



Series AB5CD/5

SET No. 2

प्रश्न-पत्र कोड
Q.P. Code

66/5/2

रोल नं.

Roll No.

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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.

| नोट : | NOTE : |
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| (I) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 7 हैं। | (I) Please check that this question paper contains 7 printed pages. |
| (II) प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को छात्र उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें। | (II) 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। | (III) 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। | (IV) 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। | (V) 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 : 2 घण्टे

Time allowed : 2 hours

अधिकतम अंक : 40

Maximum Marks : 40

66/5/2

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[P.T.O.]





सामान्य निर्देश:

1. इस प्रश्न-पत्र में 12 प्रश्न दिए गए हैं।
2. प्रश्न संख्या 1-4, 2 अंकों के हैं। यह लघु-उत्तर प्रकार के प्रश्न हैं तथा इनका उत्तर 30-50 शब्दों में दीजिए।
3. प्रश्न संख्या 5-8, 3 अंकों के हैं। यह लघु-उत्तर प्रकार के प्रश्न हैं तथा इनका उत्तर 50-80 शब्दों में दीजिए।
4. प्रश्न संख्या 9-12, 5 अंकों के हैं। यह दीर्घ-उत्तर प्रकार के प्रश्न हैं तथा इनका उत्तर 80-120 शब्दों में दीजिए।
5. प्रश्न-पत्र में कोई समग्र विकल्प नहीं है लेकिन 3 अंकों के 1 प्रश्न में तथा 5 अंक प्रत्येक के 2 प्रश्नों में आन्तरिक विकल्प दिए गए हैं।
6. इस प्रश्न-पत्र में केस/स्रोत आधारित प्रश्न हैं।

1. 'भर्ती के बाह्य स्रोत विद्यमान कर्मचारियों में असंतोष तथा निराशा उत्पन्न कर सकते हैं। वे यह अनुभव कर सकते हैं कि उनकी पदोन्नति के अवसर कम हो गए हैं।' 2
ऐसी दो परिस्थितियां दीजिए जब बाह्य स्रोतों का उपयोग विद्यमान कर्मचारियों को असंतुष्ट किए बिना किया जा सकता है।
2. 'मानव शक्ति आवश्यकताओं का अनुमान लगाना केवल यह जानना नहीं है कि हमें कितने व्यक्तियों की आवश्यकता है।' मानव शक्ति आवश्यकताओं का अनुमान लगाते समय और क्या आवश्यक है ? किन्हीं दो बिन्दुओं का उल्लेख कीजिए। 2
3. 'विभिन्न प्रकार के अनाचारों तथा निवेशकों की गुणित शिकायतों के कारण निवेशकों के हितों के संरक्षण हेतु तथा प्रतिभूति बाज़ार को विनियमित करने के लिए भारत सरकार ने एक पृथक् नियामक संस्था की स्थापना का निर्णय किया।' 2
(क) उपरोक्त में उल्लेखित उद्देश्य के लिए भारत सरकार द्वारा स्थापित नियामक संस्था की पहचान कीजिए।
(ख) उपरोक्त (क) में पहचान की गई नियामक संस्था के किसी एक उद्देश्य का उल्लेख कीजिए।
4. 'विचलन विश्लेषण' नियंत्रण प्रक्रिया का एक महत्वपूर्ण चरण है। अतः यह महत्वपूर्ण है कि नियंत्रण की प्रक्रिया में उन जटिल क्षेत्रों पर ध्यान केन्द्रित किया जाए जो एक संगठन की सफलता के लिए समीक्षात्मक है। 2
उपरोक्त चर्चित अवधारणा की पहचान कीजिए तथा इसका अर्थ दीजिए।





General Instructions :

1. *This paper contains 12 questions.*
2. *Question number 1-4 are of 2 marks. These are short-answer type questions and are to be answered in 30-50 words.*
3. *Question number 5-8 are of 3 marks. These are short-answer type questions and are to be answered in 50-80 words.*
4. *Question number 9-12 are of 5 marks. These are long-answer type questions and are to be answered in 80-120 words.*
5. *There is no overall choice in the question paper. However internal choice has been given in 1 question of 3 marks and 2 questions of 5 marks each.*
6. *This question paper contains case/source based questions.*

