



Series EF1GH/4



SET~2

प्रश्न-पत्र कोड  
Q.P. Code

66/4/2

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 :

- इस प्रश्न-पत्र में 34 प्रश्न हैं। सभी प्रश्न अनिवार्य हैं।
- प्रत्येक प्रश्न के अंक उसके सामने अंकित हैं।
- उत्तर संक्षिप्त तथा बिंदुवार होने चाहिए।
- 3 अंकों के प्रश्नों के उत्तर 50 से 75 शब्दों में लिखे जाने चाहिए।
- 4 अंकों के प्रश्नों के उत्तर लगभग 150 शब्दों में लिखे जाने चाहिए।
- 6 अंकों के प्रश्नों के उत्तर लगभग 200 शब्दों में लिखे जाने चाहिए।
- 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

- विपणन का वह कार्य जिसमें उत्पादन स्तर में बढ़ोतरी, उत्पादों का संवर्धन, आदि सम्मिलित हैं तथा इन उद्देश्यों की प्राप्ति हेतु क्रियात्मक कार्यक्रमों को निर्दिष्ट करता है, है :
  - बाज़ार सूचना का एकत्रीकरण तथा विश्लेषण
  - विपणन नियोजन
  - उत्पाद रूपांकन तथा विकास
  - उत्पाद का मूल्य-निर्धारण
- स्तंभ I में दिए गए विभिन्न विपणन दर्शनों का स्तंभ II में दिए गए उनके सही अर्थ के साथ मिलान कीजिए।

	स्तंभ I		स्तंभ II
P.	उत्पाद अवधारणा	(i)	यह आक्रामक विक्रय तकनीकों का उपयोग करके विक्रय मात्रा को बढ़ाकर लाभ में बढ़ोतरी पर बल देती है
Q.	उत्पादन अवधारणा	(ii)	यह गुणवत्तापूर्ण निष्पादन तथा उत्पाद की विशेषताओं पर बल देकर उत्पाद सुधार के माध्यम से अधिकतम लाभ अर्जन पर बल देती है
R.	विक्रय अवधारणा	(iii)	यह उत्पादन की मात्रा तथा इससे उत्पादन लागत में कमी करके अधिकतम लाभ अर्जन पर बल देती है
S.	विपणन अवधारणा	(iv)	यह ग्राहक संतुष्टि के माध्यम से अधिकतम लाभ अर्जन पर बल देती है, अर्थात् वर्तमान तथा संभावित क्रेताओं की आवश्यकताओं को पहचानकर प्रभावपूर्ण ढंग से उनकी संतुष्टि करना

- P-(ii), Q-(iii), R-(i), S-(iv)
- P-(i), Q-(ii), R-(iv), S-(iii)
- P-(iii), Q-(i), R-(ii), S-(iv)
- P-(iv), Q-(iii), R-(i), S-(ii)





### 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. The marketing function which includes plan for increasing the level of production, promotion of the products, etc. and specifies the action programmes to achieve these objectives is :
  - (a) Gathering and analysing market information
  - (b) Marketing planning
  - (c) Product designing and development
  - (d) Pricing of the product
2. Match the following marketing philosophies given in Column I with their respective meaning given in Column II.

	Column I		Column II
P	The Product concept	(i)	It emphasises on increasing the profit through increased sales volumes by adopting aggressive selling techniques
Q	The Production concept	(ii)	It emphasises on quality performance and features of product and thus profit maximisation through product improvement
R	The Selling concept	(iii)	It emphasises on profit maximisation through volume of production, thereby reducing the cost of production
S	The Marketing concept	(iv)	It emphasises on profit maximisation through customer satisfaction, i.e. identifying the needs of its present and prospective buyers and satisfying them in an effective manner

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





3. प्रशिक्षण की वह विधि जिसमें कक्षा में वास्तविक कार्य पर्यावरण का सृजन किया जाता है तथा कर्मचारी उन्हीं सामग्रियों, फाइलों तथा उपकरणों का उपयोग करते हैं जिनकी आवश्यकता उन्हें अपने दैनिक कार्यों में उपयोग के लिए होती है, यह है :
- (a) प्रकोष्ठ प्रशिक्षण (b) स्थानबद्ध प्रशिक्षण  
(c) परिचय प्रशिक्षण (d) प्रशिक्षणार्थी प्रशिक्षण
4. निम्नलिखित में से कौन-सा प्रबंध का कार्य लक्ष्यों की प्रगति का मापन करता है तथा संगठन को सही मार्ग पर प्रशस्त करता है ताकि संगठनात्मक लक्ष्यों को प्राप्त किया जा सके ?
- (a) नियोजन (b) नियुक्तिकरण  
(c) निर्देशन (d) नियंत्रण
5. नीरज 'ट्यूलिप पब्लिक स्कूल' का निदेशक है जिसमें 2000 विद्यार्थी हैं। विद्यालय में दो मुख्य-अध्यापक हैं — एक वरिष्ठ कक्षाओं के लिए तथा दूसरा कनिष्ठ कक्षाओं के लिए। वरिष्ठ मुख्य-अध्यापक के पर्यवेक्षण में 50 अध्यापक हैं तथा कनिष्ठ मुख्य-अध्यापक के पर्यवेक्षण में 60 अध्यापक हैं। वरिष्ठ मुख्य-अध्यापक के पर्यवेक्षण में कार्य करने वाला कोई भी अध्यापक खुश एवं संतुष्ट नहीं है जिससे वरिष्ठ कक्षाओं का परीक्षा परिणाम प्रभावित होता है। दूसरी तरफ कनिष्ठ मुख्य-अध्यापक के पर्यवेक्षण में कार्य करने वाले अध्यापक अपने कर्तव्यों का निष्पादन स्वेच्छापूर्वक करते हैं तथा अपने उद्देश्यों को प्राप्त करते हैं। सभी अध्यापक प्रसन्न तथा संतुष्ट हैं। निदेशक, नीरज ने अनुभव किया कि कितनी अच्छी तरह से कनिष्ठ मुख्य-अध्यापक अपनी कक्षाओं का प्रबंधन कर रहा था।
- उपर्युक्त में चर्चित प्रबंध की विशेषता है :
- (a) प्रबंध एक उद्देश्यपूर्ण प्रक्रिया है  
(b) प्रबंध एक गतिशील कार्य है  
(c) प्रबंध एक अमूर्त शक्ति है  
(d) प्रबंध एक निरन्तर चलने वाली प्रक्रिया है
6. प्रबंध अच्छे गुणों वाले उत्पादों तथा सेवाओं को प्रदान करने में सहायता प्रदान करता है, रोजगार के अवसरों का सृजन करता है, लोगों के भले के लिए नई प्रौद्योगिकी अपनाता है तथा वृद्धि एवं विकास के मार्ग की ओर ले जाता है।
- यह प्रबंध के महत्त्व के निम्नलिखित बिन्दु पर प्रकाश डालता है :
- (a) प्रबंध समूह लक्ष्यों को प्राप्त करने में सहायता करता है।  
(b) प्रबंध एक गतिशील संगठन का सृजन करता है।  
(c) प्रबंध समाज के विकास में सहायता करता है।  
(d) प्रबंध व्यक्तिगत लक्ष्यों की प्राप्ति में सहायता करता है।





3. The method of training in which actual work environment is created in a classroom and employees use the same materials, files and equipment that are required to be used by them in their day-to-day working is :
- (a) Vestibule Training                      (b) Internship Training  
(c) Induction Training                      (d) Apprenticeship Training
4. Which of the following function of management measures the progress of objectives and guides the organisation to keep it on the right track so that organisational goals might be achieved ?
- (a) Planning                                      (b) Staffing  
(c) Directing                                      (d) Controlling
5. Neeraj is the Director of 'Tulip Public School' having 2000 students. There are two Headmasters — one for Senior classes and another for Junior classes. 50 teachers are under the supervision of the Senior Headmaster and 60 teachers under the supervision of the Junior Headmaster. No teacher working under the supervision of the Senior Headmaster is happy and satisfied, which is affecting the result of the Senior classes. On the other hand the teachers working under the supervision of the Junior Headmaster are performing their duties willingly and achieving their objectives. All the teachers are happy and satisfied. The Director, Neeraj can feel how nicely the Junior Headmaster was managing his classes.

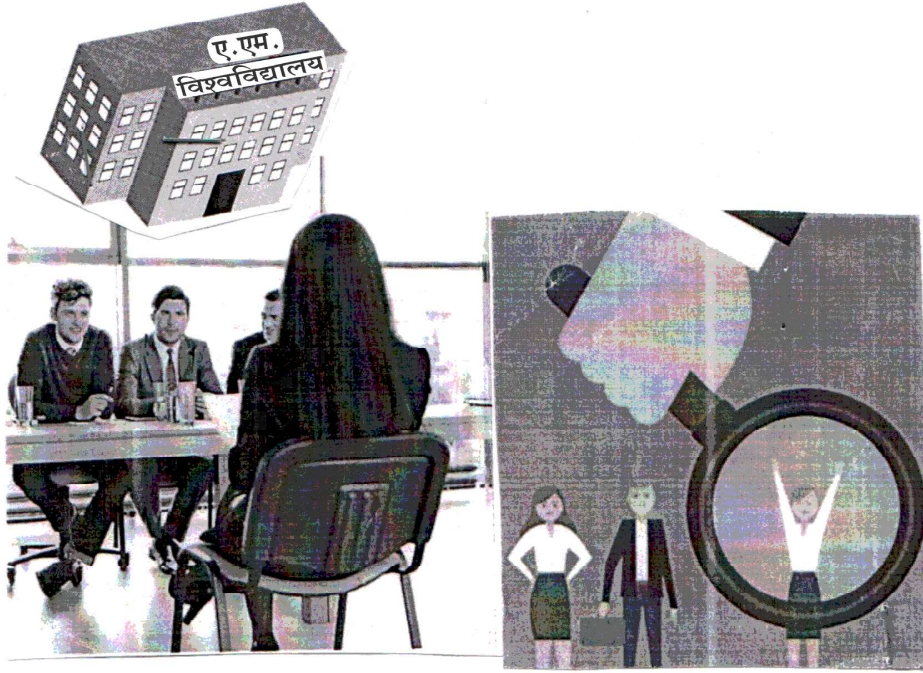
The characteristic of management discussed above is :

- (a) Management is a goal-oriented process  
(b) Management is a dynamic function  
(c) Management is an intangible force  
(d) Management is a continuous process
6. Management helps in providing good quality products and services, creating employment opportunities, adopting new technology for the greater good of the people and leads the path towards growth and development.
- This highlights the following point of importance of management :
- (a) Management helps in achieving group goals.  
(b) Management creates a dynamic organisation.  
(c) Management helps in the development of society.  
(d) Management helps in achieving personal objectives.





