

Series \$ % & ' .

SET~3

रोल नं.

4 Q N N 0 Q

प्रश्न-पत्र कोड v v

Q.P. Code

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

& D Q G L G D W H V P X V W & Z G H W H  
W K H W L W O H S D J H R I W K H D

नोट / NOTE :

- (i) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 7 हैं ।  
Please check that this question paper contains 7 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 12 प्रश्न हैं ।  
Please check that this question paper contains 12 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.

व्यावसायिक अध्ययन

BUSINESS STUDIES



निर्धारित समय " घण्टे

अधिकतम अंक "

6 K O G C N N Q Y G F " J Q W T U

/ G Z K

3 D J

P.T.O.



### सामान्य निर्देश:

निम्नलिखित निर्देशों को बहुत सावधानी से पढ़िए और उनका सख्ती से पालन कीजिए "

K इस प्रश्न-पत्र में 12 प्रश्न हैं ।

KK प्रश्न संख्या 1 - 4 2 अंकों के हैं । यह लघु-उत्तरीय प्रकार के प्रश्न हैं तथा इनका उत्तर - शब्दों में दीजिए ।

KKK प्रश्न संख्या 5 - 8 3 अंकों के हैं । यह लघु-उत्तरीय प्रकार के प्रश्न हैं तथा इनका उत्तर - शब्दों में दीजिए ।

KX प्रश्न संख्या 9 - 12 5 अंकों के हैं । यह दीर्घ-उत्तरीय प्रकार के प्रश्न हैं तथा इनका उत्तर - शब्दों में दीजिए ।

X प्रश्न-पत्र में कोई समग्र विकल्प नहीं है । लेकिन 3 अंकों के 1 प्रश्न में तथा 5 अंकों के 2 प्रश्नों में आन्तरिक विकल्प दिए गए हैं ।

XK इस प्रश्न-पत्र में केस स्रोत आधारित प्रश्न हैं ।

1. 'सभी प्रकार के संगठनों में नियुक्तिकरण एक बहुत महत्वपूर्ण प्रबंधकीय कार्य समझा जाता है ।'  
उपर्युक्त कथन के आलोक में, नियुक्तिकरण के किन्हीं दो लाभों का उल्लेख कीजिए ।
2. विराट के पास सूरज बल्ब लिमिटेड के 2500 अंश है । उसे सूरज बल्ब लिमिटेड से उसके द्वारा धारित प्रत्येक दस अंशों के लिए दो अंश क्रय करने का प्रस्ताव प्राप्त हुआ ।  
उपर्युक्त पंक्तियों में प्रतिबिंबित अस्थायी पूँजी (फ्लोटेशन) की नव निर्गमन विधि की पहचान कीजिए तथा समझाइए ।
3. चयन प्रक्रिया के उस चरण की पहचान कीजिए तथा उल्लेख कीजिए जो कि मानव संसाधन प्रबंधक को रोज़गार ढूँढ़ने वालों में से अयोग्य को उनके द्वारा आवेदन-पत्र में दी गई सूचना के आधार पर निकाल देने में सहायता करता है । चयन प्रक्रिया में सम्मिलित अगले दो चरणों की सूची भी बनाइए ।
4. 'विचलन विश्लेषण' तथा 'सुधारात्मक कार्यवाही करना' प्रबंध के एक महत्वपूर्ण कार्य की प्रक्रिया के चरण हैं । कार्य की पहचान कीजिए तथा पहचाने गए कार्य की प्रक्रिया के प्रथम तीन चरणों की सूची बनाइए ।

