance House of India</b></p>	<b>1 mark</b>
<b>8.</b>	<p><b>Q. Rahul wants to buy shares of ‘Rexter Ltd.’ which are being traded at the National Stock Exchange. He feels that the share prices will go up in the future. Which market should he approach for this purpose?</b></p> <p>(a) <b>Money market</b></p> <p>(b) <b>Primary market</b></p> <p>(c) <b>Secondary market</b></p> <p>(d) <b>Both (b) and (c)</b></p> <p><b>Ans (c) Secondary market</b></p>	<b>1 mark</b>
<b>9.</b>	<p><b>Q. Statement I: Values are general rules for behaviour of individuals in society formed on the basis of common practise and principles after research in</b></p>	



	<p>work situations.</p> <p><b>Statement II:</b> While practising principles of management, values cannot be neglected as businesses have to fulfil social and ethical responsibilities towards society.</p> <p>Choose the correct option from the options given below:</p> <p>(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.</p> <p>Ans ( c) Both the statements are true.</p>	1 mark
10.	<p><b>Q. Which of the following is a development function of Securities and Exchange Board of India?</b></p> <p>(a) Training of intermediaries of the securities market  (b) Promotion of fair practices and code of conduct in the securities market  (c) Undertaking steps for investor protection  (d) Prohibition of fraudulent and unfair trade practices</p> <p>Ans (a) Training of intermediaries of the securities market</p>	1 mark
11.	<p><b>Q. The element of promotion mix which involves a variety of programmes designed to promote or protect a company's image and its individual products in the eye of the public is:</b></p> <p>(a) Personal selling  (b) Public relations  (c) Marketing  (d) Sales promotion</p> <p>Ans (b) Public relations</p>	1 mark

12.	 <p>The level of packaging of the chocolate shown in the picture below is:</p> <p>(a) Secondary packaging  (b) Transportation packaging  (c) Designer packaging  (d) Primary packaging</p> <p>Ans (d) Primary packaging</p>	1 mark						
13.	<p><b>Q. The process of holding securities in electronic form is called dematerialisation. Which of the following statement does not relate to dematerialisation?</b></p> <p>(a) Smooth transfer and settlement of trade through a single account in shares  (b) Demat securities can be pledged or hypothecated to get loans  (c) No danger of loss, theft or forgery of share certificates  (d) Existing physical shares cannot be converted into electronic form</p> <p>Ans (d) Existing physical shares cannot be converted into electronic form</p>	1 mark						
14.	<p><b>Q. Match the various communication barriers given in Column II with their respective categories given in Column I:</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"><i>Column I</i></td> <td style="width: 50%; vertical-align: top;"><i>Column II</i></td> </tr> <tr> <td>P. Semantic Barriers</td> <td>(i) Distrust</td> </tr> <tr> <td>Q. Psychological Barriers</td> <td>(ii) Lack of proper incentives</td> </tr> </table>	<i>Column I</i>	<i>Column II</i>	P. Semantic Barriers	(i) Distrust	Q. Psychological Barriers	(ii) Lack of proper incentives	
<i>Column I</i>	<i>Column II</i>							
P. Semantic Barriers	(i) Distrust							
Q. Psychological Barriers	(ii) Lack of proper incentives							