7. नीचे दिए गए चित्र द्वारा भर्ती के जिस बाह्य स्रोत की व्याख्या की गई है, उसकी पहचान कीजिए ।



- (a) कर्मचारियों द्वारा अनुशंसा (b) जॉबर एवं ठेकेदार  
(c) महाविद्यालय/विश्वविद्यालय से भर्ती (d) रोज़गार कार्यालय

8. 'पद प्रस्ताव' के पश्चात् चयन प्रक्रिया का अगला चरण है :

- (a) डॉक्टरी परीक्षण (b) चयन निर्णय  
(c) रोज़गार साक्षात्कार (d) रोज़गार समझौता

9. निम्नलिखित में से कौन-सा कारक एक कम्पनी के 'वित्तीय निर्णय' को प्रभावित *नहीं* करता है :

- (a) लागत  
(b) जोखिम  
(c) एक कम्पनी की रोकड़ प्रवाह स्थिति  
(d) विकास के अवसर

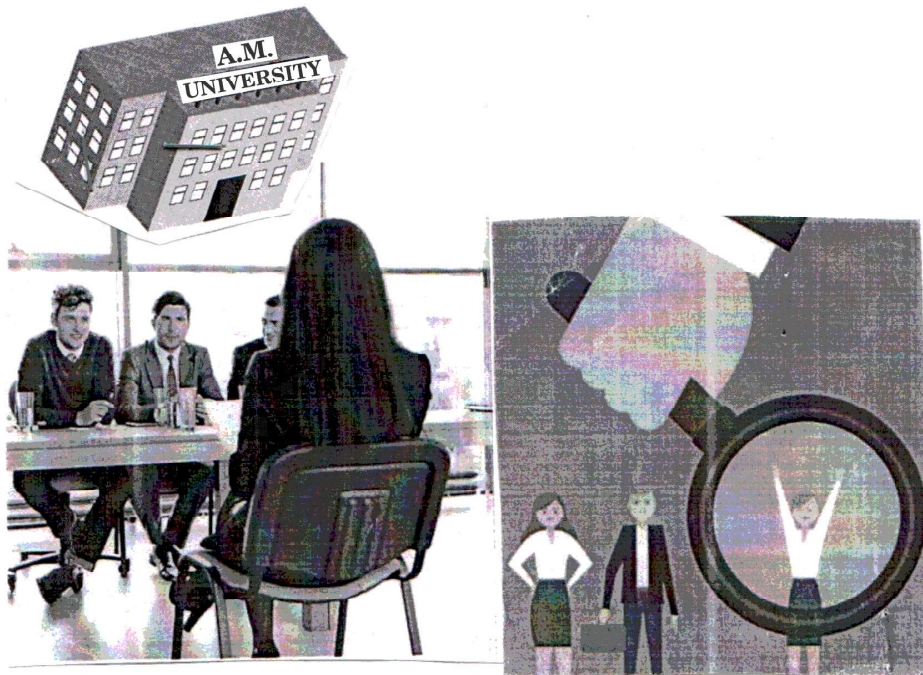
10. 'एक सामाजिक प्रक्रिया जिसके अनुसार लोगों के समूह आवश्यकता तथा माँग के अनुसार उत्पादों का सृजन कर उन वस्तुओं को प्राप्त करते हैं तथा उन वस्तुओं एवं सेवाओं का स्वतंत्रता से विनिमय करते हैं जिनका कोई मूल्य है', जानी जाती है :

- (a) विपणन (b) विपणन मिश्र  
(c) ब्रांडिंग (d) पैकेजिंग





7. Identify the external source of recruitment illustrated by the picture given below :



- (a) Recommendation of Employees      (b) Labour Contractors  
(c) Campus Recruitment                (d) Employment Exchange
8. The next step in the process of selection after 'Job offer' is :
- (a) Medical examination                (b) Selection decision  
(c) Employment interview              (d) Contract of employment
9. Which of the following is **not** a factor affecting 'Financing Decision' of a Company :
- (a) Cost  
(b) Risk  
(c) Cash flow position of a company  
(d) Growth opportunities
10. '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' is known as :
- (a) Marketing                                (b) Marketing mix  
(c) Branding                                 (d) Packaging





11. निम्नलिखित में से कौन-सा कथन *ग़लत* है ?
- (a) भारतीय प्रतिभूति एवं विनिमय बोर्ड के सुरक्षात्मक कार्यों में अधिनियम के उद्देश्यों को लागू करने के लिए फीस तथा अन्य प्रभार लगाना सम्मिलित है ।
  - (b) भारतीय प्रतिभूति एवं विनिमय बोर्ड के विकासपूर्ण कार्यों में प्रतिभूति बाज़ार के मध्यस्थों का प्रशिक्षण सम्मिलित है ।
  - (c) भारतीय प्रतिभूति एवं विनिमय बोर्ड के नियामक कार्यों में सामूहिक निवेश योजनाओं तथा म्युचुवल कोषों का पंजीकरण सम्मिलित है ।
  - (d) भारतीय प्रतिभूति एवं विनिमय बोर्ड के उद्देश्यों में निवेशकों के अधिकारों एवं हितों की रक्षा करना, विशेष रूप से वैयक्तिक निवेशक तथा उन्हें निर्देश देना तथा शिक्षा प्रदान करना सम्मिलित हैं ।
12. शेयर बाज़ार का वह कार्य जो प्रतिभूतियों के क्रय तथा विक्रय के लिए एक सतत बाज़ार सृजन में सहायता करता है, है :
- (a) लेनदेनों की सुरक्षा
  - (b) प्रतिभूतियों का मूल्य-निर्धारण
  - (c) वर्तमान प्रतिभूतियों को तरलता तथा विपणन योग्यता प्रदान करना
  - (d) आर्थिक विकास में योगदान
13. *कथन I*: किसी भी विनिमय के लिए कम-से-कम दो पक्षों का होना आवश्यक है — क्रेता तथा विक्रेता ।
- कथन II*: विनिमय क्रेता तथा विक्रेता का एक-दूसरे से संप्रेषण न होने पर भी हो सकता है ।
- निम्नलिखित में से सही विकल्प का चयन कीजिए :
- (a) दोनों कथन I तथा कथन II सही हैं ।
  - (b) दोनों कथन I तथा कथन II ग़लत हैं ।
  - (c) कथन I सही तथा कथन II ग़लत है ।
  - (d) कथन I ग़लत तथा कथन II सही है ।







11. Which of the following statements is *incorrect* ?
- (a) The protective functions of the Securities and Exchange Board of India include levying fee or other charges for carrying out the purposes of the Act.
  - (b) The development functions of the Securities and Exchange Board of India include training of intermediaries of the securities market.
  - (c) The regulatory functions of the Securities and Exchange Board of India include registration of collective investment schemes and mutual funds.
  - (d) The objectives of the Securities and Exchange Board of India include protecting the rights and interests of investors, particularly individual investors and to guide and educate them.
12. The function of Stock Exchange which helps in creating a continuous market where securities are bought and sold is :
- (a) Safety of transactions
  - (b) Pricing of securities
  - (c) Providing liquidity and marketability to existing securities
  - (d) Contribution to economic growth
13. *Statement I* : For any exchange to take place it is important that there must be at least two parties — a buyer and a seller.
- Statement II* : Exchange can take place even if the buyers and sellers are not able to communicate with each other.
- Choose the correct option from the following :
- (a) Both Statement I and Statement II are correct.
  - (b) Both Statement I and Statement II are incorrect.
  - (c) Statement I is correct and Statement II is incorrect.
  - (d) Statement I is incorrect and Statement II is correct.





14. नियोजन में, सामान्यतः प्रबंधकों को पूर्व-निर्धारित योजनाओं का अनुसरण करना होता है तथा वे इसमें परिवर्तन करने की स्थिति में नहीं होते हैं। इस कथन से नियोजन की निम्नलिखित सीमा प्रकाशित होती है :
- (a) नियोजन गतिशील पर्यावरण में काम नहीं करता
  - (b) नियोजन सफलता का आश्वासन नहीं देता
  - (c) नियोजन दृढ़ता उत्पन्न करता है
  - (d) नियोजन समय नष्ट करता है
15. दिवाली के अवसर पर सेक्टर 15 नोएडा की आवास कल्याण संस्था (आर.डब्ल्यू.ए.) ने दिवाली मेला आयोजित करने का निर्णय लिया। उन्होंने आयोजित की जाने वाली सभी गतिविधियों की सूची बनाई, प्रकृति के अनुसार उनको वर्गीकृत किया तथा गतिविधियों/कर्तव्यों को संस्था के विभिन्न लोगों को सौंप दिया। मेला समाप्त होने के पश्चात् देखा गया कि यह सफल नहीं हुआ। इसके कारणों का विश्लेषण करने पर आर.डब्ल्यू.ए. के अध्यक्ष को पता चला कि संगठन में केवल कार्य को सौंपना ही पर्याप्त नहीं था। उसने देखा कि संगठन प्रक्रिया का एक महत्वपूर्ण चरण अनुपस्थित था। निम्नलिखित में से उस चरण की पहचान कीजिए :
- (a) कर्तव्यों का निर्धारण
  - (b) अधिकार एवं वृत्तांत (रिपोर्टिंग) संबंध स्थापन
  - (c) कार्य की पहचान तथा विभाजन
  - (d) विभागीकरण
16. हितेष तथा रीना उद्यमी हैं। उन्होंने ध्यान दिया कि प्रत्येक वर्ष भारत की राजधानी दिल्ली में अक्टूबर तथा नवम्बर के महीनों में वायु की खराब गुणवत्ता तथा प्रदूषण स्तर में बढ़ोतरी देखी जाती है। उन्होंने यह भी देखा कि आजकल लोग जीवन की गुणवत्ता के विषय में अधिक चिन्ता करते हैं। इस आवश्यकता का अनुभव करते हुए, उन्होंने एक नया 'प्रदूषण-विरोधी W-98 मास्क' बाज़ार में उतारा। यह न केवल प्रदूषण से लड़ने में सहायक था अपितु लोगों की जीवन प्रत्याशा को भी बढ़ा रहा था। उनका यह उद्यम बहुत सफल हुआ क्योंकि कोई प्रतियोगी नहीं था।
- निम्नलिखित में से उपर्युक्त में प्रकाशित व्यावसायिक पर्यावरण के महत्व की पहचान कीजिए :
- (a) व्यावसायिक पर्यावरण खतरों की पहचान एवं समय से पहले चेतावनी में सहायक है।
  - (b) व्यावसायिक पर्यावरण उपयोगी संसाधनों के दोहन में सहायक है।
  - (c) व्यावसायिक पर्यावरण निष्पादन सुधार में सहायक है।
  - (d) व्यावसायिक पर्यावरण संभावनाओं/अवसरों की पहचान करने एवं पहल करने के लिए फर्म को योग्य बनाता है।





14. In planning, generally managers have to follow pre-determined plans and they are not in a position to change it. This statement highlights the following limitation of planning :
- (a) Planning may not work in a dynamic environment
  - (b) Planning does not guarantee success
  - (c) Planning leads to rigidity
  - (d) Planning is time-consuming
15. Resident Welfare Association (RWA) of Noida, Sector 15 decided to organise Diwali mela on the eve of Diwali. They listed all the activities to be done, grouped them as per their nature and assigned the activities/duties to different people of their association. After completion of the mela they found that it was not a success. While analysing the reasons the President of RWA found that mere allocation of work was not enough in the organisation. He found that an important step in the organising process was missing. Identify the step from the following :
- (a) Assignment of duties
  - (b) Establishing authority and reporting relationships
  - (c) Identification and division of work
  - (d) Departmentalisation
16. Hitesh and Reena are entrepreneurs. They noticed that every year in the months of November and December, Delhi, the capital city of India, witnesses poor air quality and rise in pollution levels. They also observed that nowadays people are more concerned about quality of life. Sensing the need, they were the first to bring into the market a new 'Anti-Pollution W-98 Mask' which was not only helpful in combating the pollution but also in increasing the life expectancy of people. Their venture saw a massive success as there was no competitor. From the following, identify the importance of Business Environment highlighted above :
- (a) Business Environment helps the firm to identify threats and early warning signals.
  - (b) Business Environment helps in tapping useful resources.
  - (c) Business Environment helps in improving performance.
  - (d) Business Environment enables the firm to identify the opportunities and in getting the first mover advantage.