**General Instructions :**

4 G C F V J G H Q N N Q Y K P I K P U V T W E V K Q P U X G T [ E C T G H W N N  
K 6 J K U S W G U V K Q P R 1 2 R S W T G E U Q R Q P K P U  
K K 3 W G U V K Q P U 1 4 W O O T G 2 Q C H C T M U 6 J G U G C T G 5 J Q T V #  
3 W G U V K Q P U C P F C T G V Q D G Y Q P F M G T G F K P  
K K K 3 W G U V K Q P U 5 8 W O O T G 3 Q C H C T M U 6 J G U G C T G 5 J Q T V #  
3 W G U V K Q P U C P F C T G V Q D G Y Q P F M G T G F K P  
K X 3 W G U V K Q P U 9 1 2 O O T G 5 Q C H C T M U 6 J G U G C T G . Q P I # P U  
3 W G U V K Q P U C P F C T G V Q D G Y Q P F M G T G F K P ^  
X 6 J G T G K U P Q Q X G T C N N E J Q K E G K P V J G S W G U V K Q P  
J C U D G G P 1 K S W B U K B K Q E T O H U 2 C P F G U V K Q P C U T Q U  
X K 6 J K U S W G U V K Q P R C R G T E Q P V C K P U % C U G 5 Q W T E G

1. 'Staffing is considered as a very important managerial function in all types of organisations.'  
  
In the light of the above statement, state any two benefits of staffing.
2. Virat has 2500 shares of Suraj Bulb Ltd. He received an offer from Suraj Bulb Ltd. to purchase two shares for every ten shares held by him.  
  
Identify and explain the method of floatation of new issue reflected in the above lines.
3. Identify and state the step of selection process which helps the Human Resource Manager in eliminating unqualified job seekers on the basis of information supplied in the application form. Also, list the next two steps involved in the process of selection.
4. 'Analysing deviations' and 'taking corrective actions' are the steps in the process of one of the significant functions of management. Identify the function and list the first three steps of the process of the function identified.

5. जी डी एफ एस लिमिटेड उपभोक्ता वस्तुओं के उत्पादक हैं। कोविड-19 के प्रकोप के पश्चात् उनके उत्पादों की माँग लगातार कम हो रही थी। माँग के कम होने पर भी, कम्पनी ने अपने कर्मचारियों को आश्वस्त किया कि किसी भी कर्मचारी की कार्य से छुट्टी नहीं की जाएगी। प्रोत्साहन का नाम तथा कर्मचारियों को प्रस्तावित प्रोत्साहन के वर्ग का नाम दीजिए। इस वर्ग के किन्हीं दो अन्य प्रोत्साहनों को भी समझाइए।
6. वित्तीय नियोजन के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए।
7. अभिषेक लिमिटेड एयर प्यूरिफायर का उत्पादन करने में लगी हुई है। लक्षित उत्पादन एक सप्ताह में 500 एयर प्यूरिफायर का है। पिछले कुछ महीनों से, उत्पादन प्रबंधक द्वारा यह देखा गया है कि साप्ताहिक उत्पादन लक्ष्य प्राप्त नहीं हो रहा था। कार्य की पहचान कीजिए तथा इसके महत्त्व के किन्हीं दो बिन्दुओं की व्याख्या कीजिए।
8. (क) अभिप्रेरणा की किन्हीं तीन विशेषताओं का उल्लेख कीजिए।

#### अथवा

- (ख) प्रबंध के उस कार्य की पहचान कीजिए जिसका संबंध उद्देश्यों की प्राप्ति के लिए निर्देश देने, मार्गदर्शन करने, परामर्श करने, अभिप्रेरित करने तथा संगठन में लोगों का नेतृत्व करने से है। पहचान किए गए प्रबंध कार्य की किन्हीं दो विशेषताओं का उल्लेख भी कीजिए।
9. (क) 'तकनीकी उत्थान' तथा 'सहयोग का स्तर' कम्पनी की पूँजी आवश्यकता के प्रकारों में से किसी एक को प्रभावित करते हैं। उपर्युक्त कथन के संदर्भ में पूँजी आवश्यकता के प्रभावित प्रकार की पहचान कीजिए। साथ ही, पहचानी गई पूँजी आवश्यकता के प्रकार को प्रभावित करने वाले उपर्युक्त उल्लिखित कारकों के अतिरिक्त किन्हीं दो अन्य कारकों को भी समझाइए।

#### अथवा

- (ख) जब कम्पनी का 'निवेश पर प्रतिफल' ऋण पर ब्याज दर' से अधिक हो, तो कम्पनी 'प्रति अंश अर्जन' को बढ़ाने के लिए पूँजी संरचना में अधिक ऋण का उपयोग कर सकती है। एक उपयुक्त उदाहरण की सहायता से दी गई स्थिति को समझाइए।

