SET-3

Series SSO/2

कोड नं. **66/2/3**

Code No.

रोल नं.

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 **15** 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 मिनट का समय दिया गया है । प्रश्न पत्र का वितरण पूर्वाह्न में बजे किया जाएगा । बजे से 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 **15** 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.
-
- 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- during this period.

व्यावसायिक अध्ययन

BUSINESS STUDIES

निर्धारित समय : 3 घण्टे — *अधिकतम अंक : 80*

Time allowed : 3 hours — *Maximum Marks : 80*

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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) *Answers 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.*

1. पंकज ने 'अभिषेक मोटर्स' से ₹ लाख की एक कार खरीदी । कम्पनी ने पंकज को बहुत से आकर्षक उपहार प्रस्तुत किए जैसे — प्रथम दो वर्षों के लिए मुफ्त बीमा, किलोमीटर तक सफाई धुलाई (सर्विसिंग) की मुफ्त सेवाएँ और उसके लिए कार को घर से ले जाने व घर पहुँचाने की मुफ्त सेवाएँ, आदि । लेकिन कुछ दिन बाद पंकज का ध्यान गया कि कार रफ्तार जल्दी नहीं पकड़ती और इसके इंजन में कुछ खराबी है । कम्पनी ने बिना लागत के कार की सफाई धुलाई (सर्विसिंग) की लेकिन फिर भी पंकज इसके निष्पादन से संतुष्ट नहीं था । 'अभिषेक मोटर्स' उसे सही प्रतिक्रिया नहीं दे रहा था । अतः उसने राज्य कमीशन में शिकायत दर्ज़ कर दी, लेकिन वह इसके निर्णय से संतुष्ट नहीं हुआ । वह बहुत अधिक परेशान था और दो महीने के बाद उसने यह निर्णय लिया कि वह इसके विरुद्ध अपील करेगा ।

क्या पंकज राज्य कमीशन के निर्णय के विरुद्ध अपील कर सकता है अपने उत्तर के समर्थन में कारण दीजिए । *1*

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Pankaj purchased a car from 'Abhishek Motors' for ₹ [illegible]

[illegible] —

satisfied with its performance. 'Abhishek Motors' is not giving him the

2. 'प्रवर्तन लागतें' किस प्रकार एक कम्पनी की पूँजी संरचना के चयन को प्रभावित करती हैं उल्लेख कीजिए । *1*

How do 'Flotation costs' affect the choice of capital structure of a

3. 'रिलाएबल ट्रान्सपोर्ट सर्विसेस लिमिटेड' ने सब्ज़ियों एवं फलों के परिवहन में विशिष्टता प्राप्त की है । इसकी बाज़ार में अच्छी साख है क्योंकि यह उचित समय व उचित स्थान पर फलों एवं सब्ज़ियों को वितरित करती है ।

अपने उत्तर के समर्थन में कारण देते हुए उल्लेख कीजिए कि 'रिलाएबल ट्रान्सपोर्ट सर्विसेस' की कार्यशील पूँजी की आवश्यकताएँ कम होंगी या अधिक । *1*

'Reliable Transport Services Ltd.' specialises in transporting fruits and

State with reasons [illegible] working capital requirements of 'Reliable

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4. 'ग्लो एण्ड शाइन लिमिटेड' एक प्रसिद्ध सौन्दर्य प्रसाधन ब्राण्ड है जो पुरुषों एवं स्त्रियों के लिए जैविक सौन्दर्य प्रसाधनों को पेश करती है । कम्पनी अपने उत्पादों के लिए पौधों पर आधारित सामग्री का उपयोग करती है और देश में नं. सौन्दर्य प्रसाधन ब्राण्ड है । यह न केवल अपने उपभोक्ताओं को संतुष्ट करती है अपितु इस ग्रह की समस्त सुरक्षा में भी विश्वास रखती है ।

'ग्लो एण्ड शाइन लिमिटेड' द्वारा अपनाई जाने वाली विपणन प्रबन्ध अवधारणा को पहचानिए । *1*

'Glow and Shine Ltd.' is a famous beauty brand offering organic beauty

'Glow and Shine Ltd.'

5. यह क्यों कहा जाता है कि प्रबन्ध के सिद्धान्त प्रकृति से मुख्यतः व्यवहारिक होते हैं *1*

6. 'बावा साइकिलस' दौड़ (रेस) लगाने वाली साइकिल बनाने का उत्पादन कर रही है और बाज़ार में उसका एकाधिकार है । व्यवसाय बहुत अच्छा चल रहा है, और कम्पनी हर वर्ष विक्रय में की वृद्धि के अपने उद्देश्य को निरन्तर प्राप्त कर रही है । अपने पिछले अच्छे रिकॉर्ड से उत्साहित होकर कम्पनी के प्रबन्ध निदेशक ने अगले वर्ष विक्रय में वृद्धि का उच्चाकांक्षी लक्ष्य रखा । इसी वर्ष बाज़ार में दो प्रतियोगियों ने भी प्रवेश किया जिसके कारण कम्पनी अपने लक्ष्य को प्राप्त करने में असमर्थ रही ।

प्रबन्ध के कार्यों में से एक कार्य की उस सीमा को पहचानिए जिसके कारण कम्पनी अपने लक्ष्य को प्राप्त करने में असमर्थ रही । *1*

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‘ ’

7. ‘वैश्वीकरण’ से क्या अभिप्राय है 1

What is meant by ‘Globalisation’ ?

8. नियोजन के एक प्रकार के रूप में ‘व्यूह रचना’ का अर्थ बताइए । 1

Give the meaning of ‘Strategy’ as a type of plan.