17. प्लास्टिक के बर्तनों का उपयोग व्यवसाय अथवा व्यक्तिगत उपयोग के लिए अधिकतर कम लागत तथा सुविधाजनक विकल्प के रूप में किया जाता है। ये बर्तन कम वजनी तथा परिवहन के लिए सरल होते हैं एवं इन्हें साफ करने व पुनः उपयोग के बजाय आसानी से खत्म किया जा सकता है। लेकिन स्वास्थ्य के दृष्टिकोण से प्लास्टिक के बर्तन हानिकारक हैं तथा विभिन्न पर्यावरणीय मुद्दे (समस्याएँ) उत्पन्न करते हैं। आजकल स्वास्थ्य तथा तंदुरुस्ती प्रवृत्ति लोकप्रिय हो रही है। लोग विभिन्न विकल्पों को खोज रहे हैं तथा कागज के बने, स्टील तथा ग्लास के बने बर्तनों को अपना रहे हैं जिससे इन उत्पादों की माँग अत्यधिक बढ़ गई है।

उपर्युक्त अनुच्छेद में व्यावसायिक पर्यावरण के एक महत्वपूर्ण आयाम की चर्चा की गई है, जो है :

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

18. 'ए.एन. स्टेशनरी लिमिटेड' स्टेशनरी की विभिन्न वस्तुओं जैसे पेंसिल, रबड़, जेल-पेन, बाल-पेन, आदि के निर्माता हैं। उत्पादक प्रबंधक, घनश्याम उत्पादन की कुशलता के विषय में बहुत रुचि रखता है जिसका मापन वह उत्पादित इकाइयों तथा एक बैच में दोषपूर्ण इकाइयों की गणना करके करता है। ऐसा करके वह प्रबंध के एक महत्वपूर्ण कार्य का निष्पादन कर रहा है, जो है :

- (a) निर्देशन
- (b) नियंत्रण
- (c) संगठन
- (d) नियोजन

19. विक्रय संवर्धन के विषय में निम्नलिखित में से कौन-सा कथन ग़लत है ?

- (a) इसमें ऐसे अल्पावधि प्रोत्साहन सम्मिलित हैं जो क्रेताओं को उत्पाद तथा सेवाओं को तुरन्त क्रय करने के लिए प्रोत्साहित करते हैं।
- (b) इसमें विज्ञापन, व्यक्तिगत विक्रय तथा जनसंपर्क को छोड़कर सभी प्रवर्तन प्रयास सम्मिलित हैं।
- (c) इसमें केवल वह गतिविधियाँ सम्मिलित हैं जिनका उपयोग एक फर्म की बिक्री को बढ़ाने के लिए दीर्घकालीन प्रोत्साहन प्रदान करने के लिए किया जाता है।
- (d) इसमें वे गतिविधियाँ सम्मिलित हैं जो अन्य प्रवर्तन प्रयासों की पूरक हैं जैसे विज्ञापन तथा व्यक्तिगत विक्रय।





17. Plastic utensils are often used as a low cost, convenient option for business or personal use. These utensils are lightweight, easy to transport and can be disposed off easily instead of cleaned and reused. But plastic utensils are harmful from health point of view and create various environmental issues. Nowadays health and fitness trend is becoming popular. People are looking for different alternatives and have started opting for paper-made, steel or glass utensils which has tremendously increased the demand of these products.

The above para discusses an important dimension of Business Environment which is :

- (a) Economic Environment
  - (b) Social Environment
  - (c) Technological Environment
  - (d) Political Environment
18. 'AN Stationery Ltd.' is manufacturing various items of stationery like pencils, erasers, gel-pens, ball-pens, etc. The Production Manager, Ghanshyam is very particular about the efficiency of production, which he measures by counting the number of pieces produced and number of defective pieces in a batch. By doing this he is performing an important function of management which is :
- (a) Directing
  - (b) Controlling
  - (c) Organising
  - (d) Planning
19. Which of the following statements is *incorrect* about Sales Promotion ?
- (a) It includes short-term incentives which are designed to encourage the buyers to make immediate purchase of a product or services.
  - (b) It includes all promotional efforts other than advertising, personal selling and public relations.
  - (c) It includes only those activities that are used to provide long-term incentives to boost the sales of a firm.
  - (d) It includes the activities which are undertaken to supplement other promotional efforts such as advertising and personal selling.





20. 'ऋण का उपयोग व्यवसाय के वित्तीय जोखिम में वृद्धि करता है।' उपर्युक्त कथन में उजागर उपयुक्त पूँजी संरचना के चयन को निर्धारित करने वाला कारक है :

- (a) ऋण सेवा आवरण अनुपात (b) जोखिम का ध्यान  
(c) ऋण की लागत (d) लचीलापन

21. 'थेलो पंपकिन' दिल्ली में स्थित एक इटैलियन भोजनालय है, जो पास्ता, पीज़्ज़ा, आदि सहित अपने ताजा तथा प्रामाणिक भोजन के लिए जाना जाता है। यह पिछले 20 वर्षों से अपने ग्राहकों को सेवा प्रदान कर रहा है। अपनी सेवाओं के लिए इसने विभिन्न पुरस्कार जीते हैं तथा पहचान बनाई है।

कोविड-19 के दौरान, इसे अत्यधिक हानि हुई। जैसे ही कोविड का प्रभाव कम हुआ तथा व्यवसाय ने अपनी गति पकड़नी आरंभ की, 'थेलो पंपकिन' के प्रबंधन ने अपनी सेवाओं के लिए घर-सुपुर्दगी सेवा का भी निर्णय लिया ताकि विक्रय एवं लाभ बढ़ सके। इसके लिए उन्हें अपने कामगारों द्वारा अधिक समय तक कार्य करने के लिए सहयोग की आवश्यकता थी। 'थेलो पंपकिन' ने बिना अतिरिक्त भुगतान के अतिरिक्त समय काम करने के लिए अपने कामगारों के साथ एक अनुबंध किया ताकि वह हानि से बाहर निकल सके। इसके बदले में लक्ष्य के पूरा होने पर इन्होंने कामगारों की मज़दूरी बढ़ाने का वायदा किया। अपने वायदे के अनुसार कामगारों ने अतिरिक्त घण्टे कार्य किया तथा केवल तीन ही महीनों में भोजनालय के व्यवसाय में परिवर्तन हुआ तथा यह पुनः लाभदायक हो गया। 'थेलो पंपकिन' ने अपना वायदा निभाया तथा न केवल कामगारों की मज़दूरी बढ़ाई बल्कि उन्हें अतिरिक्त प्रोत्साहन के रूप में बोनस भी दिया।

'थेलो पंपकिन' द्वारा अपनाए गए प्रबंध के सिद्धांत की पहचान कीजिए तथा समझाइए।

3

22. अपनी एम.बी.ए. की डिग्री पूरी करने के पश्चात्, अमन ने एक बहुराष्ट्रीय कम्पनी 'ज़ियोव्या लिमिटेड' में कार्यभार ग्रहण किया। अधिक घण्टे तथा संगठन के प्रति प्रतिबद्धता उसके कार्य की माँग है। वह व्यवसाय की सभी गतिविधियों को एकीकृत तथा समन्वित करने तथा समाज पर उनके प्रभाव के लिए उत्तरदायी है। उसका कार्य जटिल तथा तनावपूर्ण है।

(क) प्रबंध के उस स्तर की पहचान कीजिए जिस पर अमन ने संगठन में कार्यभार ग्रहण किया।

(ख) अनुच्छेद में चर्चित कार्यों के अतिरिक्त अमन द्वारा उसी स्तर पर निष्पादित किए जाने वाले किन्हीं दो कार्यों का उल्लेख कीजिए।

3





20. 'The use of debt increases the financial risk of a business.' The factor determining the choice of an appropriate capital structure of a company highlighted in the above statement is :

- (a) Debt Service Coverage Ratio      (b) Risk consideration  
(c) Cost of debt      (d) Flexibility

21. 'Yellow Pumpkin' is an Italian restaurant in Delhi, well known for its fresh and authentic dishes including pasta, pizza, etc. It has been serving its customers for the last 20 years. It had been winning various awards and recognition for its services.

During Covid-19, it suffered huge losses. As the effect of Covid reduced and the business started picking up, the management of 'Yellow Pumpkin' also decided to go in for home delivery service to increase its revenue and profit. For this they needed support of their workers to work overtime. 'Yellow Pumpkin' entered into an agreement with its workers to put in extra hours without additional payment to revive it out of losses. In return, they promised to increase the wages of the workers when the mission is accomplished. The workers put in extra hours as committed and in just three months, the restaurant's business turned around and it became profitable again. 'Yellow Pumpkin' honoured its commitment and not only increased the wages of the workers but also gave them bonus as an additional incentive.

Identify and explain the principle of management followed by 'Yellow Pumpkin'.

3

22. After completing his MBA degree, Aman joined a multinational company 'Zeyovya Ltd.' His job demands long hours and commitment to the organisation. He is responsible for integrating diverse elements and coordinating all the activities of the business and for its impact on society. His job is complex and stressful.

- (a) Identify the level of management at which Aman joined the organisation.  
(b) State any two functions to be performed by Aman at this level other than those discussed in the para.

