

SET – 3

Series : SSO/1/C

कोड नं. **66/1/3**  
Code No.

रोल नं.  
Roll No. 

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

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

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 8 हैं ।
- प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए कोड नम्बर को छात्र उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें ।
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में 25 प्रश्न हैं ।
- कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, प्रश्न का क्रमांक अवश्य लिखें ।
- इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है । प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जायेगा । 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 ।
- Please check that this question paper contains 8 printed pages.
- Code number given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
- Please check that this question paper contains 25 questions.
- **Please write down the Serial Number of the question before attempting it.**
- 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 : 3 घण्टे ]  
Time allowed : 3 hours ]

[ अधिकतम अंक : 80  
[ Maximum Marks : 80

सामान्य निर्देश :

- (i) 1 अंक वाले प्रश्नों के उत्तर एक शब्द से एक वाक्य तक हों ।
- (ii) 3 अंकों वाले प्रश्नों के उत्तर 50-75 शब्दों के हों ।
- (iii) 4-5 अंकों वाले प्रश्नों के उत्तर लगभग 150 शब्दों के हों ।
- (iv) 6 अंकों वाले प्रश्नों के उत्तर लगभग 200 शब्दों के हों ।
- (v) एक प्रश्न के सभी भाग साथ-साथ ही हल कीजिए ।

General Instructions :

- (i) Answer to questions carrying 1 mark may be from one word to one sentence.
- (ii) Answers to questions carrying 3 marks may be from 50-75 words.
- (iii) Answers to questions carrying 4-5 marks may be about 150 words.
- (iv) Answers to questions carrying 6 marks may be about 200 words.
- (v) Attempt all parts of a question together.

66/1/3

1

[P.T.O.]



1. दीवाली के अवसर पर रवि ने नंदन स्वीट्स से दो किलो मिठाई खरीदी । मिठाइयों को खाने पर उसकी पत्नी बीमार पड़ गई तथा उसे अस्पताल में भर्ती करना पड़ा । रवि उपभोक्ता फोरम में शिकायत करना चाहता था परन्तु नंदन स्वीट्स से मिठाई खरीदने का कोई सबूत न होने के कारण वह ऐसा नहीं कर सका । उपभोक्ता फोरम में शिकायत दर्ज करने के लिए रवि को क्या प्रमाण प्राप्त करना चाहिये था, उसका नाम बताइए । 1  
 On the eve of Diwali Ravi purchased two kilograms of sweets from Nandan Sweets. On consumption of sweets his wife fell sick and was to be hospitalized. Ravi wanted to file a case in the consumer forum but could not do so because he did not have any proof of buying the sweets from Nandan sweets. Name the document that Ravi could had obtained for filing the complaint in the consumer forum.
  
2. एक टेलीविज़न निर्माता कम्पनी संभावित ग्राहकों को इसके टेलीविज़न सेट क्रय करने हेतु प्रेरित करने के लिए विज्ञापन, व्यक्तिगत विक्रय तथा विक्रय प्रवर्तन तकनीकों पर भारी राशि व्यय कर रही है । यहाँ पर संदर्भित विपणन मिश्र के तत्व की पहचान कीजिए । 1  
 A TV manufacturing company is spending substantial amount of money to persuade the target customers to buy its T.V. sets through advertisements, personal selling and sales promotion techniques. Identify the element of marketing mix referred here.
  
3. एक कपड़ा निर्माण कम्पनी विविधीकरण करना चाहती है और एक स्टील उत्पादन संयंत्र लगा रही है । कम्पनी की स्थायी पूँजी आवश्यकताओं पर विविधीकरण के प्रभाव का कारण सहित उल्लेख कीजिए । 1  
 A textile company is diversifying and starting a steel manufacturing plant. State with reason the effect of diversification on the fixed capital requirements of the company.
  
4. निवेश संबंधी निर्णय के अतिरिक्त वित्तीय निर्णय दो और विस्तृत निर्णयों से सम्बन्धित हैं । इन निर्णयों के नाम बताइए । 1  
 Besides the investment decision the finance function is concerned with two other broad decisions. Name these decisions.
  
5. विद्यालय के वार्षिक उत्सव को सफल बनाने के लिए विद्यालय के प्रधानाचार्य ने सभी गतिविधियों को कार्य समूहों में बाँट दिया । प्रत्येक समूह को एक विशिष्ट क्षेत्र जैसे पूर्वाभ्यास, सजावट, मंच प्रबंधन, जलपान आदि की देखरेख करनी थी । प्रत्येक समूह को एक वरिष्ठ अध्यापक के पर्यवेक्षण में रखा गया । ऐसा करने में प्रधानाचार्य द्वारा प्रबंध के जिस कार्य का निष्पादन किया गया उसकी पहचान कीजिए । 1  
 To make the annual function of the school successful the principal of the school divided all the activities into task groups each dealing with a specific area like rehearsals, decoration, stage management, refreshments etc. Each group was placed under the overall supervision of a senior teacher. Identify the function of management performed by the Principal in doing so.