9. एक चित्र की सहायता से ‘संगठन के प्रभागीय ढाँचे’ का अर्थ दीजिए । 3

10. ‘के.पी.एम. लिमिटेड’ बहुत सालों से ब्रैड एवं बिस्कुट बना रही है । इसके पास अनुमानतः कर्मचारी हैं जिनमें से अधिकतर कार्यकारी पर्यावरण से खुश नहीं हैं । इसके कारण श्रम आवर्त दर बहुत ऊँची है । अतः कम्पनी ने स्थिति का विश्लेषण करने के लिए एक नए मानव संसाधन प्रबंधक, नवीन को नियुक्त किया । नवीन को पता चला कि कम्पनी में सम्प्रेषण का प्रवाह उचित नहीं है, और कर्मचारियों के सुझावों या शिकायतों को सुनने के लिए वहाँ कोई सुझाव पेटी नहीं है । कम्पनी बहुत कम सामाजिक या सांस्कृतिक कार्यक्रम आयोजित करती है, कर्मचारी केवल संस्था में आते हैं, अपना कार्य समाप्त करते हैं और चले जाते हैं ।

(अ) उपर्युक्त वर्णित सम्प्रेषण बाधा को पहचानिए ।

(ब) उपर्युक्त उसम्प्रेषण बाधा को किस श्रेणी में वर्गीकृत किया जा सकता है □

(स) इस श्रेणी की एक और सम्प्रेषण बाधा को समझाइए । 3

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'KPM Ltd.' is manufacturing

11. पूँजी बाज़ार एवं मुद्रा बाज़ार के बीच निम्नलिखित आधारों पर अन्तर्भेद कीजिए *3*

(अ)प्रतिभागी

(ब)प्रपत्र

(र) झरीींरिर्ीी

(ल) खपीीीीशपीी

12. आरव 'नीर प्यूरीफाइयर लिमिटेड' के साथ एक पर्यवेक्षक के रूप में कार्य कर रहा था, जो जल शुद्धिकरण यंत्रों का उत्पादन कर रही थी । कम्पनी का लक्ष्य प्रतिदिन जल शुद्धिकरण यंत्रों का उत्पादन करना था । उसका कार्य यह आश्वस्त करना था कि उत्पादन कार्य निर्विघ्न रूप से चलता रहे और उसमें किसी प्रकार की कोई बाधा न आए । इसे प्राप्त करने के लिए वह निरंतर आदेश देता था और इस बात पर बल देता था कि उनका पालन किया जाए । वह इसमें विश्वास रखता था कि निष्पादन को देखते हुए पुरस्कार एवं दंड दोनों दिए जा सकते हैं ।

आरव द्वारा अपनाई गई नेतृत्व शैली की पहचान कीजिए तथा इसका वर्णन कीजिए । *3*

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Aarav was working as a supervisor with 'Neer Purifier Ltd.'

13. वितरण माध्यम के चयन को 'बाज़ार सम्बन्धी कारक' किस प्रकार प्रभावित करते हैं समझाइए । *3*

How do the 'market related factors' affect the choice of channels of

14. व्यवसायिक पर्यावरण के महत्त्व पर प्रकाश डालने वाले किन्हीं चार बिन्दुओं का उल्लेख कीजिए । *4*

15. उपभोक्ता संरक्षण अधिनियम, के अन्तर्गत दिए गए उपभोक्ता के निम्न अधिकारों को समझाइए *4*

(अ) सूचना का अधिकार

(ब) शिकायत का अधिकार

(र) ठ[illegible]ीं ों लश [illegible]ोशव

(ल) ठ[illegible]ीं ों लश हशरीव

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16. ‘ज़ाएरा लिमिटेड’ एक विशाल एवं उधार पात्रता वाली कम्पनी है जो भारतीय बाज़ार के लिए वातानुकूलित बसों का उत्पादन कर रही है । यह अब इन बसों को दूसरे देशों को निर्यात करना चाहती है और नई उच्च तकनीक वाली मशीनों में निवेश करने का विचार कर रही है । निवेश की अधिक मात्रा होने के कारण दीर्घकालिक वित्त की आवश्यकता है । कम्पनी ने निर्णय लिया कि वह समता अंशों को जारी करके वित्त एकत्रित करेगी । समता अंशों को जारी करने में बहुत अधिक निर्गमन लागत (फ्लोटेशन कॉस्ट) निहित है । निर्गमन लागत (फ्लोटेशन कॉस्ट) के खर्चों को पूरा करने के लिए कम्पनी ने मुद्रा बाज़ार के प्रलेखों को उपयोग में लाने का निर्णय लिया ।

(अ) उपर्युक्त उद्देश्य के लिए कम्पनी मुद्रा बाज़ार के जिस प्रलेख का प्रयोग कर सकती है, उसका नाम बताते हुए उसे समझाइए ।

(ब) इस प्रलेख के माध्यम से कम्पनी कितनी अवधि के लिए वित्त प्राप्त कर सकती है □

(स) इस प्रलेख को और किस उद्देश्य के लिए उपयोग में लाया जा सकता है □

‘Zaira Ltd.’ is a large and creditworthy company manufacturing

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17. 'आधारशिला विद्यालय' पाठ्यक्रम, पाठ्यक्रम सहगामी व क्रीड़ा सम्बन्धी क्रियाओं के मिश्रण द्वारा विद्यार्थियों के सर्वाङ्गीण विकास में विश्वास रखता है तथा टीम भावना को बढ़ावा देता है । अपने स्थापना दिवस पर विद्यालय को एक स्टेज कार्यक्रम प्रस्तुत करना था । कार्यक्रम सम्बन्धी विभिन्न पक्षों की योजना बनाने के लिए उन्होंने दस प्रधान बच्चों की एक कमेटी बनाई । उन्होंने यह निर्णय लिया कि सजावट के लिए वे पुनःचक्रिक काग़ज़ का प्रयोग करेंगे । उनमें एकता एवं समन्वय की भावना थी और सभी सदस्य एक दूसरे का सहयोग कर रहे थे । पारस्परिक विश्वास एवं अपनेपन की भावना के कारण कार्यक्रम व्यवस्थित रूप से नियोजित एवं कार्यान्वित हो गया । अरविन्द ने, जो प्रधान बच्चों में से एक था, यह अनुभव किया कि अनजाने में कार्य के नियोजन एवं कार्यान्वयन में उनके दल ने प्रबन्ध के विभिन्न सिद्धान्तों में से एक का प्रयोग किया है । वह कार्यक्रम की सफलता से इतना अधिक प्रेरित हुआ कि उसने अपने पिताजी को उसी सिद्धान्त को अपने व्यवसाय में अपनाने के लिए कहा । उसके पिताजी ने बताया कि वह पहले से ही उस सिद्धान्त का उपयोग कर रहे हैं ।