5. GDFS Limited are the manufacturers of consumer goods. The demand for their products was continuously declining after the outbreak of COVID-19. In spite of fall in demand, the company assured its employees that no worker will be retrenched from the job. Name the category of incentive and the incentive offered to the employees. Also explain any two more incentives of the same category.
6. State any three points of importance of Financial Planning.
7. Abhishek Limited is engaged in manufacturing of Air Purifiers. The target production is 500 Air Purifiers in a week. Over the last few months, it has been observed by the Production Manager that the weekly production target was not achieved. Identify the function and explain any two points of its importance.

8. (a) State any three features of motivation.

**OR**

- (b) Identify the function of management which is concerned with instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. Also, state any two features of the identified function of management.
9. (a) 'Technology upgradation' and 'Level of collaboration' affect one of the types of capital requirements of the company. Identify the type of capital requirement affected with reference to the above statement. Also, explain any other two factors, apart from the ones stated above affecting the type of capital requirement identified.

**OR**

- (b) When the 'Return on Investment' of the company is higher than 'Interest Rate on debt', it can use more debt in the capital structure of the company in order to increase its 'Earning Per Share'. Explain the given situation with the help of a suitable example.



10. कोविड-19 महामारी के प्रकोप के बाद, यश पब्लिशिंग लिमिटेड डिजिटल होने की योजना बना रही है क्योंकि अध्यापक एवं विद्यार्थी अब ई-विषयों में अधिक रुचि रख रहे हैं। उच्च प्रबंधन के साथ उचित परामर्श के बाद, कम्पनी ने ई-पुस्तकों को प्रकाशित करने का निर्णय लिया। कार्य के लिए सही प्रतिभा को खोजने के लिए उन्होंने एक भर्ती एजेंसी को नियुक्त किया।

कम्पनी ने विभिन्न प्रबंधकीय पदों पर योग्य कर्मियों को भर्ती करने के लिए इन्दौर शहर के एक सुस्थापित विश्वविद्यालय से भी सम्पर्क किया। ई-विषयों के लेखक-पद के लिए कम्पनी shine.com एवं monster.com का उपयोग कर रही है।

(क) उपर्युक्त में प्रकाशित प्रबंध के कार्य की पहचान कीजिए एवं समझाइए।

(ख) उपर्युक्त से पंक्तियाँ उद्धृत करते हुए, अनुच्छेद में चर्चित भर्ती के बाह्य स्रोतों के प्रकारों को समझाइए।

(ग) भर्ती के बाह्य स्रोतों के किन्हीं दो लाभों का उल्लेख कीजिए।

11. वित्तीय बाज़ार का अर्थ दीजिए। वित्तीय बाज़ार के किन्हीं चार कार्यों का उल्लेख कीजिए।

12. (क) उपभोक्ता संरक्षण अधिनियम, 2019 के अनुसार एक उपभोक्ता के निम्नलिखित अधिकारों को समझाइए :

(i) उपभोक्ता शिक्षा का अधिकार

(ii) क्षतिपूर्ति का अधिकार

अथवा

(ख) उपभोक्ता संरक्षण अधिनियम, 2019 के अनुसार एक उपभोक्ता को उपलब्ध किन्हीं पाँच उपायों/राहतों का उल्लेख कीजिए।

10. After the outbreak of pandemic COVID-19, Yash Publishing Limited is planning to go digital as the teachers and students are now more interested in E-content. After due consultation with the top management, the company decided to publish E-books. For the same, they hired a recruitment agency to tap the right talent for the job.

The company also approached a well-established university in the city of Indore to recruit qualified personnel for various managerial positions. For the post of E-content writer the company is using shine.com and monster.com.

- (a) Identify and explain the function of management highlighted above.
- (b) Quoting lines from the above, explain the types of external sources of recruitment discussed in the para.
- (c) State any two advantages of external sources of recruitment.

