

रोल नं. 

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Roll No.

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 16 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 24 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 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 ।
- Please check that this question paper contains 16 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 24 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.

## उद्यमिता

### ENTREPRENEURSHIP

निर्धारित समय : 3 घण्टे

Time allowed : 3 hours

अधिकतम अंक : 70

Maximum Marks : 70

### सामान्य निर्देश :

- (i) सभी प्रश्न अनिवार्य हैं ।
- (ii) प्रश्नों की कुल संख्या 24 है ।
- (iii) प्रत्येक प्रश्न के अंक उसके सामने दिए गए हैं ।
- (iv) प्रश्न संख्या 1 से 5 तक अति लघु-उत्तर वाले प्रश्न हैं, प्रत्येक प्रश्न का 1 अंक है ।
- (v) प्रश्न संख्या 6 से 10 तक लघु-उत्तर वाले प्रश्न हैं, प्रत्येक प्रश्न के 2 अंक हैं ।
- (vi) प्रश्न संख्या 11 से 17 तक दीर्घ-उत्तर – I वाले प्रश्न हैं, प्रत्येक प्रश्न के 3 अंक हैं ।
- (vii) प्रश्न संख्या 18 से 21 तक दीर्घ-उत्तर – II वाले प्रश्न हैं, प्रत्येक प्रश्न के 4 अंक हैं ।
- (viii) प्रश्न संख्या 22 से 24 तक निबन्धात्मक उत्तर वाले प्रश्न हैं, प्रत्येक प्रश्न के 6 अंक हैं ।
- (ix) प्रश्नों के उत्तर संक्षिप्त और सारगर्भित हों ।

### General Instructions :

- (i) **All questions are compulsory.**
- (ii) **There are 24 questions in all.**
- (iii) **Marks for each question are indicated against it.**
- (iv) **Questions No. 1 to 5 are Very Short Answer type questions, carrying 1 mark each.**
- (v) **Questions No. 6 to 10 are Short Answer type questions, carrying 2 marks each.**
- (vi) **Questions No. 11 to 17 are Long Answer type – I questions, carrying 3 marks each.**
- (vii) **Questions No. 18 to 21 are Long Answer type – II questions, carrying 4 marks each.**
- (viii) **Questions No. 22 to 24 are Essay type questions, carrying 6 marks each.**
- (ix) **Answers should be brief and to the point.**



भाग अ  
PART A

इस भाग में 1 अंक वाले 5 प्रश्न हैं। इन प्रश्नों का उत्तर एक शब्द से एक वाक्य में दीजिए।

*This part contains 5 questions carrying 1 mark each. Answers to these questions should be from one word to one sentence.*

1. 'व्यावसायिक अवसर' का क्या अर्थ है ? 1

अथवा

'विचार क्षेत्रों' का क्या अर्थ है ? 1

What is meant by a 'business opportunity' ?

OR

What is meant by 'idea fields' ?

2. 'प्रतीक चिह्न (लोगो)' तथा 'टैगलाइन' में अन्तर स्पष्ट कीजिए। 1

Differentiate between a 'logo' and a 'tagline'.

3. 'फर्स्ट स्कूल लिमिटेड' एक प्रशंसित आधारीक संरचना कम्पनी है। यह शिक्षा संस्थानों के लिए संस्थान के विभिन्न हित लाभार्थियों के लिए अद्वितीय तरीके से भवनों का डिज़ाइन प्रकृति के अधिकतम लाभों के लिए करती है। सामान्यतः इनके द्वारा भवनों को इस प्रकार से डिज़ाइन किया गया है कि दिन में अधिकतम सूर्य की रोशनी का उपयोग किया जा सके तथा सोलर पैनल सौर ऊर्जा का संरक्षण बचे हुए दिन के लिए कर सकें। यह बिजली के संरक्षण में सहायक होता है तथा बिजली के बिल को कम करता है। 1

'First School Ltd.' is an acclaimed infrastructure development company. It designs the buildings for educational institutions in a unique way to give the maximum benefits of nature to the different stakeholders in the institution. Generally, the buildings have been designed by them in such a way that during the day maximum sunlight is utilized and solar panels conserve solar energy for the rest of the day. This helps to conserve electricity and reduce the electricity bill.

Identify the type of value added by 'First School Ltd.'



4. वित्तीय निर्णयन के किन्हीं दो मुख्य पहलुओं के नाम दीजिए । 1

**अथवा**

बजटिंग प्रक्रिया के दो प्रकार दीजिए । 1

Name any two key aspects of financial decision-making.

**OR**

Give the two forms of budgeting process.

5. ऐसे औद्योगिक व्यवसायों, जिन्हें बैंकिंग सुविधाएँ उपलब्ध नहीं हैं, को संसद के विशेष अधिनियम द्वारा मध्यम तथा दीर्घकालीन ऋण देने के लिए जिस विशिष्ट वित्तीय संस्थान का निगमित क्षेत्र में निर्गमन हुआ उसका नाम दीजिए । ऊपर वर्णित इसके एक उद्देश्य के अतिरिक्त कोई एक अन्य उद्देश्य भी बताइए । 1

Name the specialized financial institution that was incorporated by a special Act of Parliament to provide medium and long term credit to eligible industrial enterprises in the corporate sector, particularly to those industries to which banking facilities are not available. Also state any one of its objectives, other than the one mentioned above.

**भाग ब**

**PART B**

इस भाग में 2 अंक वाले 5 प्रश्न हैं । इन प्रश्नों का उत्तर 50 से 75 शब्दों में दीजिए ।

*This part contains 5 questions carrying 2 marks each. Answers to these questions should be in 50 to 75 words.*

6. पर्यावरण का क्रमवीक्षण करने के लिए ग्राहकों, थोक व्यापारियों, फुटकर व्यापारियों, वितरकों तथा परामर्शदाताओं से मौखिक सूचना के अतिरिक्त किन्हीं अन्य चार सूचना एकत्रित करने वाले स्रोतों का उल्लेख कीजिए । 2

**अथवा**

एक सफल उद्यमी की किन्हीं दो आधारभूत योग्यताओं का उल्लेख कीजिए । 2

Apart from verbal information from the customers, wholesalers, retailers, distributors and consultants, state any other four sources of collecting information for scanning the environment.

**OR**

State the two basic qualities of a successful entrepreneur.



7. बाँस की टोकरी बनाने के अपने पारिवारिक व्यवसाय को संभालने के लिए यश बहुत उत्साही नहीं था। परन्तु पारिवारिक व्यवसाय की खराब हालत के कारण उसके पास इस व्यवसाय को संभालने के अतिरिक्त और कोई विकल्प नहीं था। उसने बाँस का प्रयोग करने के नए तरीकों पर विचार करना शुरू किया। एक दिन एक भोजनालय में दोपहर का खाना खाते समय उसने भोजनालय के स्वामी को भोजनालय में उपयोग की जाने वाली प्लास्टिक तथा थर्माकोल की क्रॉकरी (बर्तनों) निपटान में आने वाली कठिनाइयों के बारे में बातचीत करते सुना। इसने उसके लिए नए उद्यम के सृजन की उत्तेजना प्रदान की। यश ने बाँस की प्लेट बनाने के विभिन्न विकल्पों की खोज आरम्भ की जिनका उपयोग भोजनालयों में किया जा सके। उसने इस विषय पर अपने पिताजी से चर्चा की जिन्होंने यश को सुझाव दिया कि जीवित रहने तथा विकास के लिए विचार को वाणिज्यिक रूप से व्यावहारिक भूमिका का निर्वाहन करना चाहिए।

उपर्युक्त परिस्थिति में चर्चित अवधारणा की पहचान कीजिए तथा समझाइए।

2

Yash was not too keen to take up his family run business of making bamboo baskets. But due to the bad condition of the family business he had no option except to take up this business. He started thinking about the new ways of using bamboo. One day while having lunch in a restaurant he overheard the owner talking about the difficulty in disposing the plastic and thermacol crockery that was being used in the restaurant. This provided him the stimulus for a new venture creation. Yash started looking into various options of making bamboo plates which could be used in the restaurants. He discussed the idea with his father who advised Yash that ideas should lead to commercially viable forms in order to survive and grow.