(अ) कार्यक्रम की सफलता के लिए प्रयोग किए गए प्रबन्ध के सिद्धान्त को पहचानिए ।

(ब) प्रबन्ध की उन दो विशेषताओं का उल्लेख कीजिए जिन पर उपर्युक्त अनुच्छेद में प्रकाश डाला गया है ।

(स) 'आधारशिला विद्यालय' द्वारा समाज को सम्प्रेषित किए गए किन्हीं दो मूल्यों की पहचान कीजिए । *4*

'Adharshila Vidyalaya' believes in holistic development of students and
'

Identify any two values which 'Adharshila Vidyalaya'

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18. 'स्वस्तिक लिमिटेड' के कर्मचारी बढ़ी हुई माँग को पूरा करने के लिए कम्पनी द्वारा आयातित नई कम्प्यूटरीकृत मशीनों पर काम करने के योग्य नहीं हैं । इसलिए कर्मचारी पर्यवेक्षक से अतिरिक्त मार्गदर्शन की माँग कर रहे हैं । कर्मचारियों के बार बार बुलाने के कारण पर्यवेक्षक पर बहुत अधिक भार है ।

सुझाव दीजिए कि पर्यवेक्षक किस प्रकार कर्मचारियों के कौशल व ज्ञान को बढ़ाकर उन्हें स्वतन्त्र रूप से कार्य संभालने के योग्य बना सकता है ।

उन तीन लाभों का भी उल्लेख कीजिए जो कर्मचारियों को पर्यवेक्षक के निर्णय द्वारा प्राप्त होंगे । *4*

19. हर्ष ने कर्मचारियों के साथ भारतीय ग्रामीण बाज़ार के लिए 'टाइनी टोयस लिमिटेड' नाम से सस्ते खिलौने बनाने की एक कम्पनी आरंभ की । अपने प्रारम्भिक वर्षों में कम्पनी ने बहुत अच्छा कार्य किया । चूँकि उत्पाद अच्छे थे और उसका विपणन भी ठीक प्रकार से हो रहा था, इसलिए इसके उत्पादों की माँग बढ़ गई । उत्पादन को बढ़ाने के लिए कम्पनी को अतिरिक्त व्यक्तियों की भर्ती करनी पड़ी । हर्ष, जो पहले सारे निर्णय स्वयं ले रहा था, को कुछ चुनिन्दा अधिकारों का अंतरण करना पड़ा । उसे यह विश्वास था कि अपने निर्णयों को प्रभावपूर्ण ढंग से लागू करने के लिए अधीनस्थ पूर्ण रूप से सक्षम, समर्थ एवं साधन सम्पन्न हैं और अपने निर्णयों को प्रभावपूर्ण ढंग से लागू करने का उत्तरदायित्व उठा सकते हैं । इसके अच्छे परिणाम मिले और कम्पनी न केवल अपना उत्पादन बढ़ाने में कामयाब रही अपितु विभिन्न विशेषताओंह्न के साथ इसने अपनी उत्पाद शृंखला में विस्तार भी कर लिया ।

(अ) उस अवधारणा को पहचानिए, जिसका प्रयोग करके हर्ष अपनी कम्पनी को अधिक ऊँचाइयों तक ले जाने में सक्षम हो गया ।

(ब) इस अवधारणा के महत्त्व के किन्हीं तीन बिन्दुओं को भी समझाइए । *4*

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20. 'औपचारिक संगठन' की विशेषताओं का उल्लेख कीजिए । *5*

'Formal Organisation'.

21. पिछले दस वर्षों से काव्या 'रिलाएबल लिमिटेड' में कार्य कर रही है । वह कार्य के प्रति अपने समर्पण के लिए प्रसिद्ध है । जब उससे वरिष्ठ प्रबन्धक सेवानिवृत्त हुआ तो उसके सभी साथियों ने यह सोचा कि काव्या की अब पदोन्नति हो जाएगी । जब इस खाली पद को एक बाहरी व्यक्ति 'कुमारी गरिमा' द्वारा भर दिया गया तो सभी को आश्चर्य हुआ । इसके कारण काव्या का उत्साह भंग हो गया और उसका निष्पादन गिरना शुरू हो गया । उसने अपने आप को अक्सर अनुपस्थित करना शुरू कर दिया और अपने लक्ष्यों को प्राप्त नहीं कर पा रही थी ।

कुमारी गरिमा एक अच्छी नेता थी जो अपने अधीनस्थों को न केवल आदेश देती थी, अपितु उन्हें मार्गदर्शित एवं अभिप्रेरित भी करती थी । उसने काव्या के व्यवहार की ओर ध्यान दिया और उसने महसूस किया कि उसके निष्पादन में सुधार किया जा सकता है । उसने काव्या को संगठन के निर्णय सम्बन्धी विषयों में शामिल करना प्रारम्भ कर दिया और उसे एक उच्च स्तरीय संयुक्त प्रबन्ध समिति का सदस्य बना दिया । अब काव्या कार्यालय में समय पर आती थी और उसके निष्पादन में भी सुधार होना प्रारम्भ हो गया ।

(अ) गरिमा द्वारा निष्पादित प्रबन्ध के कार्य की पहचान कीजिए ।

(ब) प्रबन्ध के उपर्युक्त कार्य के उस तत्त्व का नाम बताइए जिसकी सहायता से गरिमा काव्या के व्यवहार में सुधार कर सकी ।

(स) उपर्युक्त (ब) में पहचाने गए तत्त्व की किन्हीं तीन विशेषताओं का उल्लेख कीजिए । *5*