11. Give the meaning of financial market. State any four functions of financial market.

12. (a) Explain the following rights of a consumer as per The Consumer Protection Act, 2019 :
- (i) Right to Consumer Education
  - (ii) Right to Seek Redressal

**OR**

- (b) State any five remedies/reliefs available to a consumer as per The Consumer Protection Act, 2019.



**Strictly Confidential: (For Internal and Restricted use only)**  
**Senior Secondary School Term II Examination, 2022**  
**Marking Scheme – BUSINESS STUDIES (SUBJECT CODE – 054)**  
**(PAPER CODE – 66/4/3)**

**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 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 marks be awarded to them.**
4. 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. 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.
5. Evaluators will mark(  $\surd$  ) wherever answer is correct. For wrong answer ‘X’ be marked. Evaluators will not put right kind of mark while evaluating which gives an impression that answer is correct and no marks are awarded. **This is most common mistake which evaluators are committing.**



6. 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.
7. 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.
8. If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out.
9. No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
10. A full scale of 0-40 marks as given in Question Paper) has to be used. Please do not hesitate to award full marks if the answer deserves it.
11. Every examiner has to necessarily do evaluation work for full working hours i.e. 8 hours every day and evaluate 30 answer books per day in main subjects and 35 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
12. Ensure that you do not make the following common types of errors committed by the Examiner in the past:-
  - 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 a reply.
  - 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.
  - 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.)
  - Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
13. 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.
14. 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.
15. The Examiners should acquaint themselves with the guidelines given in the Guidelines for spot Evaluation before starting the actual evaluation.
16. 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.
17. The Board permits candidates to obtain photocopy of the Answer Book on request in an RTI application and also separately as a part of the re-evaluation process on payment of the processing charges.



## MARKING SCHEME

Senior Secondary School Examination TERM–II, 2022

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

[ Paper Code: 66/4/3]

Maximum Marks: 40

Q. No.	EXPECTED ANSWER / VALUE POINTS	Marks
1.	<p><b>Q. Staffing is considered as a very important managerial function in all types of organisations. In the light of the above statement, state any two benefits of staffing.</b></p> <p><b>Ans.</b> Benefits of staffing: (Any two)</p> <p>(i) Helps in <u>discovering and obtaining competent personnel</u> for various jobs.</p> <p>(ii) Makes for <u>higher performance</u> by putting right person on the right job.</p> <p>(iii) Ensures the <u>continuous survival and growth of the enterprise</u> through succession planning for managers.</p> <p>(iv) Helps to <u>ensure optimum utilization of human resources</u> by avoiding overmanning and shortages of personnel.</p> <p>(v) <u>Improves job satisfaction and morale of the employees</u> through objective assessment and fair rewards for their contribution.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>1 x 2 = 2 marks</p>
2.	<p><b>Q. Virat has 2500 shares of Suraj Bulb Ltd. He received an offer from Suraj Bulb Ltd. to purchase two shares for every ten shares held by him. Identify and explain the method of floatation of new issue reflected in the above lines.</b></p>	



	<p><b>Ans.</b> The method of floatation of new issue reflected in the above lines is <b>Right issue</b>.</p> <ul style="list-style-type: none"> <li>• It is a method of floatation of new issue in which the shareholders are offered the ‘right’ to buy new shares in proportion to the number of shares that they already possess.</li> <li>• It is the privilege given to existing shareholders to subscribe to a new issue of shares according to the terms and conditions of the company.</li> </ul>	<p><math>\frac{1}{2}</math> mark for identifying the method</p> <p><math>1\frac{1}{2}</math> marks for its explanation</p> <p>=</p> <p><b>2 marks</b></p>
<p><b>3.</b></p>	<p><b>Q. Identify and state the step of selection process which helps the Human Resource Manager in eliminating unqualified job seekers on the basis of information supplied in the application form. Also, list the next two steps involved in the process of selection.</b></p> <p><b>Ans.</b> Step of the selection process is <u>Preliminary screening</u>. It helps the manager in eliminating unqualified job seekers on the basis of information supplied in the application forms.</p> <p><u>Next two steps involved in the process of selection are:</u></p> <p>(i) Selection test</p> <p>(ii) Employment interview</p>	<p><math>\frac{1}{2}</math> mark for identifying the step</p> <p>+</p> <p><math>\frac{1}{2}</math> mark for stating the step</p> <p>+</p> <p><math>\frac{1}{2}</math> mark for listing each step</p> <p>=</p> <p><math>\frac{1}{2} \times 2</math></p> <p>=</p> <p><b>1 mark</b></p> <p>=</p> <p><b>1+1</b></p> <p>=</p> <p><b>2 marks</b></p>