6. योजना के एक प्रकार के रूप में 'विधि' का अर्थ दीजिए । 1  
Give the meaning of 'Method' as a type of plan.
7. समन्वय सामूहिक कार्यों में एकात्मकता कैसे लाता है ? उल्लेख कीजिए । 1  
How does co-ordination integrates group efforts ? State.
8. प्रबंध में 'कुशलता' का क्या अर्थ है ? 1  
What is meant by 'Efficiency' in management ?
9. अनौपचारिक संगठन की किन्हीं तीन सीमाओं का उल्लेख कीजिए । 3  
State any three limitations of informal organization.
10. पिछले दस वर्षों से नेहा 'गुड लुक गार्मेन्ट्स लिमिटेड' में एक संभागीय बिक्री प्रबंधक थी । विपणन प्रबंधक के सेवानिवृत्त होने पर नेहा ने इस पद के लिए आवेदन किया क्योंकि वह बहुत महत्वाकांक्षी थी तथा उसने अपनी सारी शक्ति विपणन प्रबंधक का पद प्राप्त करने में लगा दी थी । परन्तु कम्पनी के उच्च प्रबंधन ने कम्पनी के बाहर से एक बेहतर व्यक्ति के चुनाव द्वारा इस पद को भरने का निर्णय लिया । इसके कारण नेहा का दिल टूट गया तथा उसका निष्पादन घट गया ।
- जब नये विपणन प्रबंधक ने पदभार ग्रहण किया तो उसकी एक मुख्य समस्या थी कि नेहा को उसके पूर्व निष्पादन स्तर पर लाने के लिए कैसे अभिप्रेरित किया जाए ।
- नये विपणन प्रबंधक को कोई तीन गैर-वित्तीय अभिप्रेरक सुझाइए जिनके उपयोग से नेहा को अभिप्रेरित किया जा सकता है । 3
- Neha was a regional sales manager in 'Good Look Garments Ltd' for ten years. On the retirement of the marketing manager Neha applied for the same post as she was extremely ambitious and had dedicated all her energies to obtain the post of marketing manager. However, the top management of the company decided to fill this post by selecting a better person from outside the company. Because of this Neha was heart-broken and her performance declined.
- When the new marketing manager joined, one of her major problems was how to motivate and inspire Neha to her former level of performance ?
- Suggest any three non-financial incentives that the new marketing manager may use to motivate Neha.

11. 'एक शेयर बाज़ार की सक्षम क्रियाशीलता नए निर्गमों के लिए एक सक्रिय एवं वृद्धिकारक प्राथमिक बाज़ार के लिए एक प्रेरक वातावरण तथा द्वितीयक बाज़ार के लिए सकारात्मक तथा स्वस्थ वातावरण पैदा करता है।' इस कथन के संदर्भ में शेयर बाज़ार के किन्हीं तीन कार्यों का उल्लेख कीजिए।

3

'Efficient functioning of stock exchange creates a conducive climate for active and growing primary market for new issues as well as for an active and healthy secondary market.' In the light of this statement state any three functions of a stock exchange.

12. उस प्रक्रिया का नाम बताइए तथा उसे परिभाषित कीजिए जो किसी पद या कार्य के लिए संभावित कर्मचारियों का पता लगाने में मदद करती है।

3

Name and define the process that helps in finding possible candidates for a job or a function.

13. एक ब्रांड नाम का चयन करते समय कुछ विशेषताओं को ध्यान में रखना आवश्यक है। ऐसी किन्हीं दो विशेषताओं का उल्लेख कीजिए जो एक अच्छे ब्रांड नाम में होनी चाहिए।

3

There are some characteristics that should be kept in mind while choosing a brand name. Explain any two such characteristics that a good brand name should have.

14. श्री नरेश ने हाल ही में एक भारतीय प्रबंधन संस्थान से मानव संसाधन प्रबंध में स्नातकोत्तर की उपाधि प्राप्त की है। एक ट्रक निर्माता कम्पनी में उसकी नियुक्ति मानव संसाधन प्रबंधक के रूप में हुई है। कम्पनी के पास 1,500 कर्मचारी हैं तथा उसके पास इसकी विस्तार की एक योजना है जिसमें इसे विभिन्न प्रकार के कार्यों के लिए 500 अतिरिक्त व्यक्तियों की आवश्यकता है। श्री नरेश को कम्पनी के मानव संसाधन विभाग की पूर्ण जिम्मेदारी सौंप दी गई है।

उन विशिष्ट गतिविधियों की सूची दीजिए जो कम्पनी के मानव संसाधन प्रबंधक के रूप में श्री नरेश को निष्पादित करनी हैं।

4

Mr. Naresh recently completed his M.B.A. from one of the Indian Institutes of Management in Human Resource Management. He has been appointed as Human Resource Manager in a Truck Manufacturing Company. The company has 1,500 employees and has an expansion plan in hand that may require additional 500 persons for various types of jobs. Mr. Naresh has been given the complete charge of the company's Human Resource Department.

List out the specialized activities that Mr. Naresh is supposed to perform as the Human Resource Manager of the company.

