



Series EF1GH/5



SET~3

रोल नं. Roll No.							

प्रश्न-पत्र कोड
Q.P. Code **66/5/3**

परीक्षार्थी प्रश्न-पत्र कोड को उत्तर-पुस्तिका के मुख-पृष्ठ पर अवश्य लिखें।

Candidates must write the Q.P. Code on the title page of the answer-book.

व्यावसायिक अध्ययन (सैद्धान्तिक)

BUSINESS STUDIES (Theory)

निर्धारित समय : 3 घण्टे

अधिकतम अंक : 80

Time allowed : 3 hours

Maximum Marks : 80

नोट / NOTE :

- (i) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 23 हैं।
Please check that this question paper contains 23 printed pages.
- (ii) प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें।
Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
- (iii) कृपया जाँच कर लें कि इस प्रश्न-पत्र में 34 प्रश्न हैं।
Please check that this question paper contains 34 questions.
- (iv) कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में प्रश्न का क्रमांक अवश्य लिखें।
Please write down the serial number of the question in the answer-book before attempting it.
- (v) इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है। प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा। 10.15 बजे से 10.30 बजे तक परीक्षार्थी केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे।
15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the candidates will read the question paper only and will not write any answer on the answer-book during this period.



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सामान्य निर्देश :

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

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

1. निम्न में से कौन सा एक कंपनी की पूँजी संरचना को प्रभावित करने वाला कारक नहीं है ? 1
 - (A) ऋण की लागत
 - (B) विकास के अवसर
 - (C) रोकड़ प्रवाह स्थिति
 - (D) ब्याज आवरण अनुपात

2. वैयक्तिक विक्रय के विषय में निम्न में से कौन सा कथन गलत है ? 1
 - (A) इसमें आमने-सामने बातचीत होती है जिसमें विक्रेता एवं क्रेता के बीच पारस्परिक संबंध बनते हैं।
 - (B) यह लघुकालीन प्रोत्साहनों को संदर्भित करता है जिनको क्रेताओं को एक उत्पाद अथवा सेवा तात्कालिक क्रय करने के लिए प्रेरित करने हेतु डिजाइन किया जाता है।
 - (C) यह एक विक्रेता को संभावित ग्राहकों से व्यक्तिगत संबंधों का विकास करने की अनुमति देता है।
 - (D) इसमें ग्राहकों से सीधे प्रतिक्रिया लेना संभव है तथा प्रस्तुति को संभावित ग्राहकों की आवश्यकतानुसार अपनाया जा सकता है।





General Instructions :

Read the following instructions carefully and follow them :

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

1. Which of the following is NOT a factor affecting capital structure of a company ? 1
- (A) Cost of Debt (B) Growth Opportunities
(C) Cash Flow Position (D) Interest Coverage Ratio
2. Which of the following statements is incorrect about Personal Selling ? 1
- (A) It is a direct face to face dialogue that involves an interactive relationship between the seller and buyer.
- (B) It refers to short-term incentives designed to encourage the buyers to make immediate purchase of a product or service.
- (C) It allows a sales-person to develop personal relationship with the prospective customers.
- (D) In this it is possible to take a direct feedback from the customer and to adopt the presentation according to the needs of the prospects.





3. निम्नलिखित में से उस वितरण माध्यम को पहचानिए जिसमें वस्तुओं को निर्माता से फुटकर व्यापारियों तक भेजा जाता है जो आगे उन्हें अंतिम उपभोक्ता को बेच देते हैं। 1
- (A) एक स्तरीय माध्यम (B) द्विस्तरीय माध्यम
(C) तीन स्तरीय माध्यम (D) शून्य स्तरीय माध्यम
4. एक नाम, शब्द, चिह्न, प्रतीक, डिजाइन अथवा इनमें से कुछ का मिश्रण जिसका प्रयोग किसी भी विक्रेता अथवा विक्रेता समूह के उत्पादों, वस्तु एवं सेवाओं की पहचान बनाने के लिए किया जाता है तथा इसमें इन वस्तुओं एवं सेवाओं का प्रतियोगियों के उत्पादों से अन्तर किया जा सकता है, जाना जाता है 1
- (A) ब्राण्ड (B) ब्राण्ड चिह्न (मार्क)
(C) ब्राण्ड नाम (D) ट्रेड मार्क
5. निम्न में से कौन सा कथन गलत है ? 1
- (A) पूँजी बाज़ार सुसाध्यता और सांस्थानिक व्यवस्था को संदर्भित करता है जिसके माध्यम से दीर्घकालिक निधि, ऋण एवं समता दोनों ही एकत्रित तथा निवेशित किए जाते हैं।
(B) द्वितीयक बाज़ार वह बाज़ार है जिसमें प्रतिभूतियों का विक्रय कम्पनी द्वारा निवेशकों को सीधे अथवा किसी मध्यस्थ के माध्यम से किया जाता है।
(C) प्राथमिक बाज़ार वह बाज़ार है जिसमें केवल प्रतिभूतियों का क्रय होता है। यहाँ पर प्रतिभूतियों को बेचा नहीं जा सकता।
(D) मुद्रा बाज़ार लघुकालीन निधियों का बाज़ार है जो मौद्रिक परिसम्पत्तियों में व्यवहार करता है जिसकी परिपक्वता अवधि एक वर्ष तक होती है।
6. प्रवर्तन का सर्वाधिक प्रयुक्त होने वाला माध्यम जो संप्रेषण का वह स्वरूप है जिसके लिए भुगतान किया जाता है तथा जिसमें प्रायोजक जनता के साथ संप्रेषण की लागत का वहन करता है, वह है : 1
- (A) विज्ञापन (B) व्यक्तिगत विक्रय
(C) विक्रय संवर्धन (D) जन-सम्पर्क
7. _____ से आशय समता अंशधारियों द्वारा अर्जित लाभ में वृद्धि का होना है जिसका कारण स्थायी वित्त व्यय जैसे ब्याज की उपस्थिति है। 1
- (A) पूँजी संरचना (B) प्रति अंश अर्जन
(C) समता पर व्यापार (D) निवेश पर प्रत्याय





3. From the following, identify the channel of distribution in which goods pass from the manufacturer to the retailers who, in turn, sell them to the final users. 1
- (A) One level channel (B) Two level channel
(C) Three level channel (D) Zero level channel
4. A name, term, sign, symbol, design or some combination of them used to identify the products – goods or services of one seller or group of sellers and to differentiate them from those of the competitors is known as 1
- (A) brand. (B) brand mark.
(C) brand name. (D) trade mark.
5. Which of the following statements is incorrect ? 1
- (A) Capital Market refers to facilities and institutional arrangements through which long-term funds, both debt and equity are raised and invested.
(B) Secondary market is the market where securities are sold by the company to the investor directly or through an intermediary.
(C) Primary Market is the Market where only buying of securities takes place. Securities can not be sold there.
(D) Money Market is a market for short term funds which deals in monetary assets whose period of maturity is upto one year.
6. The most commonly used tool of promotion which is a paid form of communication and in which the sponsor bears the cost of communicating with the prospects is 1
- (A) advertising. (B) personal selling.
(C) sales promotion. (D) public relations.
7. _____ refers to the increase in profit earned by the equity shareholders due to the presence of fixed financial charges like interest. 1
- (A) Capital structure (B) Earning per share
(C) Trading on equity (D) Return on investment





8. स्तम्भ-I में दिए गए स्थायी पूँजी आवश्यकताओं को प्रभावित करने वाले तत्त्वों का मिलान स्तम्भ-II में दी गई उनकी व्याख्या के साथ कीजिए :

1

	स्तम्भ - I		स्तम्भ - II
a.	व्यवसाय की प्रकृति	i.	एक निर्माणी संगठन की तुलना में एक व्यापारिक संगठन को स्थायी सम्पत्तियों में कम निवेश की आवश्यकता होती है ।
b.	तकनीकी उत्थान	ii.	एक कपड़ा निर्माण कम्पनी, एक सीमेंट उत्पादन संयंत्र स्थापित कर रही है, अतः स्थायी सम्पत्तियों में इसका निवेश बढ़ रहा है ।
c.	विविधीकरण	iii.	एक पूँजी-प्रधान संगठन को एक श्रम-प्रधान संगठन की अपेक्षाकृत स्थायी सम्पत्तियों में अधिक निवेश की आवश्यकता होती है ।
d.	तकनीक का विकल्प	iv.	मोबाइल फोन फर्नीचर तथा अन्य बहुत सी सम्पत्तियों की तुलना में शीघ्र अप्रचलित होते हैं और बदले जाते हैं । अतः इस प्रकार के व्यवसायों में अधिक स्थायी पूँजी की आवश्यकता होती है ।

a b c d

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

9. 'चयन निर्णय' के पश्चात् चयन प्रक्रिया का अगला चरण है :

1

- (A) पद प्रस्ताव (B) शारीरिक एवं डॉक्टरी परीक्षण
(C) चयन परीक्षण (D) रोजगार समझौता