4.	<p><b>Q. ‘Analysing deviations’ and ‘taking corrective actions’ are the steps in the process of one of the significant functions of management. Identify the function and list the first three steps of the process of the function identified.</b></p> <p><b>Ans.</b> Function of management referred here is <b>Controlling</b>.</p> <p><u>First three steps of the process of controlling are:</u></p> <p>(i) Setting performance standards</p> <p>(ii) Measurement of actual performance</p> <p>(iii) Comparing actual performance with standards</p>	<p>½ mark for identifying the function + ½ mark for listing each step = ½ x 3 = 1½ marks = ½ + 1½ = 2 marks</p>
5.	<p><b>Q. GDFS Limited are the manufacturers of consumer goods. The demand for their products was continuously declining after the outbreak of COVID-19. In spite of fall in demand, the company assured its employees that no worker will be retrenched from the job. Name the category of incentive and the incentive offered to the employees. Also explain any two more incentives of the same category.</b></p> <p><b>Ans.</b> The category of incentive offered to the employees by GDFS limited is <b>Non- financial</b> and the incentive offered is <b>Job Security</b>.</p> <p><u>Two more incentives of the same category are:</u></p> <p>(i) Status.</p> <p>(ii) Organisational climate.</p> <p>(iii) Career advancement opportunity.</p>	<p>1/2 mark for naming the category + ½ mark for the incentive  +  ½ mark for naming each incentive</p>



	<p>(iv) Job enrichment.</p> <p>(v) Employees recognition programme.</p> <p>(vi) Employee participation.</p> <p>(vii) Employee empowerment.</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>+ ½ mark for its explanation = 1 x 2 = 2 marks = 1+2 = 3 marks</p>
<p>6.</p>	<p><b>Q. State any three points of importance of Financial Planning.</b></p> <p><b>Ans. <u>Importance of Financial planning:</u> (Any three)</b></p> <p>(i) It helps the company to prepare for the future.</p> <p>(ii) It helps in avoiding business shocks and surprises.</p> <p>(iii) It helps in co-ordinating various business functions.</p> <p>(iv) It helps in reducing waste, duplication of efforts, gaps in planning and confusion.</p> <p>(v) It links the present with the future.</p> <p>(vi) It provides a link between investment and financing decisions.</p> <p>(vii) It makes evaluation of actual performance easier by spelling out detailed objectives for various business segments.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>1 x 3 = 3 marks</p>

<p>7.</p>	<p><b>Q. Abhishek Limited is engaged in manufacturing of Air Purifiers. The target production is 500 Air Purifiers in a week. Over the last few months, it has been observed by the Production Manager that the weekly production target was not achieved. Identify the function and explain any two points of its importance.</b></p> <p><b>Ans.</b> The function is <b>Controlling</b>.</p> <p><u>Importance of controlling: (Any two)</u></p> <p>(i) Accomplishing organisational goals.</p> <p>(ii) Making efficient use of resources.</p> <p>(iii) Ensuring order and discipline.</p> <p>(iv) Improving employee motivation.</p> <p>(v) Judging accuracy of standards.</p> <p>(vi) Facilitating co-ordination in action.</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>1 mark for identifying the function + ½ mark for the heading + ½ mark for its explanation = 1 x 2 = 2 marks = 1+2 = 3 marks</p>
<p>8.</p>	<p><b>(a) State any three features of motivation.</b></p> <p><b>Ans.</b> <u>Features of motivation: (Any three)</u></p> <p>(i) It is an <u>internal feeling</u> as the urges, drives or needs of human beings which influence human behaviour are internal.</p> <p>(ii) It <u>produces goal directed behaviour</u> as it stimulates people to accomplish desired goals.</p> <p>(iii) It can be <u>positive</u> in the form of positive rewards <u>or negative</u> like punishment, stopping increments etc.</p>	<p>1 x 3 = 3 marks</p>

