

Series ONS**SET-1****कोड नं. 66/1**
Code No.**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 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 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 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.
- **Please write down the Serial Number of the question before attempting it.**
- 15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन
BUSINESS STUDIES

*निर्धारित समय : 3 घण्टे**अधिकतम अंक : 80**Time allowed : 3 hours**Maximum Marks : 80*

सामान्य निर्देश :

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

General Instructions :

- (i) 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. 'क्या प्रबन्ध का सम्बन्ध लागत-लाभ को ध्यान में न रखते हुए केवल उचित कार्य को करने, क्रियाओं को सम्पन्न करने तथा उद्देश्यों को प्राप्त करने से हैं?' अपने उत्तर के समर्थन में कारण दीजिए। 1

'Is Management concerned only with doing the right task, completing activities and achieving goals without taking into consideration the cost benefit?' Give reason in support of your answer.
2. 'एक प्रक्रिया के रूप में संगठन' का अर्थ दीजिए। 1

Give the meaning of 'organising as a process'.
3. उस संगठनात्मक ढांचे का नाम बताइए जो लचीलेपन एवं पहल को बढ़ावा देता है। 1

Name the type of organisational structure which promotes flexibility and initiative.
4. कार्यात्मक फोरमैनशिप में 'कार्यक्रम क्लर्क (रूट क्लर्क)' की भूमिका का उल्लेख कीजिए। 1

State the role of 'route clerk' in functional foremanship.
5. वित्तीय प्रबन्ध के उस पक्ष का नाम बताते हुए उल्लेख कीजिए जो कोष की 'मात्रा' तथा 'समय' दोनों की आवश्यकताओं का भावी अनुमान लगाने में सफलता प्रदान करता है। 1

Name and state the aspect of financial management that enables to foresee the fund requirements both in terms of 'the quantum' and 'the timings'.
6. अपनी नौकरी छोड़ने के बाद रिजुल भट्टाचार्या अपने बेटे के साथ एक प्राइवेट-लिमिटेड कम्पनी आरंभ करना चाहते थे। उनका बेटा चाहता था कि कम्पनी कुछ विशिष्ट विशेषताओं के साथ मोबाइल-फोन का उत्पादन आरंभ करे। रिजुल भट्टाचार्या ने यह महसूस किया कि मोबाइल-फोनों की प्रवृत्ति बहुत जल्दी अप्रचलित होने की है तथा इस व्यवसाय में अत्यधिक स्थायी पूंजी के विनियोग की निरन्तर आवश्यकता होगी। अतः उसने अपने बेटे को फर्नीचर का व्यवसाय आरंभ करने के लिए मना लिया। 1

स्थायी पूंजी की आवश्यकताओं को प्रभावित करने वाले उस तत्व को पहचानिए जिसके कारण रिजुल भट्टाचार्या ने मोबाइल फोन की तुलना में फर्नीचर व्यवसाय का चुनाव किया।

Rizul Bhattacharya after leaving his job wanted to start a Private Limited Company with his son. His son was keen that the company may start manufacturing of Mobile-phones with some unique features. Rizul Bhattacharya felt that the mobile phones are prone to quick obsolescence and a heavy fixed capital investment would be required regularly in this business. Therefore he convinced his son to start a furniture business.

Identify the factor affecting fixed capital requirements which made Rizul Bhattacharya to choose furniture business over mobile phones.

7. विपणन के उस कार्य का नाम बताइए जो लक्षित बाज़ार की लागत एवं स्थान निर्धारण से सम्बन्धित है। 1

Name the function of marketing which is concerned with the cost and location of target market.

8. सुमन ने एक स्थानीय दुकानदार से एक प्रसिद्ध ब्रान्ड का पनीर का एक बॉक्स खरीदा। बॉक्स को खोलने पर उसे पनीर में एक पत्थर का टुकड़ा मिला। उसने इसकी शिकायत दुकानदार से की जिसने उसकी शिकायत को सम्बन्धित कम्पनी के पास भेज दिया। एक सप्ताह के भीतर कम्पनी का प्रतिनिधि क्षमायाचना के साथ सुमन के घर पहुँचा और उसे उसके बदले में एक नया पनीर का पैकेट दिया साथ ही उसकी असुविधा और क्षतिपूर्ति के लिए उसे चार विभिन्न प्रकार के पनीर भी दिए। 1

सुमन ने जिस उपभोक्ता अधिकार का प्रयोग किया उसका उल्लेख कीजिए।

Suman bought a box of cheese of a reputed brand from a local shopkeeper. On opening the box she found a piece of stone in the cheese. She reported the matter to the shopkeeper who forwarded her complaint to the concerned company. Within a week the representative of the company visited Suman's residence with an apology and as a replacement offered her a new cheese pack with four other varieties of cheese as compensation for the inconvenience to her.

State the consumer right which Suman exercised.

9. 'नियोजन' को परिभाषित कीजिए। नियोजन प्रक्रिया के प्रथम दो चरणों को समझाइए। 3

Define 'Planning'. Explain the first two steps in the process of planning.

10. श्री फर्नांडीस यूनीबाई एन्टरप्राइजेज के स्वामी हैं और बिजली के उपकरण निर्माण का व्यवसाय कर रहे हैं। संगठन में बहुत ही असन्तोष था और लक्ष्य प्राप्त नहीं हो पा रहे थे। उसने अपने बेटे माइकल, जिसने अभी-अभी अपनी एम.बी.ए. पूरी की है, से इसका कारण ढूढ़ने के लिए कहा। 3

माइकल ने पाया कि उद्यम में सभी प्रकार के निर्णय लेने के अधिकार उसके पिता के हाथों में थे। इसके अतिरिक्त उसके पिता को अपने कर्मचारियों की योग्यता में विश्वास नहीं था। इसके कारण कर्मचारी खुश नहीं थे।

(अ) ऐसी किन्हीं दो सम्प्रेषण बाधाओं की पहचान कीजिए जिनके कारण 'यूनीबाई एन्टरप्राइजेज' अपने लक्ष्यों को प्राप्त नहीं कर पा रही थी।

(ब) उपरोक्त (अ) भाग में पहचाने गए प्रत्येक बाधा के प्रकार की एक और बाधा का उल्लेख कीजिए।

Mr. Fernandes is the owner of Unibie Enterprises, carrying on the business of manufacturing electrical appliances. There is a lot of discontentment in the organisation and targets are not being met. He asked his son, Michel, who has recently completed his MBA, to find out the reason.

Michel found that all decision making of the enterprise were in the hands of his father. Moreover, his father did not have confidence in the competency of the employees. Thus the employees were not happy.

- (a) Identify any two communication barriers because of which 'Unibie Enterprise' was not able to achieve its target.
- (b) State one more barrier each of the types identified in part (a) above.