3





23. (क) ऐसे किन्हीं दो बिन्दुओं को समझाइए जो प्रबंध के 'निर्देशन' कार्य के महत्त्व पर प्रकाश डालते हैं । 3

अथवा

- (ख) 'नेतृत्व' तथा 'संप्रेषण' को प्रबंध के निर्देशन कार्य के तत्त्वों के रूप में समझाइए । 3

24. (क) 'वित्तीय नियोजन' का अर्थ दीजिए । वित्तीय नियोजन के किन्हीं दो उद्देश्यों का उल्लेख कीजिए । 3

अथवा

- (ख) उल्लेख कीजिए कि निम्नलिखित कारक एक कम्पनी की कार्यशील पूँजी आवश्यकताओं को किस प्रकार प्रभावित करते हैं : 3

- (i) व्यवसाय चक्र
- (ii) वृद्धि (विकास) संभावनाएँ
- (iii) व्यवसाय की प्रकृति

25. (क) निम्नलिखित की 'नियुक्तिकरण' प्रक्रिया के चरणों के रूप में पहचान कीजिए तथा समझाइए : 4

- (i) पूर्व-निर्धारित मानकों के आधार पर कर्मचारी के वर्तमान तथा/अथवा भूतकाल निष्पादन का मूल्यांकन करना ।
- (ii) एक कर्मचारी का बढ़े हुए दायित्व सामान्यतः अधिक वेतन तथा कार्य संतुष्टि के साथ पद स्थापन करना ।

अथवा

- (ख) भर्ती के उन दो स्रोतों की पहचान कीजिए तथा समझाइए जो संगठन में नई प्रतिभा के प्रवेश को कम करते हैं तथा जिनका उपयोग सभी रिक्तियों को भरने में नहीं किया जा सकता है । 4







23. (a) Explain any two points that highlight the importance of 'Directing' function of management. 3

**OR**

- (b) Explain 'Leadership' and 'Communication' as elements of Directing function of management. 3

24. (a) Give the meaning of 'financial planning'. State any two objectives of financial planning. 3

**OR**

- (b) State how the following factors affect the working capital requirements of a company : 3

- (i) Business Cycle
- (ii) Growth Prospects
- (iii) Nature of Business

25. (a) Identify and explain the following as steps in the process of 'Staffing' : 4

- (i) Evaluating an employee's current and/or past performance against certain predetermined standards.
- (ii) Placing an employee in a position of increased responsibility usually with more pay and job satisfaction.

**OR**

- (b) Identify and explain the two sources of recruitment which reduce the induction of fresh talent in the organisation and cannot be used to fill all the vacancies. 4





26. (क) किन्हीं चार वित्तीय प्रोत्साहनों का उल्लेख कीजिए ।

4

### अथवा

(ख) 'आधारभूत शारीरिक आवश्यकताओं' के पश्चात् मास्लो के आवश्यकता-पदानुक्रम की चार आवश्यकताओं का उल्लेख कीजिए ।

4

27. 1999 से 'हितेष लिमिटेड' सीमेंट उद्योग की एक जानी-मानी कम्पनी है । कम्पनी की अधिकृत पूँजी ₹ 100 करोड़ है तथा यह एक लोकप्रिय शेयर बाज़ार के साथ सूचीबद्ध है । सीमेंट की माँग में वृद्धि के कारण इसके अंशों के मूल्यों में दिन-प्रतिदिन वृद्धि हो रही है ।

अब कम्पनी कार उत्पादन व्यवसाय में प्रवेश करना चाहती है । इसके लिए इसे ₹ 200 करोड़ की आवश्यकता है । कम्पनी के वित्तीय प्रबंधक ने इसे जनता निर्गमन के माध्यम से एकत्रित करने का निर्णय लिया है ।

(क) उस बाज़ार की पहचान कीजिए जिसमें कम्पनी की वर्तमान प्रतिभूतियों का कारोबार हो रहा है ।

(ख) उस बाज़ार का नाम दीजिए जिसके माध्यम से कम्पनी अपने नए व्यवसाय के लिए ₹ 200 करोड़ की पूँजी एकत्रित करना चाहती है ।

(ग) किन्हीं दो बिन्दुओं के आधार पर उपर्युक्त (क) तथा (ख) में पहचाने गए बाज़ारों के मध्य अन्तर्भेद कीजिए ।

4

28. 'मुद्रा बाज़ार' का अर्थ दीजिए । निम्नलिखित के आधार पर 'मुद्रा बाज़ार' तथा 'पूँजी बाज़ार' में अन्तर स्पष्ट कीजिए :

4

(क) प्रपत्र

(ख) तरलता

(ग) सुरक्षा





26. (a) State any four financial incentives. 4

**OR**

- (b) State the four needs in Maslow's Need Hierarchy after 'Basic Physiological Needs'. 4

27. 'Hitesh Ltd.' is a well-known company in the cement industry since 1999. The company has an authorised capital of ₹ 100 crore and is listed with a reputed stock exchange. The value of its shares is increasing day-by-day due to increase in the demand for cement.

Now the company wants to enter into car manufacturing business. For this it requires ₹ 200 crore. The Finance Manager of the company decides to raise this capital by a public issue.

- (a) Identify the market in which the company's existing securities are being traded.
- (b) Name the market through which the company wants to raise its capital of ₹ 200 crore for its new business.
- (c) Distinguish between the markets identified in (a) and (b) above on the basis of any two points. 4

28. Give the meaning of 'Money Market'. Differentiate between 'Money Market' and 'Capital Market' on the basis of the following : 4

- (a) Instruments
- (b) Liquidity
- (c) Safety





29. 'स्मार्ट वॉच लिमिटेड' एक घड़ी बनाने वाली कम्पनी है तथा वयस्कों के लिए स्मार्ट-घड़ियों का विपणन करती है। कम्पनी अब बच्चों के लिए भी स्मार्ट-घड़ियों का उत्पादन करना चाहती है। इसके लिए इसने बाज़ार सूचना एकत्रित की तथा इसका विश्लेषण किया, विपणन नियोजन किया, उत्पाद का रूपांकन तथा विकास किया, मानकीकरण किया तथा साथ ही इन स्मार्ट-घड़ियों की पैकेजिंग, लेबलिंग, ब्रांडिंग, मूल्य-निर्धारण, भंडारण, परिवहन तथा वितरण का निर्णय लिया। उपर्युक्त वर्णित इन सभी गतिविधियों के निष्पादन के पश्चात् भी इसके विक्रय में बढ़ोतरी नहीं हो रही थी।

कम्पनी के मुख्य कार्यकारी अधिकारी ने विपणन प्रबंधक से इसका कारण पता लगाने के लिए कहा। विपणन प्रबंधक ने मामले की जाँच की तथा पता लगाया कि उसकी विपणन टीम ने विपणन के दो महत्वपूर्ण कार्यों का निष्पादन नहीं किया था जिससे न केवल विक्रय में बढ़ोतरी में सहायता मिल सकती थी अपितु बार-बार विक्रय में भी सहायता मिलती।

विपणन के उन कार्यों को पहचानिए तथा समझाइए जिनका निष्पादन विपणन टीम द्वारा नहीं किया गया।

4

30. रोज़गार के अपर्याप्त अवसरों तथा रोज़गार चाहने वालों की अत्यधिक संख्या के कारण, 'एलन प्राइवेट लिमिटेड' ने अपने कर्मचारियों को भविष्य की आय तथा कार्य के विषय में स्थायित्व देने का निर्णय किया जिससे वे इन पहलुओं पर चिंता का अनुभव न करें। इसके परिणामस्वरूप 'एलन प्राइवेट लिमिटेड' के कर्मचारी अब अधिक उत्साह से कार्य कर रहे हैं। उपर्युक्त पंक्तियों में चर्चित प्रोत्साहन की पहचान कीजिए तथा उसी प्रकार के किन्हीं तीन अन्य प्रोत्साहनों का उल्लेख कीजिए।

4

31. निम्नलिखित स्थितियों में योजना के प्रकारों को पहचानिए तथा समझाइए :

6

(क) 'अनन्ता ट्रैवल तथा टूरिज़्म प्राइवेट लिमिटेड' अपने ग्राहकों को पर्यटन तथा सत्कार सेवाएँ प्रदान करती है। अपने उद्देश्यों को प्राप्त करने के लिए कम्पनी ने व्यावसायिक पर्यावरण को ध्यान में रखते हुए एक विस्तृत योजना तैयार की।

(ख) अमित 'मन्नत राज इंडस्ट्रीज़' का मुख्य कार्यकारी अधिकारी है। उसने ऐसे विस्तृत मानकों का विकास किया जिनके अन्तर्गत प्रबंधक कार्य कर सकते हैं। ऐसा करके उसने व्यूहरचना के विश्लेषण का एक आधार प्रदान किया है जिसका उल्लेख सामान्य शर्तों में किया गया था।

32. (क) प्रबंध के 'संगठन' कार्य के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए :

6

- (i) संसाधनों का अनुकूलतम उपयोग
- (ii) प्रभावी प्रशासन
- (iii) कार्मिकों का विकास

अथवा





**29.** 'Smart Watch Ltd.' is a watch manufacturing company marketing smart-watches for adults. The company now wants to manufacture smart-watches for children also. For this it gathered and analysed market information, did marketing planning, product designing and development, standardisation and also decided about the packaging, labelling, branding, pricing, warehousing, transportation and distribution of these smart-watches. Even after doing all the above stated activities the company is not picking up the sales.

The Chief Executive Officer of the company asked the Marketing Manager to find out the reason. The Marketing Manager investigated the matter and found out that his marketing team had not performed the two important functions of marketing which may help the company not only in boosting the sales but also in getting repeat sales.

Identify and explain the functions of marketing which were not performed by the marketing team. 4

**30.** Considering the inadequate job opportunities and too many aspirants for jobs, 'Alen Pvt. Ltd.' decided to give its employees certain stability about future income and work so that they do not feel worried on these aspects. As a result, the employees of 'Alen Pvt. Ltd.' are now working with greater zeal.

Identify the incentive discussed in the above lines and state three more incentives of the same type. 4

**31.** Identify and explain the type of plans in the following cases : 6

(a) 'Ananta Travel and Tourism Pvt. Ltd.' is providing tourism and hospitality services to its customers. To achieve its objectives the company prepares a comprehensive plan taking into consideration the business environment.

(b) Amit is Chief Executive Officer of 'Mannat Raj Industries'. He developed the broad parameters within which the managers may function. By doing so he tried to provide a base for interpreting strategy which was stated in general terms.

**32.** (a) Explain the following points of importance of 'Organising' function of management : 6

- (i) Optimum Utilisation of Resources
- (ii) Effective Administration
- (iii) Development of Personnel

**OR**





(ख) 'अंतरण' के महत्त्व के निम्नलिखित बिन्दुओं को समझाइए :

6

- (i) कर्मचारियों को प्रेरणा
- (ii) विकास का सरलीकरण
- (iii) प्रबंध पदानुक्रम का आधार

**33.** कार्तिक स्मार्ट टेलीविजनों का व्यापार करता है। उसने इन टेलीविजनों का क्रय उत्पादक 'विवेक इलेक्ट्रॉनिक्स' से किया है। ये सभी टेलीविजन 'भारतीय मानक ब्यूरो' द्वारा प्रमाणित हैं। दीपावली के समय 'विवेक इलेक्ट्रॉनिक्स' ने कार्तिक को कुछ दोषपूर्ण टेलीविजनों की आपूर्ति कर दी। कार्तिक को लगभग सभी ग्राहकों से टेलीविजनों के बारे में शिकायत मिल रही है।

(क) निम्नलिखित में से कौन व किसके विरुद्ध अपने 'अधिकारों' का प्रयोग कर सकता है ?