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22. एक कम्पनी मोबाइल फोन चार्ज करने के लिए सोलर पैनल का निर्माण कर रही थी, जो बहुत अधिक माँग में थे । यह पाया गया कि एक दिन में सोलर पैनल बनाने का लक्ष्य कर्मचारी प्राप्त नहीं कर पा रहे थे । विश्लेषण पर यह पता चला कि कर्मचारी ग़लती पर नहीं थे । कच्चे माल की अनुपलब्धता के कारण तथा कर्मचारियों की कमी के कारण कम्पनी अपने निर्धारित लक्ष्यों को प्राप्त नहीं कर पा रहे थे तथा वैकल्पिक व्यवस्थाओं की आवश्यकता थी । बढ़ी हुई माँग को पूरा करने के लिए कम्पनी ने अनुमान लगाया कि लगभग अतिरिक्त कर्मचारियों की आवश्यकता थी, जिसमें से विभिन्न विभागों के अध्यक्षों के रूप में कार्य करेंगे तथा प्रत्येक अध्यक्ष के अधीन अधीनस्थों के रूप में कार्य करेंगे । आवश्यक योग्यताओं एवं कार्य विशिष्टताओं को भी सूचीबद्ध कर लिया गया । यह भी निर्णय लिया गया कि संगठन के ज़िम्मेदारी वाले पदों पर महिलाओं, पिछड़े तथा ग्रामीण क्षेत्रों के लोगों तथा विशेष योग्यता वाले लोगों को उत्साहित करने के लिए छूट दी जाए । प्रार्थियों की योग्यताओं को उनकी कार्य की प्रकृति के साथ मिलान करने के लिए सभी प्रयास किए गए । *5*

(अ) उपर्युक्त वर्णित प्रबन्ध के कार्यों को पहचानिए ।

(ब) पहचाने गए प्रत्येक कार्य की प्रक्रिया के उन दो चरणों का उल्लेख कीजिए जिनका वर्णन उपर्युक्त अनुच्छेद में किया गया है ।

(स) ऐसे किन्हीं दो मूल्यों की सूची बनाइए जो कम्पनी समाज को सम्प्रेषित करना चाहती है ।

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(a) Identify the functions of management discussed above.

(b) State the two steps in the process of each function discussed in the above para.

(c) List any two values which the company wants to communicate to the society.

23. प्रबन्ध के निम्नलिखित सिद्धान्तों को समझाइए *6*

(अ) सहयोग, न कि व्यक्तिवाद

(ब) सामूहिक हितों के लिए व्यक्तिगत हितों का समर्पण

(र) उ नशीरींप, पीं खपवशीरश्री

(ल) डींलीवशीींष खपवशीरश्र खशींशीशीीं ीं त्रशपशीरश्र खपींशीशीीं

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24. ‘सिल्किया लिमिटेड’ एक कम्पनी है जो सिल्क के कपड़ों का उत्पादन कर रही है । पिछले काफी वर्षों से यह लगातार अच्छे लाभ अर्जित कर रही है । इस वर्ष भी वह पर्याप्त लाभ अर्जित करने में सफल रही है । कम्पनी के पास पर्याप्त रोकड़ और भविष्य में विकास के अच्छे अवसर उपलब्ध हैं । यह एक भली भाँति प्रबन्धित संगठन है तथा गुणवत्ता, रोज़गार के समान अवसर तथा अच्छी पारिश्रमिक पद्धतियों में विश्वास रखती है । इसके बहुत से अंशधारक हैं जो अपने निवेश पर नियमित आय प्राप्त करने को प्राथमिकता देते हैं ।

कम्पनी ने एस.बी.आई. बैंक से ₹   लाख का ऋण लिया है और ऋण समझौते के अनुसार लाभांश के भुगतान के लिए कुछ प्रतिबन्धों के अधीन है ।

कम्पनी के बारे में उपर्युक्त वर्णन उन विभिन्न कारकों की ओर संकेत करता है, जो यह निर्णय लेते हैं, कि कम्पनी द्वारा लाभ का कितना भाग प्रतिधारित किया जाए और कितना भाग वितरित किया जाए ।

उपर्युक्त वर्णन से पंक्तियाँ उद्धृत करते हुए ऐसे किन्हीं चार कारकों को पहचानिए एवं समझाइए । *6*

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रश्रिरह्नी षीा डइख इरपज्ञपव ि लींपव लू शींरप

ीशींीिीप िंहश ग्िाशपीं ष वश्रिपव रींाम ीं िंहश ींशींा ष िंहश श्रेरप रसीशशाशपीं.

ढहश रलेश वींीि रलींी िंहश ािपू श्रशरवी ीं रींाि षरींाि हह

वशश्रश हे ीह िषीं हींश्रव लश ीशींरपाव रपव हे ीह हरी ीं लश वींीिलीं शव लू िंहश ािपू.

टींपश िंहश श्रपशी षीा िंहश रलेश वींीि , शपींू रपव शश्रिरप रपू षीं िीह षरींाि.

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25. वासवी कक्षा में वाणिज्य की एक विद्यार्थी थी । उसके पिताजी एक किसान थे जो गेहूँ की विभिन्न किस्में उगाते थे तथा गेहूँ उत्पादन के विभिन्न पक्षों में पूर्ण रूप से निपुण थे । वे सरकार द्वारा गेहूँ की खेती पर एक आरम्भिक परियोजना के लिए भी चुने गए । एक परियोजना के रूप में उसने उच्च गुणवत्ता वाले गेहूँ को उचित मूल्यों पर विपणन करने की सम्भाव्यता पर अध्ययन करने का निर्णय लिया । उसके पिताजी ने उसे सुझाव दिया कि ग्राहकों के विचारों व मतों का पता लगाने के लिए वह इंटरनैट का उपयोग करे । उसने पाया कि जैविक पैक गेहूँ की बहुत अधिक माँग थी । उसे पता था कि गेहूँ की स्थिति में कोई पूर्व निर्धारित विशिष्टताएँ नहीं होतीं, जिसके कारण उत्पाद में एकरूपता प्राप्त करना कठिन होता है । अपने उत्पाद को प्रतियोगियों से भिन्न करने के लिए उसने उसे 'महान ओरगैनिक गेहूँ' का नाम दिया और उनकी गुणवत्ता के आधार पर पोपुलर, क्लासिक तथा सुप्रीम नामक तीन विभिन्न श्रेणियों में बाँट दिया । उसने यह महसूस किया कि ये नाम उसे उत्पाद विभेदीकरण में सहयता करेंगे ।