Identify and explain the concept discussed in the above situation.

8. लाभ-अलाभ विश्लेषण एक उद्यमी के लिए आवश्यक क्यों है ?

2

**अथवा**

एक कम्पनी को 'कृत्रिम व्यक्ति' क्यों कहते हैं ?

2

Why is it important for an entrepreneur to do break-even analysis ?

**OR**

Why is a company called an 'artificial person' ?

9. कमल लिमिटेड कपड़ों के निर्माता हैं जिनका संयंत्र गुजरात के सूरत शहर में है। वस्त्रा लिमिटेड बने-बनाए वस्त्रों के निर्माता हैं तथा अपने उत्पादों को सारे देश में बेचते हैं। वे अपने उत्पादों का निर्यात अमेरिका तथा यूरोपीय देशों में भी करते हैं। वस्त्रा लिमिटेड अपने कपड़ों की आपूर्ति कमल लिमिटेड से करता है। दोनों कम्पनियों के प्रबंधन ने बड़े पैमाने के उत्पादन से मितव्ययता प्राप्त करने के लिए विलय का निर्णय लिया।

(क) कमल लिमिटेड तथा वस्त्रा लिमिटेड के विलय के प्रकार की पहचान कीजिए।

(ख) उपर्युक्त (क) में पहचाने गए विलय के अतिरिक्त किसी एक अन्य प्रकार के विलय को भी समझाइए।

2

Kamal Ltd. are manufacturers of textiles, having their plant in Surat, a city of Gujarat. Vastra Ltd. are the manufacturers of readymade garments and sell their products throughout the country. They also export their products to America and European countries. Vastra Ltd. source their textiles from Kamal Ltd. The management of the two companies decided to merge to have economies of large scale production.

- (a) Identify the type of merger entered into by Kamal Ltd. and Vastra Ltd.
- (b) Also, explain a type of merger other than the one identified in (a) above.

10. एक भारतीय कम्पनी अभीराज लिमिटेड ने 1999 से कार्य आरम्भ किया तथा यह कम्पनी अधिनियम, 1956 के अन्तर्गत पंजीकृत थी। भारतीय प्रतिभूति तथा विनिमय बोर्ड ने अपने एक कार्य को निष्पादित करके अभीराज लिमिटेड के विरुद्ध जाँच आरम्भ की। जाँच से पता चला की कम्पनी ठीक कार्यविधि का अनुसरण नहीं कर रही थी। अतः भारतीय प्रतिभूति तथा विनिमय बोर्ड ने कम्पनी पर जुर्माना लगा दिया।

- (क) भारतीय प्रतिभूति तथा विनिमय बोर्ड (सेबी) द्वारा निष्पादित किए गए कार्य की पहचान कीजिए।
- (ख) क्या अभीराज लिमिटेड सेबी के निर्णय के विरुद्ध अपील कर सकती है? यदि हाँ, तो कहाँ?

2

Abhiraj Ltd., an Indian company, started functioning in 1999 and was registered under the Companies Act, 1956. The Securities and Exchange Board of India performed one of its functions and conducted investigations against Abhiraj Ltd. The investigations resulted into the fact that the company did not follow the proper procedure. Therefore the Securities and Exchange Board of India imposed penalty upon the company.

- (a) Identify the function being performed by the Securities and Exchange Board of India (SEBI).
- (b) Can Abhiraj Ltd. appeal against SEBI's decision? If yes, where?



भाग स  
PART C

इस भाग में 3 अंक वाले 7 प्रश्न हैं। इन प्रश्नों का उत्तर 100 शब्दों में दीजिए।

*This part contains 7 questions carrying 3 marks each. Answers to these questions should be in about 100 words.*

11. एक चित्र की सहायता से एक विचार को व्यावहारिक अवसर में परिवर्तित करने की प्रक्रिया को समझाइए।

3

अथवा

विचार तथा अवसर मूल्यांकन प्रक्रिया के प्रथम तीन चरणों को समझाइए।

3

Explain the process of transformation of an idea into a viable opportunity with the help of a diagram.

OR

Explain the first three steps in the process of idea and opportunity assessment.

12. 'पर्यावरण विश्लेषण' का क्या अर्थ है? पर्यावरण क्रमवीक्षण के लिए सूचना प्राप्त करने के किन्हीं चार स्रोतों का उल्लेख कीजिए।

3

What is meant by 'Analysis of Environment'? State any four sources of collection of information for environmental scanning.

13. प्रेरणा एक एकल स्वामित्व वाली व्यवसायी है। पिछले एक दशक से सामान जैसे कृत्रिम आभूषण, बैग, बालों की क्लीप तथा नाखुन शिल्प बेचने वाली पड़ोस की एक दुकान से इसका व्यवसाय तीन शाखाओं वाली एक फुटकर शृंखला में बढ़ गया है। यद्यपि यह सभी शाखाओं के विभिन्न कार्यों की देखरेख करती है परन्तु व्यवसाय के अच्छे प्रबंध के लिए वह अपने एकल स्वामित्व वाले व्यवसाय को व्यवसाय के किसी अन्य प्रकार में बदलने की सोच रही है। उसके पूरे देश में शाखाएँ खोलने की योजना है। परन्तु वह इस बात से डरती है कि यदि व्यवसाय में हानि होती है तो व्यवसाय के ऋण के भुगतान के लिए उसकी व्यक्तिगत सम्पत्ति भी ली जा सकती है। वह यह भी अनुभव कर रही है कि बिगड़ते हुए स्वास्थ्य के कारण वह बड़े व्यवसाय का प्रभावी रूप से प्रबंध करने के योग्य न हो।

(क) उपर्युक्त स्थिति में प्रकाशित एकल स्वामित्व वाले व्यवसाय की विशेषताओं की पहचान कीजिए तथा समझाइए।

(ख) उसे ऐसे व्यावसायिक संगठन, जो उसे उसके व्यवसाय को चालू रखने में सहायता करेगा, का सुझाव भी दीजिए।

3



Prerna is a sole proprietor. Over the past decade, her business has grown from operating a neighbourhood corner shop, selling accessories such as artificial jewellery, bags, hair clips and nail art to a retail chain with three branches in the city. Although she looks after the varied functions in all the branches, for better management of the business she is thinking to convert her sole proprietorship into some other form of business. She also has plans to open branches countrywide. However, she is afraid of the fact that in case the business incurs losses, her personal property may be called upon to pay the business debts. She is also feeling that she may not be able to effectively manage a large business because of her deteriorating health.

- (a) Identify and explain the features of sole proprietor business highlighted in the above case.
- (b) Also suggest to her the form of business organisation which will help her in continuing her business, stating reason in support of your answer.

14. 'लक्ष्य निर्धारण' का क्या अर्थ है ? एस.एम.ए.आर.टी. लक्ष्य एक व्यवसाय को लक्ष्य निर्धारण के क्षेत्र से परिणाम के लिए कार्रवाई योग्य योजना से दूर ले जाने में सहायक होते हैं। 'ए' तथा 'एस' किसके प्रतीक हैं ? दोनों का वर्णन कीजिए।

3

**अथवा**

'क्षिप्रगामी (स्किमिंग) मूल्य-निर्धारण' विधि का क्या अर्थ है ? मूल्य-निर्धारण की क्षिप्रगामी (स्किमिंग) विधि के किन्हीं दो लाभों तथा दो हानियों का उल्लेख कीजिए।

3

What is meant by 'goal setting' ? S.M.A.R.T goals help the businesses to go beyond the realm of goal setting into an actionable plan for results. What do A and S stand for ? Describe the two.

**OR**

What is meant by 'skimming pricing method' ? State any two advantages and any two disadvantages of skimming pricing method.