1. 'External sources of recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.' 2
Give two situations when external sources may be used without dissatisfying the existing employees.
2. 'Estimating manpower requirements is not merely knowing how many persons we need.' What else is needed while estimating manpower requirements ? State any two points. 2
3. 'Due to various malpractices and multiplied investors grievances the Govt. of India decided to set-up a separate regulatory body to protect the interest of investors and to regulate the securities market.' 2
(a) Identify the regulatory body set-up by Govt. of India for the above stated purpose.
(b) State any one objective of the regulatory body identified in (a) above.
4. 'Analysing deviations' is an important step in the process of controlling. It is therefore important to focus on key result areas which are critical to the success of an organisation. 2
Identify and give the meaning of the concept discussed above.





5. प्राथमिक बाज़ार में नए निर्गमन के लिए 'निजी नियोजन' तथा 'अधिकार निर्गम' को प्रवर्तन की विधियों के रूप में समझाइए। 3
6. निम्न कथनों में प्रकाशित अवधारणाओं के नाम बताइए तथा उनका अर्थ दीजिए : 3
- (क) यह वर्तमान पद पर कर्मचारियों के निष्पादन में वृद्धि करती है अथवा उन्हें एक नियत कार्य के लिए तैयार करती है।
- (ख) यह न केवल कर्मचारियों के कार्य निष्पादन में सुधार करती है अपितु उनका व्यक्तित्व-विकास भी करती है।
7. अग्रिमा, अरुणिमा तथा अविका एक प्रतिष्ठित संस्थान से एम.बी.ए. की पढ़ाई कर रही हैं। अब उनके अनुस्थापन का समय है। 3
- अग्रिमा एक ऐसी कम्पनी में कार्य करना चाहती है जो उसके कर्तव्यों को पूरा करने के लिए उसे अधिक अधिकार प्रदान करेगी तथा उसे मान्यता, पुरस्कार, अनुलाभ तथा पद-प्रतिष्ठा देगी।
- अरुणिमा एक ऐसे संगठन में कार्य करना चाहती है जिसमें व्यक्तियों का व्यवहार उसकी विशेषताओं जैसे व्यक्तिगत स्वतंत्रता, पुरस्कार अनुस्थापन, कर्मचारियों के लिए सोच-विचार, जोखिम लेना आदि से प्रभावित होता है।
- अविका उस संगठन में पदभार ग्रहण करना चाहती है जिसके पास उपयुक्त दक्षता-विकास कार्यक्रम तथा ठोस पदोन्नति नीति है जो कर्मचारियों को अपना अच्छा निष्पादन प्रदर्शित करने के लिए प्रोत्साहित करती है।
- उन प्रोत्साहनों की पहचान कीजिए तथा उनका उल्लेख कीजिए जिनके विषय में अग्रिमा, अरुणिमा तथा अविका बात कर रही हैं।
8. (a) प्रबंध के 'नियंत्रण' कार्य के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए। 3
- अथवा**
- (b) प्रबंध के 'निर्देशन' कार्य के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए।
9. (a) उपभोक्ता संरक्षण अधिनियम, 2019 के प्रावधानों के अनुसार निम्न उपभोक्ता अधिकारों को समझाइए : $2\frac{1}{2}+2\frac{1}{2}=5$
- (i) सुरक्षा का अधिकार
- (ii) शिकायत का अधिकार
- अथवा**
- (b) उपभोक्ता संरक्षण अधिनियम, 2019 के अनुसार उपभोक्ता को उपलब्ध किन्हीं पाँच राहतों का उल्लेख कीजिए।
10. 'प्राथमिक बाज़ार' तथा 'द्वितीयक बाज़ार' में अन्तर के किन्हीं पाँच बिन्दुओं का उल्लेख कीजिए। 5