15. इसका अर्थ पहले से यह निश्चय करना कि भविष्य में क्या करना है तथा कैसे करना है ? यह प्रबंध के आधारभूत कार्यों में से एक है । इसके लिए आवश्यक है कि कुछ भी करने से पहले प्रबंधक एक विचार मन में लाता है कि अमुक कार्य कैसे किया जाये । यह कार्य सर्जनात्मकता तथा नवप्रवर्तन से अति निकट से जुड़ा हुआ है । यह हम कहाँ खड़े हैं तथा हमें कहाँ जाना है के मध्य सेतु का कार्य करता है तथा इसे प्रबंधन के प्रत्येक स्तर पर निष्पादित किया जाता है ।

इनके होते हुए भी प्रबंध के उपरोक्त वर्णित कार्य की अनेक सीमाएँ हैं । इसकी किन्हीं दो सीमाओं को समझाइए ।

4

It is deciding in advance what to do and how to do ? It is one of the basic managerial functions. It requires that before doing something, the manager must formulate an idea of how to work on a particular task. This function is closely connected with creativity and innovation. It seeks to bridge the gap between where we are and where we want to go and is performed at all levels of management.

In spite of this the function of management referred above has a number of limitations. Explain any two such limitations.

16. एक पर्यावरण जागरूक बहुदेशीय कम्पनी 'ए.एक्स.एन. लिमिटेड' अपने संचालन के लिए कुछ भली-भाँति परिभाषित व्यावसायिक सिद्धांतों का पालन करती है । जिसके फलस्वरूप श्रम आवर्त दर कम हो जाती है । 'ए.एक्स.एन. लिमिटेड' द्वारा पालन किये जाने वाले कुछ पर्यावरण सम्बन्धी कारक निम्नलिखित हैं :

4

- (1) जिन देशों में कम्पनी का संचालन है वहाँ के कानून का पालन कीजिए ।
- (2) सभी देशों की संस्कृति तथा रीति-रिवाजों का आदर कीजिए ।
- (3) पूरे विश्व में जीवन की गुणवत्ता को सुधारने के लिए स्वच्छ तथा सुरक्षित उत्पाद उपलब्ध कराइए ।
- (4) कम्पनी में एक ऐसी संस्कृति का विकास कीजिए जो प्रबंध एवं श्रम के मध्य पारस्परिक विश्वास एवं सम्मान की रक्षा करते हुए व्यक्तिगत सर्जनात्मकता तथा टीम-भावना में वृद्धि कर सके ।

उपरोक्त से

- (i) प्रबंध के किसी एक सामान्य सिद्धान्त तथा किसी एक पर्यावरण सम्बन्धी आयाम की पहचान करते हुए उसका उल्लेख कीजिए ।
- (ii) ऐसे किन्हीं दो मूल्यों की भी पहचान कीजिए जिन्हें उपरोक्त दिशानिर्देश सिद्धान्त तथा पर्यावरण सम्बन्धी कारक समाज को संप्रेषित करते हैं ।

An environmental conscious multinational company "AXN Ltd." follows certain well defined business principles that result to minimize the employee turnover. Following are some of the important environmental factors followed by 'AXN Ltd.'

- (1) Honour the law of every country in which it operates.
- (2) Respect the culture and customs of all nations.
- (3) Provide clean and safe products to enhance the quality of life throughout the world.
- (4) Develop a culture in the company that enhances individual creativity and team work while honouring mutual trust and respect between management and labour.

From the above :

- (i) identify and state any one general principle of management and any one dimension of business environment.
- (ii) also identify any two values which the above guiding principles and environmental factors are conveying to the society.



17. समझाइए कि व्यावसायिक पर्यावरण की समझ प्रबंध को निम्न में किस प्रकार सहायता करती है : 4
- (क) उपयोगी संसाधनों का दोहन करने में; तथा  
(ख) तीव्रता से हो रहे परिवर्तनों का सामना करने में
- Explain how does the understanding of business environment help the management in the following :
- (a) tapping useful resources ; and  
(b) coping with rapid changes.
18. विविधीकरण के अतिरिक्त स्थायी पूँजी की आवश्यकताओं को प्रभावित करने वाले किन्हीं चार कारकों का उल्लेख कीजिए । 4
- State any four factors except diversification which affects the fixed capital requirements of a company.
19. आपकी कम्पनी ने कश्मीर में सेब का जूस तैयार करने वाली 10,000 लिटर प्रतिदिन की क्षमता वाली एक खाद्य प्रक्रमण इकाई की स्थापना की है । कम्पनी की योजना सेब के जूस को 100 मिलीलीटर वाले टेट्रा पैक में विपणन करने की है । इसके लिए एक लेबल डिज़ाइन कीजिए । 4
- Your company has setup a food processing unit in Kashmir with a production capacity of 10,000 litres of apple juice per day. The company plans to market the apple juice in tetra pack of 100 mili litres. Design a label for the same.
20. एक कम्पनी ₹ 20,000 करोड़ की अधिकृत अंश पूँजी के साथ कम्पनी अधिनियम के अन्तर्गत पंजीकृत है । इसका पंजीकृत कार्यालय दिल्ली में तथा इसकी उत्पादन इकाई राजस्थान के एक पिछड़े जिले में स्थित है । इसका विपणन विभाग भोपाल में स्थित है । कम्पनी फास्ट मूविंग कंज्यूमर गुड्स (एफ.एम.सी.जी.) का उत्पादन करती है । 5
- (i) एक चित्र की सहायता से कम्पनी के लिए उपयुक्त संगठन ढाँचे का सुझाव दीजिए ।  
(ii) इस संगठन ढाँचे के किन्हीं तीन लाभों का उल्लेख कीजिए ।
- A company has been registered under the Companies Act with an authorized share capital of ₹ 20,000 crores. Its registered office is situated in Delhi and manufacturing unit in a backward district of Rajasthan. Its marketing department is situated in Bhopal. The company is manufacturing Fast Moving Consumer Goods (FMCG).
- (i) Suggest with the help of a diagram a suitable organization structure for the company.  
(ii) State any three advantages of this organization structure.