उपर्युक्त अनुच्छेद के संदर्भ में विपणन के तीन कार्यों को समझाइए । *6*

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66/1/3	**MARKING SCHEME-2014-15** **BUSINESS STUDIES** **<u>DELHI-66/1/3</u>** **EXPECTED ANSWERS / VALUE POINTS**	**DISTRI-BUTION OF MARKS**
1	**Q. Pankaj purchased a car from 'Abhishek Motors' for Rs. 50 lakhs. The company offered many attractive gifts to Pankaj like - free insurance for first two years, free pick-up and drop facilities for free servicing upto 20,000 km, etc. But after a few days Pankaj noticed that the pick-up of the car was not good and there was some problems in the engine. The company serviced the car free of cost but even then Pankaj was not satisfied with its performance. 'Abhishek Motors' is not giving him the due response. So he filed a complaint in the State Commission but was not satisfied with its decision also. He was very much disturbed and after two months decided to appeal against it.** **Can Pankaj appeal against the decision of the State Commission? Give reason in support of your answer.** **Ans.** No, Pankaj cannot appeal now as the appeal has to be filed within 30 days of passing of the order by the State Commission.	**½ + ½ = 1 mark**
2	**Q. How do 'Floatation costs' affect the choice of capital structure of a company? State.** **Ans .**'Floatation costs' affect the choice of capital structure of a company as higher the floatation costs, less attractive the source of finance.	**1 mark**
3	**Q. 'Reliable Transport Services Ltd.' specialises in transporting fruits and vegetables. It has a good reputation in the market as it delivers the fruits and vegetables at the right time and at the right place.** **State with reason whether the working capital requirements of 'Reliable Transport Services' will be high or low.** **Ans.** Low, as it is a service industry, which usually do not have to maintain inventory.	**½ mark for identification + ½ mark for reason = ½ + ½ = 1 mark**
4	**Q. 'Glow and Shine Ltd.' is a famous beauty brand offering organic beauty products for men and women. The company uses plant-based material for its products and is the No. 1 beauty brand in the country. It not only satisfies its customers but also believes in overall protection of the planet. Identify the marketing management philosophy being followed 'Glow and Shine Ltd.'** **Ans.** Societal marketing concept.	**1 mark**

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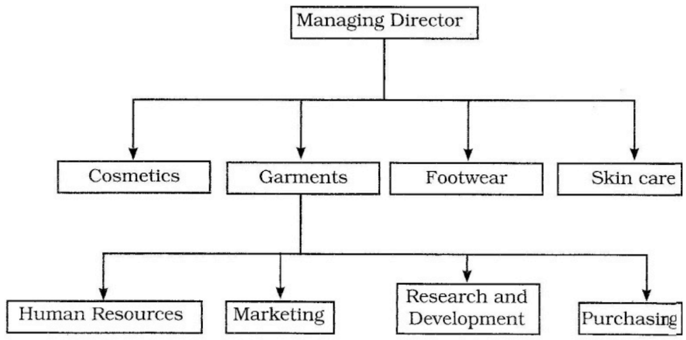
5	**Q. Why is it said that principles of management are mainly behavioural in nature?** **Ans.** Principles of management are mainly behavioural in nature as they aim at influencing behaviour of human beings.	**1 mark**
6	**Q. 'Bawa Cycles' was in the business of manufacturing racing-cycles and had a monopoly in the market. The business was doing very well and the company was consistently meeting its objective of 10% increase in sales every year. Encouraged by the good track record, the Managing Director of the company kept an ambitious target of 15% increase in sales for the next year. The same year two competitors also entered the market and because of this the company was not able to meet its target.** **Identify the limitation of one of the functions of management because of which the company was not able to achieve its target.** **Ans.** Planning may not work in a dynamic environment.	**1 mark**
7	**Q. What is meant by 'Globalisation'?** **Ans.** Globalisation means integrating the various economies of the world leading towards the emergence of a cohesive global economy.	**1 mark**
8	**Q. Give the meaning of 'Strategy' as a type of plan.** **Ans.** A strategy is a comprehensive plan made in response to changes in the business environment to achieve organisational objectives.	**1 mark**
9	**Q. Give the meaning of 'Divisional Structure of an organisation' with the help of a diagram.** **Ans.** Divisional structure is an organisation structure comprising of separate business units or divisions. **Divisional structure**  **(Or any other correct diagram)**	**1 mark for the meaning** **+** **2 marks for the diagram** **=** **1+2** **=** **3marks**

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<tr>
<td>10</td>
<td>Q. KPM Ltd.' is manufacturing breads and biscuits for many years. It has approximately 150 employees and most of them are not happy with the working environment. Because of this the labour turnover rate is very high. Therefore the company appoints a new Human Resource Manager, Naveen, to analyse the situation. Naveen finds that there is no free flow of communication, and there is no suggestion box for the employees to voice their suggestions or grievances. The company rarely organises a social or cultural gathering, the employees just come, finish their work and leave the organisation.
(a) Identify the communication barrier discussed above.
(b) State the category of this communication barrier.
(c) Explain any other communication barrier of the same category.

Ans. (a) Organisational facilities.

(b) <u>Organisational barriers</u> which are related organisational structure, authority relationships, rules and regulations.

