

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 12 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 12 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 घंटे

Time allowed : 3 hours

अधिकतम अंक : 80

Maximum Marks : 80

सामान्य निर्देश :

- 1 अंक वाले प्रश्नों के उत्तर एक शब्द से एक वाक्य तक हों।
- 3 अंकों वाले प्रश्नों के उत्तर 50-75 शब्दों के हों।
- 4-5 अंकों वाले प्रश्नों के उत्तर लगभग 150 शब्दों के हों।
- 6 अंकों वाले प्रश्नों के उत्तर लगभग 200 शब्दों के हों।
- 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) *Answer to questions carrying 3 marks may be from **50-75 words**.*
- (iii) *Answer 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. 'वीएक्सएल लिमिटेड' डेयरी उत्पादों के व्यापार में लगी एक कम्पनी है। यह इन उत्पादों को राजस्थान से प्राप्त करती है तथा इन्हें दिल्ली के विभिन्न भागों में बेचती है। एक माह पूर्व एक हरियाणा आधारित कम्पनी 'मेरियो लिमिटेड' ने ऐसी ही वस्तुओं की श्रेणी के साथ दिल्ली के बाज़ार में प्रवेश किया। हरियाणा आधारित 'मेरियो लिमिटेड' के प्रवेश से 'वीएक्सएल लिमिटेड' की कार्यशील पूँजी की आवश्यकताओं पर पड़ने वाले प्रभाव का उल्लेख कीजिए। साथ ही वीएक्सएल लिमिटेड की कार्यशील पूँजी की आवश्यकताओं को प्रभावित करने वाले घटक का नाम दीजिए।

1

VXL Ltd. is a company dealing in dairy products. It procures these products from Rajasthan and sells them to various parts of Delhi. A month before 'Merio Ltd.', a Haryana based company entered Delhi market with a similar range of products. State the impact of entry of Haryana based 'Merio Ltd.' on the working capital requirements of VXL Ltd. Also, name the factor affecting the working capital requirements of VXL Ltd.

2. एक बिस्कुट निर्माता कम्पनी 'माई बेकरी' ने गुणवत्ता व विशेषताओं पर आधारित विभिन्न स्वादों के बिस्कुट बाजार में प्रस्तुत किए जैसे 'क्रंची बिस्कुट', 'स्वीट् पोटेटो', 'कॉफी जॉली' इत्यादि।

1

बिस्कुट के पैकेटों के लेबल चित्रों व विभिन्न रंगों में थे तथा बिस्कुटों के विभिन्न स्वादों व अन्तर्वस्तुओं को इंगित कर रहे थे।

उपरोक्त चर्चित लेबलिंग के दो कार्यों की पहचान कीजिए।

'My Bakery', a biscuit manufacturing company, launched biscuits with different flavours based on quality and features like 'Crunchy biscuits', 'Sweet Potato', 'Coffee Jolly' etc.

The labels on the package of the biscuits are with pictures and different colours indicating and specifying the flavours of the biscuits and their contents.

Identify the two functions of labelling discussed above.

3. एक संगठन के 'कार्यात्मक ढाँचे' का क्या अर्थ है ? 1

What is meant by 'functional structure' of an organisation ?

4. जेमन लिमिटेड पुणे में स्थित इलेक्ट्रॉनिक्स उत्पादों की एक निर्माणी कम्पनी है । यह एक ओर पुस्तकों, संगीत-उपकरणों, वीडियोटेप्स आदि वस्तुओं में तथा दूसरी ओर लैपटॉप व मोबाइल फोन आदि में व्यापार करती है ।

कम्पनी का कार्यात्मक ढाँचा था जिसमें उत्पादन, विपणन एवं वित्त के भिन्न-भिन्न अध्यक्ष थे । सभी कार्यात्मक अध्यक्ष उत्पादों की देखरेख करते थे परन्तु समय-समय पर उनकी गतिविधियों की पुनरावृत्ति हो जाती थी । इस कारण समन्वय से सम्बन्धित कठिनाइयाँ तथा अन्तर्विभागीय विवाद बढ़ गए । विशिष्टता को बढ़ावा देने के लिए कम्पनी के मुख्य कार्यकारी अधिकारी, रमित ने पुस्तकों, संगीत-उपकरणों, वीडियोटेप्स इत्यादि को 'मीडिया' तथा लैपटॉप व मोबाइल फोन को 'उपभोक्ता इलेक्ट्रॉनिक्स' के अन्तर्गत वर्गीकृत करने का निर्णय लिया । ऐसा करके रमित ने प्रबन्ध के एक कार्य की प्रक्रिया के एक चरण का निष्पादन किया । इस चरण की पहचान कीजिए । 1

Zamon Ltd. is manufacturer of electronics goods based in Pune. On one hand it deals in items like books, music instruments, videotapes etc., and on the other hand it deals in laptops and mobile phones.