21. 'वे संस्थाएँ जो प्रभावपूर्ण संप्रेषण के विकास के लिए उत्सुक होती हैं, उन्हें संप्रेषण की बाधाओं को दूर करने के लिए उपयुक्त उपाय करने चाहिए तथा संप्रेषण की प्रभावपूर्णता में सुधार लाना चाहिए।' ऐसे किन्हीं पाँच उपायों का सुझाव देते हुए उन्हें समझाइए।

5

'The organizations which are keen on developing effective communication, should adopt suitable measures to overcome the barriers to communication and improve communication effectiveness.' Suggest and explain any such five measures.

22. 'आई-फोन (i-फोन) इंडिया लिमिटेड' अत्याधुनिक श्रेणी के मोबाइल फोन की निर्माता है। कम्पनी ने जापान से अपने इंजीनियर्स को प्रशिक्षित किया है। यह अपने मोबाइल फोन का विपणन राष्ट्रीय तथा अंतर्राष्ट्रीय स्तर पर करती है। अपने आई-फोन की गुणवत्ता के कारण कम्पनी का बाज़ार के काफी बड़े भाग पर नियंत्रण था तथा उसके ग्राहक निष्ठावान व अनुगामी थे। पिछले वित्तीय वर्ष से बाज़ार में प्रतिस्पर्धा के कारण कम्पनी अपने लक्ष्य प्राप्त नहीं कर पा रही थी। कम्पनी की योजना अपनी नियंत्रण प्रणाली का जीर्णोद्धार करने की है।

- (i) उपरोक्त अनुच्छेद में सन्निहित प्रबन्ध की अवधारणाओं को पहचानिए।  
(ii) जीर्णोद्धार के लिए नियंत्रण प्रक्रिया के उन चरणों को बताइए जिनके माध्यम से कम्पनी अपनी इस समस्या को सुलझाना चाहती है।  
(iii) ऐसे किसी एक मूल्य का उल्लेख भी कीजिए जिसे कम्पनी समाज को सम्प्रेषित करना चाहती है।

5

'i-phone India Ltd.' is a manufacturer of advanced category of mobile phones. The company trained its engineers from Japan. It markets its mobile phones domestically as well as internationally. The company had a substantial market share and had a loyal customer following because of quality of its i-phone. From the last financial year the company had been unable to achieve its targets because of competition in the market. The company is planning to revamp its controlling system.

- (i) Identify the concepts of management involved in the above para.  
(ii) State the steps of the revamped controlling process to be followed by the company to solve this problem.  
(iii) Also, state any one value which the company wants to communicate to the society.
23. अमन, अहमद तथा ऐली एक फर्म में साझेदार हैं जो महाराष्ट्र राज्य में डेरी उत्पादों का वितरण करती है। अमन केन्द्रीय माध्यमिक शिक्षा बोर्ड से व्यावसायिक अध्ययन के एक वैकल्पिक विषय के साथ उच्चतम माध्यमिक विद्यालय प्रमाणपत्र का धारक है। अहमद ने इतिहास में तथा ऐली ने डेरी कृषि में स्नातकोत्तर किया हुआ है। एक दिन अहमद तथा ऐली में प्रबंध की प्रकृति के विषय में गंभीर चर्चा हुई। अहमद का यह तर्क था कि प्रबंध एक पेशा है जबकि ऐली इसके विरोध में थी। उसका कहना था कि कानून तथा मेडिकल पेशे ही केवल पेशे हैं, क्योंकि वे पेशे के लिए निर्धारित सभी शर्तों को पूरा करते हैं। व्यावसायिक अध्ययन के अपने ज्ञान के आधार पर अमन ने अहमद तथा ऐली को प्रबंध की प्रकृति के रूप में पेशे को समझाया।

समझाइए कि अमन ने अहमद तथा ऐली दोनों को किस प्रकार संतुष्ट किया।

6

66/1/3

7

[P.T.O.]

Aman, Ahmad and Ally are partners in a firm engaged in the distribution of dairy products in Maharashtra state. Aman is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Ahmad had done his post graduation in History and Ally in dairy farming. One day there was a serious discussion between Ahmad and Ally regarding the nature of management, Ahmad argued that management was a profession. Whereas Ally argued against it saying that the legal and medical professions are the only professions because they fulfill all the conditions of a profession.

Aman on the basis of his knowledge of business studies explained the nature of management as a profession to Ahmad and Ally.

Explain, how Aman would have satisfied both Ahmad and Ally ?

24. विक्रय प्रवर्तन में जनसंपर्क की भूमिका की व्याख्या कीजिए । 6

Describe the role of public relations in sales promotion.

25. वित्तीय बाजार के कार्यों को समझाइए । 6

Explain the functions of financial market.