8. Match the factors affecting fixed capital requirements given in the Column-I with their explanations given in Column-II :

1

	Column-I		Column-II
a.	Nature of Business	i.	A trading organisation needs lower investments in fixed assets as compared to a manufacturing organisation.
b.	Technology upgradation	ii.	A textile manufacturing company is installing a cement manufacturing plant and thus its investments in fixed assets is increasing.
c.	Diversification	iii.	A capital-intensive organisation requires higher investments in fixed assets as compared to labour-intensive organisation.
d.	Choice of Technique	iv.	Mobile phones became obsolete faster and are replaced much sooner than furniture or many other assets. Hence these type of businesses require more fixed capital.

a b c d

(A) i iv ii iii

(B) ii iii iv i

(C) iii ii i iv

(D) iv i iii ii

9. The next step in the 'Selection Process' after 'Selection Decision' is

1

(A) Job Offer

(B) Medical Examination

(C) Selection Tests

(D) Contract of Employment

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10. नीचे दिए गए चित्र के आधार पर भर्ती के बाह्य स्रोत की पहचान कीजिए :

1



- (A) प्रत्यक्ष भर्ती (B) प्रतीक्षा सूची
(C) विज्ञापन (D) श्रमिक ठेकेदार

11. एक अधीनस्थ द्वारा दिए गए कार्य का भली-भाँति निष्पादन करना कहलाता है :

1

- (A) अधिकार (B) उत्तरदायित्व
(C) उत्तरदेयता (D) विकेन्द्रीकरण

12. 'डी.जी. लॉकर' भारत सरकार के 'इलेक्ट्रॉनिक्स तथा सूचना प्रौद्योगिकी मंत्रालय' की एक प्रमुख पहल है। इसका उद्देश्य प्रामाणिक डिजिटल दस्तावेजों जैसे विभिन्न शिक्षा बोर्डों द्वारा जारी किए गए शैक्षिक प्रमाणपत्रों, वाहन चालन लाइसेंसों, वाहन पंजीकरणों आदि की पहुँच डिजिटल रूप से प्रदान कर नागरिकों को डिजिटल रूप से सशक्त करना है।

उपरोक्त अनुच्छेद व्यावसायिक पर्यावरण के कुछ आयामों पर चर्चा कर रहा है। निम्न में से सही आयामों की पहचान कीजिए :

1

- (A) आर्थिक पर्यावरण एवं प्रौद्योगिकीय पर्यावरण
(B) सामाजिक पर्यावरण एवं आर्थिक पर्यावरण
(C) सामाजिक पर्यावरण एवं राजनैतिक पर्यावरण
(D) राजनैतिक पर्यावरण एवं प्रौद्योगिकीय पर्यावरण





10. Identify the External Source of Recruitment illustrated by the picture given below :

1



- (A) Direct Recruitment (B) Casual Callers
(C) Advertisement (D) Labour Contractor

11. The obligation of a subordinate to properly perform the assigned duty is called :

1

- (A) Authority (B) Responsibility
(C) Accountability (D) Decentralisation

12. 'Digilocker' is a flagship initiative of 'Ministry of Electronics and IT', Government of India. It aims at digital empowerment of the citizens by providing access to authentic digital documents such as academic certificates issued by different Examination Boards, Driving Licenses, Vehicle registrations etc. in a digital format.

The above para discusses a few dimensions of Business Environment. Identify the correct dimensions from the following :

1

- (A) Economic Environment and Technological Environment
(B) Social Environment and Economic Environment
(C) Social Environment and Political Environment
(D) Political Environment and Technological Environment





13. 'लिए गए निर्णय वांछित क्रियाओं में हस्तान्तरित हुए हैं अथवा नहीं', की पुष्टि निम्न में से प्रबंध के कौन से कार्य के निष्पादन द्वारा की जा सकती है ? 1
- (A) नियोजन (B) संगठन
(C) निर्देशन (D) नियंत्रण
14. वे गतिविधियाँ जिनका परिणाम न केवल कार्य निष्पादन में सुधार लाना है अपितु व्यक्तियों की परिपक्वता तथा संभावित क्षमताओं के अर्जन की प्रगति में सहायता देना है, जानी जाती हैं : 1
- (A) प्रशिक्षण (B) शिक्षा
(C) विकास (D) निष्पादन मूल्यांकन
15. 'नियोजन का उद्देश्य संगठन के सर्वोत्तम लाभ के लिए भविष्य की घटनाओं का प्रभावी रूप से सामना करना है।' यह कथन निम्न में से नियोजन की कौन सी प्रकृति का उल्लेख करता है ? 1
- (A) नियोजन का केन्द्र बिन्दु लक्ष्य प्राप्ति होता है।
(B) नियोजन में निर्णय रचना निहित है।
(C) नियोजन प्रबंधन का प्राथमिक कार्य है।
(D) नियोजन भविष्यवादी है।
16. 'कार्टूनी प्लेनेट' नोएडा में एक विख्यात अन्तः खेल मैदान है जहाँ बच्चों के लिए पार्टी आयोजित की जाती हैं। इसके पास बहुत सारे प्ले स्टेशन हैं तथा बच्चों के मनोरंजन के लिये ये बहुत से कार्यक्रम आयोजित करते हैं। 'कार्टूनी प्लेनेट' में आने वाले बच्चों की बढ़ती हुई संख्या को देखते हुए, 'कार्टूनी प्लेनेट' के पास 'टाइनी-टॉट्स हाऊस' नाम का एक नया अन्तः खेल मैदान आ गया, जिसमें आधुनिक झूले, प्ले स्टेशन तथा मनोरंजन गतिविधियाँ थीं। नए आरंभ किए गए अन्तः खेल मैदान से प्रतिस्पर्धा करने के लिए 'कार्टूनी प्लेनेट' ने भी अधिक बच्चों को आकर्षित करने के लिए कुछ आधुनिक झूले तथा मनोरंजन गतिविधियाँ जोड़ दीं।
- उपरोक्त सूचना 'व्यावसायिक पर्यावरण' की किसी एक विशेषता पर प्रकाश डालती है। निम्न में से इस विशेषता की पहचान कीजिए : 1
- (A) अनिश्चितता (B) गतिशील प्रकृति
(C) तुलनात्मकता (D) आंतरिक संबंध





13. 'Whether the decisions have been translated into desired actions or not' can be confirmed by performing which of the following function of management ? 1
- (A) Planning (B) Organising
(C) Directing (D) Controlling
14. The activities whose outcome not only improves the job performance but also help individuals in the progress towards maturity and actualisation of their potential capacities is known as 1
- (A) training. (B) education.
(C) development. (D) performance appraisal.
15. 'The purpose of planning is to meet future events effectively to the best advantage of an organisation.' This statement highlights which of the following features of planning ? 1
- (A) Planning focuses on achieving objectives.
(B) Planning involves decision-making.
(C) Planning is the primary function of management.
(D) Planning is futuristic.
16. 'Cartoony Planet' is a well-known indoor playground for organising parties for children in Noida. It has many play-stations and it organises various activities for the kids to enjoy. Looking at the increasing number of children visiting 'Cartoony Planet', a new indoor playground in the name of 'Tiny-Tots House' came up with advanced swings, play stations and entertainment activities near 'Cartoony Planet'.
To compete with the newly opened indoor playground, 'Cartoony Planet' also added some advanced swings and entertainment activities to attract more children.
The above information highlights one of the features of 'Business Environment'. Identify the feature from the following : 1
- (A) Uncertainty (B) Dynamic Nature
(C) Relativity (D) Interrelatedness





17. 'डोलमा' तथा 'उना' दशकों के व्यावहारिक व क्रियाशील अनुभव वाले माली हैं। सर्वप्रथम उन्होंने पौधा-प्रेमियों विशेषकर अपार्टमेंट्स में रहने वाले, के लिए इनडोर बागवानी की आवश्यकता को पहचाना। उन्होंने इस अवसर का लाभ उठाया तथा अपने अभिनव उद्यम 'माई स्पेस' के माध्यम से इनडोर बागवानी डिजाइनों के अति सुन्दर विचारों को प्रस्तावित करने का निर्णय लिया।

'माई स्पेस' ने 'गार्डन वॉल', 'हेंगिंग गार्डन', 'विंडो गार्डन', 'बुक-शेल्फ गार्डन' तथा अन्य बहुत से सृजनात्मक विचार प्रस्तावित किए। वे बहुत जल्दी ही इस क्षेत्र के बाजार प्रमुख बन गए क्योंकि इनके कोई प्रतियोगी नहीं थे।

निम्न बिन्दुओं में से उपरोक्त में प्रकाशित व्यावसायिक पर्यावरण के महत्त्व की पहचान कीजिए :

1

- (A) व्यावसायिक पर्यावरण खतरे की पहचान एवं समय से पहले चेतावनी में सहायक है।
- (B) व्यावसायिक पर्यावरण उपयोगी संसाधनों का दोहन करने में सहायक है।
- (C) व्यावसायिक पर्यावरण फर्म को संभावनाओं/अवसरों की पहचान करने एवं पहल का लाभ प्राप्त करने में सहायक है।
- (D) व्यावसायिक पर्यावरण नियोजन एवं नीति निर्माण में सहायक है।