	<p>(iv) It is a <u>complex process</u> as any type of motivation may not have a uniform effect on all the members.</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;"><b>OR</b></p> <p><b>(b) Identify the function of management which is concerned with instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. Also, state any two features of the identified function of management.</b></p> <p><b>Ans.</b> The function of management is <b>Directing</b>.</p> <p><u>The two features of directing are: (Any two)</u></p> <p>(i) <u>Directing initiates action</u>: While other functions prepare a setting for action, directing implements it in the organisation</p> <p>(ii) <u>Directing takes place at every level of management</u> wherever superior- subordinate relations exist.</p> <p>(iii) <u>Directing is a continuous process</u> as it takes place throughout the life of the organisation irrespective of people occupying managerial positions.</p> <p>(iv) <u>Directing flows from top to bottom</u> through organisational hierarchy as every manager can direct his immediate subordinate and take instructions from his immediate boss.</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;"><b>OR</b></p> <p><b>1 mark for identifying the function +</b></p> <p style="text-align: center;"><b>1 x 2</b> = <b>2 marks</b> = <b>1+2</b> = <b>3 marks</b></p>
<p><b>9.</b></p>	<p><b>Q. (a) ‘Technology upgradation’ and ‘Level of collaboration’ affect one of the types of capital requirements of the company. Identify the type of capital requirement affected with reference to the above statement.</b></p>	



<p><b>Also, explain any other two factors, apart from the ones stated above affecting the type of capital requirement identified.</b></p> <p>Ans. (a) Fixed capital requirement.</p> <p>Other factors affecting fixed capital requirement are:</p> <p><u>Factors affecting the requirements of fixed capital: (Any two)</u></p> <p>(i) Nature of business (ii) Scale of operations (iii) Choice of technique (iv) Technology upgradation (v) Higher growth prospects (vi) Availability of financing alternatives (vii) Level of Collaboration (viii) Diversification</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) When the 'Return on Investment' of the company is higher than the 'Interest Rate on debt', it can use more debt in the capital structure of the company in order to increase its 'Earning Per Share'. Explain the given situation with the help of a suitable example.</b></p> <p>Ans. When the Return on Investment of the company is higher than rate of interest on debt, it can use more debt to increase its Earning Per Share as not only does debt carry fixed amount of interest but is also tax deductible.</p>	<p><b>1 mark for identifying</b></p> <p style="text-align: center;">+</p> <p><b>½ mark for naming the factor</b></p> <p style="text-align: center;">+</p> <p><b>1½ mark for its explanation</b></p> <p style="text-align: center;">=</p> <p style="text-align: center;">2 + 2</p> <p style="text-align: center;">=</p> <p><b>4 marks</b></p> <p style="text-align: center;">=</p> <p style="text-align: center;">1 + 4</p> <p style="text-align: center;">=</p> <p><b>5 marks</b></p> <p style="text-align: center;"><b>OR</b></p>
--	--