The company had a functional structure with separate heads for production, marketing and finance. All the functional heads were looking after the products, but at times their activities overlapped. This led to problems related to coordination and inter-departmental conflicts. To facilitate specialisation Ramit, the CEO of the company decided to group books, music instruments, videotapes etc. under 'Media' and laptops and mobile phones under 'consumer electronics'. While doing so Ramit has performed a step in the process of one of the functions of management. Identify the step.

5. नियोजन किस प्रकार अनिश्चितता के जोखिम को कम करता है ? 1

How does planning reduces the risks of uncertainty ?

6. 'वाणी ऑयल रीफाइनरी' कच्चे तेल को अधिक उपयोगी उत्पादों जैसे पेट्रोलियम, मिट्टी का तेल, एलपीजी इत्यादि के प्रक्रियण तथा परिष्करण में संलग्न एक बड़ी कम्पनी है। इसने अतिकाल से अच्छी ख्याति प्राप्त कर ली है। यह लगातार लाभ अर्जित कर रही है तथा नियमित रूप से अपने अंशधारकों को लाभांश का भुगतान करती है। एक परियोजना के वित्तीयन हेतु इसे तुरन्त अतिरिक्त कार्यशील पूँजी की आवश्यकता है। इसे इस राशि का भुगतान सात से आठ महीने के पश्चात् करने की संभावना है। कम्पनी का वित्तीय प्रबंधक आशीष बत्रा, वाणिज्यिक बैंक से वित्त प्राप्त करने की कार्यविधिक आवश्यकताओं में नहीं पड़ना चाहता।

सुझाव दीजिए कि कम्पनी अपनी अतिरिक्त कार्यशील पूँजी आवश्यकताओं की पूर्ति हेतु आवश्यक वित्त कैसे प्राप्त करे।

1

'Vani Oil Refinery' is a large company, engaged in processing crude oil and refining it into more useful products like Petroleum, Kerosene, LPG etc. It has build good reputation over the years. It has been consistently earning profits and paying regular dividend to its shareholders. It needs additional working capital immediately to finance a project. It expects to return this amount after seven to eight months. Ashish Batra, the Finance Manager of the company does not want to get into procedural requirements of securing finance from a Commercial Bank.

Suggest how the company can raise the required finance for meeting its additional working capital requirements.

7. विपणन-मिश्र का अर्थ दीजिए।

1

Give the meaning of Marketing Mix.

8. यदि कम्पनी के पास पर्याप्त कोष हैं तथा प्रबन्धन यह भी चाहता है कि शृंखला सदस्यों पर अधिक नियंत्रण रहे तो कम्पनी वितरण की कौन सी शृंखला अपनाएगी ? अपने उत्तर के समर्थन में कारण दीजिए।

1

If the company has enough funds and the management also wants to have greater control on the channel members, which channel of distribution should the company adopt ? Give reason in support of your answer.

9. वित्तीय प्रबन्ध के क्षेत्र में विशेषज्ञ लखन ने, अपने अधीनस्थ थॉमस को, एक नई परियोजना के लिए जिसका ग्राहक फ्रांस में है, एक ई-मेल भेजी। यद्यपि मेल अंग्रेजी में थी, एक ऐसी भाषा जिसे थॉमस जानता था, लेकिन फिर भी वह मेल में प्रयुक्त बहुत से शब्दों के वास्तविक अर्थ को नहीं समझ सका। वह वित्तीय प्रबन्ध के क्षेत्र में विशेषज्ञ भी नहीं था। इतना ही नहीं, मेल के कुछ भागों का अनुवाद फ्रेंच से अंग्रेजी में इस प्रकार से किया गया था कि इसमें बहुत-सी अशुद्धियाँ आ गईं जिसके कारण संदेश का अर्थ भिन्न हो गया।