15. बीटा लिमिटेड स्टील का उत्पादन करने वाली एक कम्पनी है, इसका मुख्यालय मुम्बई में है। यह स्टील का उत्पादन करने वाली विश्व की दसवीं सबसे बड़ी कम्पनी है। गामा लिमिटेड भी स्टील उत्पादन करने वाली एक कम्पनी है, जिसका मुख्यालय म्याँमार की राजधानी रंगून में है। काफी समय से कम्पनी (गामा लिमिटेड) कामगारों में अशांति का सामना कर रही है तथा इसने अपने व्यवसाय को एक अंतर्राष्ट्रीय बोली लगाने वाले को बेचने का निर्णय किया। इसके लिए ₹ 10 लाख करोड़ की सबसे अधिक बोली बीटा लिमिटेड ने लगाई। इसके पश्चात् बीटा लिमिटेड को अहसास हुआ कि गामा लिमिटेड की परिसम्पत्तियों का मूल्यांकन अधिक तथा देयताओं का मूल्यांकन कम हुआ, अतः उनके द्वारा किया गया मूल्य भुगतान अधिक था। दोनों इकाइयों के कर्मचारियों की निगमिय संस्कृति में तथा नेतृत्व शैलियों की भिन्नता के कारण समन्वय की कठिनाई थी। अंततः बीटा लिमिटेड को अपने व्यवसाय को बन्द करना पड़ा।





- (क) बीटा लिमिटेड द्वारा अपनाई गई विकास व्यूह-रचना की पहचान कीजिए ।  
(ख) उपर्युक्त अनुच्छेद से पंक्तियाँ उद्धृत करते हुए गामा लिमिटेड के व्यवसाय के अधिग्रहण के पश्चात् बीटा लिमिटेड के असफल होने के किन्हीं दो कारणों को समझाइए ।

3

Beta Ltd. is a steel manufacturing company having its headquarters at Mumbai. It is the tenth largest steel manufacturing company of the world. Gama Ltd. are also steel manufacturers with their headquarters in Rangoon, the capital of Myanmar. For a long period the company (Gama Ltd.) had been facing workers unrest and it decided to sell its business to an international bidder. The highest bid for this was made by Beta Ltd. for ₹ 10 lakh crores. Afterwards Beta Ltd. realised that the assets of Gama Ltd. were overvalued and liabilities were under-assessed and hence the price paid by them was higher. The employees of the two entities have different corporate cultures and styles of leadership which led to the problem of co-ordination. Ultimately Beta Ltd. had to close its business.

- (a) Identify the growth strategy adopted by Beta Ltd.  
(b) Quoting lines from the above paragraph, explain any two reasons for the failure of Beta Ltd. after it took over the business of Gama Ltd.

16. आदित्य बीयरिंग्स लिमिटेड पंखा बनाने वाली कम्पनियों के लिए बाल बीयरिंग के उत्पादक तथा आपूर्तिकर्ता है । अपनी उत्पादन प्रक्रिया के लिए कम्पनी को 900 किलोग्राम पिटवाँ लोहे की आवश्यकता थी । प्रत्येक आदेश की लागत ₹ 50 है तथा रख-रखाव लागत ₹ 100 है । आर्थिक आदेश मात्रा की गणना कीजिए ।

3

Aditya Bearings Ltd. are the manufacturers and suppliers of ball bearings to fan manufacturing companies. The company requires 900 kg of wrought iron for its production process. The cost of placing each order is ₹ 50 and carrying cost is ₹ 100. Calculate Economic Order Quantity.

17. शेयर बाज़ार के किन्हीं तीन कार्यों का उल्लेख कीजिए ।

3

**अथवा**

निवेशकों की दृष्टि से शेयर बाज़ार के महत्त्व के किन्हीं तीन बिन्दुओं को समझाइए ।

3

State any three functions of a stock exchange.

**OR**

State any three points of importance of stock exchange from the viewpoint of investors.



## भाग द

### PART D

इस भाग में 4 अंक वाले 4 प्रश्न हैं। इन प्रश्नों का उत्तर 150 शब्दों में दीजिए।

*This part contains 4 questions carrying 4 marks each. Answers to these questions should be in about 150 words.*

18. 'धनवंतरी आयुर्वेदा लिमिटेड (डाल)' आयुर्वेद पर आधारित साबुन, डिटर्जेन्ट्स, दन्त देख-रेख उत्पाद, कान्तिवर्धक उत्पाद, किराना उत्पाद तथा दवाइयों का भी उत्पादन करते हैं। इसने अपनी स्थापना से ही विकास किया है। डाल के विकास तथा लोकप्रियता के लिए इसके द्वारा ऐसे समय पर अपने प्रचालनों का आरम्भ करना जब देश में सरकार देश को स्वावलम्बी बनाने की ओर अग्रसर है, को ज़िम्मेदार ठहराया जा सकता है। डाल सरकारी पहलें जैसे 'मेक इन इंडिया' अभियान का अनुसरण कर रही है। सरकार आयुर्वेद को "आयूष मंत्रालय" के माध्यम से प्रोत्साहित कर रही है जो योग, आयुर्वेद तथा अन्य परंपरागत तथा पूरक दवाओं को बढ़ावा देता है। यह डाल को एक बहुत प्रोत्साहित करता है क्योंकि यह अपने आप को एक आयुर्वेदिक कम्पनी होने का दावा करती है। डाल की आगत लागत सरकार की कराधान नीति के कारण घटती अथवा बढ़ती है। वस्तु एवं सेवा कर (जी.एस.टी.) के कार्यान्वयन से डाल को लाभ हुआ है क्योंकि डाल की श्रेणी पर कर नहीं लगाया जाता। महँगाई दर लगातार बढ़ने के कारण लोग सस्ते तथा प्रभावी विकल्प की खोज में रहते हैं जो डाल द्वारा उत्पादों की व्यापकता द्वारा प्रदान की जाती है। भारत के लोग स्वास्थ्य के प्रति जागरूक हो रहे हैं तथा जैविक उत्पादों का उपयोग करना चाहते हैं। कम्पनी केवल भारत में ही अपने फुटकर शृंखला स्टोरों के माध्यम से फुटकर बेचना चाहती है तथा अपनी ई-कॉमर्स वेबसाइट आयूरप्रो के माध्यम से ऑनलाइन बेचना चाहती है। कम्पनी के डिटर्जेन्ट उत्पाद गैर-प्रदूषणकारी हैं। उत्पादों के लिए उपयोग किया गया पैकिंग सामान भी जैव-निम्नीकरणीय है। डाल के पास उसको ब्राण्डों तथा नाम का मिथ्या निरूपण करने वालों पर मुकदमा चलाने तथा उन्हें सजा दिलवाने के लिए एक पृथक् विभाग है।

अनुच्छेद से पंक्तियाँ उद्धृत करते हुए धनवंतरी आयुर्वेदा लिमिटेड (डाल) की सफलता का पेस्टल मॉडल पर आधारित किन्हीं चार बिन्दुओं के आधार पर विश्लेषण कीजिए।

'Dhanwantri Ayurveda Ltd. (DAL)' are the manufacturers of soaps, detergents, dental care products, cosmetics, grocery products and even medicines based on Ayurveda. It has grown since its inception. The reasons for the growth and popularity of DAL can be attributed to the fact that it started its operations at a time when the Government in the country is moving towards making the country self-reliant. DAL is following government initiatives like 'Make in India' campaign. Government is promoting Ayurveda through the "Ayush Ministry" that promotes Yoga, Ayurveda and other traditional and complementary

4



medicines. This gives DAL a huge boost as it itself claims to be an Ayurvedic company. DAL's input cost increases or decreases based on the taxation policies of the government. Implementation of Goods and Services Tax (GST) has benefited DAL as the genre of DAL is not taxable. With inflation rate increasing continuously, people are looking for cheaper and effective substitutes which are provided by the extensive range of products provided by DAL. The people of India are becoming more health conscious and want to consume organic products. The company focuses only on retailing in India through its own retail chain stores and also through online mode through its E-commerce website AyurPro. The detergent products of the company are non-polluting. The packing material used for the products is also biodegradable. DAL has a separate department to prosecute and get penalized those who misrepresent its brand and its name.

Quoting lines from the paragraph, analyse the success of Dhanwantri Ayurveda Ltd. (DAL) on the basis any four points of the PESTEL Model.

19. “निजी कम्पनी पर कुछ प्रतिबंधों के होते हुए भी, यह कम्पनी अधिनियम के अन्तर्गत इसे कुछ विशेषाधिकार उपलब्ध है तथा उद्यमियों की एक बड़ी संख्या एक निजी कम्पनी बनाना चाहती है।” टिप्पणी कीजिए। 4

“In spite of certain restrictions imposed on a private company, it enjoys certain privileges under the Companies Act and a substantial number of entrepreneurs prefer to form a private company.” Comment.