5. Explain 'Private Placement' and 'Rights Issue' as methods of floatation of new issues in the primary market. 3
6. Name and give the meaning of the concepts that are highlighted in the following statements : 3
- (a) It improves the performance of employees on the current job or prepares them for any intended job.
- (b) It not only improves the job performance of the employees but also brings about growth of the personality.
7. Agrima, Arunima and Avika are pursuing MBA from a reputed institution. Now it is the time of their placement. 3
- Agrima wants to work in a company which would provide her more authority for fulfilling her duties and will give recognition, rewards, perquisites and prestige of job.
- Arunima wants to work in an organisation in which behaviour of individuals is influenced by its characteristics like autonomy, reward orientation, consideration to employees, risk taking etc.
- Avika wants to join the organisation which has appropriate skill development programmes and sound promotion policy that encourages employees to exhibit improved performance.
- Identify and state the incentives about which Agrima, Arunima and Avika are talking about.
8. (a) State any three points of importance of 'Controlling' function of management. 3
- OR**
- (b) State any three points of importance of 'Directing' function of management.
9. (a) Explain the following rights of a consumer as per the provisions of Consumer Protection Act, 2019 : 2½+
2½=5
- (i) Right to Safety
- (ii) Right to be Heard
- OR**
- (b) State any five reliefs available to the consumers under Consumer Protection Act, 2019.
10. State any five points of difference between 'Primary Market' and 'Secondary Market'. 5





11. (a) पिछले अनेक वर्षों से अनन्ता लिमिटेड बने बनाए वस्त्रों का व्यवसाय कर रही है। हाल ही में 2+3=5 कम्पनी के लाभ में बढ़ोत्तरी शुरू हुई है। वित्तीय प्रबंधक ने लाभ को अंशधारकों में बांटने के बजाय इसके प्रतिधारण का निर्णय लिया है।

- (i) उपरोक्त परिस्थिति में वित्त प्रबंधक द्वारा लिए गए निर्णय की पहचान कीजिए तथा इसका उल्लेख कीजिए।
- (ii) उपरोक्त (i) में पहचाने गए निर्णय को प्रभावित करने वाले किन्हीं तीन कारकों का उल्लेख कीजिए।

अथवा

(b) रवि ने एम.टी.ए. लिमिटेड में एक वित्त प्रबंधक के रूप में पद ग्रहण किया। उसे कम्पनी के लिए एक करोड़ रुपये के कोष की व्यवस्था करनी थी। कम्पनी का मुख्य कार्यकारी अधिकारी एक सार्वजनिक निर्गमन द्वारा कोष की आवश्यकता को पूरा करना चाहता है जबकि वित्त प्रबंधक ऋण एवं समता का एक मिश्रण रखना चाहता है क्योंकि यह पूँजी की सम्पूर्ण लागत तथा वित्तीय जोखिम का निर्धारण करेगा।

- (i) उपरोक्त स्थिति में वित्त प्रबंधक द्वारा सुझाए गए वित्तीय निर्णय की पहचान कीजिए तथा इसका अर्थ दीजिए।
- (ii) उपरोक्त (i) में पहचाने गए निर्णय को प्रभावित करने वाले किन्हीं तीन कारकों का उल्लेख कीजिए।

12. आशा राजस्थान के एक छोटे गाँव में रहती है। उसकी माताजी के पास अच्छी पाक-कौशल है। अपनी 2+3=5 माताजी से प्रेरित होकर उसने 'खाना तथा पेय पदार्थों' बनाने के एक पाठ्यक्रम में जयपुर में प्रवेश लिया। अपना पाठ्यक्रम पूरा करने के पश्चात् उसने अपनी माताजी से जयपुर में मिठाई की एक दुकान खोलने के लिए कहा जिसके लिए उसकी माताजी सहमत हो गई। व्यवसाय अच्छा चल रहा था तथा इसमें वृद्धि होनी शुरू हो गई थी। अपने व्यवसाय का विस्तार करने के लिए उसे अतिरिक्त कार्मिकों की आवश्यकता हुई। किसी अन्य स्रोत से कार्मिकों का चयन करने के बजाय उसने अपने सम्बन्धियों की सहायता करने की सोची तथा उनमें से उसने पाँच की नियुक्ति कर ली। परन्तु सभी प्रयास करने के पश्चात् उसने पाया कि उसका कोई भी संबंधी संतोषजनक सेवा प्रदान नहीं कर रहा था जिससे उत्पादकता में कमी आ गई। उत्पादों की गुणवत्ता भी खराब होने लगी।

इससे आशा को अहसास हुआ कि एक संगठन की लक्ष्य प्राप्ति की योग्यता इसके मानव संसाधनों की गुणवत्ता पर निर्भर करती है। उसने अपने विस्तार कार्यक्रम के लिए कार्मिकों का चयन करते समय इसकी उपेक्षा की थी।