18. विभिन्न संगठनों के भिन्न-भिन्न उद्देश्य होते हैं। 'जीपो' अपने ग्राहकों को घर तक उपभोक्ता वस्तुएँ प्रदान करने वाली एक आगामी फुटकर शृंखला है। इस संगठन का उद्देश्य विक्रय बढ़ाना है। 'ऐली' एक शैक्षणिक संगठन है जिसका उद्देश्य समाज के वंचित बच्चों को शिक्षा प्रदान करना है। इन प्रत्येक संगठनों का प्रबंधन अपने कर्मचारियों के प्रयासों को संगठन के उद्देश्यों की प्राप्ति के लिए एकजुट करता है।

उपरोक्त में चर्चित प्रबंध की विशेषता है :

1

- (A) प्रबंध एक उद्देश्यपूर्ण प्रक्रिया है।
- (B) प्रबंध एक निरंतर चलने वाली प्रक्रिया है।
- (C) प्रबंध एक गतिशील कार्य है।
- (D) प्रबंध एक अमूर्त शक्ति है।





17. 'Dolma' and 'Una' were gardeners with decades of hands-on experience. They were the first ones to recognise the need of indoor gardens specially for plant-lovers living in apartments. They took advantage of this opportunity and decided to offer beautiful designing ideas for indoor gardening through their innovative venture 'My Space'.

'My Space' offered creative ideas like 'Garden wall', 'Hanging Garden', 'Window Garden', 'Book-shelf garden' and many more. Since there were no competitors they soon became the market leaders in the field.

From the following points, identify the importance of Business-Environment highlighted above :

1

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

18. Different organisations have different goals. 'Zeepo' is an upcoming retail chain for providing consumer goods door-to-door, the objective of this organisation is to increase sales. 'Allie' is an educational organisation working with an objective of providing education to under privileged children of the society. Management of each of these organisations unite the efforts of their employees towards achieving organisational goals.

The characteristic of management discussed above is :

1

- (A) Management is goal-oriented.
- (B) Management is a continuous process.
- (C) Management is a dynamic function.
- (D) Management is an intangible force.





19. **कथन-I** : उत्पाद की अवधारणा न केवल भौतिक उत्पाद से संबंधित है, अपितु इसके द्वारा ग्राहकों के दृष्टिकोण से प्रस्तावित लाभ से भी है ।

कथन-II : उत्पाद अवधारणा में विस्तारित उत्पाद जैसे विक्रय उपरांत सेवाएँ, अतिरिक्त पुर्जों की उपलब्धता, शिकायतों का निवारण आदि सम्मिलित नहीं हैं ।

निम्न में से सही विकल्प की पहचान कीजिए :

1

(A) कथन-I तथा कथन-II दोनों सही हैं । (B) कथन-I तथा कथन-II दोनों गलत हैं ।

(C) कथन-I सही तथा कथन-II गलत है । (D) कथन-I गलत तथा कथन-II सही है ।

20. एयर कंडिशनर्स के एक विख्यात ब्राण्ड 'सुविदित एयर कंडिशनर्स' में हिमांशु 'विपणन प्रबंधक' के रूप में कार्यरत है । पिछले माह तक कंपनी अपने विक्रय लक्ष्य सफलतापूर्वक सिद्ध कर रही थी । परन्तु इस माह से हिमांशु ने देखा कि विक्रय लक्ष्य सिद्ध नहीं हो पाए थे तथा बेचे गए एयर कंडिशनर्स की संख्या कम हो रही थी । उसने इस स्थिति का विश्लेषण किया तथा यह जाना कि पिछले माह नियुक्त किया गया नया विक्रयकर्ता कार्य निपुण नहीं है तथा इस विषय में उसने आवश्यक कार्यवाही की । निम्नांकित में से प्रबंध के किस कार्य ने विक्रय में कमी की पहचान करने में हिमांशु की सहायता की ?

1

(A) नियोजन

(B) संगठन

(C) निर्देशन

(D) नियंत्रण

21. मोनिका, रश्मि तथा गरिमा बचपन के दोस्त हैं । अपनी शिक्षा समाप्ति के पश्चात् मोनिका ने एक विद्यालय में शिक्षक के रूप में पद ग्रहण किया । रश्मि ने एक फर्म में चार्टर्ड लेखपाल के रूप में तथा गरिमा ने एक बहु राष्ट्रीय कम्पनी में महाप्रबंधक के रूप में पद ग्रहण किया । लम्बे समय के पश्चात् विद्यालय के एक पुनर्मिलन समारोह में वे एक दूसरे से मिले । रश्मि ने कहा अब वे सभी पेशेवर हैं । गरिमा ने रश्मि से कहा कि यह वह मोनिका एवं अपने बारे में कह सकती है परन्तु उसके बारे में नहीं क्योंकि प्रबंधक को पूर्ण रूप से पेशेवर नहीं माना जाता है ।

गरिमा ने यह क्यों कहा कि वह पेशेवर नहीं है ? अपने उत्तर के समर्थन में किन्हीं तीन बिन्दुओं का उल्लेख कीजिए ।

3





19. **Statement-I :** The concept of product relates to not only the physical product but also the benefits offered by it from customer's point of view.

Statement-II : The concept of product does not include the extended product by way of after sale services, availability of spare parts, handling complaints etc.

Choose the correct option from the following :

1

- (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.

20. Himanshu is working as a 'Marketing Manager' in 'Suvidit-Air-Conditioners', a well known brand in the field of air-conditioners. Till last month the company was able to achieve its sales targets. But this month Himanshu observed that targets were not being met and the number of air-conditioners sold was decreasing. He analysed the situation and found that the new salesman appointed last month was not good and for this he took necessary action.

Which of the following function of management helped Himanshu to identify the decrease in sale ?

1

- (A) Planning
- (B) Organising
- (C) Directing
- (D) Controlling

21. Monika, Rashmi and Garima are childhood friends. After completing their education, Monika joined a school as a teacher. Rashmi joined a firm as a Chartered Accountant and Garima as a General Manager in a Multi-National Company. After a long time in a re-union function of the school, they met each other. Rashmi said that they were all professionals now. Garima told Rashmi that she can say this about Monika and herself, but not about her since Manager is not considered a full fledged professional. Why did Garima say that she was not a professional ? State any three points in support of your answer.

3





22. कारों का उत्पादन करने वाली एक फर्म 'मेगा मारूत लिमिटेड' में विभू ने 'मुख्य कार्यकारी अधिकारी' के रूप में कार्यभार ग्रहण किया। पहले दिन उसने अपने अधीनस्थों को संबोधित किया तथा कहा कि संगठन में एक अधिकार एवं सम्प्रेषण शृंखला होनी चाहिए जो ऊपर से नीचे तक कार्यरत हो तथा उसी के अनुसार प्रबन्धक एवं अधीनस्थ उसका पालन करें। उसने यह भी जोड़ा कि सामान्य कार्यों के लिए कोई कामगार सीधे मुख्य कार्यकारी अधिकारी से संपर्क नहीं कर सकता परन्तु आपात् स्थिति में वह उनसे सीधे संपर्क कर सकता है।

विभू ने प्रबंध के एक महत्वपूर्ण सिद्धान्त की चर्चा की। उस सिद्धान्त की पहचान कीजिए तथा उसे एक उदाहरण के द्वारा समझाइए।

3

23. (a) (i) आदेश एवं अनुशासन की सुनिश्चितता; तथा

(ii) कार्य में समन्वय की सुविधा, को प्रबंध के नियंत्रण कार्य के महत्त्व के रूप में समझाइए।

3

अथवा

(b) (i) जटिल या संकट बिन्दु नियंत्रण; तथा

(ii) अपवाद द्वारा प्रबंध, को नियंत्रण प्रक्रिया के चरण 'विचलन विश्लेषण' के एक महत्वपूर्ण भाग के रूप में समझाइए।

24. (a) भारतीय प्रतिभूति एवं विनिमय बोर्ड के किन्हीं तीन सुरक्षात्मक कार्यों का उल्लेख कीजिए।

3

अथवा

(b) भारतीय प्रतिभूति एवं विनिमय बोर्ड के किन्हीं तीन उद्देश्यों का उल्लेख कीजिए।

25. (a) 'विभिन्न पदों के लिए बाह्य स्रोतों के दोहन के बहुत से लाभ होते हैं।' ऐसे किन्हीं चार लाभों का उल्लेख कीजिए।

4

अथवा

(b) 'तीव्र प्रौद्योगिकीय परिवर्तनों के कारण कार्य (जॉब) बहुत जटिल हो गए हैं तथा कर्मचारियों के लिए प्रशिक्षण के महत्त्व की आवश्यकता बढ़ गई है।' इस कथन के प्रकाश में कर्मचारियों को प्रशिक्षण के ऐसे किन्हीं चार लाभों का उल्लेख कीजिए।





22. Vibhu joined as a Chief Executive Officer (CEO) of 'Mega Marut Ltd.', a firm manufacturing cars. On the first day he addressed his subordinates saying that organisations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and the subordinates. He also added that for routine matters a worker can not directly contact the CEO but in an emergency he/she may contact directly.