3

- (अ) लखन की ई-मेल से सम्प्रेषण की दो विशिष्ट बाधाओं की पहचान कीजिए।
(ब) लखन द्वारा भविष्य में अपने सम्प्रेषण को प्रभावशाली बनाने हेतु उपरोक्त (अ) में पहचानी गई बाधाओं को दूर करने वाले किन्हीं दो उपायों का उल्लेख कीजिए।

Lakhan, an expert in the area of Financial Management, sent an e-mail to his subordinate Thomas about a new project for a client in France. Though, the mail was in English, a language known to Thomas, he was not able to understand the actual meaning of many words used in the mail. He was also not a specialist in the field of Financial Management. Not only this, some portions of the mail were translated from French to English in such a manner that many mistakes crept in, causing different meaning to the message.

- (a) Identify two specific barriers to communication in Lakhan's e-mail.
(b) State any two measures which can be taken by Lakhan to overcome the barriers identified in part (a) above to improve in future the effectiveness of his communication.

10. उपभोक्ताओं के दृष्टिकोण से उपभोक्ता-संरक्षण के महत्त्व के किन्हीं तीन बिंदुओं को समझाइए।

3

Explain any three points of importance of consumer protection from the point of view of consumers.

11. गोखरन लिमिटेड के वित्त प्रबन्धक 'नीलाभ सरिन' तथा प्रबन्ध निदेशक 'अतुल चोपड़ा' अपने वर्तमान संयंत्र के आधुनिकीकरण हेतु वित्त एकत्रित करने के स्रोत के विषय में चर्चा कर रहे थे। 'सेन्सैक्स पिछले तीन वर्षों में 5078 अंक बढ़ गया है' को उद्धृत करते हुए नीलाभ सरिन ने सुझाव दिया कि समता को प्राथमिकता दी जाए जबकि अतुल चोपड़ा ऋण का विकल्प चाहता था।

कम्पनी की उच्च प्रचालन लागतों को ध्यान में रखते हुए वर्तमान संयंत्र के आधुनिकीकरण हेतु उपयोग किए जाने वाले वित्त-स्रोत का सुझाव दीजिए। यह निर्णय लेने के लिए ध्यान में रखे जाने वाले उन दो कारकों को भी समझाइए जिन पर उपरोक्त में प्रकाश डाला गया है।

3

Neelabh Sarin, the Finance Manager and Atul Chopra, the Managing Director of Ghokerns Ltd. were discussing regarding the source of finance to be raised for modernisation of their existing plant. Quoting that 'Sensex has soared by 5078 points' in the last three years, Neelabh Sarin suggests that equity should be preferred while Atul Chopra wanted to opt for debt.

Keeping in mind the high operating costs of the company, suggest the source of finance that should be used for modernisation of existing plant. Also, explain the two factors highlighted above which should be kept in mind for taking this decision.