20. फ्रैंचाइजिंग के फ्रैंचाइजी के किन्हीं चार लाभों को समझाइए। 4  
अथवा

फ्रैंचाइजिंग के विभिन्न प्रकारों को समझाइए। 4

Explain any four advantages of franchising to a franchisee ?

**OR**

Explain the different types of franchising.

21. निम्नलिखित को नव निर्गमन की विधियों के रूप में समझाइए : 4  
(क) सार्वजनिक निर्गमन; तथा  
(ख) विशेषाधिकार निर्गमन

**अथवा**

पूँजी बाज़ार का क्या अर्थ है ? यह वित्त एकत्रित करने का सबसे महत्वपूर्ण स्रोत क्यों है ? 4



Explain the following as methods of new issues :

- (a) Public issue; and
- (b) Rights issue

**OR**

What is meant by Capital Market ? Why is it considered as the most important source of raising finance ?

**भाग य**

**PART E**

*इस भाग में 6 अंक वाले 3 प्रश्न हैं। इन प्रश्नों का उत्तर 200 शब्दों में दीजिए।*

*This part contains 3 questions carrying 6 marks each. Answers to these questions should be in about 200 words.*

**22.** एक उद्यम के प्रबंध के लिए आंतरिक तथा बाह्य सभी विवरणों वाला एक विस्तृत प्रपत्र तैयार करने के लिए अभिमन्यु इंडस्ट्रीज़ के पास पेशेवर तथा विशेषज्ञों का एक दल है। यह प्रपत्र प्रबंध के लिए निर्णय लेने का एक औज़ार है।

कम्पनी का मुख्य कार्यकारी अधिकारी इस प्रपत्र के एक तत्व पर विशेष ध्यान देता है जो गुणवत्ता नियंत्रण की एक व्यवस्थित प्रणाली के साथ कच्चे रूप से तैयार माल के प्रवाह को सुनिश्चित करता है। उसके लिए 'अपने नियोजन पर कार्य करो' से 'अपने कार्य का नियोजन करो' अधिक महत्वपूर्ण है।

- (क) अभिमन्यु इंडस्ट्रीज़ द्वारा तैयार किए जाने वाले 'विस्तृत वार्षिक प्रपत्र' की पहचान कीजिए।
- (ख) यह नियोजन प्रबंध के लिए एक 'निर्णय करने वाला औज़ार' कैसे है ?
- (ग) उस तत्व की पहचान कीजिए जो कम्पनी के मुख्य कार्यकारी अधिकारी की प्राथमिकता है।
- (घ) उपर्युक्त (ग) में पहचाना गया तत्व महत्वपूर्ण कैसे है ?

6

Abhimanyu Industries Ltd. had a team of professionals and experts to draft a comprehensive yearly document with all the relevant details of internal and external elements in managing the venture. This document acts as a decision-making tool for the management.

The Chief Executive Officer of the company always pays special focus on one element of this document that ensures the orderly flow of materials from raw state to finished product with a proper system of quality control, as according to him 'work your plan' is more important than 'plan your work'.



- (a) Identify the 'comprehensive yearly document' being prepared by Abhimanyu Industries.
- (b) How is this plan a 'decision-making tool' for the management ?
- (c) Identify the element that is the priority of the CEO of the company.
- (d) Why is the element as identified in (c) important ?

**23.** अर्यान् ने 'सम्पदा' नामक एक अति विशिष्ट स्टोर आरम्भ किया । उनके उत्पाद का स्रोत चुने हुए आपूर्तिकर्ता है । इन उत्पादों को 'सम्पदा' के अपने ब्राण्ड के अन्तर्गत बेचा जाता है । इसकी प्रवर्तन व्यूह-रचना बहुत विशिष्ट है तथा लक्षित उपभोक्ताओं के समूह पर केन्द्रित रहती है । इस प्रवर्तन व्यूह-रचना का उद्देश्य ग्राहकों में जागरूकता उत्पन्न कर 'सम्पदा' ब्राण्ड को विकसित करना है । सम्पदा के फेसबुक तथा ट्विटर पृष्ठ उपभोक्ताओं के साथ दुहरे संप्रेषण को प्रोत्साहित करते हैं । ये सामाजिक मीडिया माध्यम एक मंच प्रदान करते हैं जिनके माध्यम से सम्पदा ग्राहकों के साथ बातचीत कर सकती है । इसके पश्चात् वह ब्राण्ड के विषय में उनके विचारों का मूल्यांकन कर सकती है ।

- (क) सम्पदा द्वारा अपनाई गई प्रवर्तन व्यूह-रचना की पहचान कीजिए ।
- (ख) ब्राण्ड जागरूकता उत्पन्न करने के लिए उपर्युक्त (क) में पहचानी गई व्यूह-रचना में सम्मिलित गतिविधियों की सूची बनाइए ।
- (ग) उपर्युक्त (क) में पहचानी गई प्रवर्तन व्यूह-रचना के अतिरिक्त अन्य व्यूह-रचना को भी समझाइए ।

6

#### अथवा

'हाण्डीवाला' एक बिरयानी प्रदान करने वाली शृंखला है जिसके फ्रैंचाइज़ी आउटलेट पूरे देश में हैं । उन्होंने वर्ष 2012 में देश में अपने प्रचालन आरम्भ किए । क्योंकि बिरयानी भारतीय रसोई के लिए कोई नई वस्तु नहीं है, उन्हें पता था कि उन्हें बहुत प्रतियोगियों से बड़ी चुनौती का सामना करना पड़ेगा । इसलिए, उन्होंने नए ग्राहकों को जोड़ने तथा पुराने ग्राहकों को साथ रखने के लिए उच्चतम गुणता मानकों को बनाए रखने का निर्णय किया । उनका विचार ग्राहक सूचना का संग्रहण करना, प्रबंधन करना तथा इसे उत्पादों को प्रभावपूर्ण तरीके के लक्ष्य से जोड़ने का था । इस उद्देश्य के लिए, जब ग्राहकों ने ऑनलाइन ऑर्डर किया तो उन्होंने छूट देना शुरू कर दिया । यदि आदेश ₹ 500 से अधिक हो, तो उन्होंने ग्राहकों को घर पर मुफ्त वितरण का प्रस्ताव किया । शिकायत की स्थिति में उन्होंने आदेश दी गई बिरयानी की वस्तुओं की मुफ्त आपूर्ति का प्रस्ताव भी किया । कम्पनी ने एक बड़ी राशि सभी ग्राहकों का डेटाबेस बनाए रखने के लिए भी खर्च की । वे आश्चर्य थे कि इन पहलों के कारण वे बाज़ार में ज्यादा हिस्सेदारी प्राप्त कर पाएँगे ।

- (क) इस अवधारणा की पहचान कीजिए तथा समझाइए ।
- (ख) वर्तमान में इस अवधारणा का उपयोग कैसे किया जाता है ?
- (ग) इस अवधारणा पर तकनीक का क्या प्रभाव है ?
- (घ) इस अवधारणा के दो लाभों की सूची बनाइए ।

6



Aryan started a Super Specialty Store, 'Sampada'. Its products are sourced from hand-picked suppliers. These products are sold under Sampada's own brand. Its promotion strategy is very specific and focuses on targeted groups of customers. The purpose of this promotion strategy is to develop the brand 'Sampada' by creating awareness among the customers. To do this, Sampada's Facebook and Twitter pages encourage two-way communication with customers. These social media channels provide a platform through which Sampada can interact with customers. It can then assess their opinions about the brand.

- (a) Identify the promotion strategy adopted by Sampada.
- (b) List the activities that are included in the strategy identified in (a) above for creating brand awareness.
- (c) Also, explain the promotion strategies other than the one identified in (a) above.