11. 'मोनटेक एन्टरप्राइजेज लिमिटेड' के सहायक प्रबन्धक-अतुल, विपणन अध्यक्ष-विकास तथा मानव संसाधन प्रबन्धक-लीना ने कम्पनी छोड़ने का निर्णय लिया।

3

कम्पनी के मुख्य कार्यकारी प्रबन्धक ने मानव संसाधन प्रबन्धक-लीना को बुलाया और उससे अनुरोध किया कि वह संगठन छोड़ने से पहले खाली पदों को भरे। लीना ने सुझाव दिया कि उसकी अधीनस्थ कुमारी रमा वधवा हैं, जो कि बहुत ही योग्य एवं विश्वसनीय हैं, यदि पदानुक्रम में उसे ऊपर कर दिया जाए तो वह सभी आवश्यक कार्य कर देगी। मुख्य कार्यकारी प्रबन्धक इसके लिए सहमत हो गये। कुमारी रमा वधवा ने 'स्मिथ रिक्रूटर्स' से सम्पर्क किया जिन्होंने 'मोनटेक एन्टरप्राइजेज लिमिटेड' के लिए विपणन अध्यक्ष के पद का विज्ञापन दिया। वे कम्पनी के लिए एक उपयुक्त प्रत्याशी की भरती में सफल हुए। अतुल के रिक्त पद को कार्यालय में उपलब्ध अप्रार्थित प्रार्थनापत्रों की जांच परख करके भर दिया गया।

(अ) उपरोक्त रिक्त पदों को भरने के लिए 'मोनटेक एन्टरप्राइजेज लिमिटेड' द्वारा प्रयुक्त भर्ती के आन्तरिक/बाह्य स्रोतों के नाम बताइए।

(ब) उपरोक्त पहचाने गए भर्ती के प्रत्येक स्रोत के एक-एक लाभ का उल्लेख भी कीजिए।

Atul-The Assistant Manager, Vikas-The Marketing Head and Leena-The Human Resource Manager of 'Montac Enterprises Ltd.' decided to leave the company.

The Chief Executive officer of the company called the Human Resource Manager, Leena and requested her to fill up the vacancies before leaving the organisation. Leena suggested that her subordinate Miss Rama Wadhwa is very competent and trust worthy, if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Rama Wadhwa contacted 'Smith Recruiters' who advertised for the post of marketing head for 'Montac Enterprises Ltd'. They were able to recruit a suitable candidate for the company. Atul's vacancy was filled up by screening the database of unsolicited applications lying in the office.

- (a) Name the internal/external sources of recruitment used by 'Montac Enterprises Ltd'. to fill up the above stated vacancies.
- (b) Also state any one merit of each of the above identified source of recruitment.

12. श्री विकास मेहरा 'आई.बी.एम. बैंक' के चेयरमैन थे। बैंक अच्छा लाभ अर्जित कर रहा था।

3

अंशधारी बहुत खुश थे क्योंकि बैंक नियमित रूप से लाभांश का भुगतान कर रहा था। उनके अंशों का बाज़ार-मूल्य भी नियमित रूप से बढ़ रहा था। बैंक 'यू.के. बैंक' का अधिग्रहण करने की घोषणा करने वाला था। विकास मेहरा जानते थे कि इस घोषणा से 'आई.बी.एम. बैंक' के अंशों का मूल्य बढ़ेगा। बैंक का एक हिस्सा होने के नाते उन्हें बैंक के अंश खरीदने का अधिकार नहीं था। उन्होंने अपने एक धनी मित्र मुकंद को बुलाया और उसे अपने बैंक में ₹ 4 करोड़ विनियोजित करने के लिए कहा, साथ ही उसे पूंजीगत लाभ का भी वायदा किया।

आशानुरूप घोषणा के पश्चात अंशों का मूल्य 50% बढ़ गया और मुकंद के अंशों का बाज़ार मूल्य अब ₹ 6 करोड़ हो गया। मुकंद को ₹ 2 करोड़ का लाभ हुआ। उसने 1 करोड़ रुपये विकास मेहरा को दे दिए और 1 करोड़ रुपये स्वयं रख लिए। भारतीय प्रतिभूति एवं विनियमन बोर्ड (सेबी) संलिप्त दलालों से पूछताछ एवं नियमित जांच के बाद इस अनियमितता का खुलासा कर पाया। सेबी ने विकास मेहरा पर भारी जुर्माना लगाया।

उपरोक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए सेबी द्वारा निष्पादित किन्हीं दो कार्यों को पहचानिए एवं उनका उल्लेख कीजिए।

Mr. Vikas Mehra was the Chairman of 'IBM Bank'. The Bank was earning good profits. Shareholders were happy as the bank was paying regular dividends. The market price of their shares was also steadily rising. The bank was about to announce the taking over of 'UK Bank'. Mr. Vikas Mehra knew that the share price of 'IBM Bank' would rise on this announcement. Being a part of the Bank, he was not allowed to buy shares of the bank. He called one of his rich friends Mukand and asked him to invest ₹ 4 crores in shares of his bank promising him the capital gains.

As expected after the announcement, the share prices went up by 50% and the market price of Mukand's shares was now ₹ 6 crores. Mukand earned a profit of ₹ 2 crores. He gave ₹ 1 crore to Vikas Mehra and kept ₹ 1 crore with him. On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity. SEBI imposed a heavy penalty on Vikas Mehra.

Quoting the lines from the above para identify and state any two functions performed by SEBI in the above case.

13. उपभोक्ता संरक्षण अधिनियम, 1986 के प्रावधानों के अनुसार एक 'उपभोक्ता' से क्या अभिप्राय है? 3

What is meant by a 'consumer' as per the provisions of Consumer Protection Act, 1986 ?

14. 'प्रबन्ध' से क्या अभिप्राय है? इसकी ऐसी किन्हीं तीन विशेषताओं को समझाइए जो इसे एक कला के रूप में स्थापित करती हैं। 4

What is meant by 'Management' ? Explain its any three features that establish it as an Art.

15. लोगों की उपभोग-आदतों में परिवर्तन के साथ नीलेश ने, जो कि एक मिठाईयों की दुकान चला रहा था, अपने व्यवसाय को चॉकलेट के व्यवसाय में बदल लिया। दिवाली के अवसर पर उसने उचित मूल्य पर चॉकलेट के आकर्षक पैकेज प्रस्तुत किए। उसने अधिक मांग का अनुमान लगाया और ऑनलाइन आदेश प्राप्त करने के लिए चॉकोलव.कॉम नाम की एक वैबसाइट बनाई। उसे ऑनलाइन बहुत आदेश मिले और चॉकलेट की बिक्री द्वारा उसने अत्यधिक लाभ अर्जित किया। 4

उपरोक्त स्थिति में चर्चित व्यावसायिक पर्यावरण के आयामों को पहचानिए एवं समझाइए।

With change in the consumption habits of people, Neelesh, who was running a sweets shop shifted to chocolate business. On the eve of Diwali he offered chocolates in attractive packages at reasonable prices. He anticipated huge demand and created a website chocolove.com for taking orders online. He got lot of orders online and earned huge profit by selling chocolates.