12. 'अन्तरण' व 'विकेन्द्रीकरण' में निम्न आधारों पर अन्तर्भेद कीजिए :
(i) कार्य की स्वतन्त्रता; (ii) स्थिति तथा (iii) उद्देश्य 3
Distinguish between 'delegation' and 'decentralization' on the basis of
(i) Freedom of action; (ii) Status and (iii) Purpose.
13. 'वेतन एवं भत्तों' के अतिरिक्त कर्मचारियों को अभिप्रेरित करने के लिए दिए जाने वाले किन्हीं तीन वित्तीय प्रेरकों का उल्लेख कीजिए । 3
State any three financial incentives other than 'Pay and Allowances' to motivate employees.
14. 'मानक निर्धारण' के पश्चात् प्रबन्ध के नियंत्रण कार्य की प्रक्रिया में लिए जाने वाले चरणों को समझाइए । 4
Explain the steps to be followed in the process of controlling function of management after 'Setting Standards.'
15. ए.वी.एम. लिमिटेड ने हिमाचल प्रदेश के एक पिछड़े क्षेत्र में जहाँ सरकार द्वारा आर्थिक सहायता प्रदान की जाती है तथा श्रम सस्ती दरों पर उपलब्ध है, एक इलेक्ट्रिक उपकरणों के निर्माण का कारखाना स्थापित किया ।
प्रथम वर्ष में ही ए.वी.एम. लिमिटेड अपने उत्पादों को कम लागत पर उत्पादित करके पर्याप्त लाभ अर्जित करने में सफल हुई । इसका कारण था कर्मचारियों के अधिकारों एवं उत्तरदायित्वों की सीमाओं को स्पष्ट रूप से परिभाषित करना तथा संगठन के निर्बाध संचालन हेतु विभिन्न विभागों की गतिविधियों को समन्वित एवं एकीकृत करना । कम्पनी के उत्पादन प्रबन्धक को कम मूल्यों पर कच्चे माल की उपलब्धता हेतु एक आपूर्तिकर्ता का भी पता चला । इसके अनुमोदन हेतु उसने कम्पनी के प्रबन्ध-निदेशक को एक पत्र लिखा । लेकिन इसे अनुमोदित कराने तथा वित्त प्रबन्धक से वित्त प्राप्त करने के कार्यविधिक विलम्बों के कारण आदेश नहीं दिया जा सका । 4
- (क) संगठन के उस प्रकार की पहचान कीजिए जिसके कारण कार्यविधिक विलम्ब हुए तथा कम्पनी कम मूल्यों पर कच्चा माल प्राप्त करने का लाभ नहीं उठा सकी ।
- (ख) उपरोक्त (क) में पहचाने गए संगठन के प्रकार के एक लाभ का उल्लेख कीजिए जिसकी चर्चा उपरोक्त स्थिति में नहीं की गई है ।
- (ग) ए.वी.एम. लिमिटेड द्वारा समाज को सम्प्रेषित किए गए किन्हीं दो मूल्यों का भी उल्लेख कीजिए ।

A.V.M. Ltd. set-up its electric appliances manufacturing factory in a backward area of Himachal Pradesh where subsidies are provided by the government and labour is available at cheaper rates.

A.V.M. Ltd. was able to produce its products at low cost thereby generating enough profits in the first year itself. It was because of the fact that the limits of authority and responsibility of the employees were clearly defined and the activities of various departments were co-ordinated and integrated. The Production Manager of the company also came to know about the availability of raw-materials at cheaper rates from a vendor. For this he wrote a letter to the Managing Director of the company for getting sanction. But because of procedural delays in getting this sanction and procuring funds from the Finance Manager, the order could not be placed.

- (a) Identify the type of organisation, that led to procedural delays and because of which the company could not get the advantage of procuring raw material at cheaper rates.
- (b) State an advantage of the type of organisation identified in (a) above other than those discussed in the above case.
- (c) Also, state any two values communicated by A.V.M Ltd. to the society.

16. अहमदाबाद के एक उत्पादन एवं शोरूम 'एक्सप्रेस स्वीट्स' से वरदान पटेल ने मिठाई बनाने एवं इन्हें घर-घर वितरित करने का व्यवसाय आरंभ किया।

उसने वर्ष के प्रत्येक माह के लिए विनियोजित पूँजी पर 20% लाभ अर्जित करने हेतु अहमदाबाद के विभिन्न स्थानों पर विभिन्न प्रकार की मिठाइयों की बिक्री के पूर्वानुमान की योजना बनाई।

प्रत्येक वर्ष 10% की बढ़ोतरी के साथ उसने वर्तमान वर्ष के लिए ₹ 20,00,000 का विक्रय लक्ष्य निर्धारित किया।

4

इसके पश्चात् उसने उन आपूर्तिकर्ताओं के चयन हेतु मानक निर्धारित किए जिनसे वह कच्चा माल क्रय करेगा। नियोजन सफल हुआ तथा व्यवसाय अपने लक्ष्यों को प्राप्त करने में सफल हो सका।

(अ) उपरोक्त से पंक्तियों को उद्धृत करते हुए किन्हीं दो प्रकार की योजनाओं की पहचान कीजिए।

(ब) उपरोक्त (अ) में पहचानी गई योजनाओं के प्रकारों का अर्थ भी दीजिए।

Vardan Patel started the business of preparation and supplying sweets through home delivery at a production cum show-room 'Express Sweets' at Ahmedabad.