	<p><b>R. Organisational Barriers</b>      <b>(iii) Symbols with different meanings</b></p> <p><b>S. Personal Barriers</b>              <b>(iv) Status</b></p> <p>(a) P-(i), Q-(ii), R-(iii), S-(iv)  (b) P-(iv), Q-(iii), R-(i), S-(ii)  (c) P-(iii), Q-(i), R-(iv), S-(ii)  (d) P-(iii), Q-(ii), R-(iv), S-(i)</p> <p>Ans (c) P-(iii), Q-(i), R-(iv), S-(ii)</p>	1 mark
15.	<p><b>Q. Sarita bought a flat from Sugan Developers for ₹5 crore and was shocked to discover that the quality of construction was bad, roof leaked during the rainy season and plaster was coming off at various places. Which consumer forum should she approach for redressal of her grievance?</b></p> <p>(a) District Commission  (b) State Commission  (c) National Commission  (d) Supreme Court</p> <p>Ans.(b) State Commission</p>	1 mark
16.	<p><b>Q. In a recent ruling, the Supreme Court of India has ordered an immediate stop on commercial activities in a 500-metre radius of the Taj Mahal and asked Agra Development Authority to ensure compliance of its directive. Which dimension of business environment is reflected here?</b></p> <p>(a) Social  (b) Technological  (c) Legal  (d) Political</p> <p>Ans ( c) Legal</p>	1 mark
17.	<p><b>Q.'Compro Solutions' offers IT services to clients across the country. During Covid-19, to accommodate changes taking place in the business environment, it</b></p>	

	<p><b>suitably modified its organisation structure in a way that work from home became the new way of working for all employees bringing cost benefits and flexibility in the organisation. The point of importance of organising discussed above is:</b></p> <p>(a) <b>Benefits of specialisation</b>  (b) <b>Adaptation to change</b>  (c) <b>Development of personnel</b>  (d) <b>Clarity in working relationships</b></p> <p>Ans. (b) Adaptation to change</p>	<b>1 mark</b>
<b>18.</b>	<p><b>Q. Which of the following is not a part of social environment of Business?</b></p> <p>(a) <b>Life expectancy</b>  (b) <b>Education system and literacy rates</b>  (c) <b>Consumption habits</b>  (d) <b>Money supply in the economy</b></p> <p>Ans (d) Money supply in the economy</p>	<b>1 mark</b>
<b>19.</b>	<p><b>Q. Which of the following is not a function of middle level management?</b></p> <p>(a) <b>Analysing the business environment and its implications for survival of the firm.</b>  (b) <b>Interpreting the policies framed by top management.</b>  (c) <b>Ensuring that their department has necessary personnel</b>  (d) <b>Motivating people in their department to achieve desired objectives.</b></p> <p>Ans (a)Analysing the business environment and its implications for survival of the firm.</p>	<b>1 mark</b>
<b>20.</b>	<p><b>Q. These days consumers are making eco-friendly and healthy choices and are saying no to all things made of plastic and replacing it with stainless steel and ceramic containers, thus forcing business to change as well.</b></p>	