(c) <u>Other barriers in the same category are</u>: (Any one)
(i) Organisational policy.
(ii) Rules and regulations.
(iii) Status.
(iv) Complexity in organisational structure.</td>
<td>1 mark for identifying the barrier
+
½ mark for naming the category of barrier
+
½ mark for stating the category of the barrier
+
(½ mark for naming another barrier
+
½ mark for its explanation)
=
1+1+1
=
3marks</td>
</tr>
<tr>
<td>11</td>
<td>Q. Distinguish between Capital Market and Money Market on the basis of the following :
(a)Participants
(b) Instruments

Ans. DISTINCTION BETWEEN CAPITAL MARKET AND MONEY MARKET
<table>
<tr><th>Basis</th><th>CAPITAL MARKET</th><th>MONEY MARKET</th></tr>
<tr><td>(a)Participants</td><td>The participants in the capital market are — financial institutions, banks, public and private companies, foreign investors and ordinary retail investors from the public.</td><td>Participants in the money market are financial institutions, RBI, banks, public and private companies and individual investors.</td></tr>
<tr><td>(b) Instruments</td><td>The main instruments traded in the capital market are — Equity Shares, Debentures, Preference Shares,</td><td>The main instruments traded in the money market are Treasury Bills, Commercial Bills, Commercial Paper and</td></tr>
</table></td>
<td>1 ½ marks

+

1 ½ marks

=</td>
</tr>
</table>

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	Bonds etc.	Certificates of Deposit.

		1 ½ + 1 ½ = 3 marks
12	**Q. Aarav was working as a supervisor with 'Neer Purifier Ltd.' which was producing water purifiers. The target of the company was to produce 200 water purifiers every day. His job was to make sure that work goes on smoothly and there was no interruption in production. To achieve this, he always gives orders and insists that they are obeyed. He believes that reward or punishment both can be given depending upon the performance. Identify and describe the leadership style being adopted by Aarav.** **Ans.** <u>Autocratic style of leadership.</u> • An autocratic leader gives orders and insists that they are obeyed. He does not give the subordinates any freedom to influence his decision. • He determines the policies for the group without consulting them. He does not give information about future plans but simply tells the group what immediate steps they must take.	**1 mark for identification + 1 mark for each point of description = 1 x 2 = 2 marks = 1+2 = 3 marks**
13	**Q. How do the 'market related factors' affect the choice of channels of distribution? Explain.** **Ans.** <u>Market related factors which affect the choice of channels of distribution</u>**:** (i) Size of the market (ii) Geographical concentration of potential buyers. (iii) Quantity purchased. **(If an examinee has not given the headings, no marks should be deducted)**	**½ mark for the heading + ½ mark for each explanation = 1 x 3 = 3marks**
14	**Q. State any four points that highlight the importance of business environment.** **Ans.** <u>Importance of business environment:</u> **(Any four)** (i) It helps to <u>identify opportunities and getting the first mover advantage</u> instead of losing them to the competitors. (ii) It helps to <u>identify threats</u> on time which serves as an early warning signal. (iii) It helps in <u>tapping useful resources</u> so that it can convert them into output that the environment desires. (iv) It helps in <u>coping with rapid changes</u> in an increasingly dynamic environment. (v) It helps in <u>assisting in planning and policy formulation.</u> (vi) It helps in <u>improving performance</u> by continuously monitoring the environment and adopting suitable practices. **(If an examinee has given only the headings, ½ mark for each heading should be awarded)**	**1 mark for each statement = 1 x 4 = 4 marks**

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15	**Q. Explain the following rights of a consumer as provided under Consumer Protection Act, 1986:** **(a) Right to be informed** **(b) Right to be heard.** **Ans.** (a) Right to be informed: ▪ The consumer has a right to have complete information about the product he intends to buy such as, ingredients, date of manufacture, price, quantity etc. ▪ It is because of this reason that the legal framework in India requires the manufacturers to provide such information on the package and label of the product. (b) Right to be heard: ▪ The consumer has right to file a complaint and to be heard in case of dissatisfaction with a product or a service. ▪ It is because of this reason many firms have set up their own consumer service and grievance cells.	**2 marks** + **2 marks** = **4 marks**
16	**Q. 'Zaira Ltd.' is a large and creditworthy company manufacturing air-conditioned buses for the Indian market. It now wants to export these buses to other countries and decides to invest in new hi-tech machines. Since the investment is large, it requires long-term finance. It decides to raise funds by issuing equity shares. The issue of equity shares involves huge floatation cost. To meet the expenses of floatation cost, the company decides to tap the money market.** **(a) Name and explain the money market instrument the company can use for the above purpose.** **(b) What is the duration for which the company can get funds through this instrument ?** **(c) State any other purpose for which this instrument can be used.** **Ans.** (a) Commercial Paper. It is an instrument issued by large and creditworthy companies to raise short term funds at lower rates of interest than the market rates. It is an unsecured, negotiable promissory note with a fixed maturity period. (b) 15 days to one year. (c) It can also be used for seasonal and working capital needs.	**1 mark for naming the instrument** + **1 mark for its explanation** + **1 mark for duration** + **1 mark for any other purpose** = **1+1+1+1** = **4 marks**
17	**Q. 'Adharshila Vidyalaya' believes in holistic development of students and encourages team building through a mix of curricular, co-curricular and sports activities. On its Founders' Day a stage performance had to be put up. A committee of ten prefects was constituted to plan different aspects of the function. They all decided to use recycled paper for decoration. As there was a spirit of unity and harmony and all members supported each**	

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	other with mutual trust and belongingness, the programme was systematically planned and executed. Arvind, one of the prefects, realized that unknowingly the group had applied one of the principles of management while planning and executing the programme. He was so inspired by the success of the function, that he asked his father to apply the same principle in his business. His father replied that he was already using this principle. **(a) Identify the principle of management applied for the success of the programme.** **(b) State any two features of management highlighted in the above paragraph.** **(c) Identify any two values which 'Adharshila Vidyalaya' communicated to the society.** **Ans.** (a) Principle of management - **Espirit de corps.** (b) Features of management: **(Any two)** (i) MANAGEMENT IS PERVASIVE. *'...**he asked his father to apply the same principle in his business'.*** Management is pervasive as it can be applied to all types/ levels of organisations. (ii) MANAGEMENT IS A GROUP ACTIVITY ***'There was a spirit of unity and harmony and all members supported each other.*** Management is a group activity because it requires team work and/or coordination of individual efforts. (iii) MANAGEMENT IS GOAL ORIENTED. ***'….the programme was systematically planned and executed'.*** Management is goal oriented as it unites the efforts of different individuals towards achieving organisational goals. (iv) MANAGEMENT IS MULTI-DIMENSIONAL *'...**programme was systematically planned and executed'.*** ***OR*** ***'There was a spirit of unity and harmony and all members supported each other'.*** Management is multi-dimensional as it involves management of work, people and operations.	**1 mark for identifying the principle** + **½ mark for stating each feature = (½ x 2) = 1 mark** +