Vibhu discussed an important principle of management. Identify and explain the principle with the help of an example. 3

23. (a) Explain (i) Ensuring order and discipline; and (ii) Facilitating co-ordination in action, as importance of controlling function of management. 3

OR

(b) Explain : (i) Critical point control; and (ii) Management by exception, as an important part of 'Analysing Deviations' a step in the process of controlling.

24. (a) State any three protective functions of Securities and Exchange Board of India. 3

OR

(b) State any three objectives of Securities and Exchange Board of India.

25. (a) 'Tapping external sources for various job positions has many benefits'. State any four such benefits. 4

OR

(b) 'Due to rapid technological changes jobs have become more complex and importance of training has increased for employees.' State any four such benefits.





26. (a) 'औपचारिक संप्रेषण' तथा 'अनौपचारिक संप्रेषण' का अर्थ दीजिए ।

4

अथवा

(b) संप्रेषण की किन्हीं चार संगठनात्मक बाधाओं का उल्लेख कीजिए ।

27. समीक्षा अपने एक विषय के रूप में व्यवसाय अध्ययन के साथ कक्षा-XII की छात्रा है । व्यवसाय अध्ययन के 'उपभोक्ता संरक्षण' पर पाठ का अध्ययन करने के पश्चात् उसने इससे प्राप्त ज्ञान का प्रयोग, वस्तुओं के क्रय एवं उपयोग में करने का प्रयत्न किया । वह खाना पकाने की बहुत शौकीन है तथा हमेशा खाना बनाने की नई विधि का प्रयोग करती है । इस बार वह घर पर ब्रैड तैयार करने के लिए 'ब्रैड मेकर' का क्रय करना चाहती है । उसने बाजार में उपलब्ध विभिन्न ब्राण्ड के 'ब्रैड मेकर' की ऑनलाइन जाँच की तथा उनके मूल्य की तुलना की ताकि एक बुद्धिमान एवं विवेकी चयन किया जा सके । इसके पश्चात् वह एक नज़दीक के बाजार में इसे क्रय करने के लिए गई । एक सूचित ग्राहक होने के कारण उसने मानकीकृत चिह्न देखा, लेबल पर छपे मूल्य का मोलभाव किया, उत्पादन तिथि की जाँच की तथा उत्पाद पर दी जानेवाली गारंटी अथवा वारंटी के विषय में पूछताछ की ।

सभी सम्बन्धित सूचना से संतुष्ट होकर उसने 'ब्रैड मेकर' का क्रय किया तथा एक उत्तरदायी उपभोक्ता के नाते नकद रसीद की माँग की । घर पहुँचने के पश्चात् उसने 'ब्रैड मेकर' की पैकेजिंग खोली तथा उसने इसके अन्दर एक निर्देशन पुस्तिका प्राप्त की । उसने सभी निर्देशों को ध्यानपूर्वक पढ़ा तथा चरणबद्ध रूप से 'ब्रैड मेकर' को चलाया तथा वह अपने परिवार के लिए एक अच्छी 'आटा ब्रैड' बनाने में सफल रही ।

समीक्षा ने 'ब्रैड मेकर' का क्रय एवं उपयोग करके एक उपभोक्ता के बहुत से दायित्वों का निर्वहन किया ।

नकद रसीद माँगने के अतिरिक्त समीक्षा द्वारा निर्वहन किए गए किन्हीं चार दायित्वों का उल्लेख कीजिए ।

4

28. 'निवेश निर्णय' का क्या अर्थ है ? उल्लेख कीजिए कि 'दीर्घकालीन निवेश निर्णय' तथा 'अल्पकालीन निवेश निर्णय' व्यवसाय को कैसे प्रभावित करते हैं ?

4

29. महामना एंटरप्राइज़ेज अपने कर्मचारियों को न केवल वेतन देती है अपितु वेतन के अतिरिक्त यह उन्हें बोनस भी प्रस्तावित करती है । कर्मचारियों को और अधिक प्रोत्साहित करने के लिए इसने उनके साथ कम्पनी के लाभ में हिस्सा देने की भी घोषणा की । ये प्रोत्साहन कर्मचारियों की क्रयशक्ति बढ़ाने में सहायक होते हैं ।

उपरोक्त अनुच्छेद में चर्चित किए गए प्रोत्साहनों के प्रकार में से किन्हीं चार अन्य प्रोत्साहनों का उल्लेख कीजिए ।

4





26. (a) Give the meaning of 'Formal Communication' and 'Informal Communication'.

4

OR

(b) State any four organisational barriers of communication.

27. Sameeksha is a Class-XII student having Business Studies as one of her subjects. After studying 'Consumer Protection' as one of the chapters in Business-Studies, she tried to apply the acquired knowledge while purchasing and using the goods. She is very fond of cooking and always tries new recipes. This time she wants to purchase a 'Bread Maker' to prepare homemade bread. She checked online about the various brands of 'Bread Maker' available in the market and compared their price, so that an intelligent and wise choice can be made. Then she went to a near by market to buy it. Being an informed consumer she looked for the Standardization Mark, negotiated the price printed on the label, checked the date of manufacturing and asked for guarantee or warranty of the product.

After satisfying with all the concerned information she purchased the 'Bread Maker' and as a responsible consumer asked for the cash-memo. After coming back home she opened the packaging of the 'Bread Maker' and found an instruction booklet inside. She carefully read all the instructions and operated the Bread Maker step-by-step and succeeded in making nice 'Atta Bread' for her family.

Sameeksha has fulfilled many responsibilities of a consumer while purchasing and using the 'Bread Maker'.

State any four responsibilities fulfilled by Sameeksha besides asking for a cash-memo.

4

28. What is meant by 'Investment Decision' ? State how 'Long term Investment Decision' and 'Short term Investment Decision' affect the business.

4

29. Mahamana Enterprises is not only giving salary to its employees but it also offers bonus to them over and above the salary. To further encourage the employees, it announced that it will provide a share in the profits of the company to them. These incentives are helpful in increasing the purchasing power of the employees.

State four other incentives of the type of incentive discussed in the above para.

4





30. हरीश 'काजी सॉफ्टवेयर्स लिमिटेड' में एक वित्त प्रबंधक के रूप में कार्यरत है। उसे उसकी दूरदर्शिता के लिए 'वर्ष के सर्वोत्तम कर्मचारी का पुरस्कार' दिया गया। कोष की आवश्यकता तथा उपलब्धता के विषय में लिए गए वित्तीय निर्णयों के प्रकाश में उसका लक्ष्य सदैव सभी वित्तीय गतिविधियों का सुचारु प्रचालन है। वह एक निश्चित अवधि के लिए विकास, निष्पादन, निवेश तथा कोष की आवश्यकता को ध्यान में रखता है ताकि वित्तीय संसाधन निष्क्रिय न रहे तथा इनसे अनावश्यक रूप से लागत न बढ़े। यह सब करके हरीश वित्तीय प्रबंध की एक महत्वपूर्ण अवधारणा के दो मुख्य उद्देश्यों को प्राप्त करने का प्रयास कर रहा है।

इस अवधारणा की पहचान कीजिए तथा इसके दो उद्देश्यों को समझाइए।

4

31. (a) वैज्ञानिक प्रबंध के सिद्धान्त के रूप में 'सहयोग न की व्यक्तिवाद' तथा एक तकनीक के रूप में 'थकान अध्ययन' को समझाइए।

6

अथवा

(b) 'कारण एवं परिणाम का संबंध' को प्रबन्ध के सिद्धान्तों की एक विशेषता तथा (i) बदलती पर्यावरण की आवश्यकताओं को पूरा करना तथा (ii) प्रबंध प्रशिक्षण, शिक्षा एवं अनुसंधान, को प्रबन्ध के सिद्धान्तों के महत्व के रूप में समझाइए।

32. (a) 'नीति' तथा 'विधि' को नियोजन के प्रकारों के रूप में समझाइए।

6

अथवा

(b) नियोजन की निम्न सीमाओं को समझाइए :

(i) नियोजन सृजनात्मकता को कम करता है।

(ii) नियोजन में भारी लागत आती है।





30. Harish is working as a finance manager in 'Kozee Softwares Ltd.' He has been awarded 'Best employee of the year Award' because of his foresightedness. He always aims at smooth operations of all the financial activities by focusing on fund requirements and their availability in the light of financial decisions. He takes into consideration the growth, performance, investments and requirement of funds for a given period so that financial resources are not left idle and don't unnecessarily add to the cost.

By doing all this Harish strives to achieve the two main objectives of an important concept of financial management. Identify the concept and explain its two objectives.