**OR**

'Handiwala' is a biryani delivery chain having franchisee outlets all over the country. They started their operations in the country in the year 2012. Since Biryani is not a new item for Indian kitchens, they knew that they had to face a lot of challenge from the competitors. Therefore, they decided to maintain highest quality standard to add new customers and retain the old. Their idea was to collect, manage and link customer information with the goal of marketing the products effectively. For this purpose they started offering lot of discounts when customers ordered online. They offered free home delivery in case the order exceeded ₹ 500. They also offered to supply free-of-cost, the ordered items of biryani in case of a complaint. The company also spent a substantial amount in maintaining the database of all the customers. They were sure that through these initiatives they will be able to gain more market share.

- (a) Identify and explain this concept.
- (b) How is this concept used in the present day ?
- (c) What is the impact of technology on this concept ?
- (d) Enlist two benefits of this concept.



24. प्रवेश ने ₹ 50,00,000 निवेश करके एक छोटे शहर में 'स्पीशीज़ ऑफ इंडिया' नाम का एक भोजनालय शुरू किया। उसने स्वयं के ₹ 10,00,000 का निवेश किया तथा 6% वार्षिक ब्याज पर भारतीय स्टेट बैंक से ₹ 40,00,000 का ऋण लिया। उनकी मासिक विक्रय आगम ₹ 20,00,000 तथा बेचे गए माल की लागत ₹ 10,00,000 है। वह अपने कर्मचारियों को ₹ 2,00,000 मासिक वेतन का भुगतान करता है। वस्तु एवं सेवा कर की दर 18% है।
- (क) निवेश पर प्रत्याय, तथा (ख) समता पर प्रत्याय की गणना कीजिए।

6

### अथवा

पाँच सप्ताहों में एक होटल में विभिन्न संख्या में मेहमान आए। निम्नलिखित सारणी में मेहमानों की संख्या तथा औसत साप्ताहिक बिल प्रस्तुत किए गए हैं :

सप्ताह	मेहमानों की संख्या	औसत बिल राशि ₹
1	240	300
2	120	410
3	140	292
4	160	442
5	180	480

- (क) इस स्थिति में 'प्रति इकाई विक्रय' तथा 'प्रति इकाई मूल्य' क्या है ?
- (ख) यदि बेचे गए माल की लागत अथवा परिवर्ती लागत विक्रय मूल्य की 60% है, तो 'प्रति इकाई लागत' तथा 'सकल लाभ' की गणना कीजिए।

6

Parvesh has started a restaurant in a small town by the name of 'Spices of India' by spending ₹ 50,00,000. He invested ₹ 10,00,000 of his own and took a loan of ₹ 40,00,000 from State Bank of India @ 6% per annum. His monthly sales revenue is ₹ 20,00,000 and monthly cost of goods sold is ₹ 10,00,000. He pays a monthly salary of ₹ 2,00,000 to his employees. The GST rate is 18%.

Calculate (a) Return on Investment, and (b) Return on Equity.

### OR



A hotel had varying number of guests during five weeks. The information regarding the number of guests and the average weekly billing is presented in the following table :

Week	No. of Guests	Average Billed Amount ₹
1	240	300
2	120	410
3	140	292
4	160	442
5	180	480

- (a) What is the 'Unit of Sale' and 'Unit Price' in this case ?
- (b) If the cost of goods sold or variable cost is 60% of the sales price, calculate the 'unit cost' and the 'gross profit'.





**MARKING SCHEME**  
**ENTREPRENEURSHIP (066)**

PAPER CODE - 98

2019

S.no	Questions and Answers	Marks	
1.	What is meant by a 'business opportunity'?	1	
Ans.	It is an economic idea which can be implemented to create a business enterprise and earn profit.		
<b>OR</b>	What is meant by 'idea fields'?	1	
Ans.	Idea Fields can be described as 'Convenient frames of reference for streamlining the process of generation of ideas'.	1	
2.	Differentiate between a 'logo' and a 'tagline'.	1	
Ans.	Logo	Tagline	$\frac{1}{2} + \frac{1}{2} = 1$
	It can be any distinctive design, mark, sign which stands associated with the entrepreneur's offering.	These are basically simple but powerful messages that help to communicate an enterprise's goals, mission, distinct qualities.	
	It can be vocalized	It cannot be vocalized	
	It is an identifying symbol for a product or business.	It is a small amount of text which serves to clarify a thought	
	<b>( Any Two points )</b>		
3.	'First School Ltd'. is an acclaimed infrastructure development company. It designs the buildings for educational institutions in a unique way to give the maximum benefits of nature to the different stakeholders in the institution. Generally, the buildings have been designed by them in such a way that during the day maximum sunlight is utilized and solar panels conserve solar energy for the rest of the day. This helps to conserve electricity and reduce the electricity bill. Identify the type of value added by 'First School Ltd.'.	1	
Ans.	Environmental added Value	1	
4.	Name any two key aspects of financial decision-making.	1	
Ans.	I. Investment II. Financing III. Dividends <b>( any two )</b>	$\frac{1}{2} \times 2 = 1$	
<b>OR</b>	Give the two forms of budgeting process.	1	



Ans.	Two forms of budgeting process are:  (a) Traditional budgeting (b) Zero – based Budgeting	$\frac{1}{2} \times 2 = 1$
5.	Name the specialized financial institution that was incorporated by a special Act of Parliament to provide medium and long term credit to eligible industrial enterprises in the corporate sector, particularly to those industries to which banking facilities are not available. Also state any one of its objectives, other than the one mentioned above.	1
Ans.	Industrial Finance Corporation of India. Objectives : ( <b>any one</b> )  a) The period of credit can be as long as 25 years and should not exceed that period. b) To grant credit to a single concern up to a maximum amount of rupees one crore. This limit can be exceeded with the permission of the government under certain circumstances. c) Guarantee loans and deferred payments. d) Underwrite and directly subscribe to shares and debentures issued by companies. e) Assist in setting up new projects as well as modernization of existing industrial concerns in medium and large scale sector, and f) Assist project under co-operatives and in backward areas.	$\frac{1}{2} + \frac{1}{2} = 1$
6.	Apart from verbal information from the customers, wholesalers, retailers, distributors and consultants, state any other four sources of collecting information for scanning the environment.	2
Ans.	a) Records of companies b) Government publications c) Publications by various financial institutions d) Formal studies conducted by strategic planners  <b>(In case the examinee has mentioned any other correct source , he/she should be awarded full marks )</b>	$\frac{1}{2} \times 4 = 2$
<b>OR</b>	State the two basic qualities of a successful entrepreneur.	2
Ans.	a) Identification of business opportunity in the environment b) Initiating steps to produce and sell goods and services to make the best use of that opportunity.  <b>(In case the examinee has mentioned any other suitable quality , he/she should be awarded full marks )</b>	$1+1 = 2$



7.	Yash was not too keen to take up his family run business of making bamboo baskets. But due to the bad condition of the family business he had no option except to take up this business. He started thinking about the new ways of using bamboo. One day while having lunch in a restaurant he overheard the owner talking about the difficulty in disposing the plastic and thermacol crockery that was being used in the restaurant. This provided him the stimulus for a new venture creation. Yash started looking into various options of making bamboo plates which could be used in the restaurants. He discussed the idea with his father who advised Yash that ideas should lead to commercially viable forms in order to survive and grow. Identify and explain the concept discussed in the above situation.	2
Ans.	<b>Creativity</b> It is the first stage in the process of innovation, providing the stimulus for opportunity discovery and new venture creation.	1+1=2
8.	Why is it important for an entrepreneur to do break – even analysis?	2
Ans.	The calculation of BEP is quite useful for the entrepreneur as it helps in assessing: ( any two ) 1) The minimum level of output to be produced. 2) The effect of change in quantity of output upon the profits. 3) The selling price of the product. 4) The profitable options in line of production. 5) It helps in determining how many units must be sold or how much sales volume must be achieved in order to break–even. 6) It helps to indicate the volume of sales needed to cover total variable and fixed expenses by the new enterprise.	1+1=2
OR	Why is a company called an ‘artificial person’?	2
Ans.	A company is created by law. Though, it has no body and no conscience, it still exists as a person, having a distinct personality of its own. Because like a human being it can buy, sell and own property, sue others, be sued by others, therefore its called as an artificial person.	1+1=2
9.	Kamal Ltd. are manufactures of textiles, having their plant in Surat, a city of Gujarat. Vastra Ltd. are the manufactures of readymade garments and sell their products throughout the country. They also export their products to America and European countries. Vastra Ltd. source their textiles from Kamal Ltd. The management of the two companies decided to merge to have economies of large scale production. (a) Identify the type of merger entered into by Kamal Ltd. and Vastra Ltd. (b) Also, explain a type of merger other than the one identified in (a) above.	2