Identify and explain the dimensions of business environment discussed in the above case.

16. 'माई कार लिमिटेड' ने पश्चिम बंगाल के एक पिछड़े क्षेत्र में जहाँ कार्य के बहुत कम अवसर उपलब्ध थे, अपनी नई कार निर्माण की एक फैक्ट्री स्थापित करने का निर्णय लिया। उस क्षेत्र के लोगों ने 'माई कार लिमिटेड' के इस प्रयास का स्वागत किया। कम्पनी ने यह भी निर्णय लिया कि फैक्ट्री परिसर में स्कूल, अस्पताल, बाज़ार इत्यादि जैसी सुविधाएँ भी उपलब्ध कराई जाएं ताकि लोग फैक्ट्री में कामगारों के रूप में कार्य करने के प्रति आकर्षित हों।

4

'माई कार लिमिटेड' ने अत्यधिक लाभ अर्जित करना प्रारंभ कर दिया। एक-दूसरी प्रतियोगी कम्पनी ने अपने उत्पादन प्रबन्धक 'अरविन्द' को 'माई कार लिमिटेड' द्वारा अर्जित किए जा रहे अत्यधिक लाभ के कारणों का पता लगाने के लिए कहा।

अरविन्द ने पाया कि दोनों ही कम्पनियों में संगठनात्मक उद्देश्यों की प्राप्ति के लिए विभिन्न क्रियाओं के बीच व्यवस्थित समन्वय है। प्रत्येक कर्मचारी को यह ज्ञात है कि कौन किसके प्रति उत्तरदायी एवं जवाबदेह है। केवल अंतर इतना है कि उनके संगठन में सम्प्रेषण सोपान-शृंखला के माध्यम से ही होता है, जबकि 'माई कार लिमिटेड' सम्प्रेषण को आवश्यकतानुसार सभी दिशाओं में प्रवाहित होने की अनुमति प्रदान करती है, जिससे सूचनाओं का शीघ्र प्रवाह होता है और प्रत्युत्तर भी तुरंत प्राप्त हो जाता है।

(अ) संगठन के उस प्रकार को पहचानिए जो 'माई कार लिमिटेड' में सम्प्रेषण को सभी दिशाओं में प्रवाहित करने की अनुमति प्रदान करता है।

(ब) उपरोक्त भाग (अ) में पहचाने गए संगठन के प्रकार के एक लाभ का भी उल्लेख कीजिए।

(स) ऐसे दो मूल्यां का उल्लेख कीजिए जो 'माई कार लिमिटेड' समाज को सम्प्रेषित करना चाहती है।

'My Car Ltd.' decided to set-up its new car manufacturing factory in the backward area of West Bengal where very less job opportunities were available. People of that area welcomed this effort of 'My Car Ltd.' The company also decided to provide facilities like school, hospital, market etc. in the factory premises so that the people are attracted to join the factory as workers.

'My Car Ltd.' started earning huge profit. Another competing company asked its production manager 'Arvind' to investigate the reasons of earning huge profits by 'My Car Ltd.'

Arvind found that in both the companies there was systematic co-ordination among the various activities to achieve organisational goals. Every employee knew who was responsible and accountable to whom. The only difference was that in his organisation communication took place only through the scalar chain, whereas 'My Car Ltd.' was allowing flow of communication in all the directions as per the requirement which led to faster spread of information as well as quick feed-back.

- (a) Identify the type of organisation which permits the flow of communication in all the directions in 'My Car Ltd.'
- (b) Also state an advantage of the type of organisation identified in part (a) above.
- (c) State any two values which 'My Car Ltd.' wants to communicate to the society.

17. 'ए.एस. एन्वायरन्स लिमिटेड' पर्यावरण-परामर्शदाता के रूप कार्य कर रही है। व्यवसाय हेतु उनकी टीम व टीम नेता अपने ग्राहकों को प्रस्तुति देने के लिए विभिन्न राज्यों की यात्रा करते थे। कम्पनी की नीति के अनुसार टीम नेता हवाई जहाज द्वारा यात्रा करता था जबकि उसकी टीम सड़क/रेल द्वारा यात्रा करती थी। इसमें न केवल अधिक समय लगता था अपितु कभी-कभी टीम की महिला सदस्यों को अकेले भी यात्रा करने के लिए मजबूर होना पड़ता था।

4

इसके परिमाण स्वरूप, अधीनस्थ संगठनात्मक उद्देश्यों की प्राप्ति के लिए उस प्रकार से कार्य नहीं कर पाते थे जैसा उनसे अपेक्षित था। कम्पनी के मुख्य कार्यकारी अधिकारी को इसके बारे में पता चला। उसने टीम नेता को बुलाया, इस विषय में उसके साथ चर्चा की तथा कम्पनी की यात्रा नीति बदल दी। यह निर्णय लिया गया कि भविष्य में नेता सहित सभी सदस्य एक साथ यात्रा करेंगे और यात्रा के समय का सदुपयोग ग्राहकों को दी जाने वाली प्रस्तुति की चर्चा में करेंगे। इसका सकारात्मक प्रभाव पड़ा और टीम के प्रत्येक सदस्य ने टीम नेता द्वारा अपेक्षित तरीके से कार्य करना प्रारंभ कर दिया।

मुख्य कार्यकारी अधिकारी द्वारा प्रयुक्त प्रबन्ध के कार्य के तत्व की विशेषताओं का उल्लेख कीजिए।

'A.S. Environs Ltd.' is dealing in Environment-Consultancy. To get the business, the team leader and his team used to travel to different states to give presentation to their clients. As per the policy of the company, the team leader used to travel by air whereas his team travelled by road/train. It was not only time consuming but also at times forced the female team members to travel alone.

As a result, the subordinates were not acting in a desired manner to achieve organisational goals. The CEO of the company came to know about it. He called the team leader, discussed the matter with him and decided to change the travel policy of the company. It was decided that in future all the members including the leader would travel together and usefully utilise the travelling time in discussion about the presentation to be given to the clients. This made a positive impact and every member of the team started acting in a manner as desired by the team leader.

State the features of the element of the function of management used by the CEO.