He made a plan forecasting the sales of different types of sweets in various localities of Ahmedabad for each month of the year to earn a profit of 20% on Capital employed.

He set a sales target of ₹ 20,00,000 in the current year with a 10% increase every year.

He then set the criteria for selecting suppliers from whom he would make purchases of raw material. The planning paid off and the business was able to achieve its targets.

- (a) Identify any two types of plans by quoting the lines from the above.
- (b) Also give the meaning of the types of plans identified in part (a) above.

17. वित्तीय बाजार के किन्हीं चार कार्यों का वर्णन कीजिए ।

4

Describe any four functions of Financial Market.

18. 'सारा' अपनी स्नातक उपाधि के लिए अध्ययनरत थी । वह प्रतिदिन देखती थी कि अपने कार्य-स्थल से वापिस आकर उसकी माँ घर पर बिना थके निरन्तर कार्य करती रहती है । अपनी पारिवारिक आय को बढ़ाने के लिए उसने एक टिफिन-सेवा प्रारंभ करने का निर्णय लिया । शुरू में उसने केवल पड़ोस में ही टिफिन की सप्लाई करना आरंभ किया । अपनी माँ से विचार-विमर्श के पश्चात् वह प्रतिदिन भोजन की व्यंजन सूची तैयार करती थी । अपनी सेवाओं के विषय में लोगों को सूचित करने के लिए उसने एक अति-सुंदर सूचनात्मक पैम्फ्लैट तैयार किया, इसे छपवाया तथा इसे दैनिक समाचार-पत्रों के माध्यम से बाँटना आरंभ किया । उसने टिफिन के वितरण हेतु दो वितरण करने वाले लड़कों की भी नियुक्ति की ।

4

आरंभ में व्यवसाय धीमा था, परन्तु बाद में यह रफ्तार पकड़ गया । प्रथम माह में वह आगम का 20% लाभ अर्जित करने में सफल हुई ।

(क) उपभोक्ताओं को अपनी टिफिन सेवाओं के बारे में सम्प्रेषित करने के लिए सारा द्वारा उपयोग में लाई गई प्रवर्तन-विधि की पहचान कीजिए ।

(ख) वस्तुओं एवं सेवाओं के विपणन के लिए उपरोक्त (क) में पहचानी गई प्रवर्तन-विधि की किन्हीं तीन भूमिकाओं का उल्लेख कीजिए ।

Sara was pursuing her graduation. Everyday she saw her mother working tirelessly at home after coming back from her work-place. She decided to start a tiffin service to increase her family income. To begin with she started supplying tiffin only in the neighbourhood. Everyday she detailed out the menu after consulting her mother. For informing the people about her service she designed a beautiful informative pamphlet, got it printed and started distributing it through the daily newspapers. She also appointed two delivery boys to deliver tiffins.

The business was slow to begin with but picked-up well afterwards. She was able to earn a profit of 20% of the revenue in the first month.

(a) Identify the promotional tool used by Sara to communicate to the customers about her tiffin service.

(b) State any three roles of the promotional tool identified in (a) above in marketing of goods and services.

19. अपनी माध्यमिक विद्यालय परीक्षा पास करने के पश्चात्, 15 वर्ष की आयु में डेविड ने विद्यालय छोड़ दिया और अपने पिता के अधीन प्रशिक्षण प्राप्त करना आरंभ कर दिया। इसके पिता, एक सुप्रसिद्ध बिजली-मिस्त्री थे, जिन्होंने बहुत-सी कम्पनियों में कार्य किया था। उसने प्रतिदिन अपने पिता के साथ कार्य पर जाना आरंभ कर दिया और वह उन्हें कार्य करते हुए बहुत ध्यान से देखता था। डेविड एक अच्छा नौसिखिया था और वह कार्य की तकनीकों को जल्द ही सीख गया। अब डेविड के पिता ने उसे व्यवसाय के दाँव-पेच सिखाने आरंभ कर दिए। समय बीतने के साथ-साथ डेविड ने उच्च स्तरीय कौशल प्राप्त कर लिया और इंदौर में एक सुप्रसिद्ध बिजली-मिस्त्री बन गया। बड़े व्यावसायिक घरानों से बिजली के तार डालने के लिए उसे बुलाना आरंभ कर दिया।