Ans.	<p>a) Vertical Merger</p> <p>b) <b>(any one)</b></p> <p><b>Conglomerate:</b> A merger between firms that are involved in totally unrelated business activities.</p> <p><b>Horizontal merger:</b> A merger occurring between companies in the same industry.</p> <p><b>Market extension mergers:</b> A market extension merger takes place between two companies that deal in the same products but in separate markets.</p> <p><b>Product extension mergers:</b> A product extension merger takes place between two business organizations that deal in products that are related to each other and operate in the same market.</p>	1 + 1 = 2
10	<p>Abhiraj Ltd. an Indian company, started functioning in 1999 and was registered under the companies Act, 1956. The Securities and Exchange Board of India performed one of its functions and conducted investigations against Abhiraj Ltd. The investigations resulted into the fact that the company did not follow the proper procedure. Therefore the Securities and Exchange Board of India imposed penalty upon the company.</p> <p>(a) Identify the function being performed by the Securities and Exchange Board of India (SEBI).</p> <p>(b) Can Abhiraj Ltd. appeal against SEBI's decision? If yes, where?</p>	2
Ans.	<p>a) Quasi Judicial and Quasi Executive</p> <p>b) Yes, Abhiraj Ltd. can appeal against SEBI's decision to Securities Appellate Tribunal</p>	$\frac{1}{2} + \frac{1}{2} = 1 + \frac{1}{2} = 1$
11.	<p>Explain the process of transformation of an idea into a viable opportunity with the help of a diagram.</p>	3
Ans	<p>While the initial spotting of ideas (i.e., basic idea) is of a random nature, the development of ideas after scanning the environment (i.e., post scanning) idea is a more purposeful activity. All basic ideas have to undergo a vigorous process of examination, evaluation, analysis and synthesis to identify viable opportunities. This process of a basic idea becoming an opportunity is shown in the diagram below:</p> <div data-bbox="399 1421 665 1659" data-label="Diagram"> </div>	<p>1+2=3 1 mark for diagram + 2 marks for explanation</p>
<b>OR</b>	<p>Explain the first three steps in the process of idea and opportunity assessment.</p>	3
<b>Ans</b>	<p>a) <u>Product identification:</u> See whether the product is already available in the market or not. If so, then identify the reason for introducing the</p>	1+1+1=3



	<p>same product or service in the market.</p> <p>b) <b>Application and use:</b> Ideas should be examined for their real life use and application. If already existing in the market, find out its present use, and modify it for better use.</p> <p>c) <b>Level of operation:</b> Depending on the use of the product/service the entrepreneur will produce it in a cottage industry or a small-scale industry or a large-scale industry.</p> <p><b>( In case the examinee gives correct explanation without the heading, full marks should be awarded)</b></p>	
12	What is meant by 'Analysis of Environment'? State any four sources of collection of information for environmental scanning.	3
Ans.	<p>Environment analysis is the process of monitoring the economic and non-economic environment, to determine the opportunities and threats to an organisation.</p> <p>Several sources of information include: <b>( Any four )</b></p> <p>a) Verbal information from customers, wholesalers, retailers, distributors, consultants, etc.</p> <p>b) Records of companies</p> <p>c) Government publications</p> <p>d) Publications by various financial institutions</p> <p>e) Formal studies conducted by strategic planners.</p>	1+2=3
13	<p>Prerna is a sole proprietor. Over the past decade, her business has grown from operating a neighbourhood corner shop, selling accessories such as artificial jewellery, bags, hair clips and nail art to a retail chain with three branches in the city. Although she looks after the varied functions in all the branches, for better management of the business she is thinking to convert her sole proprietorship into some other form of business. She also has plans to open branches countrywide. However, she is afraid of the fact that in case the business incurs losses, her personal property may be called upon to pay the business debts. She is also feeling that she may not be able to effectively manage a large business because of her deteriorating health.</p> <p>(a) Identify and explain the features of sole proprietor business highlighted in the above case.</p> <p>(b) Also suggest to her the form of business organization which will help her in continuing her business, stating reason in support of your answer.</p>	3



Ans.	<p>(a) 1. <b>Unlimited liability:</b> The proprietor is liable/responsible for all losses arising from business.</p> <p>2. <b>Individual management and control:</b> All affairs are managed and controlled by the sole proprietor.</p> <p>3. <b>Individual ownership:</b> This business is exclusively owned by a single person</p> <p>(b) Joint stock company Benefits ( any two)</p> <ol style="list-style-type: none"> <li>1. Limited liability- The liability of the shareholders of a company is normally limited to the amount of shares held or guarantee given by them.</li> <li>2. Diffusion of ownership and management- Entrepreneur should clearly understand there exists separation of ownership from management.</li> <li>3. Number of members Private company: Minimum required members : 2 Maximum members : 50 (excluding employees) Public company: Minimum requirement : 7 Maximum number : No limit</li> </ol>	1½+1½ =3
14	What is meant by 'goal setting' ? S.M.A.R.T goals help the businesses to go beyond the realm of goal setting into an actionable plan for results. What do A and S stand for? Describe the two.	3
Ans.	<p>"Establishing short or long term objectives, usually incorporating deadlines and quantifiable measures."</p> <p>Attainable: Small businesses can set goals beyond reach. No one has ever built a multi-crore business overnight.</p> <p>Specific : Goals based on time period can be set.</p>	1+2=3
<b>OR</b>	What is meant by 'skimming pricing method' ? State any two advantages and any two disadvantages of skimming pricing method.	
Ans.	<p>In case of Skimming price , goods are sold at higher prices so that fewer sales are needed to break even.</p> <p>Advantage :</p> <ol style="list-style-type: none"> <li>1. Price skimming helps the company in recovering the research and development costs which are associated with the development of a new product.</li> <li>2. If the company caters to consumers who are quality conscious rather than price conscious, then this type of strategy can work in a great way for a company.</li> </ol> <p>Disadvantages of skimming price ( any Two )</p> <ol style="list-style-type: none"> <li>1. This strategy can backfire if there are close competitors.</li> <li>2. Price skimming is not a viable option when there are strict legal and government regulations regarding consumer rights.</li> <li>3. If the company has history of price skimming then consumers will never buy a product when it is newly launched, they would rather wait for a few months and buy the product at lower price.</li> </ol>	1+1+1=3



15	<p>Beta Ltd. is a steel manufacturing company having its headquarters at Mumbai. It is the tenth largest steel manufacturing company of the world. Gama Ltd. are also steel manufacturers with their headquarters in Rangoon, the capital of Myanmar. For a long period the company (Gama Ltd) had been facing workers unrest and it decided to sell its business to an international bidder. The highest bid for this was made by Beta Ltd. for Rs. 10 lakh crores. Afterwards Beta Ltd. realized that the assets of Gama Ltd. were overvalued and liabilities were under – assessed and hence the price paid by them was higher. The employees of the two entities have different corporate cultures and styles of leadership which led to the problem of co-ordination. Ultimately Beta Ltd. had to close its business.</p> <p>(a) Identify the growth strategy adopted by Beta Ltd.  (b) Quoting lines from the above paragraph, explain any two reasons for the failure of Beta Ltd. after it took over the business of Gama Ltd.</p>	3
Ans	<p>a) Acquisition  b) Reasons for failure of Beta Ltd :</p> <ol style="list-style-type: none"> <li>I. Unrealistic Price paid : The process of M&amp;A involves valuation of the target company and paying a price for taking over the assets of the company.  <i>Lines : "The assets of Gama Ltd. ....higher."</i></li> <li>II. Difficulty in the cultural integration:  Every merger involves combining of two or more different entities. These entities reflect different corporate cultures, styles of leadership, differing employee expectations and functional differences.  <i>Lines: The employees .....co-ordination</i></li> </ol>	<p>1 for identifying +  ½ for quoting + ½ for reasoning    1+1+1=3</p>
16	<p>Aditya Bearings Ltd. are the manufactures and suppliers of ball bearings to fan manufacturing companies. The company requires 900 kg of wrought iron for its production process. The cost of placing each order is Rs. 50 and carrying cost is Rs. 100. Calculate Economic Order Quantity.</p>	3
Ans	<p>Economic Ordering Quantity =</p> $EOQ = \frac{\sqrt{2 \times P \times D}}{C}$ <p>Annual demand(D)= 900 kgs  Order cost(P) = Rs. 50  Annual carrying cost of 1 unit(C) = Rs. 100</p> $EOQ = \frac{\sqrt{2 \times 900 \times 50}}{100}$ <p>= 30 kgs</p>	<p>1+1½+ ½  =3</p>