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Q. SET No.			MARKING SCHEME-2014-15 BUSINESS STUDIES <b>DELHI(Comptt) 66/1/3</b> EXPECTED ANSWERS / VALUE POINTS	DISTRIBUTION OF MARKS
66/1/1	66/1/2	66/1/3		
8	7	1	<p><b>Q. On the eve of Diwali Ravi purchased two kilograms of sweets from Nandan Sweets. On consumption of sweets his wife fell sick and was to be hospitalized. Ravi wanted to file a case in the consumer forum but could not do so because he did not have any proof of buying the sweets from Nandan sweets. Name the document that Ravi could have obtained for filing the complaint in the consumer forum.</b></p> <p><b>Ans.</b> Cash memo.</p>	1 mark
7	8	2	<p><b>Q. A TV manufacturing company is spending substantial amount of money to persuade the target customers to buy its T.V. sets through advertisements, personal selling and sales promotion techniques. Identify the element of marketing mix referred here.</b></p> <p><b>Ans.</b> Promotion/ promotion mix.</p>	1 mark
6	4	3	<p><b>Q. A textile company is diversifying and starting a steel manufacturing plant. State with reason the effect of diversification on the fixed capital</b></p>	1 mark



			<p><b>requirements of the company.</b></p> <p><b>Ans.</b> With diversification, the fixed capital requirements will increase as the investment in fixed capital will increase.</p>	
5	-	4	<p><b>Q. Besides the investment decision the finance function is concerned with two other broad decisions. Name these decisions.</b></p> <p><b>Ans.</b> Two other broad decisions are: (i) Financing decision (ii) Dividend decision</p>	$\frac{1}{2} \times 2$ = <b>1 mark</b>
4	6	5	<p><b>Q. To make the annual function of the school successful the principal of the school divided all the activities into task groups each dealing with a specific area like rehearsals, decoration, stage management, refreshments etc. Each group was placed under the overall supervision of a senior teacher. Identify the function of management performed by the Principal in doing so.</b></p> <p><b>Ans.</b> Organising</p>	<b>1 mark</b>
3	1	6	<p><b>Q. Give the meaning of 'Method' as a type of plan.</b></p> <p><b>Ans.</b> Method is the prescribed way or manner in which a task has to be performed.</p>	<b>1 mark</b>
2	-	7	<p><b>Q. How does co-ordination integrates group efforts? State.</b></p> <p><b>Ans.</b> Co-ordination integrates group efforts by <u>unifying diverse interests</u> thereby giving them a <u>common focus</u> to ensure that the performance is according to the plans.</p>	<b>1 mark</b>
1	3	8	<p><b>Q. What is meant by 'efficiency' in management?</b></p> <p><b>Ans.</b> Efficiency means doing the task correctly and with minimum cost. <b>(or any other correct meaning)</b></p>	<b>1 mark</b>
-	-	9	<p><b>Q. State any three limitations of informal organisation.</b></p> <p><b>Ans.</b> <u>Limitations of informal organisation:</u> (i) It leads to <u>spread of rumours</u>. (ii) It may lead to <u>resistance to change</u>.</p>	<b>1 x 3</b>



			<p>(iii) It <u>pressurizes</u> members to conform to <u>group expectations</u> which may be against organisational interest.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>	<p>= <b>3marks</b></p>
13	12	10	<p><b>Q. Neha was a regional sales manager in 'Good Look Garments Ltd' for ten years. On the retirement of the marketing manager Neha applied for the same post as she was extremely ambitious and had dedicated all her energies to obtain the post of marketing manager. However, the top management of the company decided to fill this post by selecting a better person from outside the company. Because of this Neha was heart-broken and her performance declined. When the new marketing manager joined, one of her major problems was how to motivate and inspire Neha to her former level of performance? Suggest any three non-financial incentives that the new marketing manager may use to motivate Neha.</b></p> <p><b>Ans.</b> The non-financial incentives that the new marketing manager may use to motivate Neha are: <b>(Any three)</b></p> <p>(i) <u>Job enrichment</u> which is concerned with designing jobs that include a greater variety of work content, require higher level of knowledge and skill, give more autonomy and opportunity for personal growth.</p> <p>(ii) <u>Employee recognition</u> which means acknowledgement with a show of appreciation.</p> <p>(iii) <u>Employee participation</u> which means involving employees in decision making of issues related to them.</p> <p>(iv) <u>Employee empowerment</u> which means giving more autonomy and powers to subordinates.</p> <p>(v) <u>Job security</u> which refers to providing stability to the employees about future income and work so that they do not feel worried on these aspects and work with greater zeal.</p> <p><b>(If an examinee has given only the heading, ½ mark for the each heading should be awarded)</b></p>	<p>½ mark for suggesting the incentive + ½ mark for stating the incentive =1 x 3 =3marks</p>
12	13	11	<p><b>Q. 'Efficient functioning of stock exchange creates a conducive climate for active andgrowing primary market for new issues as well as for an active and healthy secondarymarket.' In the light of this</b></p>	<p><b>1 mark for</b></p>