- (क) प्रबंध के उस कार्य की पहचान कीजिए तथा उसका उल्लेख कीजिए जो संगठन में अतिरिक्त कार्मिकों की आवश्यकता पूरी करने में आशा की सहायता कर सकता था।
- (ख) उपरोक्त (क) में पहचाने गए कार्य के किन्हीं तीन लाभों का उल्लेख कीजिए।





11. (a) Ananta Ltd. is a company dealing in ready-made garments from last many years. Recently the profit of the company have started increasing. The finance manager decided to retain the profit instead of distributing it among shareholders. 2+3=5
- (i) Identify and state the financial decision taken by finance manager in the above case.
 - (ii) State any three factors affecting the decision identified in (i) above.

OR

- (b) Ravi has joined as a finance manager in MTA Ltd. He had to arrange funds of rupees one crore for the company. The Chief Executive Officer of the company wants to arrange the funds by a public issue whereas the finance manager wants to have a mix of debt and equity as this will determine the overall cost of capital and the financial risk of the enterprise.
- (i) Identify and give the meaning of the financial decision suggested by the finance manager in the above case.
 - (ii) State any three factors affecting the decision identified in (i) above.

12. Asha is living in a small village of Rajasthan. Her mother has good culinary skills. Inspired from her mother she joined a course of 'Food and Beverages Production' in Jaipur. After completing her course she asked her mother to open a sweets shop in Jaipur, to which her mother agreed. The business was doing well and had started growing. To expand her business she felt the need of additional personnel. Instead of selecting personnel from any other source she thought of helping her relatives and appointed five of them. But after doing all efforts she found that none of her relatives were providing satisfactory service leading to lower productivity. Also, the quality of the products started deteriorating. 2+3=5

This made Asha to realise that the ability of an organisation to achieve its goals depends upon the quality of its human resources. This was ignored by her at the time of selecting the personnel for her expansion programme.

- (a) Identify and state the function of management which could have helped Asha at the time of fulfilling her need of additional personnel in the organisation.
- (b) State any three benefits of the function identified in (a) above.



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Strictly Confidential: (For Internal and Restricted use only)
Senior Secondary School Term II Examination, 2022
Marking Scheme – BUSINESS STUDIES (SUBJECT CODE – 054)
(PAPER CODE – 66/5/2)

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(✓) 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 totalled 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 marks 0-40 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 totalling 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 totalling on the title page.
 - Wrong totalling 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 totalling 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 totalled 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: 66/5/2]

| Q. No. | EXPECTED ANSWER / VALUE POINTS | Marks |
|--------|---|--|
| 1. | <p>Q. 'External sources of recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.'</p> <p>Give two situations when external sources may be used without dissatisfying the existing employees.</p> <p>Ans. Two situations when external sources may be used without dissatisfying the existing employees are (Any two):</p> <p>(i) When existing staff may not fulfil the <u>eligibility criteria/ specifications</u> of the jobs to be filled.</p> <p>(ii) When existing staff is <u>insufficient</u> to fill the required job positions.</p> <p>(iii) When a vacancy exists at the <u>lowest level</u>.</p> <p>(or any other correct situation)</p> | <p>1 mark for stating each situation</p> <p>=1×2</p> <p>= 2 marks</p> |
| 2. | <p>Q. 'Estimating manpower requirements is not merely knowing how many persons we need.' What else is needed while estimating manpower requirements? State any two points.</p> <p>Ans. While estimating manpower requirements, in addition to knowing how many persons we need, we need to know:</p> <p>(i) <u>Type of persons/human resources</u> needed.</p> <p>(ii) <u>Number and type of persons available</u> (or work force analysis)</p> | <p>1 mark for stating each point</p> <p>= 1×2</p> <p>= 2 marks</p> |
| 3. | <p>Q. 'Due to various malpractices and multiplied investors grievances the Govt. of India decided to set-up a separate regulatory body to protect the interest of investors and to regulate the securities market.'</p> <p>(a) Identify the regulatory body set-up by Govt. of India for the above stated purpose.</p> <p>(b) State any one objective of the regulatory body identified in (a) above.</p> <p>Ans.</p> <p>(a) Securities and Exchange Board of India (SEBI)</p> | <p>1 mark for identifying</p> |