17	State any three functions of stock exchange.	3
Ans	<p>Functions of Stock exchange are: <b>( any three )</b></p> <ol style="list-style-type: none"> <li>1. Continuous and ready market for securities: It provides ready and continuous outlet for buying and selling of securities.</li> <li>2. Facilitates evaluation of securities: It publishes price quotation of the shares of the companies that have been listed with them after thorough analysis of demand and supply position.</li> <li>3. Checks on brokers: Stock exchanges control the activities of brokers and protect the investors from being deceived.</li> <li>4. Provides safety and security: Activities of the stock exchange are controlled by the provisions of the Securities Control (Regulation) Act. Fraudulent practices stand checked effectively ensuring safety, security and justice in dealings.</li> <li>5. Regulates company management: Listed companies have to comply with rules and regulations of concerned stock exchange.</li> <li>6. Intensifying capital formation: Stock exchange accelerates the process of capital formation through creating the habit of saving, investing and risk taking among the investing class by converting their savings into profitable, safe investments.</li> <li>7. Facilitates raising of new capital: Because of stock exchange the need for more capital by the existing companies is easily met out.</li> <li>8. Facilitates public borrowing: It enables government to raise public debt easily and quickly.</li> <li>9. Facilitates healthy speculation: Excessive speculation is undesirable as it is dangerous to investors &amp; the growth of corporate sector.</li> <li>10. Serves as economic barometer: Stock exchange indicates the state of health of companies and the national economy.</li> <li>11. Facilitates bank lending: Banks offer loans to customers against corporate securities.</li> </ol>	1 x 3 = 3
<b>OR</b>	State any three points of importance of stock exchange from the viewpoint of investors.	3
Ans	<p>From the viewpoint of investors: <b>( any three )</b></p> <p>(a) Dissemination of useful information: Stock exchange publishes useful information regarding price lists, quotations, etc., of securities through newspapers and journals.</p> <p>(b) Ready market: Persons desirous of converting their shares into cash may easily do so through a member of stock exchange.</p> <p>(c) Investors' interests protected: Stock exchanges formulate rules and regulations so that members may not exploit the investors.</p> <p>(d) Genuine guidance about the securities listed: The investors can safely depend upon the information provided by the stock exchanges.</p>	1 x 3 = 3





	(e) Barriers of distance removed: Stock exchange removes the barriers of distance with regard to securities listed there. (f) Knowledge of profit or loss on investments: By comparing the original amount invested and the price of securities on a particular day.	
18.	<p>Dhanwantri Ayurveda Ltd. (DAL) are the manufactures of soaps, detergents, dental care products, cosmetics, grocery products and even medicines based on Ayurveda. It has grown since its inception. The reasons for the growth and popularity of DAL can be attributed to the fact that it started its operations at a time when the Government in the country is moving towards making the country self-reliant. DAL is following government initiatives like 'Make in India' campaign. Government is promoting Ayurveda through the "Ayush Ministry" that promotes Yoga, Ayurveda and other traditional and complementary medicines. This gives DAL a huge boost as it itself claims to be an Ayurvedic company. DAL's input cost increases or decreases based on the taxation policies of the government. Implementation of Goods and Service Tax (GST) has benefited DAL as the genre of DAL is not taxable. With inflation rate increasing continuously, people are looking for cheaper and effective substitutes which are provided by the extensive range of products provided by DAL. The people of India are becoming more health conscious and want to consume organic products. The company focuses only on retailing in India through its own retail chain stores and also through online mode through its E-commerce website AyurPro. The detergent products of the company are non-polluting. The packing material used for the products is also bio degradable. DAL has a separate department to prosecute and get penalized those who misrepresent its brand and its name.</p> <p>Quoting lines from the paragraph, analyse the success of Dhanwantri Ayurveda Ltd. (DAL) on the basis of any four points of the PESTEL Model.</p>	4
Ans	<p>On the basis of PESTEL model <b>(Any four)</b></p> <p><u>Political</u>- DAL's input cost increases or decreases based on the taxation policies of the government. Implementation of Goods and Service Tax (GST) has benefited DAL as the genre of DAL is not taxable</p> <p><u>Economic</u> - With inflation rate increasing continuously, people are looking for cheaper and effective substitutes which are provided by the extensive range of products provided by DAL.</p> <p><u>Social</u> - The people of India are becoming more health conscious and want to consume organic products.</p> <p><u>Technological</u>- Through online mode through its E-commerce website AyurPro.</p> <p><u>Ecological</u> - detergent products of the company are non-polluting. The packing material used for the products is also bio degradable.</p> <p><u>Legal</u> - DAL has a separate department to prosecute and get penalized those who misrepresent its brand and its name.</p>	1 x 4 = 4
19.	"In spite of certain restrictions imposed on a private company, it enjoys certain privileges under the Companies Act and a substantial number of entrepreneurs prefer to form a private company." Comment.	4



Ans	In spite of certain restrictions imposed on a private company, it enjoys certain privileges under the Companies Act. A substantial number of entrepreneurs prefer to form a private company because of the following important privileges: (Any four) 1) Only two members are required to form a private company. 2) Only two directors are required to constitute the quorum to validate the proceedings of the meetings. 3) Such company can file a statement in lieu of prospectus with the Registrar of Companies. 4) It can commence its business immediately after incorporation. 5) Holding of a statutory meeting or filing of a statutory report is required by a private company. 6) A non-member cannot inspect the copies of the profit and loss A/c filed with the Registrar. 7) Limit on payment of maximum managerial remuneration does not apply to a private company. 8) Restrictions on appointment and reappointment of managing director do not apply. 9) Maintaining of index of members is not required by a private company. 10) Directors of the private company need not have qualification shares.	1x4 = 4
20.	Explain any four advantages of franchising to a franchisee?	4
Ans	Advantages to the franchisee <b>(Any four)</b> 1. Product acceptance 2. Management expertise 3. Capital requirements 4. Knowledge of the market 5. Operating and structural controls ( ½ mark for heading and ½ mark for suitable explanation for each point)	1 x 4 = 4
<b>OR</b>	Explain the different types of franchising.	4
<b>Ans.</b>	Types of franchising: 1. Product franchise business opportunity. 2. Manufacturing franchise opportunity. 3. Business franchise opportunity ventures. 4. Business format franchise opportunity. ( ½ mark for heading and ½ mark for suitable explanation with suitable example)	1 x 4 = 4
21.	Explain the following as methods of new issues : (a) Public issue; and (b) Rights issue	4
Ans	<b>a) Public issue / going public:</b> This involves raising of funds directly from the public through the issue of prospectus. When an entrepreneur offers shares to the public for subscription he/she is required to comply with all the restrictions	