- (i) कार्तिक
- (ii) विवेक इलेक्ट्रॉनिक्स
- (iii) उपभोक्ता

(ख) उपभोक्ता संरक्षण अधिनियम, 2019 के प्रावधानों के अनुसार 'उपभोक्ता' को परिभाषित कीजिए।

(ग) उस 'अधिकार' का उल्लेख कीजिए जिसका प्रयोग राहत पाने के लिए किया जा सकता है।

6

**34.** (क) प्रबंध की निम्नलिखित विशेषताओं को समझाइए :

6

- (i) प्रबंध एक उद्देश्यपूर्ण प्रक्रिया है
- (ii) प्रबंध एक निरन्तर चलने वाली प्रक्रिया है
- (iii) प्रबंध सर्वव्यापी है

**अथवा**

(ख) प्रबंध के सिद्धांतों की प्रकृति के रूप में निम्नलिखित को समझाइए :

6

- (i) सर्व प्रयुक्त
- (ii) लोच (लचीलापन)
- (iii) मुख्यतः व्यावहारिक





- (b) Explain the following points of importance of 'Delegation' : 6
- (i) Motivation of Employees
  - (ii) Facilitation of Growth
  - (iii) Basis of Management Hierarchy

**33.** Kartik is engaged in trading of Smart Televisions. He purchases these televisions from 'Vivek Electronics', the manufacturer. All the televisions are certified by 'Bureau of Indian Standards'. During Deepawali season, 'Vivek Electronics' supplied some defective television sets to Kartik. Kartik is getting complaints about the televisions from almost all the customers.

- (a) Who amongst the following can exercise his/her 'Right' and against whom ?
- (i) Kartik
  - (ii) Vivek Electronics
  - (iii) Consumers
- (b) Define 'Consumer' as per the provisions of the Consumer Protection Act, 2019.
- (c) State the 'Right' which can be exercised to get relief. 6

**34.** (a) Explain the following characteristics of management : 6

- (i) Management is a goal-oriented process
- (ii) Management is a continuous process
- (iii) Management is all pervasive

**OR**

- (b) Explain the following as nature of principles of management : 6
- (i) Universal applicability
  - (ii) Flexible
  - (iii) Mainly behavioural



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**Senior School Certificate Examination**  
**March-----2023**  
**Marking Scheme---Business Studies 66/4/2**

**General Instructions:**

<b>1</b>	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
<b>2</b>	<b>“Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, Evaluation done and several other aspects. Its’ leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in News Paper/Website etc may invite action under various rules of the Board and IPC.”</b>
<b>3</b>	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one’s own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. <b>However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them.</b>
<b>4</b>	The Marking scheme carries only suggested value points for the answers These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
<b>5</b>	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
<b>6</b>	Evaluators will mark( ✓ ) wherever answer is correct. For wrong answer CROSS ‘X’ be marked. Evaluators will not put right (✓)while evaluating which gives an impression that answer is correct and no marks are awarded. <b>This is most common mistake which evaluators are committing</b>
<b>7</b>	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
<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
<b>9</b>	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> </ul> <p>Half or a part of answer marked correct and the rest as wrong, but no marks awarded.</p>
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously
16	The Examiners should acquaint themselves with the guidelines given in the “ <b>Guidelines for spot Evaluation</b> ” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme

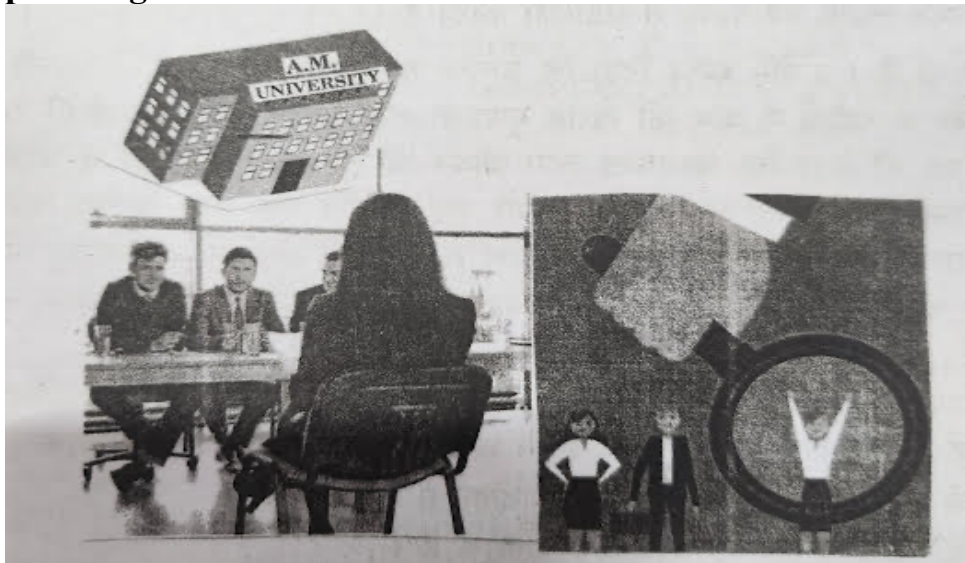


<b>MARKING SCHEME– 2023</b>		<b>BUSINESS STUDIES</b>		<b>Marks</b>																				
		<b>66/4/2</b>																						
<b>EXPECTED ANSWERS / VALUE POINTS</b>																								
<b>1</b>	<p><b>Q. The marketing function which includes plan for increasing the level of production, promotion of the products, etc. and specifies the action programmes to achieve these objectives is:</b></p> <p><b>(a) Gathering and analysing market information</b>  <b>(b) Marketing planning</b>  <b>(c) Product designing and development</b>  <b>(d) Pricing of the product</b></p> <p><b>Ans. (b) Marketing planning</b></p>			<b>1 mark</b>																				
<b>2</b>	<p><b>Q. Match the following marketing philosophies given in Column I with their respective meaning given in Column II.</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 35%;">Column I</th> <th style="width: 5%;"></th> <th style="width: 55%;">Column II</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>P</b></td> <td style="text-align: center;"><b>The Product concept</b></td> <td style="text-align: center;"><b>(i)</b></td> <td style="text-align: center;"><b>It emphasises on increasing the profit through increased sales volumes by adopting aggressive selling techniques</b></td> </tr> <tr> <td style="text-align: center;"><b>Q</b></td> <td style="text-align: center;"><b>The Production concept</b></td> <td style="text-align: center;"><b>(ii)</b></td> <td style="text-align: center;"><b>It emphasises on quality performance and features of product and thus profit maximisation through product improvement</b></td> </tr> <tr> <td style="text-align: center;"><b>R</b></td> <td style="text-align: center;"><b>The Selling concept</b></td> <td style="text-align: center;"><b>(iii)</b></td> <td style="text-align: center;"><b>It emphasises on profit maximisation through volume of production, thereby reducing the cost of production</b></td> </tr> <tr> <td style="text-align: center;"><b>S</b></td> <td style="text-align: center;"><b>The Marketing concept</b></td> <td style="text-align: center;"><b>(iv)</b></td> <td style="text-align: center;"><b>It emphasises on profit maximisation through customer satisfaction, i.e. identifying the needs of its present and prospective buyers and satisfying</b></td> </tr> </tbody> </table>				Column I		Column II	<b>P</b>	<b>The Product concept</b>	<b>(i)</b>	<b>It emphasises on increasing the profit through increased sales volumes by adopting aggressive selling techniques</b>	<b>Q</b>	<b>The Production concept</b>	<b>(ii)</b>	<b>It emphasises on quality performance and features of product and thus profit maximisation through product improvement</b>	<b>R</b>	<b>The Selling concept</b>	<b>(iii)</b>	<b>It emphasises on profit maximisation through volume of production, thereby reducing the cost of production</b>	<b>S</b>	<b>The Marketing concept</b>	<b>(iv)</b>	<b>It emphasises on profit maximisation through customer satisfaction, i.e. identifying the needs of its present and prospective buyers and satisfying</b>	
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			them in an effective manner		
			<p>(a) P-(ii), Q-(iii), R- (i), S-(iv)  (b) P-(i), Q-(ii), R-(iv), S-(iii)  (c) P-(iii), Q-(i), R-(ii), S-(iv)  (d) P-(iv), Q-(iii), R-(i), S-(ii)</p> <p>Ans. (a) P-(ii), Q-(iii), R- (i), S-(iv)</p>		1 mark
3			<p><b>Q. The method of training in which actual work environment is created in a classroom and employees use the same materials, files and equipment that are required to be used by them in their day-to-day working is:</b></p> <p>(a) Vestibule Training  (b) Internship Training  (c) Induction Training  (d) Apprenticeship Training</p> <p>Ans. (a) Vestibule Training.</p>		1 mark
4			<p><b>Q. Which of the following function of management measures the progress of objectives and guides the organisation to keep it on the right track so that organizational goals might be achieved?</b></p> <p>(a) Planning  (b) Staffing  (c) Directing  (d) Controlling</p> <p>Ans. (d) Controlling</p>		1 mark
5			<p><b>Q. Neeraj is the Director of ‘Tulip Public School’ having 2000 students. There are two Headmasters - one for Senior classes and another for Junior classes. 50 teachers are under the supervision of the Senior Headmaster and 60 teachers under the supervision of the Junior Headmaster. No teacher working under the supervision of the Senior Headmaster is happy and satisfied, which is affecting the result of the Senior classes. On</b></p>		



	<p>the other hand the teachers working under the supervision of the Junior Headmaster are performing their duties willingly and achieving their objectives. All the teachers are happy and satisfied. The Director, Neeraj can feel how nicely the Junior Headmaster was managing his classes.</p> <p>The characteristic of management discussed above is:</p> <p>(a) Management is a goal-oriented process  (b) Management is a dynamic function  (c) Management is an intangible force  (d) Management is a continuous process</p> <p>Ans. (c) Management is an intangible force.</p>	1 mark
6	<p>Q. Management helps in providing good quality products and services, creating employment opportunities, adopting new technology for the greater good of the people and leads the path towards growth and development.</p> <p>This highlights the following point of importance of management:</p> <p>(a) Management helps in achieving group goals.  (b) Management creates a dynamic organisation.  (c) Management helps in the development of society.  (d) Management helps in achieving personal objectives.</p> <p>Ans. (c) Management helps in the development of society.</p>	1 mark
7	<p>Q. Identify the external source of recruitment illustrated by the picture given below:</p> 	