	<p><b>Identify the feature of business environment highlighted above:</b></p> <p>(a) Totality of external sources  (b) Specific and general forces  (c) Inter-relatedness  (d) Dynamic nature</p> <p>Ans (d) Dynamic nature</p>	<p><b>1 mark</b></p>												
<p>21.</p>	<p><b>Q. Distinguish between 'Capital market' and Money market' on the basis of:</b></p> <p>(i) Participants  (ii) Investment outlay  (iii) Safety</p> <p>Ans <u>Distinction between 'Capital market' and 'Money market':</u></p> <table border="1" data-bbox="316 981 1187 2040"> <thead> <tr> <th>Basis</th> <th>Capital market</th> <th>Money market</th> </tr> </thead> <tbody> <tr> <td>Participants</td> <td>The participants in capital market are financial institutions, banks, corporate entities, foreign investors and retail investors.</td> <td><b>The money market participants are institutions like RBI, banks, financial institutions and finance companies.</b></td> </tr> <tr> <td>Investment outlay</td> <td>Investment in capital market does not require huge financial outlays as value of securities is low.</td> <td>Money market transactions entail huge sums of money as the instruments are quite expensive.</td> </tr> <tr> <td>Safety</td> <td>Capital market instruments are riskier, both with respect to returns and principal repayment.</td> <td>Money market is much safer due to shorter duration of investing and financial soundness of the issuers.</td> </tr> </tbody> </table>	Basis	Capital market	Money market	Participants	The participants in capital market are financial institutions, banks, corporate entities, foreign investors and retail investors.	<b>The money market participants are institutions like RBI, banks, financial institutions and finance companies.</b>	Investment outlay	Investment in capital market does not require huge financial outlays as value of securities is low.	Money market transactions entail huge sums of money as the instruments are quite expensive.	Safety	Capital market instruments are riskier, both with respect to returns and principal repayment.	Money market is much safer due to shorter duration of investing and financial soundness of the issuers.	<p><b>= 1×3</b></p> <p><b>=3 marks</b></p>
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	<p style="text-align: center;"><b>OR</b></p> <p><b>(b) State any three regulatory functions of the Securities and Exchange Board of India.</b></p> <p><b>Ans</b> <u>Regulatory functions of SEBI (any three):</u></p> <p>(i) Registration of brokers and sub-brokers and other players in the market.</p> <p>(ii) Registration of collective investment schemes and mutual funds.</p> <p>(iii) Regulation of stock brokers, portfolio exchanges, underwriters, etc.</p> <p>(iv) Regulation of takeover bids by companies.</p> <p>(v) Calling for information by undertaking inspection, conducting enquiries and audits of the stock exchanges and intermediaries.</p> <p>(vi) Levying fees or other charges for purposes of this act.</p> <p>(vii) Performing and exercising such power under Securities Contracts (Regulation) Act 1956, as may be delegated by the Government of India.</p>	<p style="text-align: center;"><b>OR</b></p> <p style="text-align: center;"><b>= 1×3</b></p> <p style="text-align: center;"><b>=3 marks</b></p>
<p>22.</p>	<p><b>Q. Praveen and Naveen are friends. Praveen became a professional after completing his MBBS from 'Hindu Medical College'. Naveen completed his MBA from IIM, Bangalore. In a discussion with Praveen, Naveen said that he too is a professional and is working with a multinational company as a senior manager getting a good package. Praveen was not convinced about the fact that Naveen was a professional in spite of being aware that nowadays there is increasing emphasis on managed business concerns. Praveen gave three reasons in support of his opinion. Explain the three reasons that Praveen might have given.</b></p>	

	<p><b>Ans. <u>Reasons that Praveen might have given (Any three):</u></b></p> <p><b>Restricted entry</b> – There is no restriction on anyone being appointed as manager in any business enterprise, irrespective of the educational qualifications possessed as compared to other professions like a doctor, a lawyer, etc</p> <p><b>Professional Association</b> – There are several associations of practicing managers in India, like the AIMA (All India Management Association), however, there is no compulsion for managers to be members of such an association nor does it have any statutory backing unlike other professions.</p> <p><b>Ethical code of conduct:</b> All professionals are bound by a code of conduct which guides the behaviour of its members, which may not be followed by manager though AIMA has laid down a code of conduct to regulate the activities of their members.</p> <p><b>Service motive</b>– The basic purpose of management is to serve their clients interests by rendering dedicated and committed service whereas the basic purpose of management is to help the business organisation to achieve its stated goal which is profit maximisation.</p> <p><b>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</b></p>	<p>1 mark for each reason</p> <p>=1 x 3</p> <p><b>=3 marks</b></p>
23.	<p><b>Q. Human resources are the most important asset of an organisation. The ability of an organisation to achieve its goal depends upon the quality of its human resources. The General Manager of 'Allied and Sons' appointed an IIM graduate, Pawan Rai, specialised in finance as Marketing Manager. On monthly evaluation, it was found that Pawan Rai's performance was not up to expectations and he was not able to meet the monthly targets of the organisation. The Chief Executive Officer (CEO) of the company asked for investigation into the matter. The CEO was told that Pawan Rai has specialisation</b></p>	