	and formalities pertaining to the initial issues, prospectus drafting and launch. <b>b) Rights issue:</b> Rights issue is a method of raising additional finance from existing shareholders by offering securities to them on pro-rata basis i.e. giving them a right to a certain number of shares in proportion to the shares they are holding. This method of issuing securities is considered to be inexpensive as it does not require any brokers, agents, underwriters, prospectus or enlistment, etc.	
<b>OR</b>	What is meant by Capital Market? Why is it considered as the most important source of raising finance?	4
Ans	Capital Market may be defined as an organised mechanism meant for effective and smooth transfer of money capital from investors to the entrepreneurs. Importance:  1. Mobilise the financial resources on a nation-wide scale. 2. Secure the required foreign capital and knowhow to promote economic growth. 3. Ensure effective allocation of mobilized financial resources.	1 + 3 = 4
22.	Abhimanyu Industries Ltd. had a team of professionals and experts to draft a comprehensive yearly document with all the relevant details of internal and external elements in managing the venture. This document acts as a decision – making tool for the management. The Chief Executive Officer of the company always pays special focus on one element of this document that ensures the orderly flow of materials from raw state to finished product with a proper system of quality control, as according to him ‘work your plan’ is more important than ‘plan your work’.  (a) Identify the ‘comprehensive yearly document’ being prepared by Abhimanyu Industries. (b) How is this plan a ‘decision-making tool’ for the management? (c) Identify the element that is the priority of the CEO of the company. (d) Why is the element as identified in (c) important?	6
Ans	a) Business plan b) Business plans are decision-making tools: (any four) 1) Describing all necessary inputs for the enterprise. 2) Explaining the mode of utilization of the resources. 3) Detailing the strategies for the execution of the project 4) Outlining the desired goals 5) Assessing market sensitivity and the profitability of the venture. c) Operational plan d) Importance : (any four) i) Ensuing orderly flow of materials in the manufacturing process from the beginning (raw state) to the end (the finished products)	1 $\frac{1}{2} \times 4 = 2$  1 $\frac{1}{2} \times 4 = 2$



	<ul style="list-style-type: none"> <li>ii) Facilitating continuous production, lesser work-in-progress, minimization of wastage.</li> <li>iii) Co-ordinating the work of engineering, purchasing, production, selling and inventory management.</li> <li>iv) Describing the flow of goods / services from production point to the consumers.</li> <li>v) Introducing a proper system of quality control</li> <li>vi) Undertaking the best and most economic production policies and methods.</li> </ul>	
23.	<p>Aryan started a Super Specialty Store, 'Sampada'. It's products are sourced from hand-picked suppliers. These products are sold under Sampada's own brand. Its promotion strategy is very specific and focuses on targeted groups of customers. The purpose of this promotion strategy is to develop the brand 'Sampada' by creating awareness among the customers. To do this, Sampada's Facebook and Twitter pages encourage two-way communication with customers. These social media channels provide a platform through which Sampada can interact with customers. It can then assess their opinions about the brand.</p> <ul style="list-style-type: none"> <li>a) Identify the promotion strategy adopted by Sampada.</li> <li>b) List the activities that are included in the strategy identified in (a) above for creating brand awareness.</li> <li>c) Also, explain the promotion strategies other than the one identified in (a) above.</li> </ul>	6
Ans.	<p><b>A)</b> Below-the-line  <b>B)</b> Activities (any four)</p> <ol style="list-style-type: none"> <li>1. sponsorship</li> <li>2. sales promotions</li> <li>3. public relations</li> <li>4. personal selling</li> <li>5. direct marketing</li> </ol> <p><b>C)</b> Above-the-line, through-the-line ( suitable explanation desired)</p>	<p>1  + (1/2x4)  + (1/2x2)  (1+2+3=6)</p>
<b>OR</b>	<p>'Handiwala' is a biryani delivery chain having franchisee outlets all over the country. They started their operations in the country in the year 2012. Since Biryani is not a new item for Indian Kitchens, they knew that they had to face a lot of challenge from the competitors. Therefore, they decided to maintain highest quality standard to add new customers and retain the old. Their idea was to collect, manage and link customer information with the goal of marketing the products effectively. For this purpose they started offering lot of discounts when customers ordered online. They offered free home delivery in case the order exceeded Rs 500. They also offered to supply free-of-cost, the</p>	6



	<p>ordered items of biryani in case of a complaint. The company also spent a substantial amount in maintaining the database of all the customers. They were sure that through these initiatives they will be able to gain more market share.</p> <p>(a) Identify and explain this concept.  (b) How is this concept used in the present day?  (c) What is the impact of technology on this concept?  (d) Enlist two benefits of this concept.</p>																						
<b>Ans.</b>	<p>a) Customer relationship management- It is the process of carefully managing detailed information about individual customers in order to manage loyalty.</p> <p>b) CRM solutions enable companies to provide excellent real-time customer service through the effective use of individual account information.</p> <p>c) With each new advancement in technology customer relationship is being managed electronically. Good CRM system will collect, manage and link information about the customer with the goal of letting market and sell services effectively.</p> <p>d) 1) Storing all the data from all departments in a central location gives management and employees immediate access to the most recent data when they need it.  2) Departments can collaborate with ease  3) View of all customer information, knowledge of what customers and the general market wants.</p>	2+1+1+2 = 6																					
<b>24.</b>	<p>Parvesh has started a restaurant in a small town by the name of 'Spices of India' by spending Rs. 50,00,000. He invested Rs. 10,00,000 of his own and took a loan of 40,00,000 from State Bank of India @ 6% per annum. His monthly sales revenue is Rs. 20,00,000 and monthly cost of goods sold is Rs 10,00,000. He pays a monthly salary of Rs 200,000 to his employees. The GST rate is 18% Calculate</p> <p>(a) Return on Investment, and  (b) Return on Equity.</p>	6																					
<b>Ans.</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Equity</td> <td style="width: 30%; text-align: right;">10,00,000</td> <td style="width: 40%;"></td> </tr> <tr> <td>Debts</td> <td style="text-align: right;"><u>40,00,000</u></td> <td></td> </tr> <tr> <td>Capital employed</td> <td style="text-align: right;">50,00,000</td> <td></td> </tr> <tr> <td colspan="3"> </td> </tr> <tr> <td>Sales revenue (20,00,000*12)</td> <td></td> <td style="text-align: right;">2,40,00,000</td> </tr> <tr> <td>Less Cost of goods sold (10,00,000*12)</td> <td></td> <td style="text-align: right;">1,20,00,000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">-----</td> </tr> </table>	Equity	10,00,000		Debts	<u>40,00,000</u>		Capital employed	50,00,000					Sales revenue (20,00,000*12)		2,40,00,000	Less Cost of goods sold (10,00,000*12)		1,20,00,000			-----	2+2+2 = 6
Equity	10,00,000																						
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Sales revenue (20,00,000*12)		2,40,00,000																					
Less Cost of goods sold (10,00,000*12)		1,20,00,000																					
		-----																					

Gross profit		1,20,00,000
Less fixed expenses (2,00,000*12)	24,00,000	
Interest on loan (40,00,000 *6/100)	2,40,000	26,40,000
		-----
Net profit before tax		93,60,000
Less tax@18% (93,60,000*18/100)		16,84,800
		-----
Net profit after tax/ net income		76,75,200
		-----
<p>ROI = Net profit after tax/ capital employed *100  = 76,75,200/50,00,000 * 100 = 153.50%</p> <p>ROE = Net Income / Owner's fund (equity) *100  = 76,75,200/ 10,00,000 *100 =767.52%</p> <p><b>Note:</b> In case an examinee calculated ratios taking into consideration GST, full credit may be given.</p>		

**OR** A hotel had varying number of guests during five weeks. The information regarding the number of guests and the average weekly billing is presented in the following table:

Week	No. of Guests	Average Billed Amount Rs.
1	240	300
2	120	410
3	140	292
4	160	442
5	180	480

(a) What is the 'Unit of Sale' and "Unit Price' in this case?

If the cost of goods sold or variable cost is 60% of the sales price, calculate the 'unit cost' and the gross profit'.

**Ans**

Week	No. of Guests	Average Billed Amount Rs.	Total Billed Amount Rs.
1	240	300	72,000
2	120	410	49,200
3	140	292	40,880
4	160	442	70,720
5	180	480	86,400
<b>Total</b>	<b>840</b>		<b>3,19,200</b>

6

2(table)+  
1+1+1+1= 6

- |   |  |
|---|--|
| <p>a) Unit of sale = No. of customers = 840<br/>Unit price = total billed amount/no. of customers<br/>= <math>3,19,200/840 = ₹ 380</math></p> <p>b) Unit cost = 60% of Unit price<br/>= <math>380 \times 60/100 = ₹ 228</math><br/>Gross margin = Unit Price - Unit Cost<br/>= <math>380 - 228 = ₹ 152</math></p> |  |
|---|--|