<p>Example: Suppose a company has a Capital Employed of ₹60 lakhs and assuming the Tax rate is 50%.</p> <p><u>Situation I</u>: The company has a Debt of ₹20 lakhs @10% p.a. and Return on Investment of 8%.</p> <p><u>Situation II</u>: The company has a Debt of ₹20 lakhs @10% p.a. and Return on Investment of 15%</p> <p><u>Situation III</u>: The company has a Debt of ₹30 lakhs @10% p.a. and a Return on Investment of 15%.</p> <p style="text-align: center;"><u>EBIT-EPS analysis</u></p>	<b>5 marks</b>																																														
<table border="1"> <thead> <tr> <th></th> <th>Situation I (₹)</th> <th>Situation II (₹)</th> <th>Situation III (₹)</th> </tr> </thead> <tbody> <tr> <td>Share Capital</td> <td>40,00,000</td> <td>40,00,000</td> <td>30,00,000</td> </tr> <tr> <td>Debt</td> <td>20,00,000</td> <td>20,00,000</td> <td>30,00,000</td> </tr> <tr> <td><b>Total Capital Employed</b></td> <td><b>60,00,000</b></td> <td><b>60,00,000</b></td> <td><b>60,00,000</b></td> </tr> <tr> <td>Earning before Interest and Tax</td> <td>4,80,000</td> <td>9,00,000</td> <td>9,00,000</td> </tr> <tr> <td>Less: Interest @ 10% p.a.</td> <td>2,00,000</td> <td>2,00,000</td> <td>3,00,000</td> </tr> <tr> <td>Earning before Tax</td> <td>2,80,000</td> <td>7,00,000</td> <td>6,00,000</td> </tr> <tr> <td>Less: Tax @50%</td> <td>1,40,000</td> <td>3,50,000</td> <td>3,00,000</td> </tr> <tr> <td>Earning after Tax</td> <td>1,40,000</td> <td>3,50,000</td> <td>3,00,000</td> </tr> <tr> <td>No. of shares of (₹100 each)</td> <td>40,000</td> <td>40,000</td> <td>30,000</td> </tr> <tr> <td><b>Earning Per Share</b></td> <td><b>3.5</b></td> <td><b>8.75</b></td> <td><b>10</b></td> </tr> </tbody> </table>					Situation I (₹)	Situation II (₹)	Situation III (₹)	Share Capital	40,00,000	40,00,000	30,00,000	Debt	20,00,000	20,00,000	30,00,000	<b>Total Capital Employed</b>	<b>60,00,000</b>	<b>60,00,000</b>	<b>60,00,000</b>	Earning before Interest and Tax	4,80,000	9,00,000	9,00,000	Less: Interest @ 10% p.a.	2,00,000	2,00,000	3,00,000	Earning before Tax	2,80,000	7,00,000	6,00,000	Less: Tax @50%	1,40,000	3,50,000	3,00,000	Earning after Tax	1,40,000	3,50,000	3,00,000	No. of shares of (₹100 each)	40,000	40,000	30,000	<b>Earning Per Share</b>	<b>3.5</b>	<b>8.75</b>	<b>10</b>
	Situation I (₹)	Situation II (₹)	Situation III (₹)																																												
Share Capital	40,00,000	40,00,000	30,00,000																																												
Debt	20,00,000	20,00,000	30,00,000																																												
<b>Total Capital Employed</b>	<b>60,00,000</b>	<b>60,00,000</b>	<b>60,00,000</b>																																												
Earning before Interest and Tax	4,80,000	9,00,000	9,00,000																																												
Less: Interest @ 10% p.a.	2,00,000	2,00,000	3,00,000																																												
Earning before Tax	2,80,000	7,00,000	6,00,000																																												
Less: Tax @50%	1,40,000	3,50,000	3,00,000																																												
Earning after Tax	1,40,000	3,50,000	3,00,000																																												
No. of shares of (₹100 each)	40,000	40,000	30,000																																												
<b>Earning Per Share</b>	<b>3.5</b>	<b>8.75</b>	<b>10</b>																																												

	<p>In Situation II, where the Return on Investment (15%) is higher than Situation I (8%) with a rate of interest on debt (10% p.a.), the Earning per share is higher in the former. In Situation III, where the company uses more debt (₹30 lakhs), the Earning per Share further increases to ₹10 per share.</p> <p style="text-align: center;"><i>(Or any other correct example)</i></p> <p><i>(If an examinee has compared only two situations with no debt and with debt or with less debt and more debt, full credit be given)</i></p>	
10.	<p><b>Q. After the outbreak of pandemic COVID-19, Yash Publishing Limited is planning to go digital as the teachers and students are now more interested in E-content. After due consultation with the top management, the company decided to publish E-books. For the same, they hired a recruitment agency to tap the right talent for the job. The company also approached a well-established university in the city of Indore to recruit qualified personnel for various managerial positions. For the post of E-content writer the company is using shine.com and monster.com.</b></p> <p><b>(a) Identify and explain the function of management highlighted above. (b) Quoting lines from the above, explain the types of external sources of recruitment discussed in the para. (c) State any two advantages of external sources of recruitment.</b></p> <p><b>Ans.</b></p> <p><b>(a)</b> The function of management highlighted above is <b>Staffing</b>.</p> <p>Staffing is that part of the process of management which is concerned with obtaining, utilizing and maintaining a satisfactory and satisfied workforce.</p> <p style="text-align: center;"><b>Or</b></p> <p>Staffing is the managerial function of filling and keeping filled the positions in the organisation structure.</p> <p><b>(b) <u>Any two</u></b> from the following:</p>	<p style="text-align: center;">½ mark for identifying  +  ½ mark for its explanation</p>