	<p><b>in finance but was appointed as a Marketing Manager. The CEO discussed this matter with the General Manager and explained to him the importance of putting the right person at the right job. He further explained that it would not only lead to higher performance but would also provide many other benefits. Besides the benefits of putting the right man at the right job, state the three other benefits which the CEO might have explained to the General Manager that are not given in the above para.</b></p> <p><b>Ans</b> <u>Benefits of Staffing (any three):</u></p> <ul style="list-style-type: none"> <li>(i) It helps in discovering and <u>obtaining competent personnel</u> for various jobs.</li> <li>(ii) It ensures continuous <u>survival and growth</u> of the enterprise through the succession planning for managers.</li> <li>(iii) It helps to ensure <u>optimum utilisation</u> of human resources by avoiding overmanning and under-utilisation of personnel.</li> <li>(iv) It improves <u>job satisfaction and morale</u> of employees through objective assessment and fair reward of their contribution.</li> </ul> <p><b>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</b></p>	<p>1 mark for each benefit</p> <p>= 1 x 3 = <b>3 marks</b></p>
24.	<p><b>Q.(a) Explain any three points of importance of 'Controlling' function of management.</b></p> <p><b>Ans.</b> <u>Importance of Controlling (any three):</u></p> <ul style="list-style-type: none"> <li>(i) Accomplishing organisational goals</li> <li>(ii) Judging accuracy of standards</li> <li>(iii) Making efficient use of resources</li> </ul>	<p>½ mark for naming + ½ mark for its explanation</p> <p>= 1 x 3</p>

	<p>(iv) Improving employee motivation</p> <p>(v) Ensures order and discipline</p> <p>(vi) Facilitating coordination in action</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) ‘Planning and Controlling are inseparable twins of management.’ Explain the relationship between planning and controlling with the help of any three points.</b></p> <p><b>Ans</b> <u>Relationship between planning and controlling (Any three with explanation):</u></p> <p><b>(i)</b> Controlling takes place on the basis of standards developed by planning.</p> <p><b>(ii)</b> Planning without controlling is meaningless as controlling ensures that the events conform to plans.</p> <p><b>(iii)</b> Planning prescribes an appropriate course of action for achieving objectives whereas controlling evaluates whether decisions have been translated into desired actions or not.</p> <p><b>(iv)</b> Planning and controlling are both forward-looking as well as looking back.</p>	<p><b>= 3 marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p><b>= 1 x 3</b></p> <p><b>= 3 marks</b></p>
<p><b>25.</b></p>	<p><b>Q. (a) Identify and explain the following:</b></p> <p><b>(i) It is a process which ensures that the organisation attracts potential employees with the necessary characteristics or qualifications, in adequate numbers for the jobs available.</b></p> <p><b>(ii) It is a process which ensures that the organisation gets the best among the available candidates and enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which things are done in the organisation.</b></p> <p><b>Ans (i)</b> Recruitment</p>	<p>1 mark for identification</p> <p style="text-align: center;">+</p>



	<p>Recruitment means the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.</p> <p>(ii) Selection Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job.</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Identify and explain any three merits of the source of recruitment which is used when the existing staff is insufficient or does not fulfil the eligibility criteria of the jobs to be filled.</b></p> <p><b>Ans</b> External Sources of Recruitment</p> <p><u>Merits of External Sources of Recruitment (any three):</u></p> <ul style="list-style-type: none"> <li>(i) Qualified Personnel</li> <li>(ii) Wider Choice</li> <li>(iii) Fresh Talent</li> <li>(iv) Competitive Spirit</li> </ul>	<p>1 mark for its explanation</p> <p>= 2 x 2 = <b>4 marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p>1 mark for identification + ½ mark for naming + ½ mark for explanation = 1+3 = <b>4 marks</b></p>
26.	<p><b>Q.(a) Identify and state any three features of the process of stimulating people to action to accomplish desired goals.</b></p> <p><b>Ans</b> Motivation</p> <p><u>Features of Motivation (any three):</u></p> <ul style="list-style-type: none"> <li>(i) Motivation is an internal feeling.</li> <li>(ii) Motivation produces goal directed behaviour.</li> <li>(iii) Motivation can be either positive or negative.</li> <li>(iv) Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Identify and state any three points of importance of</b></p>	<p>1 mark for identification + 1 mark for each feature = 1 + 3 = <b>4 marks</b></p> <p style="text-align: center;"><b>OR</b></p>