18. एक कम्पनी 'जूस बनाने वाली मशीन' का विपणन कर रही थी, जो इसकी गुणवत्ता और ग्राहकों को प्रदान की जाने वाली विक्रय उपरान्त सेवाओं के कारण बहुत प्रसिद्ध थी। कम्पनी बाज़ार में एक अग्रणी कम्पनी थी और अत्यधिक लाभ अर्जित कर रही थी। अत्यधिक लाभ के कारण कम्पनी ने विक्रय-उपरान्त सेवाओं पर ध्यान देना बंद कर दिया। इसके परिमाण स्वरूप ग्राहकों के साथ कम्पनी के सम्बन्ध खराब हो गए तथा जनता की नज़रों में कम्पनी की छवि खराब हो गई। वर्तमान त्रैमासिकी के लाभ अत्यधिक कम होने पर उच्च प्रबन्धन इसके बारे में चिन्तित हुआ। विश्लेषण पर यह पता चला कि इसका कारण विक्रयोपरान्त सेवाओं को ध्यान में नहीं रखना था। अतः कम्पनी ने जनता की नज़रों में अपनी अनुकूल छवि को संरक्षित करने एवं इसका सुधार करने के लिए सभी संभव उपाय किए।

4

(अ) उपरोक्त वर्णित स्थिति में विपणनकर्ता द्वारा कम्पनी की छवि को सुधारने के लिए प्रयुक्त सम्प्रेषण के साधन का नाम बताते हुए उसका उल्लेख कीजिए।

(ब) भाग (अ) में पहचाने गए साधन की भूमिका भी समझाइए।

A company was marketing 'Juicers' which were very popular due to their quality and after-sale-services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits the company ignored the after sales, services. As a result its relations with the customers got spoiled and the image of the company in the public was damaged. Top management became concerned when the profits for the current quarter fell steeply. On analysis it was revealed that ignoring the after sales services was its reason. Therefore the company took all possible measures to protect and promote its favourable image. As a result the goodwill of the company improved in the society.

- (a) Name and state the communication tool used by the marketer in the above case to improve its image.
- (b) Also explain role of the tool as identified in Part (a).

19. वित्तीय बाज़ार द्वारा निष्पादित कार्यों का उल्लेख कीजिए।

4

State the functions performed by financial market.

20. दो वर्ष पूर्व मयंक ने खाद्य प्रौद्योगिकी में डिग्री प्राप्त की। उसने कुछ समय तक ब्रेड तथा बिस्कुट बनाने वाली कम्पनी में कार्य किया। वह इस कम्पनी में खुश नहीं था तथा उसने यह निर्णय लिया कि वह ब्रेड एवं बिस्कुट बनाने वाली स्वयं की एक उत्पादन इकाई स्थापित करेगा। इसके लिए उसने उद्देश्य एवं लक्ष्य निर्धारित किए और उन्हें प्राप्त करने की कार्य-योजनाएं बनाई।

5

उसका एक उद्देश्य प्रथम वर्ष में विनियोजित राशि पर 50% लाभ अर्जित करना था। यह निर्णय लिया गया कि कच्चा माल जैसे आटा, चीनी, नमक इत्यादि दो महीने की उधार पर खरीदे जाएंगे। उसने यह भी निर्णय लिया कि अपनी दुकानों के माध्यम से उत्पादों के विपणन के लिए सभी आवश्यक चरणों का पालन किया जाएगा। उसने उत्पादन-प्रबन्धक के रूप में हर्ष को नियुक्त किया, जिसने उत्पादन-क्रियाओं के निष्पादन के निर्धारित तरीकों का भी निर्णय लिया। हर्ष ने वर्ष भर में फैक्टरी में कर्मचारियों की आवश्यकता को दर्शाने वाला विवरण भी तैयार किया। आने वाली त्रैमासिकी के लिए मयंक ने हर्ष को क्षेत्रानुसार विभिन्न उत्पादों के अपने लक्ष्यों के बारे में सूचित किया। कामगारों द्वारा उत्पादन मेज़ पर कार्य करते समय हेलमैट, दस्ताने तथा एप्रैन न पहनने पर ₹ 150 प्रतिदिन के जुर्माने की घोषणा भी की गई।

उपरोक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए इसमें वर्णित विभिन्न योजनाओं के प्रकार की पहचान कीजिए तथा इन्हें समझाइए।

Two years ago Mayank obtained degree in food technology. For some time he worked in a company manufacturing Bread and Biscuits. He was not happy in the company and decided to have his own Bread and Biscuits manufacturing unit. For this he decided the objectives and the targets and formulated action plan to achieve the same.

One of his objective was to earn 50% profit on the amount invested in the first year. It was decided that raw materials like flour, sugar, salt etc. will be purchased on two months credit. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Harsh as a Production-Manager who decided the exact manner in which the production activities are to carried out. Harsh also prepared a statement showing the requirement of workers in the factory throughout the year. Mayank informed Harsh about his sales target for different products, areawise for the forth coming quarter. While working on the production table a penalty of ₹ 150 per day was announced for not wearing the helmet, gloves and apron by the workers.

Quoting lines from the above para identify and explain the different types of plans discussed.

21. प्रतीक नोएडा की एक बहुराष्ट्रीय कम्पनी में कार्यरत है। पिछले काफी दिनों से उसे बुखार था। 5
जब उसके रक्त की जांच की गई, तो पता चला कि उसे मलेरिया है। उसकी स्थिति बहुत नाजुक थी अतः उसे अस्पताल में भर्ती किया गया और डॉक्टरों से उसको रक्त चढ़ाने की सलाह दी। उसके एक साथी ने उसके अधिकारी श्री बी. चैटर्जी को इसकी एक लिखित सूचना दी। श्री बी. चैटर्जी ने तुरंत ही संगठन के सभी कर्मचारियों को 'प्रतीक' के लिए रक्त-दान करने की प्रार्थना करते हुए एक लिखित सूचना दी। जब मुख्य प्रबन्धक को इस विषय में पता चला तो उसने कम्पनी परिसर के अंदर धूपीकरण तथा आस-पास के क्षेत्र की सफ़ाई का आदेश दिया।
- (अ) उपरोक्त अनुच्छेद से उद्धृत करते हुए औपचारिक एवं अनौपचारिक सम्प्रेषण से सम्बन्धित पंक्तियों को इंगित कीजिए।
- (ब) अनौपचारिक सम्प्रेषण की किन्हीं दो विशेषताओं का उल्लेख कीजिए।
- (स) उपरोक्त परिस्थिति में समाज को सम्प्रेषित किए जाने वाले किन्हीं दो मूल्यां की पहचान कीजिए।

Prateek is working in a multi-national company in Noida. He was running temperature for the last many days. When his blood was tested, he was found positive for malaria. He was admitted in the hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his superior 'Mr. B. Chatterjee'. Mr. B. Chatterjee, immediately sent a text message to the employees of the organisation requesting them to donate blood for Prateek. When the General Manager came to know about it he ordered for fumigation in the company premises and for cleaning the surroundings.

- (a) From the above para quote lines that indicate formal and informal communication.
- (b) State any two features of informal communication.
- (c) Identify any two values that are being communicated to the society in the above case.

22. नियन्त्रण प्रक्रिया के चरणों का उल्लेख कीजिए। **5**

State the steps in the controlling process.

23. 'समन्वय' की किन्हीं चार विशेषताओं का वर्णन कीजिए। **6**

Describe any four characteristics of 'co-ordination'.