			<p><b>statement state any three functions of a stock exchange.</b></p> <p><b>Ans.</b> Functions of Stock Exchange are: <b>(Any three)</b></p> <p>(a) It provides liquidity and marketability to existing securities.</p> <p>(b) It determines the price of securities by forces of demand and supply.</p> <p>(c) It ensures safety of transactions as the transactions carried out within an existing legal framework.</p> <p>(d) It contributes to economic growth as it indirectly promotes capital formation.</p> <p>(e) It spreads equity cult and ensuring wider share ownership.</p> <p>(f) It provides scope for speculation within the provisions of law.</p> <p><b>(If an examinee has given only the heading, ½ mark for the each heading should be awarded)</b></p>	<p><b>each statement</b></p> <p>=</p> <p><b>1 x 3</b></p> <p>=</p> <p><b>3 marks</b></p>
11	-	12	<p><b>Q. Name and define the process that helps in finding possible candidates for a job or a function</b></p> <p><b>Ans.</b> Recruitment.</p> <p><u>Recruitment</u> may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.</p>	<p><b>1 mark for identification</b></p> <p>+</p> <p><b>2 marks for definition</b></p> <p>=</p> <p><b>1+2</b></p> <p>=</p> <p><b>3 marks</b></p>
10	-	13	<p><b>Q. There are some characteristics that should be kept in mind while choosing a brandname. Explain any two such characteristics that a good brand name should have.</b></p> <p><b>Ans.</b> <u>Characteristics that should be kept in mind while choosing a good brand name:</u> <b>(Any two)</b></p> <p>(i) Short and easy to pronounce,</p> <p>(ii) Suggestive</p> <p>(iii) Distinctive.</p> <p>(iv) Adaptable to packaging and labelling requirements.</p> <p>(v) Versatile</p> <p>(vi) Capable of being registered and protected legally.</p> <p>(vii) Staying power.</p> <p><b>(if an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</b></p>	<p>½ mark for the heading</p> <p>+</p> <p><b>1 mark for each explanation</b></p> <p>=</p> <p><b>1 ½ x 2</b></p> <p>=</p> <p><b>3marks</b></p>
17	16	14	<p><b>Q. Mr. Naresh recently completed his M.B.A. from</b></p>	



		<p><b>one of the Indian Institutes of Management in Human Resource Management. He has been appointed as Human Resource Manager in a Truck Manufacturing Company. The company has 1,500 employees and has an expansion plan in hand that may require additional 500 persons for various types of jobs. Mr. Naresh has been given the complete charge of the company's Human Resource Department.</b></p> <p><b>List out the specialized activities that Mr. Naresh is supposed to perform as the Human Resource Manager of the company.</b></p> <p><u>Ans. Specialized activities that Mr Naresh is supposed to perform as a human resource manager are: (Any eight)</u></p> <p>(i) Analysing jobs.  (ii) Recruitment  (iii) Selection.  (iv) Placement and orientation.  (v) Training and development of employees.  (vi) Performance Appraisal.  (vii) Developing compensation and incentive plans.  (viii) Maintaining labour relations and union management relations.  (ix) Handling grievances and complaints.  (x) Providing for social security and welfare of employees.  (xi) Defending the company in law suits and avoiding legal complications.</p>	<p><math>\frac{1}{2} \times 8</math></p> <p>=</p> <p><b>4 marks</b></p>	
16	17	15	<p><b>Q. It is deciding in advance what to do and how to do. It is one of the basic managerial functions. It requires that before doing something, the manager must formulate an idea of how to work on a particular task. This function is closely connected with creativity and innovation. It seeks to bridge the gap between where we are and where we want to go and is performed at all levels of management. In spite of this the function of management referred above has a number of limitations. Explain any two such limitations.</b></p> <p><u>Ans. Limitations of planning are: (Any two)</u></p> <p>(i) Planning leads to rigidity.  (ii) Planning may not work in a dynamic environment.  (iii) Planning reduces creativity.  (iv) Planning involves huge costs.  (v) Planning is a time consuming process.  (vi) Planning does not guarantee success.</p>	<p><math>\frac{1}{2}</math> mark for the heading  +  <math>1\frac{1}{2}</math> mark for its explanation  =  <math>2 \times 2</math>  =  <b>4 marks</b></p>



			(if an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	
15	18	16	<p><b>Q. An environmental conscious multinational company "AXN Ltd." follows certain welldefined business principles that result to minimize the employee turnover. Following are some of the important environmental factors followed by 'AXN Ltd.'</b></p> <p><b>(1) Honour the law of every country in which it operates.</b></p> <p><b>(2) Respect the culture and customs of all nations.</b></p> <p><b>(3) Provide clean and safe products to enhance the quality of life throughout the world.</b></p> <p><b>(4) Develop a culture in the company that enhances individual creativity and teamwork while honouring mutual trust and respect between management and labour.</b></p> <p><b>From the above:</b></p> <p><b>(i) Identify and state any one general principle of management and any one dimension of business environment.</b></p> <p><b>(ii) Also identify any two values which the above guiding principles and environmental factors are conveying to the society.</b></p> <p><b>Ans.(i) Principle of management:(Any one)</b></p> <p>(a) Stability of personnel</p> <p>(b) Esprit de corps</p> <p>(c) Initiative</p> <p><b>Dimension of business environment:(Any one)</b></p> <p>(a) Legal environment.</p> <p>(b) Social environment.</p> <p><b>(ii) Values being conveyed: (Any two)</b></p> <p>(a) Respect for law</p> <p>(b) Cleanliness and hygiene</p> <p>(c) Raising standard of living</p> <p>(d) Secularism</p> <p><b>(Or any other correct value)</b></p>	<p><math>\frac{1}{2}</math> mark for identifying the principle +</p> <p><math>\frac{1}{2}</math> mark for the statement = <math>\frac{1}{2} + \frac{1}{2}</math> = 1 mark +</p> <p><math>\frac{1}{2}</math> mark for identifying the dimension +</p> <p><math>\frac{1}{2}</math> mark for the statement = <math>\frac{1}{2} + \frac{1}{2}</math> = 1 mark +</p> <p><b>1 mark for each value</b> = 1 x 2 = 2 marks</p> <p>= 1+1+2 = 4 marks</p>
14	19	17	<p><b>Q. Explain how does the understanding of business environment help the management in the following:</b></p>	