4

31. (a) Explain 'Co-operation, Not Individualism' as a principle and 'Fatigue Study' as a technique of scientific management.

6

OR

(b) Explain 'Cause and effect relationship' as a feature of principles of management (i) Meeting Changing Environment requirements; and (ii) Management Training, education and research as significance of principles of management.

32. (a) Explain 'Policy' and 'Method' as type of Plans.

6

OR

(b) Explain the following limitations of planning :
(i) Planning reduces creativity
(ii) Planning involves huge costs





33. 'बेस्ट इलेक्ट्रॉनिक्स' ने 'अमेज़' ब्रान्ड नाम के अन्तर्गत कपड़े धोने की मशीनों का उत्पादन आरम्भ किया। एक बार जब कपड़े धोने की मशीनों का उत्पादन, पैकेजिंग, ब्रान्डीकरण, मूल्य निर्धारण एवं प्रवर्तन हो गया तो इनको सही स्थान पर, सही मात्रा में एवं सही समय पर ग्राहकों को उपलब्ध कराना आवश्यक होता है। 'बेस्ट इलेक्ट्रॉनिक्स' ने आदेश की सटीक एवं शीघ्र पूर्ति प्रदान की ताकि कपड़े धोने की मशीनें ग्राहकों तक समय पर, उचित मात्रा में तथा विशिष्ट विवरणों सहित पहुँच जाएँ। वह यह भी सुनिश्चित करते थे कि कपड़े धोने की मशीनें ग्राहकों के पास भौतिक रूप से पहुँच जाएँ। इसके अतिरिक्त 'बेस्ट इलेक्ट्रॉनिक्स' परिवहन व्ययों को कम करने के लिए कपड़े धोने की मशीनों के भंडारण के लिए बाज़ार के समीप स्थित विभिन्न स्थानों की व्यवस्था करता है।

उपरोक्त स्थिति में चर्चित भौतिक वितरण के किन्हीं तीन घटकों को समझाइए।

6

34. कोविड-19 महामारी के कारण लगभग सभी कंपनियों के कर्मचारी अपने घरों से ऑनलाईन काम कर रहे थे। 2022 में जब सभी कम्पनियों ने अपने कर्मचारियों को कार्यालय वापिस बुलाया तथा ऑफलाईन काम शुरू किया, 'टेटी सॉफ्टवेयर लिमिटेड' ने अभी भी अपने कर्मचारियों को घर से काम करने के लिए कहा। इसके कारण 'टेटी सॉफ्टवेयर लिमिटेड' के कर्मचारी ऊब गए। अतः मनोरंजन के लिए उन्होंने एक क्रिकेट क्लब बनाया। प्रत्येक शनिवार तथा रविवार को उन्होंने अपने कार्यालय भवन के समीप एक मैदान में मिलना आरम्भ किया।

(i) 'टेटी सॉफ्टवेयर लिमिटेड' के कर्मचारियों द्वारा बनाए गए संगठन के प्रकार की पहचान तथा उल्लेख कीजिए।

(ii) उपरोक्त (i) में पहचान किए गए संगठन के प्रकार की किन्हीं दो विशेषताओं तथा किन्हीं दो सीमाओं का उल्लेख भी कीजिए।

6





33. 'Best Electronics' started manufacturing washing machines under the brand name 'Amaze'. Once the washing machines were manufactured, packaged, branded, priced and promoted, they had to be made available to the customers at the right place, in the right quantity and at the right time.

'Best Electronics' provided for accurate and speedy processing of orders so that the washing machines reach the customers in time, in the right quantity and specifications. They also ensured that the washing machines are physically made available to the customers. Further, 'Best Electronics' arranged for facilities to store the washing machines at different locations near the market to minimize the charges on transportation. Explain any three components of physical distribution discussed in the above case. **6**

34. Due to spread of COVID-19 pandemic, employees of almost all the companies were working online from their homes. In 2022 when most of the companies called them back to their office and started working offline, 'Taty Software Ltd.' still asked their employees to work from home. Because of this, employees of 'Taty Software Ltd.' were feeling bored, hence for recreation they formed a cricket-club. They started meeting every Saturday and Sunday on a ground near their office building.

- (i) Identify and state the type of organisation formed by the employees of 'Taty Software Ltd.'
- (ii) Also, state any two advantages and two limitations of the type of organisation identified in (i) above. **6**





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Senior School Certificate Examination

March -----2023

Marking Scheme---Business Studies 66/5/3

General Instructions:

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



10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks _____ (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"> ● Leaving answer or part thereof unassessed in an answer book. ● Giving more marks for an answer than assigned to it. ● Wrong totaling of marks awarded on an answer. ● Wrong transfer of marks from the inside pages of the answer book to the title page. ● Wrong question wise totaling on the title page. ● Wrong totaling of marks of the two columns on the title page. ● Wrong grand total. ● Marks in words and figures not tallying/not same. ● Wrong transfer of marks from the answer book to online award list. ● Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) <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 “ Guidelines for spot Evaluation ” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme

66 /3 /3	<p style="text-align: center;">MARKING SCHEME– 2023 BUSINESS STUDIES 66/5/3 EXPECTED ANSWERS / VALUE POINTS</p>	Marks
SECTION A		
1	<p>Q. Which of the following is NOT a factor affecting capital structure of a company ? (A) Cost of Debt (B) Growth Opportunities (C) Cash Flow Position (D) Interest Coverage Ratio</p> <p>Ans. (B) Growth opportunities</p>	1 mark
2	<p>Q. Which of the following statements is incorrect about Personal Selling? (A) It is a direct face to face dialogue that involves an interactive relationship between the seller and buyer. (B) It refers to short-term incentives designed to encourage the buyers to make immediate purchase of a product or service. (c) It allows a sales-person to develop personal relationship with the prospective customers. (D) In this it is possible to take a direct feedback from the customer and to adopt the presentation according to the needs of the prospects.</p> <p>Ans. (B) It refers to short-term incentives designed to encourage the buyers to make immediate purchase of a product or service.</p>	1 mark
3	<p>Q. From the following, identify the channel of distribution in which goods pass from the manufacturer to the retailers who, in turn, sell them to the final users. (A) One level channel (B) Two level channel (C) Three level channel (D) Zero level channel</p> <p>Ans. (A) One level channel</p>	1 mark

4	<p>Q. A name, term, sign, symbol, design or some combination of them used to Identify the products – goods or services of one seller or group of sellers and to differentiate them from those of the competitors is known as</p> <p>(A) brand. (B) Brand mark (C) brand name. (D) trade mark.</p> <p>Ans. (A) brand.</p>	1 mark
5	<p>Q. Which of the following statements is <u>incorrect</u>?</p> <p>(A) Capital Market refers to facilities and institutional arrangements through which long-term funds, both debt and equity are raised and Invested. (B) Secondary market is the market where securities are sold by the company to the investor directly or through an intermediary. (C) Primary Market is the Market where only buying of securities takes place. Securities can not be sold there. (D) Money Market is a market for short term funds which deals in monetary assets whose period of maturity is upto one year.</p> <p>Ans. (B) Secondary market is the market where securities are sold by the company to the investor directly or through an intermediary.</p>	1 mark
6	<p>Q. The most commonly used tool of promotion which is a paid form of communication and in which the sponsor bears the cost of communicating with the prospects is</p> <p>(A) advertising. (B) personal selling. (C) sales promotion. (D) public relations.</p> <p>Ans. (A) advertising.</p>	1 mark



7	<p>Q. _____ refers to the increase in profit earned by the equity shareholders due to the presence of fixed financial charges like interest.</p> <p>(A) Capital structure (B) Earning per share (C) Trading on equity (D) Return on investment</p> <p>Ans. (C) Trading on equity</p>	1 mark																				
8	<p>Q. Match the factors affecting fixed capital requirements given in the Column-I with their explanations given in Column-II:</p> <table border="1"> <thead> <tr> <th></th> <th>Column – I</th> <th></th> <th>Column - II</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>Nature of Business</td> <td>i.</td> <td>A trading organisation needs lower investments in fixed assets as compared to a manufacturing organisation.</td> </tr> <tr> <td>B</td> <td>Technology upgradation</td> <td>ii.</td> <td>A textile manufacturing company is installing a cement manufacturing plant and thus its investments in fixed assets is increasing.</td> </tr> <tr> <td>C</td> <td>Diversification</td> <td>iii.</td> <td>A capital-intensive organisation requires higher investments in fixed assets as compared to labour-intensive organisation.</td> </tr> <tr> <td>D</td> <td>Choice of Technique</td> <td>iv.</td> <td>Mobile phones became obsolete faster and are replaced much sooner than furniture or many other assets. Hence these type of businesses require more fixed capital.</td> </tr> </tbody> </table> <p>(A) a b c d i iv ii iii (B) ii iii iv i (C) iii ii i iv (D) iv i iii ii</p>		Column – I		Column - II	A	Nature of Business	i.	A trading organisation needs lower investments in fixed assets as compared to a manufacturing organisation.	B	Technology upgradation	ii.	A textile manufacturing company is installing a cement manufacturing plant and thus its investments in fixed assets is increasing.	C	Diversification	iii.	A capital-intensive organisation requires higher investments in fixed assets as compared to labour-intensive organisation.	D	Choice of Technique	iv.	Mobile phones became obsolete faster and are replaced much sooner than furniture or many other assets. Hence these type of businesses require more fixed capital.	
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	<p>Ans. (A) i iv ii iii</p>	1 mark
9	<p>Q. The next step in the ‘Selection Process’ after ‘Selection Decision’ is</p> <p>(A) Job Offer (B) Medical Examination (C) Selection Test (D) Contract of Employment</p> <p>Ans. (B) Medical Examination</p>	1 mark
10	<p>Q. Identify the external source of recruitment illustrated by the picture given below:</p> <div data-bbox="263 884 957 1433" data-label="Image"> </div> <p>(A) Direct Recruitment (B) Casual Callers (C) Advertisement (D) Labour contractor</p> <p>Ans. (A) Direct Recruitment</p>	1 mark
11	<p>Q. The obligation of a subordinate to properly perform the assigned duty is called:</p> <p>(A) Authority</p>	