24. केय लिमिटेड एक टैक्सटाईल निर्माणी कम्पनी है। इसकी अंश पूंजी ₹ 60 लाख है। पिछले वर्ष इसकी प्रति अंश आय ₹ 0.50 थी। विविधीकरण के लिए कम्पनी को ₹ 40 लाख अतिरिक्त पूंजी की आवश्यकता है। इसके लिए कम्पनी ने 10% ऋणपत्र निर्गमित करके वित्त एकत्रित किया। चालू वर्ष में विनियोजित पूंजी पर कम्पनी ने ₹ 8 लाख लाभ अर्जित किया। इसने 40% की दर से कर भुगतान किया। **6**

(अ) उल्लेख कीजिए कि विविधीकरण से अंशधारियों को प्रति अंश आय पर लाभ अथवा हानि हुई। अपनी गणनाओं को स्पष्ट रूप से दर्शाइए।

(ब) साथ ही इसके पूंजी ढांचे के एक भाग के रूप में कम्पनी द्वारा ऋणपत्रों के निर्गमन के पक्ष में किन्हीं तीन कारकों का उल्लेख भी कीजिए।

Kay Ltd. is a company manufacturing textiles. It has a share capital of ₹ 60 lakhs. In the previous year its earning per share was ₹ 0.50. For diversification, the company requires additional capital of ₹ 40 lakhs. The company raised funds by issuing 10% Debentures for the same. During the year the company earned profit of ₹ 8 lakhs on capital employed. It paid tax @ 40%.

- (a) State whether the shareholders gained or lost, in respect of earning per share on diversification. Show your calculations clearly.
- (b) Also, state any three factors that favour the issue of debentures by the company as part of its capital structure.

25. वासवी ने स्थानीय पंसारी की दुकान से अचार की एक बोतल खरीदी। बोतल पर दी गई सूचना स्पष्ट नहीं थी। इसका उपयोग करके वह बीमार हो गई। उपभोक्ता संरक्षण अधिनियम के अन्तर्गत उसने जिला फोरम में एक याचिका दर्ज की और उसे राहत मिल गई। 6

(अ) उपरोक्त स्थिति में उस महत्वपूर्ण पहलू को पहचानिए जिसकी विपणनकर्ता द्वारा अवहेलना की गई है।

(ब) उपरोक्त (अ) में पहचाने गए पहलू के कार्यों का संक्षेप में वर्णन कीजिए।

Vasvi purchased a bottle of pickle from the local grocery shop. The information provided on the bottle was not clear. She fell sick on consuming it. She filed a case in the District forum under Consumer Protection Act and got the relief.

- (a) Identify the important aspect neglected by the marketer in the above case.
- (b) Explain briefly the functions of the aspect identified in (a) above.

66/1	MARKING SCHEME – 2015-16 BUSINESS STUDIES OUTSIDE DELHI – 66/1 EXPECTED ANSWERS / VALUE POINTS	DISTRIBUTION OF MARKS
1	Q. ‘Is Management concerned only with doing the right task, completing activities and achieving goals without taking into consideration the cost benefit?’ Give reason in support of your answer. Ans. No, management is not only concerned with doing the right task, completing activities and achieving goals but also has to take into consideration the cost benefit i.e. doing the task correctly and with minimum cost.	½ mark + ½ mark = 1 mark
2	Q. Give the meaning of ‘organising as a process’. Ans. Organising is the process of identifying and grouping the work to be performed, assigning duties to job positions and establishing relationships for the purpose of accomplishing objectives. (Or any other correct meaning related to ‘organising as a process’)	1 mark
3	Q. Name the type of organizational structure which promotes flexibility and initiative. Ans. Divisional structure.	1 mark
4	Q. State the role of ‘route clerk’ in functional foremanship. Ans. The role of ‘route clerk’ as a foreman in functional foremanship is to specify the route of production.	1 mark
5	Q. Name and state the aspect of financial management that enables to foresee the fund requirements both in terms of ‘the quantum’ and ‘the timings’. Ans. Financial planning. The process of <u>estimating the fund requirements</u> of a business and <u>specifying the sources of funds</u> is called financial planning. OR Financial planning is the preparation of a financial blueprint of an organisation’s future operations.	½ mark + ½ mark = 1 mark
6	Q. Rizul Bhattacharya after leaving his job wanted to start a Private Limited Company with his son. His son was keen that the company may	

	start manufacturing of Mobile- phones with some unique features. Rizul Bhattacharya felt that the mobile phones are prone to quick obsolescence and a heavy fixed capital investment would be required regularly in this business. Therefore he convinced his son to start a furniture business. Identify the factor affecting fixed capital requirements which made Rizul Bhattacharya to choose furniture business over mobile phones. Ans. Technology upgradation.	1 mark
7	Q. Name the function of marketing which is concerned with the cost and location of target market. Ans. Transportation.	1 mark
8	Q. Suman bought a box of cheese of a reputed brand from a local shopkeeper. On opening the box she found a piece of stone in the cheese. She reported the matter to the shopkeeper who forwarded her complaint to the concerned company. Within a week the representative of the company visited Suman's residence with an apology and as a replacement offered her a new cheese pack with four other varieties of cheese as compensation for the inconvenience to her. State the consumer right which Suman exercised. Ans. <u>Right to safety</u> which states that the consumer has a right to be protected against goods and services which are hazardous to life and those which do not conform to the safety norms. OR <u>Right to seek redressal</u> which states that a consumer has a <u>right to get relief</u> such as <u>replacement</u> of product, removal of defect in the product, <u>compensation</u> for any loss or injury suffered by the consumer in case the product or service falls short of his expectations.	1 mark
9	Q. Define ' Planning.' Explain the first two steps in the process of planning. Ans. Planning is the process of setting objectives for a given time period, formulating various courses of action to achieve them and then selecting the best possible alternative from among the various courses of action available. (or any other correct definition) <u>First two steps in the process of planning are: (With explanation)</u> (i) Setting objectives (ii) Developing premises (If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	1 mark for the meaning + ½ mark for each heading + ½ mark for its explanation = 1 x 2 = 2 marks

		= 1+2 = 3 marks
10	Q. Mr. Fernandes is the owner of Unibie Enterprises, carrying on the business of manufacturing electrical appliances. There is a lot of discontentment in the organization and targets are not being met. He asked his son, Michel, who has recently completed his MBA, to find out the reason. Michel found that all decision making of the enterprise were in the hands of his father. Moreover, his father did not have confidence in the competency of the employees. Thus the employees were not happy. (a) Identify any two communication barriers because of which ‘Unibie Enterprise’ was not able to achieve its target. (b) State one more barrier each of the types identified in part (a) above. Ans. (a) Two communication barriers are: (i) Organisational barrier/ Organisational policy (ii) Personal barrier/ Lack of confidence of superior on his subordinates. (b) Organisational barrier: (Any one) (i) Rigid <u>Rules and regulations</u> may delay communication. (ii) <u>Status</u> of the superior may not allow his subordinates to express their feelings freely. (iii) <u>Complexity in organization structure</u> leads to delayed and distorted communication. (iv) Lack of <u>organizational facilities</u> like frequent meetings, suggestion box etc. may discourage free flow of communication. (If an examinee has given only the heading, ½ mark for each heading should be awarded) Personal barrier: (Any one) (i) <u>Fear of challenge to authority</u> may make the superior withhold communication. (ii) <u>Unwillingness to communicate</u> on the part of the subordinates may arise if they perceive that the communication may adversely affect their interests. (iii) <u>Lack of proper incentives</u> may hinder the initiative of the subordinates to communicate. (If an examinee has given only the heading, ½ mark for each heading should be awarded)	½ x 2 = 1 mark + 1 mark + 1 mark = 1+1+1 = 3 marks
11	Q. Atul –The Assistant Manager, Vikas- The Marketing Head and Leena- The Human Resource Manager of ‘Montac Enterprises Ltd.’ decided to leave the company. The Chief Executive officer of the company called the Human Resource	