			<p><b>Ans.</b>  (a) Understanding of business environment helps in tapping useful resources by designing the policies that allow it to get the resources it needs so that it can convert those resources into outputs that the environment desires.</p> <p>(b) Understanding of business environment helps in coping with rapid changes by developing suitable courses of action to deal with changes taking place in the environment as well as the pace of change.</p>	<p>+</p> <p><b>2 marks</b></p> <p>=</p> <p><b>4 marks</b></p>
-	-	18	<p><b>Q. State any four factors except diversification which affect the fixed capital requirements of a company.</b>  <b>Ans.</b> Factors affecting the requirements of fixed capital: (<b>Any four</b>)</p> <p>(i) <u>Nature of business</u> as a trading concern needs a lower investment in fixed assets as compared to a manufacturing concern since it doesn't require to purchase plant and machinery.</p> <p>(ii) <u>Scale of operations</u> as a larger organisation operating at a higher scale needs bigger plant and more space and hence higher investment in fixed assets.</p> <p>(iii) <u>Choice of technique</u> as a capital intensive organisation requires higher investment in plant and machinery and thus requires higher fixed capital than a labour intensive organisation.</p> <p>(iv) <u>Technology upgradation</u> as industries where assets become obsolete sooner require higher fixed capital to purchase such assets.</p> <p>(v) <u>Higher growth prospects</u> require higher investment in fixed assets to meet anticipated demand quicker</p> <p>(vi) <u>Availability of financing alternatives</u> like leasing requires lower investment in fixed assets and hence requires less fixed capital.</p> <p>(vii) <u>Collaboration</u> reduces the level of investment in fixed assets.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>	<p><b>1 x 4</b></p> <p>=</p> <p><b>4 marks</b></p>
19	14	19	<p><b>Q. Your company has setup a food processing unit in Kashmir with a production capacity of 10,000 litres of apple juice per day. The company plans to market the apple juice in tetra pack of 100 mililitres. Design a label for the same.</b></p> <p><b>Ans.</b> The following information is to be <u>PROVIDED</u></p>	<p><b>1 mark for</b></p>



		<p><b>ON THE LABEL IN ANY FORM(Any four):</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>Name of the product/ Appice  Name of the manufacturer/ Fine Juice Ltd.  Address of the manufacturer/ 54, Chandni Chowk  Net weight when packed/ 200 ml  Manufacturing date/ 20<sup>th</sup> July 2015  Expiry date/ 20<sup>th</sup> December 2015  Maximum retail price (MRP)/ 30  Batch number/ D 4567  Directions for use/ To be consumed within 3 days of opening.  Contents/ Juice concentrate, sugar, preservatives.</p> </div> <p><b>(Full credit to be given if the examinee has written any specifications with reference to apple juice)</b></p>	<p>each information  = 1 x 4  = 4 marks</p>	
20	21	20	<p><b>Q. A company has been registered under the Companies Act with an authorized share capital of Rs20,000 crores. Its registered office is situated in Delhi and manufacturing unit in a backward district of Rajasthan. Its marketing department is situated in Bhopal. The company is manufacturing Fast Moving Consumer Goods (FMCG).</b></p> <p><b>(i) Suggest with the help of a diagram a suitable organization structure for the company.</b></p> <p><b>(ii) State any three advantages of this organization structure.</b></p> <p>Ans. Divisional structure:</p>	<p>2 marks for the diagram  +  1 mark for each statement  = 1 x 3  = 2+3  = 5 marks</p>





			<p><u>Advantages of Divisional structure: (any three)</u>          (i) Product specialization helps in development of varied skills.          (ii) Helps in fixation of responsibility.          (iii) Promotes flexibility as each division is autonomous.          (iv) Facilitates expansion and growth.</p> <p><b>(If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)</b></p>	
-	-	21	<p><b>Q. 'The organizations which are keen on developing effective communication, should adopt suitable measures to overcome the barriers to communication and improve communication effectiveness.' Suggest and explain any such five measures.</b></p> <p><u>Ans. Measures to overcome communication barriers: (Any five)</u>          (i) Clarify the ideas before communicating.          (ii) Communicate according to the needs of the receiver.          (iii) Consult others before communicating.          (iv) Be aware of the language, tone and content of the message.          (v) Convey things of help and value to listeners.          (vi) Ensure proper feedback          (vii) Communicate for present as well as future.          (viii) Follow up communications          (ix) Be a good listener.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>	<p>½ mark for the heading          +          ½ mark for each explanation          =          1 x 5          =          5 marks</p>
22	20	22	<p><b>Q. 'I-phone India Ltd.' is a manufacturer of advanced category of mobile phones. The company trained its engineers from Japan. It markets its mobile phones domestically as well as internationally. The company had a substantial market share and had a loyal customer following because of quality of its i-phone. From the last financial year the company had been unable to achieve its targets because of competition in the market. The company is planning to revamp its controlling system,</b>  <b>(i) Identify the concepts of management involved in the above para.</b></p>	<p>1 mark for identifying each concept          =          1 x 2          =          2 marks          +          1 mark for stating each step</p>