	<p>(B) Responsibility (C) Accountability (D) Decentralisation</p> <p>Ans. (B) Responsibility</p>	1 mark
12	<p>Q. ‘Digilocker’ is a flagship initiative of ‘Ministry of Electronics and IT’, Government of India. It aims at digital empowerment of the citizens by providing access to authentic digital documents such as academic certificates issued by different Examination Boards, Driving Licenses, Vehicle registrations etc. in a digital format.</p> <p>The above para discusses a few dimensions of Business Environment.</p> <p>Identify the correct dimensions from the following:</p> <p>(A) Economic Environment and Technological Environment (B) Social Environment and Economic Environment (C) Social Environment and Political Environment (D) Political Environment and Technological Environment</p> <p>Ans. (D) Political Environment and Technological Environment</p>	1 mark
13	<p>Q. ‘Whether the decisions have been translated into desired actions or not’ can be confirmed by performing which of the following function of management?</p> <p>(A) Planning (B) Organising (C) Directing (D) Controlling</p> <p>Ans. (D) Controlling</p>	1 mark
14	<p>Q. The activities whose outcome not only improves the job performance but also help individuals in the progress towards maturity and actualisation of their potential capacities is known as</p> <p>(A) training. (B) education.</p>	



	<p>(C) development. (D) performance appraisal</p> <p>Ans. (C) development.</p>	1 mark
15	<p>Q. The purpose of planning is to meet future events effectively to the best advantage of an organisation. This statement highlights which of the following features of planning?</p> <p>(A) Planning focuses on achieving objectives. (B) Planning involves decision making. (C) Planning is the primary function of management. (D) Planning is futuristic.</p> <p>Ans. (D) Planning is futuristic.</p>	1 mark
16	<p>Q. “Cartoony Planet’ is a well-known indoor playground for organising parties for children in Noida. It has many play-stations and it organises various activities for the kids to enjoy. Looking at the increasing number of children visiting ‘Cartoony Planet’, a new indoor playground in the name of ‘Tiny-Tots House’ came up with advanced swings, play stations and entertainment activities near ‘Cartoony Planet’. To compete with the newly opened indoor playground, ‘Cartoony Planet’ also added some advanced swings and entertainment activities to attract more children. The above information highlights one of the features of business environment. Identify the feature from the following:</p> <p>(A) Uncertainty (B) Dynamic Nature (C) Relativity (D) Interrelatedness</p> <p>Ans. (B) Dynamic Nature</p>	1 mark
17	<p>Q. ‘Dolma’ and ‘Una’ were gardners with decades of hands-on experience. They were the first one to recognise the need of indoor gardens specially for plant-lovers living in apartments. They took advantage of this opportunity and decided to offer</p>	



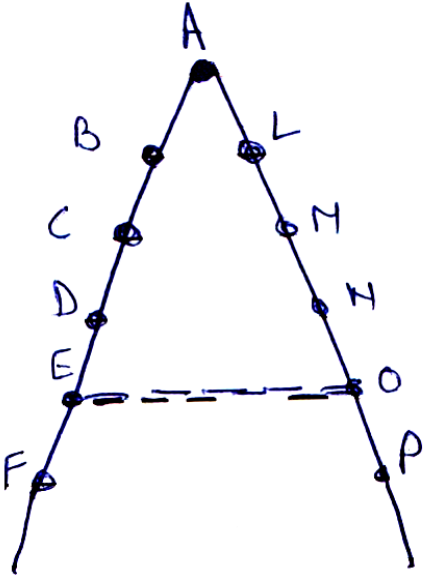
	<p>beautiful designing ideas for indoor gardening through their innovative venture 'My Space'. 'My Space' offered creative ideas like 'Garden wall', 'Hanging Garden', 'Window Garden', 'Book-shelf garden and many more. Since there were no competitors they soon became the market leaders in the field. From the following points 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 enables the firm to identify opportunities and getting the first mover advantage. (D) Business Environment helps in assisting in planning and policy formulation</p> <p>Ans. (C) Business Environment enables the firm to identify opportunities and getting the first mover advantage.</p>	<p>1 mark</p>
<p>18</p>	<p>Different organisations have different goals. 'Zeepo' is an upcoming retail chain for providing consumer goods door-to-door, the objective of this organisation is to increase sales. 'Allie' is an educational organisation working with an objective of providing education to under privileged children of the society. Management of each of these organisations unite the efforts of their employees towards achieving organisational goals. The characteristic of management discussed above is: (A) Management is goal-oriented. (B) Management is a continuous process. (C) Management is a dynamic function (D) Management is an intangible force.</p> <p>Ans. (A) Management is goal-oriented.</p>	<p>1 mark</p>
<p>19</p>	<p>Q. Statement-I: The concept of product relates to not only the physical product but also the benefits offered by it from customer's point of view. Statement-II: The concept of product does not include the extended product by way of after sale services, availability of</p>	

	<p>spare parts, handling complaints etc. 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.</p> <p>Ans. (C) Statement-I is correct and Statement-II is incorrect.</p>	1 mark
20	<p>Q. Himanshu is working as a 'Marketing Manager' in 'Suvidit-Air-Conditioners', a well known brand in the field of air-conditioners. Till last month the company was able to achieve its sales targets. But this month Himanshu observed that targets were not being met and the number of air-conditioners sold was decreasing. He analysed the situation and found that the new salesman appointed last month was not good and for this he took necessary action.</p> <p>Which of the following function of management helped Himanshu to identify the decrease in sale</p> <p>(A) Planning (B) Organising (C) Directing (D) Controlling</p> <p>Ans. (D) Controlling</p>	1 mark
21	<p>Q. Monika, Rashmi and Garima are childhood friends. After completing their education, Monika joined a school as a teacher. Rashmi joined a firm as a Chartered Accountant and Garima as a General Manager in a MultiNational Company. After a long time in a re-union function of the school, they met each other. Rashmi said that they were all professionals now. Garima told Rashmi that she can say this about Monika and herself, but not about her since Manager is not considered a full fledged professional.</p> <p>Why did Garima say that she was not a professional? State any three points in support of your answer.</p>	



	<p>Ans. Garima said that she is not a professional as management is not considered as a full fledged profession because of the following reasons: (Any three points)</p> <p>(i) Restricted Entry: There is no restriction on anyone being designated or appointed as Manager in any business enterprise. Any one can be called a manager irrespective of educational qualifications possessed as compared to other professions like a doctor, a lawyer etc.</p> <p>(ii) Professional Association: There are several associations of practicing managers in India like AIMA (All India Management Association) but there is no compulsion for managers to be members of such associations nor does it have any statutory backing unlike other professions.</p> <p>(iii) Ethical code of conduct: All professionals are bound by a code of conduct which guides the behaviour of its members, which is not followed by manager though AIMA has laid down a code of conduct to regulate the activities of their members.</p> <p>(iv) Service Motive: The basic motive of a profession is to serve their clients interests by rendering dedicated and committed service whereas the basic purpose of management is to help the organization to achieve its stated goal which is profit maximisation.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>1 mark for each reason = 1 x 3 = 3 marks</p>
22	<p>Q. Vibhu joined as a Chief Executive Officer. (CEO) of 'Mega Marut Ltd.', a firm manufacturing cars. On the first day he addressed his subordinates saying that organisations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and the subordinates. He also added that for routine matters a worker can not directly contact the CEO but in an emergency he/she may contact directly.</p> <p>Vibhu discussed an important principle of management. Identify and explain the principle with the help of an example.</p> <p>Ans. Principle of management discussed by Vibhu is 'Scalar Chain'.</p> <p>Organisations should have a chain of authority and communication that runs from top to bottom and should be followed by managers</p>	