	<p><b>the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives.</b></p> <p><b>Ans Directing</b></p> <p><u>Importance of Directing (any three):</u></p> <p>(i) Directing <b>helps to initiate action</b> by people in the organization towards attainment of desired objectives by guiding the people and clarifying the doubts in performing a task.</p> <p>(ii) Directing <b>integrates employees' efforts</b> in the organization in such a way that every individual effort contributes to the organizational performance.</p> <p>(iii) Directing <b>guides employees to fully realize their potential</b> and capabilities by motivating and providing effective leadership.</p> <p>(iv) Directing <b>facilitates introduction of needed changes</b> in the organization through effective motivation, communication and leadership.</p> <p>(v) Directing <b>helps to bring stability and balance</b> in the organization by fostering co-operation and commitment among the people.</p> <p><b>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</b></p>	<p>1 mark for identification</p> <p>+</p> <p>1 mark for each point of importance</p> <p>= 1 + 3 <b>=4 marks</b></p>
27.	<p><b>Q. 'MVT Ltd.' is a leading cosmetic manufacturing company. It has its own consumer service and grievance redressal centre to address consumer concerns. The mobile phone number of the consumer service and grievance redressal cell is printed on the labels of all its products as a policy to get feedback or complaints from their consumers. It also runs various programmes to educate the consumers about their rights and reliefs available to them in case a product or service falls short of their expectations. Explain the two rights of the consumers which are being promoted by the company.</b></p>	<p>1 mark for identification</p> <p>+</p>

	<p><b>Ans</b> <u>Consumer Rights</u> being promoted by the company:</p> <p>(i) Right to be heard</p> <p>(ii) Right to consumer education</p>	<p>1 mark for its explanation</p> <p>=2x 2</p> <p>= 4 marks</p>
28.	<p><b>Q. State any four factors affecting the requirements of the capital needed for day-to-day working of the business.</b></p> <p><b>Ans</b> <u>Factors affecting Working Capital (any four):</u></p> <p>(i) 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>(ii) <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>(iii) 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, the requirement of working capital will be comparatively low.</p> <p>(iv) <u>Seasonality</u> in operations affects working capital requirements as in peak season, larger amount of working capital is required while the requirement for working capital will be lower during the lean season.</p> <p>(v) Working capital requirement is higher in firms with longer <u>production cycle</u> and lower in firms with shorter production cycle.</p> <p>(vi) A liberal <u>credit policy</u> results in higher amount of debtors, increasing the requirement of working capital.</p>	<p>= 1 x 4</p> <p>= 4 marks</p>



	<p>(vii) To the extent a firm <u>avails the credit</u> on purchases from its suppliers, the working capital requirement is reduced.</p> <p>(viii) <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>(ix) 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>(x) 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>(xi) 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><b>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</b></p>	
29.	<p><b>Q. Managers in 'Galaxy Enterprises' faced lot of issues due to barriers in communication leading to creation of an environment of distrust and misunderstanding. Suggest any four measures to improve communication effectiveness in Galaxy Enterprises'.</b></p> <p><b>Ans</b> <u>Measures to improve communication effectiveness (any four):</u></p> <p>(i) Clarify the ideas before communication.</p>	