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	(v) MANAGEMENT IS INTANGIBLE ***'With mutual trust and belongingness….'.*** ***OR*** ***'There was a spirit of unity and harmony and all members supported each other'.*** Management is intangible as it cannot be seen but its presence can be felt in the way the organisation functions. **(IF AN EXAMINEE HAS IDENTIFIED THE FEATURE OF MANAGEMENT CORRECTLY, FULL CREDIT BE GIVEN FOR EITHER QUOTING THE LINE OR GIVING THE STATEMENT)** (c) Values being communicated to the society: **(Any two)** (i) Concern for the environment. (ii) Holistic development of children. (iii) Teamwork **(or any other correct value)**	**1 mark for each value** = **(1 x 2)** = **2 marks** = **1+1+2** = **4 marks**
18	**Q. The workers of 'Swastik Ltd.' are unable to work on new computerized machines imported by the company to fulfil the increased demand. Therefore the workers are seeking extra guidance from the supervisor and the supervisor is overburdened with the frequent calls of workers.** **Suggest how the supervisor, by increasing the skills and knowledge of workers, can make them handle their work independently.** **Also state any three benefits that the workers will derive by the decision of the supervisor.** **Ans.** Training of employees/ Vestibule training/ On the job training. Benefits the workers will derive by the decision of the supervisor: **(Any three)** (a) It helps in promotion and career growth due to improved skills and knowledge. (b) It helps him to earn more due to improved performance. (c) It reduces accidents as the employees are more efficient to handle machines. (d) It increases the morale of the employees as the employees are more satisfied. **(If an examinee has given only the heading, ½ mark for each heading should be awarded)**	**1 mark** + **1 mark for each statement** = **1 x 3** = **3 marks** = **1+3** = **4 marks**
19	**Q. Harsh started a company 'Tiny-Toys Ltd.' to manufacture economical**	

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	toys for the Indian rural market, with 20 employees. The company did very well in its initial years. As the products were good and marketed well, the demand of its products went up. To increase the production the company decided to recruit additional employees. Harsh who was earlier taking all decisions for the company had to selectively disperse the authority. He believed that subordinates are competent, capable and resourceful and can assume responsibility for effective implementation of their decisions. This paid off and the company was not only able to increase its production but also expanded its product range with different features. **(a) Identify the concept used by Harsh through which he was able to steer his company to greater heights.** **(b) Also explain any three points of the importance of this concept.** **Ans.** (a) Decentralisation. (b) Importance of decentralisation: **(Any three)** (i) Develops initiative among subordinates. (ii) Develops managerial talent for the future. (iii) Quick decision making. (iv) Relief to top management. (v) Facilitates growth. (vi) Better control. **(if an examinee has not given the headings as above but has given the correct explanation, full credit should be given)** (IF THE CONCEPT IS WRONGLY IDENTIFIED BUT THE POINTS OF IMPORTANCE ARE CORRECT, DUE CREDIT BE GIVEN)	**1 mark for identifying the concept** + **(½ mark for the heading** + **½ mark for its explanation)** = **1 x 3** = **3 marks** = **1+3** = **4 marks**
20	**Q. State the features of 'Formal Organisation'.** **Ans.** Features of 'Formal Organisation'**:** (i) It clarifies who has to report to whom. (ii) It is a means to achieve the objectives as it lays down rules and procedures for their achievement. (iii) It coordinates the efforts of various departments. (iv) It is deliberately designed by the top management to facilitate smooth functioning. (v) It places more emphasis on work rather than inter-personal relationships. **(If an examinee has given only the headings, ½ mark for each heading should be awarded)**	**1 mark for each statement** = **1 x 5** = **5marks**
21	**Q. Kavya had been working with 'Reliable Ltd.' for the last ten years. She was famous for her dedication towards the work. When the manager senior to her retired, all her colleagues thought that now Kavya would be promoted. But to everyone's surprise the vacant post was filled by an outsider 'Miss Garima'. Because of this, Kavya felt demoralised and her performance started declining. She would absent herself often and could not meet her targets.**	

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	Miss Garima was a good leader who would not only instruct her subordinates but also guide and inspire them. She noticed Kavya's behaviour and felt that her performance could be improved. She started involving Kavya in decision-making issues related to the organization and made her a member of a high-level joint management committee. Kavya was now punctual to office and her performance started **(a) Identify the function of management being performed by Garima.** **(b) Name the element of the above function of management which helped Garima to improve Kavya's behaviour.** **(c) State any three features of the element identified in (b) above.** (a) Directing. (b) Motivation. (c) Features of motivation: **(Any three)** (a) It is an internal feeling. (b) It produces goal directed behaviour. (c) It can be positive or negative. (d) It is a complex process. **(If an examinee has identified the element in part (b) as non financial incentive, full credit is to be given)**	**1 mark for identifying the function** + **1 mark for identifying the element** = + **1 mark for each feature** = **(1 x 3)** = **3 marks** = **1+1+3** = **5 marks**
22	**Q. A company was manufacturing solar panels for charging of mobiles which were in great demand. It was found that the target of producing 500 solar panels a day was not being met by the employees. On analysis it was found that the workers were not at fault. Due to non-availability of raw materials and shortage of workers, the company was not able to achieve the set targets and alternative arrangements were needed. To meet the increased demand the company assessed that approximately 66 additional workers were required out of which 6 would work as heads of different departments and 10 would work as subordinates under each head. The required qualifications and job specifications were also enlisted. It was also decided that necessary relaxation should be given to encourage women, persons from backward and rural areas and persons with special abilities to assume responsible positions in the organisation. All efforts were made to match the ability of the applicants with the nature of work.** **(a) Identify the functions of management discussed above.** **(b) State the two steps in the process of each function discussed in the above para.** **(c) List any two values which the company wants to communicate to the society.** **Ans. (a)** Staffing and controlling. **(b) Steps in Staffing:** (i) Estimating manpower requirements which involves knowing how many persons are needed and of what type.	