	<p>and the subordinates. The formal lines of authority from highest to lowest ranks are known as Scalar Chain.</p> <p>Example: Let us consider a situation where there is one head 'A' who has two lines of authority under her/him. One line consists of B-C-D-E-F. Another line of authority under 'A' is L-M-N-O-P. If 'E' has to communicate with 'O' who is at the same level of authority then he/she has to transverse the route E-D-C-B-A-L-M-N-O. This is due to the Scalar chain being followed in this case. This is for routine matters. But in case of emergency 'E' may directly contact 'O' through Gang Plank.</p> 	<p>1 mark for identifying the principle + 1 marks for correct explanation + 1 mark for correct example = 1+1+1 = 3 marks</p>
23	<p>Q. (a) Explain (i) Ensuring order and discipline; and (ii) Facilitating co-ordination in action, as importance of controlling function of management.</p> <p>Ans.</p> <p>(i) <u>Ensuring order and discipline</u></p> <ul style="list-style-type: none"> ▪ Controlling creates an atmosphere of order and discipline in the organisation. It helps to minimise dishonest behaviour on the part of the employees by keeping a close check on their activities. <p>(ii) <u>Facilitates coordination in action</u></p> <ul style="list-style-type: none"> ▪ Controlling provides direction to all the activities and efforts for achieving organisation's goals. Each department and employee 	<p>1 ½ marks</p> <p>1 ½</p>



	<p>is governed by pre-determined standards which are well co-ordinated with one another and ensures that organisational objectives are accomplished.</p> <p style="text-align: center;">OR</p> <p>Q. (b) Explain: (i) Critical point control; and (ii) Management by exception, as an important part of 'Analysing Deviations' a step in the process of controlling.</p> <p>Ans.</p> <p>(i) <u>Critical Point Control</u></p> <ul style="list-style-type: none"> ▪ It suggest that control should focus on key result areas (KRAs) which are critical to the success of an organisation as it is neither economical nor easy to keep a check on each and every activity in an organisation. ▪ If anything goes wrong at the critical points, the entire organisation suffers. <p>(ii) <u>Management by Exception</u></p> <ul style="list-style-type: none"> ▪ It is an important principle of management control based on the belief that an <u>attempt to control everything results in controlling nothing</u>. ▪ Thus, <u>only significant deviations</u> which go beyond the permissible limit should be <u>brought to the notice of management</u>. 	<p>marks</p> <p style="text-align: center;">=</p> <p>3 marks</p> <p style="text-align: center;">OR</p> <p style="text-align: center;">=</p> <p>1 ½ marks</p> <p style="text-align: center;">=</p> <p>1 ½ marks</p> <p style="text-align: center;">=</p> <p>3 marks</p>
<p>24</p>	<p>Q. (a) State any three protective functions of Securities and Exchange Board of India.</p> <p>Ans. <u>Protective functions of Securities and Exchange Board of India are: (Any three)</u></p> <p>(i) Prohibition of fraudulent and unfair trade practices.</p> <p>(ii) Controlling insider trading and imposing penalties for such practices.</p> <p>(iii) Undertaking steps for investor protection.</p>	<p style="text-align: center;">=</p> <p>1 x 3</p> <p style="text-align: center;">=</p> <p>3 marks</p>

	<p>(iv) Promotion of fair practices and code of conduct in securities market.</p> <p style="text-align: center;">OR</p> <p>Q. (b) State any three objectives of Securities and Exchange Board of India.</p> <p>Ans. <u>Objectives of Securities and Exchange Board of India are:</u> <u>(Any three)</u></p> <p>(i) To <u>regulate stock exchanges</u> and the securities industry to <u>promote their orderly functioning</u>.</p> <p>(ii) To <u>protect the rights and interests of investors</u>, particularly individual investors and to guide and educate them.</p> <p>(iii) To <u>prevent trading malpractices</u> and achieve a balance between self regulation and statutory regulation.</p> <p>(iv) To <u>regulate and develop a code of conduct</u> and fair practices by intermediaries like brokers, merchant bankers etc., with a view to making them competitive and professional.</p>	<p style="text-align: center;">OR</p> <p style="text-align: center;">1 x 3 = 3 marks</p>
25	<p>Q. (a) Tapping external sources for various job positions has many benefits'. State any four such benefits.</p> <p>Ans. <u>Benefits of tapping external sources for various job positions:</u> <u>(Any four)</u></p> <p>(i) The management can <u>attract qualified and trained people</u> to apply for vacant jobs in the organisation.</p> <p>(ii) The management has a <u>wider choice</u> while selecting the right candidate.</p> <p>(iii) External sources bring <u>fresh talent</u> in the organisation.</p> <p>(iv) External sources encourage <u>competitive spirit</u> among the</p>	<p style="text-align: center;">1 x 4 = 4 marks</p>

	<p>existing staff.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p> <p style="text-align: center;">OR</p> <p>Q. (b) 'Due to rapid technological changes jobs have become more complex and importance of training has increased for employees.' State any four such benefits.</p> <p>Ans. <u>Importance of training for employees:</u> (Any four)</p> <p>(a) It helps in <u>promotion and career growth</u> due to improved skills and knowledge.</p> <p>(b) It helps him to <u>earn more</u> due to improved performance.</p> <p>(c) It <u>reduces accidents</u> as the employees are more efficient to handle machines.</p> <p>(d) It <u>increases the morale</u> of the employees as the employees are more satisfied.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p style="text-align: center;">OR</p> <p style="text-align: center;">1 x 4 = 4 marks</p>
26	<p>Q. Give the meaning of 'Formal Communication' and 'Informal Communication'.</p> <p>Ans. <u>Formal communication</u></p> <ul style="list-style-type: none"> ▪ Formal communication is the communication that takes place through official channels designed in the organisation chart. ▪ It may be horizontal or vertical. <p><u>Informal communication</u></p> <ul style="list-style-type: none"> ▪ Informal communication is the communication that takes place 	2 marks



	<p>without following the formal lines of communication.</p> <ul style="list-style-type: none"> It is generally referred to as grapevine because it spreads in all directions without any regard to the level of authority. <p><i>(Or any other correct explanation)</i></p> <p style="text-align: center;">OR</p> <p>Q.(b) State any four organisational barriers of communication. Ans. <u>Organisational barrier: (Any four)</u></p> <p>(i) <u>Organisational policy</u>, implicit or explicit is <u>not supportive</u> to free flow of communication, it may hamper effectiveness of communication.</p> <p>(ii) Rigid <u>Rules and regulations</u> may delay communication.</p> <p>(iii) <u>Status</u> of the superior may not allow his subordinates to express their feelings freely.</p> <p>(iv) <u>Complexity in organization structure</u> leads to delayed and distorted communication.</p> <p>(v) <u>Lack of organizational facilities</u> like frequent meetings, suggestion box etc. may discourage free flow of communication.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>2 marks = 2+2 = 4 marks</p> <p style="text-align: center;">OR</p> <p>1 x 4 = 4 marks</p>
27	<p>Q. Sameeksha is a Class-XII student having Business Studies as one of her subjects. After studying 'Consumer Protection' as one of the chapters in Business-Studies, she tried to apply the acquired knowledge while purchasing and using the goods. She is very fond of cooking and always tries new recipies. This time she wants to purchase a 'Bread Maker' to prepare homemade bread. She checked online about the various brands of 'Bread Maker' available in the market and compared their price, so that an intelligent and wise choice can be made. Then she went to a near by market to buy it. Being an informed consumer she looked for the Standardization Mark, negotiated the price printed on the label, checked the date of manufacturing and asked for guarantee or warranty of the product.</p>	



	<p>After satisfying with all the concerned information she purchased the Bread Maker and as a responsible consumer asked for the cash-memo. After coming back home she opened the packaging of the Bread Maker' and found an instruction booklet inside. She carefully read all the instructions and operated the Bread Maker step-by-step and succeeded in making nice 'Atta Bread' for her family. Sameeksha has fulfilled many responsibilities of a consumer while purchasing and using the 'Bread Maker' State any four responsibilities fulfilled by Sameeksha besides asking for a cash-memo.</p> <p>Ans. Responsibilities that Sameeksha has fulfilled besides asking for a cash memo are: (Any four)</p> <p>(i) <u>Be aware</u> about various goods and services available in the market so that an <u>intelligent and wise choice can be made.</u></p> <p>(ii) <u>Buy only standardised goods</u> as they provide quality assurance e.g. standardization mark.</p> <p>(iii) <u>Learn</u> about the <u>risks</u> associated with products and services, <u>follow manufacturer's instructions</u> and using the products safely.</p> <p>(iv) <u>Read labels carefully</u> so as to have information about <u>prices, net weight, manufacturing and expiry dates,</u> etc.</p> <p>(v) <u>Assert yourself</u> to get a <u>fair deal.</u></p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>1 x 4 = 4 marks</p>
<p>28</p>	<p>Q. What is meant by 'Investment Decision'? State how 'Long term Investment Decision' and 'Short Term Investment Decision' affect the business.</p> <p>Ans. The investment decision refers to <u>how the firm's funds are invested in different assets</u> to earn the highest possible return for their investors.</p>	<p>1 mark</p>