	<ul style="list-style-type: none"> <li>(ii) Communicate according to the needs of receiver.</li> <li>(iii) Consult others before communicating.</li> <li>(iv) Be aware of languages, tone and content of message.</li> <li>(v) Convey things of help and value to listeners.</li> <li>(vi) Ensure proper feedback to make communication process more responsive.</li> <li>(vii) Communicate for present as well as future.</li> <li>(viii) Follow up communication.</li> <li>(ix) Be a good listener.</li> </ul>	<p>1 mark for each measure</p> <p>=1 x 4</p> <p><b>=4 marks</b></p>
<p>30.</p>	<p><b>Q. Kaveri is busy in preparing the financial blueprint for her organisation's future operations. She feels that detailed plans of action reduce waste and duplication of efforts. However, her friend, Sana feels that in an uncertain and dynamic world, this type of planning may not work. Kaveri again stresses on her statement and explains why this financial blueprint is important.</b></p> <p><b>Identify the concept and state three points of its importance in addition to those explained in the above para.</b></p> <p><b>Ans.</b> Financial Planning</p> <p><u>Importance of Financial Planning (any three):</u></p> <ul style="list-style-type: none"> <li>(i) It helps in <u>forecasting</u> what may happen in future under different situations and face the eventual situation in a better way.</li> <li>(ii) It helps in avoiding business shocks and surprises and helps the company in <u>preparing for the future</u>.</li> </ul>	<p>1 mark for identification</p> <p>+</p> <p>1 mark for each</p>



	<p>(iii) It helps in <u>co-ordinating various business functions</u>, like sales and production functions, by providing clear policies and procedures.</p> <p>(iv) It tries to <u>link the present</u> with the future.</p> <p>(v) It provides a <u>link between investment and financing</u> decisions on a continuous basis.</p> <p>(vi) It makes the <u>evaluation</u> of actual performance easier.</p> <p><b>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</b></p>	<p>statement</p> <p>= 1 +3</p> <p><b>= 4 marks</b></p>
<p><b>31.</b></p>	<p><b>(a) What is meant by ‘Decentralisation’? State any four points that highlight the importance of decentralisation.</b></p> <p><b>Ans</b> Decentralisation refers to delegation of authority throughout all the levels of the organisation such that decision making authority is placed nearest to the points of action.</p> <p style="text-align: center;">Or</p> <p>Decentralisation refers to systematic delegation of authority through all the levels of management and in all the departments except that which can be exercised only at central points.</p> <p><u>Importance of Decentralisation (any four):</u></p> <p>(i) Decentralisation <u>develops initiative</u> among subordinates as lower managerial levels are given freedom to take their own decisions.</p> <p>(ii) It <u>develops managerial talent</u> for the future as it gives the subordinates a chance to prove their abilities.</p> <p>(iii) It facilitates <u>quick decision making</u> since decisions are taken at levels which are nearest to the points of action.</p>	<p>2 marks for the meaning</p> <p style="text-align: center;">+</p> <p>1 mark for each point of importance</p> <p>= 2+ 4</p> <p><b>= 6 marks</b></p>