	<p>(a) Recommendation of Employees  (b) Labour Contractors  (c) Campus Recruitment  (d) Employment Exchange</p> <p>Ans. (c) Campus recruitment</p>	1 mark
8	<p><b>Q. The next step in the process of selection after Job offer is:</b></p> <p>(a) Medical examination  (b) Selection decision  (c) Employment interview  (d) Contract of employment</p> <p>Ans. (d) Contract of employment</p>	1 mark
9	<p><b>Q. Which of the following is not a factor affecting 'Financing Decision' of a Company:</b></p> <p>(a) Cost  (b) Risk  (c) Cash flow position of a company  (d) Growth opportunities</p> <p>Ans. (d) Growth opportunities</p>	1 mark
10	<p><b>Q. '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' is known as :</b></p> <p>(a) Marketing  (b) Marketing mix  (c) Branding  (d) Packaging</p> <p>Ans. (a) Marketing</p>	1 mark
11	<p><b>Q. Which of the following statements is incorrect?</b></p> <p>(a) The protective functions of the Securities and Exchange Board</p>	



	<p>of India include levying fee or other charges for carrying out the purposes of the Act.</p> <p>(b) The development functions of the Securities and Exchange Board of India include training of intermediaries of the securities market.</p> <p>(c) The regulatory functions of the Securities and Exchange Board of India include registration of collective investment schemes and mutual funds.</p> <p>(d) The objectives of the Securities and Exchange Board of India include protecting the rights and interests of investors, particularly individual investors and to guide and educate them.</p> <p>Ans. (a) The protective functions of the Securities and Exchange Board of India include levying fee or other charges for carrying out the purposes of the Act.</p>	1 mark
12	<p><b>Q. The function of Stock Exchange which helps in creating a continuous market where securities are bought and sold is:</b></p> <p>(a) Safety of transactions</p> <p>(b) Pricing of securities</p> <p>(c) Providing liquidity and marketability to existing securities</p> <p>(d) Contribution to economic growth</p> <p>Ans. (c) Providing liquidity and marketability to existing securities.</p>	1 mark
13	<p><b>Q. Statement I: For any exchange to take place it is important that there must be at least two parties - a buyer and a seller.</b></p> <p><b>Statement II: Exchange can take place even if the buyers and sellers are not able to communicate with each other.</b></p> <p><b>Choose the correct option from the following:</b></p> <p>(a) Both Statement I and Statement II are correct.</p> <p>(b) Both Statement I and Statement II are incorrect.</p> <p>(c) Statement I is correct and Statement II is incorrect.</p> <p>(d) Statement I is incorrect and Statement II is correct.</p> <p>Ans. (c) Statement I is correct and Statement II is incorrect.</p>	1 mark



14	<p><b>Q. In planning, generally managers have to follow pre-determined plans and they are not in a position to change it. This statement highlights the following limitation of planning:</b></p> <p>(a) Planning may not work in a dynamic environment  (b) Planning does not guarantee success  (c) Planning leads to rigidity  (d) Planning is time-consuming</p> <p><b>Ans. (c) Planning leads to rigidity.</b></p>	1 mark
15	<p><b>Resident Welfare Association (RWA) of Noida, Sector 15 decided to organise Diwali mela on the eve of Diwali. They listed all the activities to be done, grouped them as per their nature and assigned the activities/duties to different people of their association. After completion of the mela they found that it was not a success. While analysing the reasons the President of RWA found that mere allocation of work was not enough in the organisation. He found that an important step in the organising process was missing. Identify the step from the following:</b></p> <p>(a) Assignment of duties  (b) Establishing authority and reporting relationships  (c) Identification and division of work  (d) Departmentalisation</p> <p><b>Ans. (b) Establishing authority and reporting relationships.</b></p>	1 mark
16	<p><b>Q. Hitesh and Reena are entrepreneurs. They noticed that every year in the months of November and December, Delhi, the capital city of India, witnesses poor air quality and rise in pollution levels. They also observed that nowadays people are more concerned about quality of life. Sensing the need, they were the first to bring into the market a new ‘Anti-Pollution W-98 Mask’ which was not only helpful in combating the pollution but also in increasing the life expectancy of people. Their venture saw a massive success as there was no competitor. From the following, identify the importance of Business Environment highlighted above:</b></p> <p>(a) Business Environment helps the firm to identify threats and early warning signals.</p>	

	<p>(b) Business Environment helps in tapping useful resources.  (c) Business Environment helps in improving performance.  (d) Business Environment enables the firm to identify the opportunities and in getting the first mover advantage.</p> <p>Ans. (d) Business Environment enables the firm to identify the opportunities and in getting the first mover advantage.</p>	1 mark
17	<p><b>Q. Plastic utensils are often used as a low cost, convenient option for business or personal use. These utensils are lightweight, easy to transport and can be disposed off easily instead of cleaned and reused. But plastic utensils are harmful from health point of view and create various environmental issues. Nowadays health and fitness trend is becoming popular. People are looking for different alternatives and have started opting for paper-made, steel or glass utensils which has tremendously increased the demand of these products.</b></p> <p><b>The above para discusses an important dimension of Business Environment which is:</b></p> <p>(a) Economic Environment  (b) Social Environment  (c) Technological Environment  (d) Political Environment</p> <p>Ans. (b) Social environment</p>	1 mark
18	<p><b>Q. ‘AN Stationery Ltd.’ is manufacturing various items of stationery like pencils, erasers, gel-pens, ball-pens, etc. The Production Manager, Ghanshyam is very particular about the efficiency of production, which he measures by counting the number of pieces produced and number of defective pieces in a batch. By doing this he is performing an important function of management which is:</b></p> <p>(a) Directing  (b) Controlling  (c) Organising  (d) Planning</p>	



	Ans. (b) Controlling.	1 mark
19	<p><b>Q. Which of the following statements is incorrect about Sales Promotion?</b></p> <p>(a) It includes short-term incentives which are designed to encourage the buyers to make immediate purchase of a product or services.</p> <p>(b) It includes all promotional efforts other than advertising, personal selling and public relations.</p> <p>(c) It includes only those activities that are used to provide long-term incentives to boost the sales of a firm.</p> <p>(d) It includes the activities which are undertaken to supplement other promotional efforts such as advertising and personal selling.</p> <p>Ans. (c) It includes only those activities that are used to provide long-term incentives to boost the sales of a firm.</p>	1 mark
20	<p><b>Q. The use of debt increases the financial risk of a business. The factor determining the choice of an appropriate capital structure of a company highlighted in the above statement is:</b></p> <p>(a) Debt Service Coverage Ratio</p> <p>(b) Risk consideration</p> <p>(c) Cost of debt</p> <p>(d) Flexibility</p> <p>Ans. (b) Risk consideration</p>	1 mark
21	<p><b>Q. ‘Yellow Pumpkin’ is an Italian restaurant in Delhi, well known for its fresh and authentic dishes including pasta, pizza, etc. It has been serving its customers for the last 20 years. It had been winning various awards and recognition for its services. During Covid-19, it suffered huge losses. As the effect of Covid reduced and the business started picking up, the management of ‘Yellow Pumpkin’ also decided to go in for home delivery service to increase its revenue and profit. For this they needed support of their workers to work overtime. ‘Yellow Pumpkin’ entered into an agreement with its workers to put in extra hours without additional payment to revive it out of losses. In return, they promised to increase the wages of the workers when the mission is accomplished. The</b></p>	



	<p>workers put in extra hours as committed and in just three months, the restaurant's business turned around and it became profitable again. 'Yellow Pumpkin' honoured its commitment and not only increased the wages of the workers but also gave them bonus as an additional incentive. Identify and explain the principle of management followed by Yellow Pumpkin.</p> <p><b>Ans. <u>Discipline</u></b></p> <ul style="list-style-type: none"> <li>▪ It is the <u>obedience to organizational rules and employment agreement</u> which are necessary for the working of the organization.</li> <li>▪ It requires <u>good superiors at all levels, clear and fair agreements</u> and judicious application of penalties.</li> </ul> <p>(Or any other correct explanation)</p>	<p>1 mark</p> <p>2 marks = 1+2 = 3 marks</p>
22	<p><b>Q. After completing his MBA degree, Aman joined a multinational company 'Zeyovya Ltd.'. His job demands long hours and commitment to the organisation. He is responsible for integrating diverse elements and coordinating all the activities of the business and for its impact on society. His job is complex and stressful.</b></p> <p><b>(a) Identify the level of management at which Aman joined the organisation.</b></p> <p><b>(b) State any two functions to be performed by Aman at this level other than those discussed in the para.</b></p> <p><b>Ans. Top Level Management</b></p> <p><u>Functions to be performed by Aman at this level: (Any two)</u></p> <p>(i) Responsible for the welfare and survival of the organisation.</p> <p>(ii) Analysing the business environment and its implications for the survival of the firm.</p> <p>(iii) Formulating overall organisational goals and strategies for their achievement.</p>	<p>1 mark</p> <p>1 x 2 = 2 marks = 1+2 = 3 marks</p>

23	<p><b>Q. (a) Explain any two points that highlight the importance of 'Directing' function of management.</b></p> <p><b>Ans.</b> Importance of directing: <b>(Any two)</b></p> <p>(a) Initiates action.</p> <p>(b) Integrates employees' efforts.</p> <p>(c) Guides employees to realize their potential.</p> <p>(d) Facilitates introduction of needed changes in the organisation.</p> <p>(e) Brings stability and balance in the organisation.</p> <p><i>(if an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</i></p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Explain Leadership' and 'Communication' as elements of Directing function of management.</b></p> <p><b>Ans.</b> Leadership</p> <p>It is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals.</p> <p>It indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational goals.</p> <p>Communication</p> <p>It is a process by which people create and share information with one another in order to reach common understanding.</p> <p>It involves transfer of information from the sender to the receiver with the information being understood by the receiver.</p>	<p>½ mark for each headin g + 1 mark for explan ation = 1 ½ x 2 = 3 marks</p> <p><b>OR</b></p> <p>1½ marks</p> <p>1 ½ marks</p> <p>= 3</p>



	(or any other correct explanation)	marks
24	<p><b>Q. (a) Give the meaning of 'financial planning. State any two objectives of financial planning.</b></p> <p><b>Ans.</b> The process of <u>estimating the fund requirements</u> of a business and <u>specifying the sources of funds</u> is called financial planning.</p> <p style="text-align: center;"><b>OR</b></p> <p>Financial planning is the preparation of a financial blueprint of an organisation's future operations.</p> <p><u>Objectives of financial planning:</u></p> <p>(i) <u>To ensure availability of funds whenever required</u> which involves estimation of the funds required, the time at which these funds are to be made available and the sources of these funds.</p> <p>(ii) <u>To see that the firm does not raise resources unnecessarily as excess funding is almost as bad as inadequate funding.</u> Financial planning ensures that enough funds are available at the right time.</p> <p style="text-align: center;"><i>(or any other correct explanation)</i></p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) State how the following factors affect the working capital requirements of a company:</b></p> <p><b>(i) Business Cycle</b>  <b>(ii) Growth Prospects</b>  <b>(iii) Nature of Business</b></p> <p><b>Ans.</b>  (i) Business Cycle</p> <p>Different phases of business cycles affect the requirement of working capital.  In case of boom, the sales as well as production are likely to be larger so larger amount of working capital is required wherein the period of depression the working capital requirement is less.</p> <p>(ii) Growth Prospects</p>	<p><b>1 mark</b></p> <p><b>1 x 2</b>  =</p> <p><b>2</b>  <b>marks</b>  =</p> <p><b>1+2</b>  =</p> <p><b>3</b>  <b>marks</b></p> <p><b>OR</b></p> <p><b>1 x 3</b>  =</p> <p><b>3</b></p>