	Manager, Leena and requested her to fill up the vacancies before leaving the organisation. Leena suggested that her subordinate Miss Rama Wadhwa is very competent and trust worthy, if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Rama Wadhwa contacted 'Smith Recruiters' who advertised for the post of marketing head for 'Montac Enterprises Ltd.' They were able to recruit a suitable candidate for the company. Atul's vacancy was filled up by screening the database of unsolicited applications lying in the office. (a) Name the internal/ external sources of recruitment used by 'Montac Enterprises Ltd.' to fill up the above stated vacancies. (b) Also state any one merit of each of the above identified source of recruitment. Ans. (a) <u>Sources of recruitment used to fill up the vacancies are:</u> (i) Promotion (ii) Placement Agencies and Management Consultants (iii) Casual Callers (b) Merit of each of the above identified source of recruitment: Promotion: (Any one) (i) It helps to improve motivation, loyalty and satisfaction level of employees. (ii) It has a great psychological impact over the employees because a promotion at a higher level may lead to a chain of promotions at lower levels in the organisation. (iii) It is a more reliable way of recruitment since the candidates are known to the organisation. (iv) It is a cheaper source of recruitment. Placement Agencies and Management Consultants: (Any one) (i) They recommend suitable names to their clients. (ii) It helps in enticing the needed top executives from other companies by making the right offers. Casual Callers: (Any one) (i) It reduces the cost of recruiting workforce in comparison to other sources. (ii) It saves time. (If an examinee has given only the heading, ½ mark for each heading should be awarded)	$\frac{1}{2} \times 3$ = 1 ½ marks + $\frac{1}{2} \times 3$ = 1 ½ marks = 1 ½ + 1 ½ =
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		3 marks
12	Q. Mr. Vikas Mehra was the Chairman of ‘IBM Bank.’ The Bank was earning good profits. Shareholders were happy as the bank was paying regular dividends. The market price of their shares was also steadily rising. The bank was about to announce the taking over of ‘UK Bank.’ Mr. Vikas Mehra knew that the share price of ‘ IBM Bank’ would rise on this announcement. Being a part of the Bank, he was not allowed to buy shares of the bank. He called one of his rich friends Mukand and asked him to invest ₹4 crores in shares of his bank promising him the capital gains. As expected after the announcement, the share price went up by 50% and the market price of Mukand’s shares was now ₹6 crores. Mukand earned a profit of ₹2 crores. He gave ₹1 crore to Vikas Mehra and kept ₹1 crore with him. On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity. SEBI imposed a heavy penalty on Vikas Mehra. Quoting the lines from the above para identify and state any two functions performed by SEBI in the above case. Ans. Functions that were performed by SEBI in the above case were: (i) Regulatory function <i>‘On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity.’</i> SEBI can call for information by undertaking inspection, conducting enquiries and audits of stock exchanges and intermediaries. (ii) Protective function <i>‘The SEBI imposed a heavy penalty on Vikas Mehra.’</i> SEBI controls insider trading and imposes penalties for such practices. (If an examinee has given only the headings, ½ mark for each heading should be awarded)	½ mark for identifying each function + ½ mark for quoting the line + ½ mark for each statement = 1 ½ x 2 = 3 marks
13	Q. What is meant by a ‘consumer’ as per the provisions of Consumer Protection Act, 1986? Ans. Under the Consumer Protection Act, a consumer means: (a) Any person who buys any goods for a consideration, which has been paid or promised, or partly paid and partly promised, or under any scheme of deferred payment. It includes any user of such goods, when such use is made with the approval of the buyer, but does not include a person who obtains goods for re-sale or any commercial purpose.	1 ½ marks

	(b) Any person who hires or avails of any service, for a consideration which has been paid or promised, or partly paid and partly promised, or under any system of deferred payment. It includes any beneficiary of services when such services are availed of with the approval of the person concerned, but does not include a person who avails of such services for any commercial purpose. (If the examinee has not given the meaning of ‘consumer’ as per Consumer Protection Act, 1986 but has correctly combined both the parts (a) and (b), only 1½ marks to be awarded)	+ 1 ½ marks = 3 marks
14	Q. What is meant by ‘Management’? Explain its any three features that establish it as an Art. Ans. Management is the process of getting things done with the aim of achieving goals effectively and efficiently. (Or any other correct meaning) <u>Three features that establish it as an art are:</u> (i) <u>Existence of theoretical knowledge.</u> As in art, in management too, there is a lot of literature available in various areas of management which the manager has to specialise in. (ii) <u>Personalised application</u> Like in any art, in management too, a manager applies his acquired knowledge in a personalised and unique manner. This gives rise to different styles of management. (iii) <u>Based on practice and creativity</u> Management satisfies this criteria as a manager gains experience through regular practice and becomes more effective. (If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	1 mark for the meaning + ½ mark for each heading + ½ mark for its explanation = 1 x 3 = 3 marks = 1+3 = 4 marks
15	Q. With change in the consumption habits of people, Neelesh, who was running a sweet shop shifted to chocolate business. On the eve of Diwali he offered chocolates in attractive packages at reasonable prices. He anticipated huge demand and created a website chocolove.com for taking orders online. He got lot of orders online and earned huge profit by selling chocolates. Identify and explain the dimensions of business environment discussed in the above case. Ans. (i) <u>Social Environment</u> Social Environment includes social forces like custom and traditions, values, social trends and society’s expectation from business. (ii) <u>Technological environment</u> Technological Environment of business includes forces relating to scientific improvements and innovations which provide new ways of producing goods	1 mark for identification of each dimension + 1 mark for its explanation