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	'To meet the increased demand, the company assessed that .... subordinates under each head'. (ii) Recruitment which involves searching for prospective employees and stimulating them to apply for jobs in the organisation. **(IF AN EXAMINEE HAS ONLY IDENTIFIED 'ESTIMATING MANPOWER REQUIREMENTS' AS A STEP IN THE STAFFING PROCESS, FULL CREDIT IS TO BE GIVEN)** **Steps in controlling**: (Any two) (i) Comparison of actual performance with the standards which would reveal the deviation between actual and desired results. *'It was found that the target of producing 300 bulbs a day was not met by the employees'.* (ii) Analysing deviations which would help to find out the causes of deviation. *On analysis, it was found that the workers were not at fault....alternative arrangements were needed.* (iii) Taking corrective action, if required. *To meet the increased demand, the company assessed that approximately ....as subordinates under each head.* **(If an examinee has given all the steps of the process, ½ mark may be deducted)** (c) Values which the company wants to communicate to the society: **(Any two)** (i) Using environment friendly methods of production. (ii) Women empowerment. (iii) Upliftment of underprivileged sections of the society. **(or any other correct value)**	**(½ mark for identifying each function = ½ x 2 = 1 mark) + (½ mark for identifying each step + ½ mark for either quoting the line OR stating the step = ½ x 4 = 2 marks) + (1 mark for each value = 1 x 2 = 2 marks) = 1+2+2 = 5 marks**
23	**Q. Explain the following principles of management: (a) Co-operation, not Individualism (b) Subordination of Individual Interest to General Interest.** (a) Cooperation, not individualism**:** • There should be complete co-operation between the management and the workers instead of individualism.	**1 x 3 =**

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	• This principle is an extension of principle of 'Harmony, Not Discord'. Competition should be replaced by cooperation. • For all important decisions taken by the management, workers should be taken into confidence. The management should be open to any constructive suggestions made by the employees and suitably reward them. (b) Subordination of Individual Interest to General Interest: • The interests of an organisation should take priority over the interests of any individual employee. • The larger interests of the workers and stakeholders are more important than the interest of any one person. • A manager can ensure this by his/ her exemplary behaviour.	**3 marks** + **1 x 3** = **3 marks** = **3+3** = **6 marks**
24	**Q.' Silkiya Ltd.' is a company manufacturing silk cloth. It has been consistently earning good profits for many years. This year too, it has been able to generate enough profits. There is availability of enough cash in the company and good prospects for growth in future. It is a well-managed organisation and believes in quality, equal employment opportunities and good remuneration practices. It has many shareholders who prefer to receive a regular income from their investments.** **It has taken a loan of Rs.60 lakhs from SBI Bank and is bound by certain restrictions on the payment of dividend according to the terms of the loan agreement.** **The above discussion about the company leads to various factors which decide how much profit should be retained and how much has to be distributed by the company.** **Quoting the lines from the above discussion, identify and explain any four such factors.** **Ans.** Factors affecting dividend decision: **(Any four)** (i) Stability of earnings **'It has been consistently earning good profits for many years'.** Stability of earnings affects dividend decision as a company having stable earnings is in a position to declare higher dividends. (ii) Cash Flow position **'There is availability of enough cash in the company'.** A good cash flow position is necessary for declaration of dividend. (iii) Growth Prospects **'Good prospects for growth in the future'.**	**½ mark for identifying the factor** + **½ mark for quoting the line** + **½ mark for explanation** = **1 ½ x 4** = **6 marks**

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	If a company has good growth opportunities, it pays out less dividend. (iv) Shareholders' preference **'It has many shareholders who prefer to receive regular income from their investments'.** Shareholder's preference is kept in mind by the management before declaring dividends. (v) Contractual constraints **'It has taken a loan of Rs.60 Lakhs from SBI Bank and ….agreement'** While taking dividend decision, companies keep in mind the restrictions imposed by the lenders in the loan agreement.	
25	**Q. Vasvi was a student of Commerce in class XII. Her father was a farmer, who grew different varieties of wheat and was well versed about various aspects of wheat cultivation. He was also selected by the government for a pilot-project on wheat cultivation. As a project she decided to study the feasibility of marketing good quality wheat at reasonable price. Her father suggested to her to use internet to gather customers' views and opinions. She found that there was a huge demand for organic-packed wheat. She knew that there were no pre-determined specifications in case of wheat, because of which it would be difficult to achieve uniformity in the output. To differentiate the product from its competitors, she gave it the name of 'Mahan-organic-wheat' and classified it into three different varieties namely - Popular, Classic and Supreme, based on the quality. She felt that these names would help her in product differentiation. Explain the three functions of marketing, with reference to the above paragraph.** **Ans.** Functions of marketing, with reference to the above paragraph are**:** (i) Gathering and analysing market information. *'…use internet to gather customers' views and opinions.'* (ii) Standardisation and Grading/ Grading. *'…no pre-determined specifications in case of wheat because of which it would be difficult to achieve uniformity in the output.'* OR *'…classified it into three different varieties namely – Popular, Classic and Supreme, based on the quality'.* (iii) Branding. *'To differentiate the product from its competitors, she gave it the name of*	**1 mark for naming the function + ½ mark for quoting the line + ½ mark**

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	'Mahan Organic Wheat'.' OR *She felt that these names would help her in product differentiation.* **(IF AN EXAMINEE HAS IDENTIFED THE FUNCTIONS CORRECTLY AND HAS GIVEN THE EXPLANATION WITHOUT QUOTING THE LINES FROM THE ABOVE PARA, FULL CREDIT IS TO BE GIVEN)**	**for its explanation = 2 x 3 = 6 marks**

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