	<p>(i) <i>'They find a recruitment agency to tap the right talent for the job'</i> - <b>Placement agencies and management consultants.</b> Placement agencies provide a nationwide service in matching demand and supply by compiling bio data of a large number of candidates and recommending suitable names to their clients. Management consultants help the organisations to recruit technical, professional and managerial personnel by maintaining a data bank of persons with different qualification and skills and even advertise the jobs on behalf of their clients.</p> <p>(ii) <i>'Approached a well establishing university in the city of Indore to recruit qualified personnel for various managerial positions'</i> - <b>Campus recruitment</b>, in which many big organisations maintain a close liaison with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs.</p> <p>(iii) <i>'For the post of e-content writer the company is using shine.com and monster.com'</i> - <b>Web publishing</b>, in which information about both job seekers and job opening is provided through specifically designed and dedicated websites.</p> <p>(c) <u>Advantages of external sources of recruitment:</u> <b>(Any two)</b></p> <p>(i) Attracts <u>qualified personnel</u> to apply for vacant jobs in the organisation.  (ii) Gives a <u>wider choice</u> to the management while selecting people.  (iii) Brings <u>fresh talent</u> in the organisation.  (iv) Develops <u>competitive spirit</u> amongst existing staff.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>(½ mark for quoting the line + ½ mark for explanation of each external source  = 1 x 2  = 2 marks)</p> <p>+</p> <p>1 mark for each advantage  = 1 x 2  = 2 marks  = 1+2+2  = 5 marks</p>
11.	<b>Q. Give the meaning of financial market. State any four functions of financial market.</b>	



	<p><b>Ans.</b> Financial Market is the market for the creation and exchange of financial assets.</p> <p><u>Functions of financial market:</u></p> <p>(i) It <u>mobilises savings and channelises</u> them into most productive use by facilitating transfer of savings from savers to investors.</p> <p>(ii) It <u>facilitates price discovery</u> for financial assets by interaction of forces of demand and supply.</p> <p>(iii) It <u>provides liquidity</u> to financial assets as the securities can be easily converted into cash.</p> <p>(iv) <u>Reduces cost of transactions</u> as it helps to save time, effort and money that both buyers and sellers of a financial asset would have to otherwise spend to try and find each other.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p><b>1 mark for the meaning</b></p> <p>+</p> <p><b>1 x 4</b></p> <p>=</p> <p><b>4 marks</b></p> <p>=</p> <p><b>1+4</b></p> <p>=</p> <p><b>5 marks</b></p>
<p><b>12.</b></p>	<p><b>(a) Explain the following rights of a consumer as per The Consumer Protection Act, 2019 :</b></p> <p><b>(i) Right to Consumer Education</b></p> <p><b>(ii) Right to Seek Redressal</b></p> <p><b>Ans.</b> (i) <u>Right to consumer education.</u></p> <ul style="list-style-type: none"> <li>▪ The consumer has the right to acquire knowledge and to be a well informed consumer.</li> <li>▪ He should be aware about his rights and the reliefs available to him in case of a product or service is falling short of his expectations.</li> </ul> <p>(ii) <u>Right to seek redressal:</u></p> <ul style="list-style-type: none"> <li>▪ The consumer has a <u>right to get relief</u> in case the product or service falls short of his expectations.</li> <li>▪ The Consumer Protection Act provides relief to customers such as <u>replacement of product</u>, <u>removal of defect</u> in the</li> </ul>	<p><b>2 ½ marks</b></p> <p>+</p> <p><b>2 ½ marks</b></p> <p>=</p>