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| | <p>(b) <u>Objectives of SEBI (any one):</u></p> <p>(i) To <u>regulate the stock exchanges</u> and the securities industry to promote their orderly functioning.</p> <p>(ii) To <u>protect the rights and interest 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 by the securities industry and its statutory regulation.</p> <p>(iv) To regulate and <u>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>+</p> <p>1 mark for stating the objective</p> <p>= 1+1</p> <p>= 2 marks</p> |
| 4. | <p>Q. 'Analysing deviations' is an important step in the process of controlling. It is therefore important to focus on key result areas which are critical to the success of an organisation.</p> <p>Identify and give the meaning of the concept discussed above.</p> <p><u>Ans. Critical Point Control.</u></p> <p>Critical Point Control is a principle of management control, based on the belief, that 'keeping check on each and every activity in an organization is neither economical nor easy'. Therefore, organizations have to focus on key result areas which are critical to the success of an organization.</p> | <p>1 mark for identification</p> <p>+</p> <p>1 mark for the meaning</p> <p>= 2 marks</p> |
| 5. | <p>Q. Explain 'Private Placement' and 'Rights Issue' as methods of floatation of new issues in the primary market.</p> <p><u>Ans. Private Placement:</u></p> <ul style="list-style-type: none"> • Private placement is the allotment of securities by a company to <u>institutional investors and some selected individuals</u>. • This method of raising capital is quicker and inexpensive as compared to public issue. | <p>1 ½ marks</p> |

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| | <p><u>Rights Issue:</u></p> <ul style="list-style-type: none"> • In this method, the <u>existing shareholders are offered the 'right'</u> to buy new shares in proportion to the number of shares they already possess. • It is a privilege given to existing shareholders to subscribe to a new issue of shares according to the terms and conditions of the company. | <p>+</p> <p>1½ marks</p> <p>= 3 marks</p> |
| 6. | <p>Q. Name and give the meaning of the concepts that are highlighted in the following statements:</p> <p>(a) It improves the performance of employees on the current job or prepares them for any intended job.</p> <p>(b) It not only improves the job performance of the employees but also brings about growth of the personality.</p> <p>Ans.</p> <p>(a) Training: It is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased.</p> <p>(b) Development: It refers to the learning opportunities designed to help the employees grow and progress towards maturity and actualization of their potential capacities.</p> | <p>1 mark for naming each concept</p> <p>+</p> <p>½ mark for its meaning</p> <p>= 1 ½ x 2</p> <p>= 3 marks</p> |
| 7. | <p>Q. Agrima, Arunima and Avika are pursuing MBA from a reputed institution. Now it is the time of their placement.</p> <p>Agrima wants to work in a company which would provide her more authority for fulfilling her duties and will give recognition, rewards, perquisites and prestige of job.</p> <p>Arunima wants to work in an organisation in which behaviour of individuals is influenced by its characteristics like autonomy, reward orientation, consideration to employees, risk taking etc.</p> <p>Avika wants to join the organisation which has appropriate skill development programmes and</p> | |



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| | <p>sound promotion policy that encourages employees to exhibit improved performance.</p> <p>Identify and state the incentives about which Agrima, Arunima and Avika are talking about.</p> <p>Ans. Agrima is talking about ‘Status’ which means ranking of positions in the organization.</p> <p>Arunima is talking about ‘Organizational climate’ which indicates the characteristics describing an organization and distinguish one organization from the other.</p> <p>Avika is talking about ‘Career Advancement Opportunity’ which means managers should provide opportunity to employees to improve their skills and be promoted to the higher-level jobs.</p> | <p>½ mark for identifying each incentive + ½ mark for stating the incentive</p> <p>= 1 x 3 = 3 marks</p> |
| <p>8.</p> | <p>(a) Q. State any three points of importance of 'Controlling' function of management.</p> <p>Ans. Importance of Controlling function (any three points):</p> <p>(i) Controlling measures progress towards the organizational goals and brings to light the deviations, if any, and indicates corrective action, thereby, helping in accomplishing organizational goals.</p> <p>(ii) Controlling helps in judging the accuracy of standards by keeping a careful check on the changes taking place in the organization and in the environment and reviewing and revising the standards in light of such changes.</p> <p>(iii) Controlling helps in making efficient use of resources as each activity is performed in accordance with predetermined standards, thereby, reducing wastage and spoilage of resources.</p> <p>(iv) Controlling helps in improving employee motivation by ensuring them in advance what they are expected to do and what are the standards of</p> | <p>1 mark for stating each point</p> |