	and services and new methods and techniques of operating a business.	= 2 + 2 = 4 marks
16	Q. ‘My Car Ltd.’ decided to set up its new car manufacturing factory in the backward area of West Bengal where very less job opportunities were available. People of that area welcomed this effort of ‘My Car Ltd.’ The company also decided to provide facilities like school, hospital, market etc.in the factory premises so that the people are attracted to join the factory as workers. ‘My Car Ltd.’ started earning huge profit. Another competing company asked its production manager Arvind to investigate the reasons of earning huge profits by ‘My Car Ltd’. Arvind found that in both the companies there was systematic coordination among the various activities to achieve organisational goals. Every employee knew who was responsible and accountable to whom. The only difference was in his organisation communication took place only through the scalar chain where as ‘My Car Ltd.’ was allowing flow of communication in all the directions as per the requirement which led to faster spread of information as well as feed-back. (a) Identify the type of organization which permits the flow of communication in all the directions in ‘My Car Ltd’. (b) Also state an advantage of the type of organization identified in part (a) above. (c) State any two values which ‘My Car Ltd.’ wants to communicate to the society. Ans. (a) Informal organisation. (b) <u>Advantage of informal organisation: (Any one)</u> (i) It fulfills social needs. (ii) It compensates for inadequacies in the formal organisation. (If an examinee has given only the headings, ½ mark for each heading should be awarded) (c) <u>Values which ‘My Car Ltd.’ wanted to communicate to the society are: (Any two)</u> (i) Development of backward regions. (ii) Creating employment opportunities. (iii) Providing basic amenities to employees. (iv) Fulfilling social responsibility. (Or any other correct value)	1 mark + 1 mark for advantage + 1 mark for each value = 1 x 2 =2 marks = 1+1+2 = 4 marks
17	Q. ‘A.S. Environs Ltd.’ is dealing in Environment- Consultancy. To get	

	the business, the team leader and his team used to travel to different states to give presentation to their clients. As per the policy of the company, the team leader used to travel by air whereas his team travelled by road/train. It was not only time consuming but also at times forced the female team members to travel alone. As a result, the subordinates were not acting in a desired manner to achieve organizational goals. The CEO of the company came to know about it. He called the team leader, discussed the matter with him and decided to change the travel policy of the company. It was decided that in future all the members including the leader would travel together and usefully utilize the travelling time in discussion about the presentation to be given to the clients. This made a positive impact and every member of the team started acting in a manner as desired by the team leader. State the features of the element of the function of management used by the CEO. Ans. Features of motivation: (a) It is an <u>internal feeling</u> as the urges, drives or needs of human beings which influence human behaviour are internal. (b) It <u>produces goal directed behaviour</u> as it stimulates people to accomplish desired goals. (c) It can be <u>positive</u> in the form of positive rewards or <u>negative</u> like punishment, stopping increments etc. (d) It is a <u>complex process</u> as any type of motivation may not have a uniform effect on all the members. (If an examinee has given only the headings, ½ mark for each heading should be awarded)	1 x 4 = 4 marks
18	Q. A company was marketing ‘Juicers’ which were very popular due to their quality and after sale services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits the company ignored the after sales services. As a result its relations with the customers got spoiled and the image of the company in the public was damaged. Top management became concerned when the profits for the current quarter fell steeply. On analysis, it was revealed that ignoring the after sales services was its reason. Therefore the company took all possible measures to protect and promote its favourable image. As a result the goodwill of the company improved in the society. (a) Name and state the communication tool used by the marketer in the above case to improve its image. (b) Also explain role of the tool as identified in Part (a). Ans. (a) Public Relations. Public Relations refer to a variety of programmes to promote and protect a company’s image or its products in the eyes of the public. (or any other correct meaning) (b) <u>Role of Public Relations: (any three points with explanation)</u> (i) Press Relations.	½ mark for naming the

	(ii) Product Publicity. (iii) Corporate Communication. (iv) Lobbying. (v) Counselling. (vi) Smooth functioning of business. (vi) Image building. (vii) Launching new products. (viii) Facing adverse publicity. (ix) Supplementing advertising. (x) Satisfying interest of different public groups. (xi) Building awareness (xii) Building credibility. (xiii) Stimulating sales force. (xiv) Lowering promotion costs. (If an examinee has not given the headings but has given the correct explanation, full credit should be given)	tool $+$ $\frac{1}{2}$ mark for stating $=$ $\frac{1}{2} + \frac{1}{2}$ $=$ 1 mark $+$ $\frac{1}{2}$ mark for heading $+$ $\frac{1}{2}$ mark for its explanation $=$ 1 x 3 $=$ 3 marks $=$ 1+3 $=$ 4 marks
19	Q. State the functions performed by financial market. Ans. <u>Functions of financial market:</u> (i) It <u>mobilises savings</u> and <u>channelises</u> them into most productive use by facilitating transfer of savings from savers to investors. (ii) It <u>facilitates price discovery</u> for financial assets by interaction of forces of demand and supply. (iii) It <u>provides liquidity</u> to financial assets as the securities can be easily converted into cash. (iv) It <u>helps to save time, effort</u> and money that both buyers and sellers of a financial asset would have to otherwise spend to try and find each other. (If an examinee has given only the heading, $\frac{1}{2}$ mark for each heading should be awarded)	1 x 4 $=$ 4 marks
20	Q. Two years ago Mayank obtained degree in food technology. For some time he worked in a company manufacturing Bread and Biscuits. He was not happy in the company and decided to have his own Bread and Biscuits manufacturing unit. For this he decided the objectives and targets and formulated action plan to achieve the same. One of his objective was to earn 50% profit on the amount invested in the first year. It was decided that raw materials like flour, sugar, salt etc. will be purchased on two months credit. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Harsh as a Production Manager who decided the exact manner in which the production activities are to be carried out. Harsh also prepared a statement showing the	

requirement of workers in the factory throughout the year. Mayank informed Harsh about his sales target for different products, areawise for the forth coming quarter. While working on the production table a penalty of Rs 150 per day was announced for not wearing the helmet , gloves and apron by the workers. Quoting lines from the above para identify and explain the different types of plans discussed. Ans. The different types of plans are: (i) <u>Objective</u> <i>‘One of his objective was to earn 50% profit on the amount invested in the first year’.</i> An objective is the end which the management seeks to achieve within a given time period. (ii) <u>Policy</u> <i>‘It was decided that raw materials like flour, sugar, salt etc. will be purchased on two month credit’.</i> Policy is a general guideline which brings uniformity in decision making for achievement of predetermined objectives. (iii) <u>Procedure</u> <i>‘He also decided to follow the steps required for marketing the products through his own outlets.’</i> OR <i>‘He appointed Harsh as a Production Manager who decided the exact manner in which the production activities are to be carried out.’</i> It consists of sequence of routine steps on how to carry out activities. It details the exact manner in which any work is to be performed. (iv) <u>Budget</u> <i>‘Harsh also prepared a statement showing the requirement of workers in the factory throughout the year. ‘</i> OR <i>‘Mayank informed Harsh about his sales target for different products, areawise for the forth coming quarter.’</i> A budget is plan which states expected results of a given future period in numerical terms. It may be expressed in time, money or physical units. (v) <u>Rule</u>	½ mark for identifying the type of plan and quoting it + ½ mark for its explanation = 1 x 5 = 5 marks 5 marks
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	<i>'While working on the production table a penalty of ₹150 per day was announced for not wearing the helmet, gloves and apron by the workers.'</i> A rule is a statement that specifies what is to be done or not to be done.	
21	Q. Prateek is working in a multi national company in Noida. He was running temperature for the last many days. When his blood was tested, he was found positive for malaria. He was admitted in the hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his superior 'Mr. B. Chatterjee'. Mr. B. Chatterjee immediately sent a text message to the employees of the organization requesting them to donate blood for Prateek. When the General Manager came to know about it he ordered for fumigation in the company premises and for cleaning the surroundings. (a) From the above para quote lines that indicate formal and informal communication (b) State any two features of informal communication (c) Identify any two values that are being communicated to the society in the above case. Ans. (a) <u>Formal communication</u> <i>'When the General Manager came to know about it, he ordered for fumigation in the company premises and for cleaning the surroundings.'</i> <u>Informal communication</u> <i>'One of his colleagues sent a text message to his superior 'Mr. B.Chatterjee'.</i> OR <i>'Mr. B. Chatterjee immediately sent a text message to the employees of the organization requesting them to donate blood for Prateek.'</i> (b) <u>Features of Informal communication: (Any two)</u> (i) It takes place without following the formal lines of communication. (ii) It arises out of social needs of the employees (iii) It spreads rapidly. (or any other correct feature) (c) <u>Values being communicated to the society are: (Any two)</u> (i) Concern for the environment (ii) Cleanliness and hygiene (iii) Concern for safety of human beings (iv) Sensitivity towards health (v) Fulfilling social responsibility.	½ mark for indicating type of communication + ½ mark for quoting the lines = 1 x 2 = 2 marks + ½ x 2 = 1 mark +