	<p>housing, medical aid and education to the children etc., which are offered over and above the salary.</p> <p><i>(If an examinee has only listed the incentives, ½ mark for each incentive should be awarded)</i></p>	
30	<p>Q. Harish is working as a finance manager in 'Kozee Softwares Ltd.' He has been awarded 'Best employee of the year Award' because of his foresightedness. He always aims at smooth operations of all the financial activities by focusing on fund requirements and their availability in the light of financial decisions. He takes into consideration the growth, performance, investments and requirement of funds for a given period so that financial resources are not left idle and don't unnecessarily add to the cost.</p> <p>By doing all this Harish strives to achieve the two main objectives of an important concept of financial management. Identify the concept and explain its two objectives.</p> <p>Ans. The important concept of financial management discussed is <u>Financial Planning</u>.</p> <p><u>Two objectives are:</u></p> <p>(i) To ensure availability of funds whenever required:</p> <ul style="list-style-type: none"> ▪ This includes a <u>proper estimation of the funds required for different purposes</u> such as for the purchase of long-term assets or to meet day-to-day expenses of business etc. ▪ To <u>estimate the time at which these funds are to be made available</u> and to <u>specify possible sources of these funds</u>. <p>(ii) To see that the firm does not raise resources unnecessarily:</p> <p>Financial planning ensures that <u>enough funds are available at right time</u>.</p> <ul style="list-style-type: none"> ▪ If <u>adequate funds are not available</u> the firm will not be able to honour its commitments and carry out its plans. ▪ On the other hand, if <u>excess funds are available</u>, it will 	<p>1 mark for identifying the concept</p> <p>+ ½ mark for each heading</p> <p>+ 1 mark for each explanation</p> <p>= 1+1+2 = 4 marks</p>



	<p>Ans.</p> <p><u>Cause and effect relationship</u></p> <ul style="list-style-type: none"> ▪ The principles of management establish <u>cause and effect relationship</u> so that they can be <u>used in similar situations in a large number of cases.</u> ▪ But the principles of management are <u>less than perfect</u> since they mainly apply to <u>human behaviour</u>. Also, in real life, <u>situations are not identical</u>. So, accurate cause and effect relationships may be difficult to establish. <p>(i) Meeting changing environment requirements</p> <p>Although principles are in the nature of general guidelines, <u>they are modified and help the managers to meet the changing requirements of the environment.</u></p> <p>Management principles are flexible to adapt to the dynamic business environment.</p> <p>(ii) <u>Management training, education and research:</u></p> <p>Entrance to management institutes is preceded by management aptitude tests. These tests are developed after understanding of management principles and how they may be applied in different situations.</p> <p>These principles provide basic groundwork for the development of management as a discipline.</p>	<p>2 marks</p> <p>2 marks</p> <p>2 marks = 2+2+2 = 6 marks</p>
32	<p>Q. 32. (a) Explain Policy' and 'Method' as type of Plans.</p> <p>Ans.</p> <p><u>Policy</u></p> <ul style="list-style-type: none"> ▪ Policies are <u>general statements</u> that guide thinking or channelise energies towards a particular direction. 	



<ul style="list-style-type: none"> ▪ Policies define the <u>broad parameters within which a manager may function</u>. ▪ A manager may use his <u>discretion</u> to interpret and apply a policy. 	<p>3 marks</p>	
<p><u>Method</u></p> <ul style="list-style-type: none"> ▪ Method is the prescribed way or manner in which a task has to be performed taking into consideration the objective of the organisation. ▪ It deals with a <u>task comprising one step of a procedure</u> and specifies how this step is to be performed. ▪ Selection of right method <u>increases efficiency</u> in completion of a task. The method may <u>vary from task to task</u>. 	<p>3 marks</p> <p>=</p> <p>3+3</p> <p>=</p> <p>6 marks</p>	
<p>OR</p>		
<p>(b) Explain the following limitations of planning:</p>		
<p>(i) Planning reduces creativity</p>		
<p>(ii) Planning involves huge costs</p>		
<p>Ans.</p>		
<p>(i) <u>Planning reduces creativity</u></p>		
<p>Planning is an activity which is done by the top management. Usually the rest of the members just implements these plans. As a consequence, middle management and other decision makers are neither allowed to deviate from plans nor are they permitted to act on their own. Thus, much of the initiative or creativity inherent in them also gets lost or reduced.</p> <p>Most of the time, employees do not even attempt to formulate plans. They only carry out orders.</p> <p>Thus, planning in a way reduces creativity since people tend to</p>		<p>3 marks</p>

	<p>think along the same lines as others. There is nothing new or innovative.</p> <p>(ii) Planning involves huge costs</p> <p>When plans are drawn up huge costs are involved in their formulation. These may be in terms of time and money for example, checking accuracy of facts may involve lot of time.</p> <p>Detailed plans require scientific calculations to ascertain facts and figures. The costs incurred sometimes may not justify the benefits derived from the plans.</p> <p>There are a number of incidental costs as well, like expenses on boardroom meetings, discussions with professional experts and preliminary investigations to find out the viability of the plan.</p> <p style="text-align: center;"><i>(Or any other correct explanation)</i></p>	<p>3 marks = 3+3 = 6 marks</p>
<p>33</p>	<p>Q. 'Best Electronics started manufacturing washing machines under the brand name 'Amaze'. Once the washing machines were manufactured, packaged, branded, priced and promoted, they had to be made available to the customers at the right place, in the right quantity and at the right time. 'Best Electronics' provided for accurate and speedy processing of orders so that the washing machines reach the customers in time, in the right quantity and specifications. They also ensured that the washing machines are physically made available to the customers. Further, 'Best Electronics arranged for facilities to store the washing machines at different locations near the market to minimize the charges on transportation. Explain any three components of physical distribution discussed in the above case.</p> <p>Ans. The three components of Physical Distribution discussed in above case are:</p> <p>(i) <u>Order processing</u></p> <ul style="list-style-type: none"> ▪ Products flow from manufacturers to customers via channel members while orders flow in the reverse direction from customers to the manufacturers. 	

	<ul style="list-style-type: none"> ▪ A good physical distribution system should provide for an accurate and speedy processing of orders, in the absence of which goods will reach the customers late or in wrong quantity <p>(ii) <u>Transportation</u></p> <ul style="list-style-type: none"> ▪ It is the means of carrying goods and raw materials from the point of production to the point of sale. ▪ It is an important component because unless the goods are physically made available the sale cannot be completed. <p>(iii) <u>Warehousing</u></p> <ul style="list-style-type: none"> ▪ It refers to the act of storing and assorting products in order to create time utility to them. The basic purpose is to arrange placement of goods and provide facilities to store them. ▪ The need arises because there may be difference between the time a product is produced and the time it is required for consumption. <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</i></p>	<p>2 marks for each explanation</p> <p>=</p> <p>2 x 3</p> <p>=</p> <p>6 marks</p>
34	<p>Q. Due to spread of COVID-19 pandemic, employees of almost all the companies were working online from their homes. In 2022 when most of the companies called them back to their office and started working offline, 'Taty Software Ltd.' still asked their employees to work from home. Because of this, employees of Taty Software Ltd. were feeling bored, hence for recreation they formed a cricket-club. They started meeting every Saturday and Sunday on a ground near their office building.</p> <p>(i) Identify and state the type of organisation formed by the employees of 'Taty Software Ltd.'</p> <p>(ii) Also, state any two advantages and two limitations of the type of organisation identified in (i) above.</p> <p>Ans. (i) The type of organization so formed is 'Informal Organization'.</p> <p>Informal organization is a network of personal and social relations</p>	<p>1 mark for identifying +</p>

<p>not established or required by the formal organization but arising spontaneously as people associate with one another.</p> <p style="text-align: center;"><i>(or any other correct meaning)</i></p> <p>(ii) <u>Advantages of Informal Organisation: (Any two)</u></p> <p>(i) It leads to <u>faster spread of information</u> as well as a quick feedback.</p> <p>(ii) It fulfills the <u>social needs</u> of the members.</p> <p>(iii) It contributes towards fulfillment of organisational objectives by <u>compensating for inadequacies in the formal organisation</u>.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p> <p><u>Limitations of informal organisation: (Any two)</u></p> <p>(i) It leads to <u>spread of rumours</u> which becomes a destructive force and may go against the interest of the formal organisation.</p> <p>(ii) It may lead to <u>resistance to change</u> which may delay or restrict <u>growth</u>.</p> <p>(iii) It <u>pressurizes members to conform to group expectations</u> which may be against organisational interest.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>1 mark for correct statement</p> <p>+</p> <p>1 mark for each advantage</p> <p>=</p> <p>1 x 2</p> <p>=</p> <p>2 marks</p> <p>+</p> <p>1 mark for each limitation</p> <p>=</p> <p>1 x 2</p> <p>=</p> <p>2 marks</p> <p>=</p> <p>1+1+2+2</p> <p>=</p> <p>6 marks</p>
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