	<p>If the growth potential of an organisation is perceived to be higher, it will require larger amount of working capital to meet higher production and sales levels.</p> <p>(iii) Nature of Business</p> <p>Trading Concern will require small amount of working capital as compared to a manufacturing concern. Service Industry will require less amount of working capital as compared to trading concern as no stocks have to be maintained.</p>	<p><b>marks</b></p>
<p><b>25</b></p>	<p><b>Q. (a) Identify and explain the following as steps in the process of 'Staffing':</b></p> <p><b>(i) Evaluating an employee's current and/or past performance against certain predetermined standards.</b></p> <p><b>(ii) Placing an employee in a position of increased responsibility usually with more pay and job satisfaction.</b></p> <p>Ans.</p> <p>(i) Performance Appraisal</p> <p>It means evaluating an employee's current or past performance as against certain predetermined standards. The employee is also expected to know what the standards are and the superior is to provide the employee feedback on his/her performance.</p> <p>The performance appraisal process, therefore, will include defining the job, appraising performance and providing feedback.</p> <p>(ii) Promotion and Career Planning</p> <p>Promotion refers to being placed in positions of increased responsibility. They usually means more pay, responsibility and job satisfaction.</p> <p>Managers need to design activities to serve employees' long term interests also and they must encourage employees to grow and realise their full potential.</p> <p style="text-align: center;"><b>OR</b></p>	<p><math>\frac{1}{2}</math> mark for identifying the step + <math>1\frac{1}{2}</math> marks for its explanation = <math>2 \times 2</math> = 4 marks</p> <p style="text-align: center;"><b>OR</b></p>

	<p><b>(b) Identify and explain the two sources of recruitment which reduce the induction of fresh talent in the organisation and cannot be used to fill all vacancies.</b></p> <p><b>Ans. (i) <u>Transfers</u></b></p> <p>It involves shifting of an employee from one job to another, one department to another or from one shift to another without a substantive change in responsibilities and status of the employees.</p> <p><b>(ii) Promotions</b></p> <p>It refers to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay.</p> <p>(or any other correct explanation)</p>	<p>1 mark for identifying the source + 1 mark for its explanation = 2 x 2 = 4 marks</p>
26	<p><b>Q. (a) State any four financial incentives,</b></p> <p><b>Ans. <u>Financial incentives: (Any four)</u></b></p> <p><b>(i) <u>Pay and Allowances</u></b> includes salary as the basic monetary incentive. It includes basic pay, dearness allowance and other allowances.</p> <p><b>(ii) <u>Productivity linked wage incentive</u></b> involves linking payment of wages of employees to the increase in their productivity at individual or group level.</p> <p><b>(iii) <u>Bonus</u></b> involves offering an amount of funds over and above the wages/ salary to the employees.</p> <p><b>(iv) <u>Profit Sharing</u></b> involves providing a share in the profits of the organization to employees.</p> <p><b>(v) <u>Co-partnership/Stock option</u></b> is an incentive under which the employees are offered company shares at a set price which is lower than market price.</p> <p><b>(vi) <u>Retirement Benefits</u></b> include benefits such as provident</p>	<p>1 x 4 = 4 marks</p>



	<p>fund, pension and gratuity that provide financial security to employees after their retirement.</p> <p>(vii) <u>Perquisites</u> include incentives such as car allowance, housing, medical aid and education to the children etc., which are offered over and above the salary.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</i></p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) State the four needs in Maslow's Need Hierarchy after 'Basic Physiological Needs'.</b></p> <p><b>Ans.</b> Four needs in Maslow's Need Hierarchy after 'Basic Physiological Needs' are:</p> <p>(i) <u>Safety and security needs</u> which provide security and protection from physical and emotional harm.</p> <p>(ii) <u>Affiliation/ Belongingness needs</u> which refer to the need for affection, sense of belonging, acceptance and friendship.</p> <p>(iii) <u>Esteem needs</u> refer to the need for self respect, autonomy status, recognition and attention.</p> <p>(iv) <u>Self actualization needs</u> are the highest level of needs in the hierarchy and refer to the drive to become what one is capable of becoming.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</i></p>	<p style="text-align: center;"><b>OR</b></p> <p style="text-align: center;"><b>1 x 4 = 4 marks</b></p>
<p><b>2 7</b></p>	<p><b>Q. 'Hitesh Ltd.' is a well-known company in the cement industry since 1999. The company has an authorised capital of Rs. 100 crore and is listed with a reputed stock exchange. The value of its shares is increasing day-by-day due to increase in the demand for cement. Now the company wants to enter into car manufacturing business. For this it requires Rs. 200 crore. The Finance Manager of the company decides to raise this capital by a public issue.</b></p> <p><b>(a) Identify the market in which the company's existing securities are being traded.</b></p>	

**(b) Name the market through which the company wants to raise its capital of Rs.200 crore. crore for its new business.**  
**(c) Distinguish between the markets identified in (a) and (b) above on the basis of any two points.**

**Ans.**

(a) Secondary Market

**1 mark**

(b) Primary Market

**1 mark**

Difference between Primary Market and Secondary Market (Any two)

	Primary Market		Secondary Market
i	Sale of securities by new companies or new issues of securities by existing companies.	i	Trading of existing securities only.
ii	Securities are sold by the company to the investor directly (or through an intermediary).	ii	Ownership of existing securities is exchanged between investors. The company is not involved at all.
iii	Flow of funds is from savers to investors, i.e. the Primary Market directly promotes capital formation.	iii	Enhances encashability of shares, i.e. it indirectly promotes capital formation.
iv	Only buying of securities takes place in the Primary Market. Securities can not be sold there.	iv	Both the buying and selling of securities can take place on the stock-exchange.
v	Prices are decided and determined by the management of the company.	v	Prices are determined by demand and supply of the securities.
vi	There is no fixed geographical location.	vi	Located at specified places.

**1x2  
=  
2  
marks  
=  
1+1+2  
=**

**4  
marks**



28	<p><b>Q. Give the meaning of 'Money Market'. Differentiate between 'Money Market' and 'Capital Market' on the basis of the following:</b></p> <p><b>(a) Instruments</b>  <b>(b) Liquidity</b>  <b>(c) Safety</b></p> <p><b>Ans.</b> Money market is a market for short term funds which deals in monetary assets whose period of maturity is up to one year.</p> <p style="text-align: center;">Difference between Money Market and Capital Market</p> <table border="1" data-bbox="258 741 1299 1301"> <thead> <tr> <th>Basis</th> <th>Money Market</th> <th>Capital Market</th> </tr> </thead> <tbody> <tr> <td>(a) Instruments</td> <td>Main instruments are treasury bills, trade bills, commercial paper and certificate of deposit</td> <td>The main Instruments are equity shares, debentures, bonds, preference shares, etc.</td> </tr> <tr> <td>(b) Liquidity</td> <td>Money market instruments are more liquid as compared to capital market.</td> <td>Capital market investments are considered liquid investments as they are marketable on the stock exchanges.</td> </tr> <tr> <td>(c) Safety</td> <td>Money market instruments are much safer due to short duration of investing and financial soundness of the issuers</td> <td>Capital market instruments are riskier, both with respect to returns and principal repayment</td> </tr> </tbody> </table>	Basis	Money Market	Capital Market	(a) Instruments	Main instruments are treasury bills, trade bills, commercial paper and certificate of deposit	The main Instruments are equity shares, debentures, bonds, preference shares, etc.	(b) Liquidity	Money market instruments are more liquid as compared to capital market.	Capital market investments are considered liquid investments as they are marketable on the stock exchanges.	(c) Safety	Money market instruments are much safer due to short duration of investing and financial soundness of the issuers	Capital market instruments are riskier, both with respect to returns and principal repayment	<p style="text-align: center;"><b>1 mark</b></p> <p style="text-align: right;"> <b>1 x 3</b>  <b>=</b>  <b>3</b>  <b>marks</b>  <b>=</b>  <b>1+3</b>  <b>=</b>  <b>4</b>  <b>marks</b> </p>
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(b) Liquidity	Money market instruments are more liquid as compared to capital market.	Capital market investments are considered liquid investments as they are marketable on the stock exchanges.												
(c) Safety	Money market instruments are much safer due to short duration of investing and financial soundness of the issuers	Capital market instruments are riskier, both with respect to returns and principal repayment												
29	<p><b>Q. 'Smart Watch Ltd.' is a watch manufacturing company marketing smart-watches for adults. The company now wants to manufacture smart-watches for children also. For this it gathered and analysed market information, did marketing planning, product designing and development, standardisation and also decided about the packaging, labelling, branding, pricing, warehousing, transportation and distribution of these smart-watches. Even after doing all the above stated activities the company is not picking up the sales.</b></p> <p><b>The Chief Executive Officer of the company asked the Marketing Manager to find out the reason. The Marketing Manager investigated the matter and found out that his marketing team had not performed the two important functions of marketing which may help the company not only in boosting the sales but also in getting repeat sales.</b></p>													

	<p><b>Identify and explain the functions of marketing which were not performed by the marketing team.</b></p> <p><b>Ans.</b> Functions of Marketing <b>not</b> performed are:</p> <p>(i) Customer Support services</p> <ul style="list-style-type: none"> <li>▪ This is an important function to boost the sales and is related to developing customer support services such as after sale services, handling customer complaints, and adjustments, procuring credit services, technical services and consumer information.</li> <li>▪ These services aim at providing maximum satisfaction to customers.</li> </ul> <p>(ii) Promotion</p> <ul style="list-style-type: none"> <li>▪ This function involves informing the customers about the firm's product, its features, etc. and persuading them to purchase these products.</li> <li>▪ It includes advertising, Personal selling, public relations and sales promotion.</li> </ul> <p style="text-align: center;">(or any other correct explanation)</p>	<p><b>1 mark for identifying the function + 1 mark for its explanation = 1+1 = 2 marks = 2+2 = 4 marks</b></p>
<p><b>30</b></p>	<p><b>Q. Considering the inadequate job opportunities and too many aspirants for jobs, 'Alen Pvt. Ltd.' decided to give its employees certain stability about future income and work so that they do not feel worried on these aspects. As a result, the employees of 'Alen Pvt. Ltd.' are now working with greater zeal. Identify the incentive discussed in the above lines and state three more incentives of the same type.</b></p> <p><b>Ans.</b> Type of incentives discussed in the above lines is <u>Non-financial/Job security</u>. (Any one)</p> <p><u>Any three incentives of this type are:</u></p> <p>(i) Status</p>	<p><b>1 mark</b></p>