	<p>(iv) It provides <u>relief to top management</u> as it diminishes the amount of direct supervision exercised by a superior over the activities of a subordinate.</p> <p>(v) It <u>facilitates growth</u> as due to increased productivity levels, the organisation is able to generate more returns which can be used for expansion purposes.</p> <p>(vi) It facilitates <u>better control</u> as it makes it possible to evaluate performance at each level and hold departments accountable for their results.</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) What is meant by ‘Delegation’? State any four points that highlight the importance of Delegation.</b></p> <p><b>Ans</b> Delegation refers to the downward transfer of authority from a superior to a subordinate.</p> <p style="text-align: center;">or</p> <p>Delegation is the transfer of authority from superior to subordinate, entrustment of responsibility and creation of accountability for performance.</p> <p><u>Importance of Delegation of Authority (any four):</u></p> <p>(i) It facilitates <u>effective management</u> by giving the managers the freedom from doing routine work and providing with opportunities to excel in new areas.</p> <p>(ii) It empowers the employees by providing them with the chance to use their skills and <u>develop</u> themselves for higher positions.</p> <p>(iii) It builds the self- esteem of an employee and <u>motivates</u> him to improve his performance further.</p> <p>(iv) It <u>facilitates growth</u> of an organisation by providing a ready workforce to take up leading positions in new ventures.</p>	<p style="text-align: center;"><b>OR</b></p> <p>2 marks for the meaning</p> <p style="text-align: center;">+</p> <p>1 mark for each point of importance</p> <p style="text-align: center;">= 2+ 4</p> <p style="text-align: center;"><b>= 6 marks</b></p>
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	<p>(v) It establishes superior-subordinate relationships, which are the <u>basis of hierarchy of management</u>.</p> <p>(vi) It brings clarity in reporting relationships helps in maintaining better coordination amongst the departments, levels and functions of management.</p>	
32.	<p><b>(a) ‘A mixture of tangible and intangible attributes which is capable of being exchanged for a value with the ability to satisfy customer needs is an important element of marketing mix.’ Identify and state the concept. Also explain the three important decisions included in this element.</b></p> <p><b>Ans Product</b></p> <p>Product means goods or services or ‘anything of value’ which is offered to the market for sale.</p> <p><u>Important decisions included in Product</u></p> <p>(i) Branding (ii) Packaging (iii) Labelling</p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) ‘ It is a social process by which individual groups obtain what they need and want through creating offerings and freely exchanging products and services of value with others,’ Identify and state the process. Also explain any three of its features.</b></p> <p><b>Ans Marketing</b></p> <p>Marketing is a process whereby people exchange goods and services for money or for something of value to them.</p> <p><u>Features of marketing (any three):</u></p> <p>(i) Needs and wants (ii) Creating a market offering (iii) Customer value</p>	<p>1 mark for identification + ½ mark for the statement + ½ mark for naming the decision + 1 mark for explanation = 1 ½ + 4 ½ = <b>6 marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p>1 mark for identification + 1 mark for statement + ½ mark for naming the factor</p>

	(iv) Exchange Mechanism	+ 1 mark for explanation = 1 ½ + 4 ½ = 6 marks
33.	<p><b>Q. A famous cricket coach, Alam Raza was hired by Sports College, Indore to coach the college cricket team for a National level competition. In the first meeting itself, the Principal of the college announced that the players would enter into an agreement with the college. The agreement would state the reporting time for players on the field and other rules and regulations. Failure to obey the agreement and rules would lead to judicious application of penalties. It was also announced by the College Principal that the players would receive orders from the coach and they would all be responsible only to the coach, to prevent confusion regarding tasks to be done. The coach was very determined to train the players to win, as the entire responsibility was on his shoulders. He promoted the spirit of mutual trust and belongingness among the team members without which he felt it would be difficult to win. The players were also enthusiastic and the training started in full swing.</b></p> <p><b>Identify and explain the three principles of management discussed in the above case.</b></p> <p><b>Ans <u>Principles of Management</u></b></p> <p>(i) Discipline (ii) Unity of Command Esprit de Corps</p>	<p>½ mark for identification + 1 ½ mark for its explanation  = 2 x 3 = 6 marks</p>
34.	<p><b>Q. 'Diamond Logistics Company' had a turnover of ₹25 lakh during the year ended 31<sup>st</sup> March, 2022. In a board meeting held on 15<sup>th</sup> April, 2022, it was decided to achieve a turnover off ₹45 lakh for the next year.</b></p>	

	<p><b>To accomplish this objective after taking into consideration the business environment, a comprehensive plan was drawn. The Chief Executive Officer (CEO) of the company also released a plan that would not only guide the thinking of the managers and their decision-making but also channelise their energies towards achievement of this target.</b></p> <p><b>Identify and explain the three types of plans discussed in the above para.</b></p> <p><b>Ans</b> <u>Types of Plans:</u></p> <ul style="list-style-type: none"> <li><b>(i)</b> Objective</li> <li><b>(ii)</b> Strategy Policy</li> </ul>	<p>½ mark for identification + 1 ½ mark for its explanation</p> <p>= 2 x 3</p> <p><b>= 6 marks</b></p>
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