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| | <p>performance on the basis of which they will be appraised.</p> <p>(v) Controlling ensures order and discipline in the organisation by minimizing dishonest behaviour on the part of employees by keeping a close check on their activities.</p> <p>(vi) Controlling facilitates co-ordination in action by directing all activities and efforts for achieving organizational goals as each department and employee is governed by pre-determined standards which are well co-ordinated with one another.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> <p style="text-align: center;">OR</p> <p>Q.(b) State any three points of importance of 'Directing' function of management.</p> <p>Ans. Importance of Directing function (any <i>three</i> points):</p> <p>(i) Directing helps to initiate action by people in the organization towards attainment of desired objectives by guiding the people and clarifying the doubts in performing a task.</p> <p>(ii) Directing integrates employees' efforts in the organization in such a way that every individual effort contributes to the organizational performance.</p> <p>(iii) Directing guides employees to fully realize their potential and capabilities by motivating and providing effective leadership.</p> <p>(iv) Directing facilitates introduction of needed changes in the organization through effective motivation, communication and leadership.</p> <p>(v) Directing helps to bring stability and balance in the organization by fostering co-operation and commitment among the people.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> | <p style="text-align: center;">=1×3 = 3 marks</p> <p style="text-align: center;">OR</p> <p style="text-align: center;">1 mark for stating each point</p> <p style="text-align: center;">=1×3 = 3 marks</p> |
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| <p>9.</p> | <p>Q. (a) Explain the following rights of a consumer as per the provisions of Consumer Protection Act, 2019:</p> <p>(i) Right to Safety</p> <p>(ii) Right to be Heard</p> <p>Ans. (a)</p> <p>(i) Right to Safety:</p> <ul style="list-style-type: none"> • The consumer has a right to be <u>protected against goods and services which are hazardous</u> to life, health and property. • Consumers are educated that they should use products which are standardised as this would be an assurance of such products meeting quality specifications. <p>(ii) Right to be heard:</p> <ul style="list-style-type: none"> • The consumer has a right to <u>file a complaint and to be heard</u> in case of dissatisfaction with a good or a service. • It is because of this reason that many enlightened business firms have set up their own consumer service and grievance cells. Many consumer organisations are also working towards this direction and helping consumers in redressal of their grievances. <p style="text-align: center;">OR</p> <p>Q. (b) State any five reliefs available to the consumers under Consumer Protection Act, 2019.</p> <p>Ans. Reliefs under the Consumer Protection Act, 2019 (any five):</p> <p>(i) To <u>remove the defect</u> in goods or deficiency in service.</p> <p>(ii) To <u>replace the defective product</u> with a new one, free from any defect.</p> <p>(iii) To <u>refund the price paid</u> for the product, or the charges paid for the service.</p> | <p>2 ½ marks</p> <p style="text-align: center;">+</p> <p>2 ½ marks</p> <p style="text-align: center;">= 5 marks</p> <p style="text-align: center;">OR</p> <p>1 mark for each relief</p> |
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| | <p>(iv) <u>To pay a reasonable amount of compensation</u> for any loss or injury suffered by the consumer due to the negligence of the opposite party.</p> <p>(v) To <u>pay punitive damages</u> in appropriate circumstances.</p> <p>(vi) To <u>discontinue the unfair/restrictive trade practice</u> and not to repeat it in future.</p> <p>(vii) <u>Not to offer hazardous goods</u> for sale.</p> <p>(viii) To <u>withdraw the hazardous goods</u> from sale.</p> <p>(ix) To <u>cease manufacture of hazardous goods</u> and to desist from offering hazardous services.</p> <p>(x) <u>To compensate for any loss</u> or injury suffered by a consumer under product liability action and withdraw hazardous products from being offered for sale.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> | <p>1 x 5 = 5 marks</p> | | | | | | | | | | |
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| <p>10.</p> | <p>Q. State any five points of difference between 'Primary Market' and 'Secondary Market'.</p> <p>Ans. Differences between 'Primary Market' and 'Secondary Market' (any five):</p> <table border="1" data-bbox="370 1150 1179 1858"> <thead> <tr> <th><i>Primary Market</i></th> <th><i>Secondary Market</i></th> </tr> </thead> <tbody> <tr> <td>1. There is sale of securities by new companies or further new issues of securities by existing companies.</td> <td>1. There is trading of existing securities only.</td> </tr> <tr> <td>2. Securities are sold directly by the company to the investor.</td> <td>2. Ownership of existing securities is exchanged between investors.</td> </tr> <tr> <td>3. Flow of fund is from saver to investors, i.e., directly promotes capital formation.</td> <td>3. Enhances liquidity of shares i.e., indirectly promotes capital formation</td> </tr> <tr> <td>4. Only buying of securities takes place.</td> <td>4. Both buying and selling of securities can take place.</td> </tr> </tbody> </table> | <i>Primary Market</i> | <i>Secondary Market</i> | 1. There is sale of securities by new companies or further new issues of securities by existing companies. | 1. There is trading of existing securities only. | 2. Securities are sold directly by the company to the investor. | 2. Ownership of existing securities is exchanged between investors. | 3. Flow of fund is from saver to investors, i.e., directly promotes capital formation. | 3. Enhances liquidity of shares i.e., indirectly promotes capital formation | 4. Only buying of securities takes place. | 4. Both buying and selling of securities can take place. | <p>1 mark for each difference</p> <p>1×5 = 5 marks</p> |
| <i>Primary Market</i> | <i>Secondary Market</i> | | | | | | | | | | | |
| 1. There is sale of securities by new companies or further new issues of securities by existing companies. | 1. There is trading of existing securities only. | | | | | | | | | | | |
| 2. Securities are sold directly by the company to the investor. | 2. Ownership of existing securities is exchanged between investors. | | | | | | | | | | | |
| 3. Flow of fund is from saver to investors, i.e., directly promotes capital formation. | 3. Enhances liquidity of shares i.e., indirectly promotes capital formation | | | | | | | | | | | |
| 4. Only buying of securities takes place. | 4. Both buying and selling of securities can take place. | | | | | | | | | | | |