	<p>It means ranking of positions in the organisation. The authority, responsibility, rewards, recognition, perquisites and prestige of job indicates the status given to a person holding a managerial position.</p> <p>(ii) Organisational Climate</p> <p>It indicates the characteristics which describe an organisation and distinguish one organisation from the other. Individual autonomy, reward orientation, consideration to employees, risk-taking, etc. are the characteristics which help in developing better organisational climate.</p> <p>(iii) Career Advancement Opportunity</p> <p>Managers should provide opportunity to employees to improve their skills and be promoted to the higher level jobs. Promotions work as a tonic and encourage employees to exhibit improved performance.</p> <p>(iv) Job Enrichment</p> <p>It is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skills, give workers more autonomy and responsibility and provide the opportunity for personal growth and a meaningful work experience.</p> <p>(v) Employee Recognition Programmes</p> <p>People need evaluation of their work and due recognition. They feel that what they do should be recognised by others concerned. Recognition means acknowledgement with a show of appreciation.</p> <p>(vi) Employee Participation</p> <p>It refers to involving employees in decision-making of the issues related to them. It may be in the form of joint management committees, work committees, etc.</p> <p>(vii) Employee Empowerment</p> <p>It means giving more autonomy and powers to subordinates. Empowerment makes people feel that their jobs are important and with this feeling they contribute positively.</p>	<p>½ mark for naming each incentive + ½ mark for its correct explanation =  1 x 3 = 3 marks  = 1+3 = 4 marks</p>
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	<i>(If an examinee has given the correct statement without giving the headings, full marks for each statement is to be awarded)</i>	
31	<p><b>Q. Identify and explain the type of plans in the following cases:</b></p> <p><b>(a) ‘Ananta Travel and Tourism Pvt. Ltd.’ is providing tourism and hospitality services to its customers. To achieve its objectives the company prepares a comprehensive plan taking into consideration the business environment.</b></p> <p><b>(b) Amit is Chief Executive Officer of ‘Mannat Raj Industries’. He developed the broad parameters within which the managers may function. By doing so he tried to provide a base for interpreting strategy which was stated in general terms.</b></p> <p><b>Ans. (a) The type of plan is Strategy.</b></p> <p><u>Any two:</u></p> <ul style="list-style-type: none"> <li>▪ A strategy is a comprehensive plan for accomplishing an organisation’s objectives taking business environment into consideration.</li> <li>▪ It provides the broad contours of an organisation’s business. It refers to future decisions defining the organisations direction and scope in the long run.</li> <li>▪ Strategy as a comprehensive plan includes three dimensions, (i) determining long term objectives, (ii) adopting a particular course of action, and (iii) allocating resources necessary to achieve the objective.</li> </ul> <p><b>(b) The type of plan is Policy.</b></p> <p><u>Any two:</u></p> <ul style="list-style-type: none"> <li>▪ Policies are <u>general statements</u> that guide thinking or channelise energies towards a particular direction.</li> <li>▪ Policies define the <u>broad parameters within which a manager may function.</u></li> </ul>	<p><b>1 mark for identifying the plan + 2 marks for its explanation = 1+2 = 3 marks = 3+3 = 6 marks</b></p>

	<ul style="list-style-type: none"> <li>▪ A manager may use his <u>discretion</u> to interpret and apply a policy.</li> </ul> <p style="text-align: center;"><i>(Or any other correct explanation)</i></p>	
32	<p><b>Q. (a) Explain the following points of importance of 'Organising' function of management:</b></p> <p><b>(i) Optimum Utilisation of Resources</b></p> <p><b>(ii) Effective Administration</b></p> <p><b>(iii) Development of Personnel</b></p> <p><b>Ans. (i) Optimum Utilisation of Resources</b></p> <p>The proper assignment of jobs avoids overlapping of work and also makes possible use of all material, financial and human resources.</p> <p>Avoidance of duplication of work helps in preventing confusion and minimising the wastage of resources and efforts.</p> <p><b>(ii) Effective Administration</b></p> <p>Organising provides a clear description of jobs and related duties, this brings effectiveness in administration.</p> <p>Clarity in working relationships enables proper execution of work. This helps to avoid confusion and duplication.</p> <p><b>(iii) Development of Personnel</b></p> <p>Organising stimulates creativity amongst the managers. Reduction in workload by delegation allows the manager to develop new methods and ways of performing tasks.</p> <p>Delegation also develops in the subordinates the ability to deal effectively with challenges and helps them to realise their full potential.</p> <p><i>(Or any other correct explanation)</i></p> <p style="text-align: center;"><b>OR</b></p> <p><b>(b) Explain the following points of importance of 'Delegation':</b></p> <p><b>(i) Motivation of Employees</b></p>	<p style="text-align: center;">2 marks</p> <p style="text-align: center;">2 marks</p> <p style="text-align: center;">2 marks = 2+2+2 = 6 marks</p> <p style="text-align: center;"><b>OR</b></p>



	<p><b>(ii) Facilitation of Growth</b> <b>(iii) Basis of Management Hierarchy</b></p> <p><b>Ans.</b></p> <p>(i) Motivation of employees</p> <p>Delegation helps in developing talents of the employees. It also has psychological benefits. When a superior entrusts a subordinate with a task, it is not merely the sharing of work, but also involves trust on the superior's part and commitment on the part of the subordinate.</p> <p>Responsibility for work builds the self-esteem of employees and improves their confidence. They feel encouraged and try to improve their performance further.</p> <p>(ii) Facilitation of Growth</p> <p>Delegation helps in the expansion of an organisation by providing a ready workforce to take up leading positions in new ventures.</p> <p>Trained and experienced employees play important roles in launching the new projects by replicating the work ethos they have observed from existing units.</p> <p>(iii) Basis of Management Hierarchy</p> <p>Delegation of authority establishes superior – subordinate relationships, which are the basis of hierarchy of management.</p> <p>It is the degree and flow of authority which determines who has to report to whom.</p> <p><i>(Or any other correct explanation)</i></p>	<p><b>2 marks</b></p> <p><b>2 marks</b></p> <p><b>2 marks</b></p> <p><b>2 marks</b></p> <p><b>=</b></p> <p><b>2+2+2</b></p> <p><b>=</b></p> <p><b>6 marks</b></p>
<p><b>33</b></p>	<p><b>Q. Kartik is engaged in trading of Smart Televisions. He purchases these televisions from 'Vivek Electronics', the manufacturer. All the televisions are certified by 'Bureau of Indian Standards'. During Deepawali season, 'Vivek Electronics' supplied some defective television sets to Kartik. Kartik is getting complaints about the televisions from almost all</b></p>	

	<p><b>the customers.</b></p> <p><b>(a) Who amongst the following can exercise his/her 'Right' and against whom?</b></p> <p><b>(i) Kartik</b></p> <p><b>(ii) Vivek Electronics</b></p> <p><b>(iii) Consumers</b></p> <p><b>(b) Define 'Consumer' as per the provisions of the Consumer Protection Act, 2019.</b></p> <p><b>(c) State the 'Right' which can be exercised to get relief.</b></p> <p><b>Ans. (a) (iii) <u>Consumers</u> can exercise their 'Right' against <u>Vivek Electronics</u>'.</b></p> <p><b>(b) Under the Consumer Protection Act 2019, a <u>consumer</u> is a person who buys any goods or avails services for a consideration, which has been paid or promised, or partly paid and partly promised, or under any scheme of deferred payment.</b></p> <p><b>It includes any user of such goods or beneficiary of services if such use is made with the approval of the buyer. It applies to both offline and online transactions through electronic means by teleshopping or direct selling or multilevel marketing.</b></p> <p><b>However, any person who obtains goods or avails services for resale or commercial purpose is not treated as a consumer and is outside the scope of Consumer Protection Act 2019.</b></p> <p><b>(c) The 'Right' which can be exercised to get relief is <u>Right to seek redressal</u> which states that the consumer has a right to get relief in case the product or service falls short of his expectations.</b></p> <p><b>(or any other correct explanation)</b></p>	<p><b>1 mark</b></p> <p><b>3 marks</b></p> <p><b>2 marks</b> = <b>1+3+2</b> = <b>6 marks</b></p>
<p><b>34</b></p>	<p><b>Q. (a) Explain the following characteristics of management:</b></p> <p><b>(i) Management is a goal-oriented process</b></p> <p><b>(ii) Management is a continuous process</b></p> <p><b>(iii) Management is all pervasive</b></p>	

<p><b>Ans.</b></p> <p>(i) <u>Management is goal-oriented process</u></p> <p>Every organisation has a set of basic goals which are the basic reason for its existence.</p> <p>Management unites the efforts of different individuals in the organisation toward achieving these goals.</p> <p>(ii) <u>Management is a continuous process</u></p> <p>The process of management is a series of continuous, composite but separate and ongoing series functions.</p> <p>These functions are simultaneously performed by all managers all the time.</p> <p>(iii) <u>Management is all-pervasive</u></p> <p>The activities involved in managing an enterprise are common to all organisations, whether economic, social or political.</p> <p>These activities are performed at all levels – Top, middle and lower and in all the departments of all type of organisations.</p> <p style="text-align: center;">(or any other correct explanation)</p> <p style="text-align: center;"><b>OR</b></p>	<p style="text-align: center;"><b>2</b> <b>marks</b></p> <p style="text-align: center;"><b>2</b> <b>marks</b></p> <p style="text-align: center;"><b>2</b> <b>marks</b> <b>=</b> <b>6</b> <b>marks</b></p> <p style="text-align: center;"><b>OR</b></p>
<p><b>(b) Explain the following as nature of principles of management:</b></p> <p><b>(i) Universal applicability</b></p> <p><b>(ii) Flexible</b></p> <p><b>(iii) Mainly behavioural</b></p> <p><b>Ans.</b></p> <p>(i) <u>Universal applicability</u></p> <p>The principles of management are intended to apply to all types of organisations, business as well as non-business, small as well as large, public sector as well as private sector, manufacturing as well as the service sectors.</p>	<p style="text-align: center;"><b>2</b> <b>marks</b></p>



	<p>However the extent of their applicability would vary with the nature of the organisation, business activity and scale of operation, etc.</p> <p>(ii) <u>Flexible</u></p> <p>The principles of management are not rigid prescriptions, which have to be followed absolutely.</p> <p>They are flexible and can be modified by the manager when the situation so demands.</p> <p>(iii) <u>Mainly behavioural</u></p> <p>Management principles aim at influencing behaviour of human beings.</p> <p>These principles enable a better understanding of the relationship between human and material resources in accomplishing organisational objectives.</p> <p>(or any other correct explanation)</p>	<p>2 marks</p> <p>2 marks = 6 marks</p>
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