			<p>(ii) State the steps of the revamped controlling process to be followed by the company to solve this problem.</p> <p>(iii) Also, state any one value which the company wants to communicate to the society.</p> <p><b>Ans.</b> (i) Staffing and Controlling.</p> <p>(ii) The two steps which must be followed by the company to solve this problem are:</p> <p>(a) Analysing deviations.</p> <p>(b) Taking corrective action</p> <p>(iii) <u>Value which the company wants to communicate to the society:</u> <b>(Any one)</b></p> <p>(a) Serving the society by providing quality products.</p> <p>(b) Growth and development.</p>	<p>=</p> <p>1 x 2</p> <p>=</p> <p>2 marks</p> <p>+</p> <p>1 mark for stating the value</p> <p>=</p> <p>2+2+1</p> <p>=</p> <p>5 marks</p>
23	23	23	<p><b>Q. Aman, Ahmad and Ally are partners in a firm engaged in the distribution of dairy products in Maharashtra state. Aman is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Ahmad had done his post graduation in History and Ally in dairy farming. One day there was a serious discussion between Ahmad and Ally regarding the nature of management, Ahmad argued that management was a profession. Whereas Ally argued against it saying that the legal and medical profession are the only professions because they fulfill all the conditions of profession.</b></p> <p><b>Aman on the basis of his knowledge of business studies explained the nature of management as a profession to Ahmad and Ally.</b></p> <p><b>Explain, how Aman would have satisfied both Ahmad and Ally</b></p> <p><b>Ans.</b> Aman would have satisfied both Ahmed and Ally by explaining the following features of management as a profession.</p> <p>(i) <u>Well-defined body of knowledge:</u> All professions are based on a well-defined body of knowledge that can be acquired through instruction. Management too is based on a <u>systematic body of knowledge</u> comprising well-defined principles. <u>This feature of profession is present in management.</u></p>	<p><math>\frac{1}{2}</math> mark for each heading</p> <p>+</p> <p><math>\frac{1}{2}</math> mark for its explanation</p> <p>=</p> <p>1 x 5</p> <p>=</p> <p>5 marks</p> <p>+</p> <p>1 mark for conclusion</p> <p>=</p> <p>5+1</p> <p>=</p> <p>6 marks</p>



			<p>(ii) <u>Restricted entry.</u> The entry to the above stated profession is restricted through a prescribed qualification. But there is <u>no restriction</u> on anyone being appointed as a manager in any business enterprise. So, presently <u>this feature of profession is not present in management</u></p> <p>(iii) <u>Professional association.</u> Legal and medical professions are affiliated to a professional association like bar council and medical council which regulates entry, grants certificate of practice and formulates and enforces a code of conduct. There are <u>several associations</u> of practising managers in India, like the <u>AIMA</u> that has laid down a code of conduct to regulate the activities of their members. There is, however, <u>no compulsion</u> for managers to be members of such an association. So, presently <u>this feature of profession is not present in management</u></p> <p>(iv) <u>Ethical code of conduct.</u> Legal and medical professions are bound by a code of conduct which guides the behaviour of its members. AIMA has <u>devised a code of conduct</u> for Indian managers <u>but there is no statutory backing for this code</u>. So, presently <u>this feature of profession is not present in management.</u></p> <p>(v) <u>Service motive.</u> The motive of legal and medical profession is to serve their client's interests by rendering dedicated and committed service. The basic purpose of management to help the organisation achieve its goals by providing good quality products at reasonable prices, thereby serving the society is being increasingly recognised. So, presently <u>this feature of profession is not fully present in management.</u></p> <p>The above discussion shows that management does not satisfy all the criteria of a profession. Through the above discussion Aman would have been able to satisfy both Ahmed and Ally by making them understand that Management is a profession but not a full fledged or a true profession.</p>	
-	-	24	<p><b>Q. Describe the role of public relations in sales promotion.</b> <b>Ans.</b> Role of Public Relations in sales promotion: <b>(Any four)</b></p>	



			<p>(i) Press Relations.  (ii) Product Publicity.  (iii) Corporate Communication.  (iv) Lobbying.  (v) Counselling.  (vi) Smooth functioning of business.  (vi) Image building.  (vii) Launching new products.  (viii) Helps in facing adverse publicity.  (ix) Supplement to advertising.  (x) Satisfying interest of different public groups.</p> <p><b>(If an examinee has not given the headings but has given the correct explanation, full credit should be given)</b></p>	<p><b>½ mark for each heading  +  1 mark for each explanation  = 1 ½ x 4  = 6marks</b></p>
-	-	25	<p><b>Q. Explain the functions of financial market.</b></p> <p><b>Ans. <u>Functions of Financial market:</u></b></p> <p>(i) Mobilisation of savings and channelising them into most productive use.  (ii) Facilitating price determination/ discovery.  (iii) Providing liquidity to financial assets.  (iv) Reducing the cost of transactions.</p> <p><b>(If an examinee has not given the headings as above but has given the correct explanation, full credit be given)</b></p>	<p><b>½ mark for the heading  +  1 marks for each explanation  =  1 ½ x 4  =  6 marks</b></p>