		1×2 $=$ 2 marks $=$ $2+1+2$ $=$ 5 marks
22	Q. State the steps in the controlling process. Ans. <u>Steps in the controlling process are:</u> (i) The <u>standards of performance are set</u> which serve as the criteria against which actual performance will be measured. (ii) <u>Actual performance is measured</u> in an objective and reliable manner in the same units in which standards are set. (iii) <u>Actual performance is compared with the standards</u> to find out the deviation. (iv) <u>Deviations are analysed</u> for their causes through Critical Point Control and Management by Exception. (v) <u>Corrective action is taken</u> if deviations go beyond the acceptable limits.. (If an examinee has given only the headings, ½ mark for each heading should be awarded)	1 mark for each statement $=$ 1×5 $=$ 5 marks
23	Q. Describe any four characteristics of ‘co-ordination’. Ans. <u>Characteristics of co-ordination are:</u> (Any four with description) (i) Integrates group efforts. (ii) Ensures unity of action. (iii) Continuous process. (iv) Pervasive function. (v) Responsibility of all managers. (vi) Deliberate function. (if an examinee has not given the headings as above but have given the correct explanations, full credit should be given)	½ mark for heading $+$ 1 mark for explanation $=$ $1 \frac{1}{2} \times 4$ $=$ 6 marks
24	Kay Ltd. is a company manufacturing textiles. It has a share capital of ₹60 lakhs. In the previous year its earning per share was ₹0.50 . For diversification, the company requires additional capital of ₹40 lakhs. The company raised funds by issuing 10% Debentures for the same. During the year the company earned a profit of ₹8 lakhs on capital employed. It paid tax @40%. (a) State whether the shareholders gained or lost, in respect of earning per share on diversification. Show your calculations clearly (b) Also, state any three factors that favour the issue of debentures by the company as part of its capital structure. Ans. (a) Earning per share before diversification: ₹0.50	

Calculation of Earning per share after issue of Debentures: (assuming face value of ₹100 per share)

Particulars	₹
Share capital	60,00,000
10% debentures	40,00,000
Total	1,00,00,000
Profit before interest and tax	8,00,000
Less Interest	4,00,000
Profit before tax	4,00,000
Less tax@ 40%	1,60,000
Profit available to shareholders	2,40,000
Earning per share = 2,40,000/60,000	=₹4

This clearly shows that the shareholders have gained after the issue of debentures since the Earning per share has increased from ₹0.50 to ₹4.

OR

Calculation of Earning per share after issue of Debentures: (assuming face value of ₹10 per share)

Particulars	₹
Share capital	60,00,000
10% debentures	40,00,000
Total	1,00,00,000
Profit before interest and tax	8,00,000
Less Interest	4,00,000
Profit before tax	4,00,000
Less tax@ 40%	1,60,000
Profit available to shareholders	2,40,000
Earning per share = 2,40,000/6,00,000	=₹0.40

This clearly shows that the shareholders have lost after the issue of debentures since the Earning per share has decreased from ₹0.50 to ₹0.40.

[**Note:** In case, a student has calculated Return on Investment as 8% (8,00,000/₹1,00,00,000) and compared it with the rate of interest which is 10% and concluded that the shareholders have lost after the issue of Debentures since the interest rate is greater than the Return of Investment, 1 mark is to be awarded]

[**In case the examinee has assumed any other face value and has shown correct calculations and given the correct conclusion, full credit be given**]

2 marks for calculating Profit available to shareholders (₹2,40,000)

+

1 mark for correct calculation of Earning per share and conclusion

=

2+1

=

3 marks for any of the given correct calculations

	(b) Factors that favour issue of debentures by the company: (Any three) (i) A good cash flow position makes debt funding more viable. (ii) <u>High Interest Coverage ratio</u> lowers the risk of company failing to meet its interest payment obligations (iii) <u>High debt service coverage ratio</u> indicates better ability to meet the debt service obligations. (iv) If <u>Return on Investment of the company is higher than the interest rate on debt</u>, its ability to use debt is greater. (v) <u>Lower the cost of debt higher is the ability to employ debt.</u> (vi) <u>High tax rate</u> makes debt relatively cheaper. (vii) If the <u>stock market conditions are bearish</u>, a company may be able to easily raise funds through debt. (viii) If the <u>company does not want dilution of control</u>, it will favour debt as a source of finance. (ix) Inclusion of debt in the capital structure makes the capital structure flexible. (x) <u>If the business risk is lower</u>, its capacity to use debt is higher. (xi) Raising funds through debt involves <u>low floatation costs</u>. (If an examinee has given only the heading, ½ mark for each heading should be awarded)	+ 1 x 3 = 3 marks = 3+3 = 6 marks
25	Q. Vasvi purchased a bottle of pickle from the local grocery shop. The information provided on the bottle was not clear. She fell sick on consuming it. She filed a case in the District Forum under Consumer Protection Act and got the relief. (a) Identify the important aspect neglected by the marketer in the above case. (b) Explain briefly the functions of the aspect identified in (a) above. \ Ans. (a) Labelling. (b) Functions of labelling: (any five points with explanation) (i) Describes the product and specifies its contents. (ii) Identifies the product or brand. (iii) Helps in grading of products. (iv) Helps in promotion of products. (v) Provides information required by law. (If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	1 mark + ½ mark for heading + ½ mark for explanation = 1 x 5 = 5 marks = 1+5 = 6 marks