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| | <p>5. Prices are determined and decided by the management of the company.</p> <p>6. No fixed geographical location.</p> | <p>5. Prices are determined by demand and supply of the security.</p> <p>6. Located at specified places.</p> | |
| 11. | <p>Q. Ananta Ltd. is a company dealing in ready-made garments from last many years. Recently the profit of the company have started increasing. The finance manager decided to retain the profit instead of distributing it among shareholders.</p> <p>(a) Identify and state the financial decision taken by finance manager in the above case.</p> <p>(b) State any three factors affecting the decision identified in (i) above.</p> <p>Ans.</p> <p>(a) Dividend Decision Dividend decision is concerned with the decision about how much of the profit earned by company is to be distributed to the shareholders and how much of it should be retained in the business.</p> <p>(b) Factors affecting dividend decision are (any three):</p> <p>(i) Amount of earnings: Earnings is a major determinant of the decision about dividend as dividends are paid out of current and past earnings.</p> <p>(ii) Stability of Earnings: A company which has stable earnings is in a better position to declare higher dividends in comparison of those companies with unstable earnings.</p> <p>(iii) Stability of Dividends: The companies having policy of stabilizing dividend per share, do not alter if the change in earnings is small or seen to be temporary in nature.</p> <p>(iv) Growth Opportunities: Companies having good growth opportunities retain more money out of their earnings to finance the required investment,</p> | | <p>1 mark for identification + 1 mark for stating it = 2 marks</p> <p>+</p> <p>1 mark for stating each factor = 1×3</p> |

thus, the dividend in growth companies is, smaller, than that in the non-growth companies.

(v) **Cash Flow position:** Availability of enough cash in the company is necessary for declaration of dividend because a company may be profitable but short on cash.

(vi) **Shareholders' Preference:** While declaring dividends, managements must keep in mind the preferences of the shareholders and if the shareholders in general desire that at least a certain amount is paid as dividend, the companies are likely to declare the same.

(vii) **Taxation Policy:** If tax on dividend is higher, it is better to pay less by way of dividends, whereas higher dividends may be declared if tax rates are relatively lower.

(viii) **Stock Market Reaction:** The possible impact of dividend policy on the equity share price is one of the important factors considered by the management while taking a decision about it as investors, view an increase in dividend as good news and stock prices react positively to it.

(ix) **Access to the capital market:** Large and reputed companies which have easy access to the capital market, depend less on retained earnings to finance their growth and, thus, tend to pay higher dividends than smaller companies which have relatively low access to the market.

(x) **Legal constraints:** Certain provisions of the Companies Act place restrictions on payouts as dividend which must be adhered to while declaring the dividend.

(xi) **Contractual constraints:** The companies are required to ensure that the payment of dividend does not violate the terms of any contract entered by the company.

= 2 + 3
= 5 marks

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| <p>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</p> <p style="text-align: center;">OR</p> <p>Q. Ravi has joined as a finance manager in MTA Ltd. He had to arrange funds of rupees one crore for the company. The Chief Executive Officer of the company wants to arrange the funds by a public issue whereas the finance manager wants to have a mix of debt and equity as this will determine the overall cost of capital and the financial risk of the enterprise.</p> <p>(i) Identify and give the meaning of the financial decision suggested by the finance manager in the above case.</p> <p>(ii) State any three factors affecting the decision identified in (i) above.</p> <p>Ans.</p> <p>(i) Financing Decision.</p> <p>The Financing Decision is concerned with the decisions about the quantum of finance to be raised from various long-term sources.</p> <p>(ii) Factors affecting Financing Decision (any three points):</p> <p><i>(a)</i> The cost of raising funds through different sources are different and a prudent financial manager would normally opt for a source which is the cheapest.</p> <p><i>(b)</i> The risk associated with each of the sources is different as debt is riskier than equity.</p> <p><i>(c)</i> Higher the floatation cost, less attractive the source.</p> <p><i>(d)</i> A stronger cash flow position may make debt financing more viable than funding through equity.</p> | <p style="text-align: center;">OR</p> <p>1 mark for identification + 1 mark for stating it = 2 marks</p> <p style="text-align: center;">+</p> <p>1 mark for stating each factor = 1×3 = 3 marks</p> |
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| | <p>(e) If a business has high fixed operating costs, it must reduce fixed financing costs, thus, lower debt financing is better.</p> <p>(f) Issue of more equity may lead to dilution of management's control over the business.</p> <p>(g) State of the capital market may also affect the choice of source of fund as during the boom period when stock market is rising, more people invest in equity, whereas depressed capital market may make issue of equity shares difficult for any company while debt financing has no such implication.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> | <p>= 2 + 3 = 5 marks</p> |
| <p>12.</p> | <p>Q. Asha is living in a small village of Rajasthan. Her mother has good culinary skills. Inspired from her mother she joined a course of 'Food and Beverages Production' in Jaipur. After completing her course she asked her mother to open a sweets shop in Jaipur, to which her mother agreed. The business was doing well and had started growing. To expand her business she felt the need of additional personnel. Instead of selecting personnel from any other source she thought of helping her relatives and appointed five of them. But after doing all efforts she found that none of her relatives were providing satisfactory service leading to lower productivity. Also, the quality of the products started deteriorating.</p> <p>This made Asha to realise that the ability of an organisation to achieve its goals depends upon the quality of its human resources. This was ignored by her at the time of selecting the personnel for her expansion programme.</p> <p>(a) Identify and state the function of management which could have helped Asha</p> | |



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| | <p>at the time of fulfilling her need of additional personnel in the organisation.</p> <p>(b) State any three benefits of the function identified in (a) above.</p> <p>Ans.</p> <p>The function of management which could have helped Asha at the time of fulfilling her need of additional personnel in the organization is Staffing.</p> <p>Staffing is the function of management which is concerned with obtaining, utilizing and maintaining a satisfactory and satisfied workforce.</p> <p>(or any other correct meaning)</p> <p>(b)Benefits of Staffing function (any three points):</p> <p>(i) It helps in discovering and obtaining competent personnel for various jobs.</p> <p>(ii) It helps in higher performance by putting the right person on the right job.</p> <p>(iii) It ensures the continuous survival and growth of the enterprise through the succession planning for managers.</p> <p>(iv) It helps to ensure optimum utilization of human resources by avoiding overmanning and also indicating in advance the shortages of personnel.</p> <p>(v) It improves job satisfaction and morale of employees through objective assessment and fair reward of their contribution.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> | <p>1 mark for identification +</p> <p>1 mark for stating it = 2 marks +</p> <p>1 mark for stating each benefit = 1×3 = 2 +3 = 5 marks</p> |
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