4

(क) उपरोक्त अनुच्छेद में चर्चित प्रशिक्षण की विधि का नाम बताइए।

(ख) प्रशिक्षण प्राप्त करने के पश्चात् डेविड को प्राप्त होने वाले किन्हीं तीन लाभों का उल्लेख कीजिए।

After passing his secondary school examination, David left the school at the age of 15 years and started getting training under his father. His father, a renowned electrician, had worked for many companies. He everyday started accompanying his father on work and watched him carefully while working. David was a good learner and learnt the techniques of work quickly. Now his father started passing on the tricks of the trade to David. With the passage of time David acquired a high level skill and became a well-known electrician at Indore. Big business-houses started calling him for electrical-wiring.

(a) Name the method of training discussed in the above para.

(b) State any three benefits which David could get on being trained.

20. दीवान लिमिटेड एक बहुराष्ट्रीय परामर्शी कम्पनी है जिसका मुख्यालय वॉशिंग्टन डी.सी. में है। यह विश्व के विभिन्न देशों के नौजवानों को रोजगार प्रदान करती है।

यह एक ऐसी कम्पनी है जिसमें इसके कार्यकारी पर्यावरण, वेतन तथा विकास की संभावनाओं के कारण लोग कार्य करने के स्वप्न देखते हैं। कम्पनी की मुक्त-सम्प्रेषण-संस्कृति है तथा विभिन्न देशों के लोग भेदभाव रहित वातावरण में साथ-साथ कार्य करते हैं। दीवान लिमिटेड के प्रबन्धक दयाभाव तथा न्याय पर जोर देते हैं जिसके द्वारा कर्मचारियों में स्वामीभाव तथा निष्ठा सुनिश्चित होती है।

यह समूह के सदस्यों में पारस्परिक विश्वास एवं अपनेपन की भावना को भी प्रोत्साहित करती है। इस प्रकार समूह कार्यों को प्रोत्साहित करके दीवान लिमिटेड अपने उद्देश्यों को प्राप्त करने में सफल हुई है। ऐसा करके दीवान लिमिटेड के प्रबन्धक प्रबन्ध के कुछ सिद्धान्तों का निर्वाह कर रहे हैं।

ऐसे किन्हीं दो सिद्धान्तों को पहचानिए तथा समझाइए।

5

Deewan Ltd. is a multinational consulting company with its headquarters at Washington D.C. It hires young people from different countries of the world.

It is a company in which people dream to work because of its work-environment, pay and growth prospectus. The company has a culture of open communication and people of various nationalities work together in a discrimination free environment. The behaviour of managers of Deewan Ltd. emphasises kindness and justice which ensures loyalty and devotion of workers.

It also promotes mutual trust and belongingness among team members. In this way management of Deewan Ltd. is able to achieve its objectives by promoting team work. By doing so Managers of Deewan Ltd. are following some principles of management.

Identify and explain any two such principles.

21. ऐसे रसायनों के बजाय, जो स्वास्थ्य के लिए हानिकारक हैं, अपने गाँव में पाई जाने वाली जड़ी-बूटियों का उपयोग करके अदिति ने टूथपेस्ट उत्पादन की एक कम्पनी 'दन्तिक लिमिटेड' की स्थापना की। उत्पाद का पैकेज पर्यावरणीय-मित्र था तथा इस पर मूल्य, मात्रा, अन्तर्वस्तुएँ, उपयोग-हेतु-निर्देश तथा अन्य संदर्भित सूचनाओं का विवरण था। इस पर 'दन्तिक उपभोक्ता-सेवाओं तथा शिकायत केन्द्र' के सम्पर्क विवरण जैसे पता, टेलिफोन नंबर तथा ई-मेल आईडी भी थी। टूथपेस्ट अत्यन्त लोकप्रिय हो गया तथा उसे सुप्रसिद्ध व्यापारियों से आदेश मिलने आरंभ हो गए।

(क) उपरोक्त चर्चित उपभोक्ताओं के किन्हीं दो अधिकारों की पहचान कीजिए तथा उन्हें समझाइए।

(ख) ऐसे किन्हीं दो मूल्यों का भी उल्लेख कीजिए जो दन्तिक लिमिटेड द्वारा समाज को सम्प्रेषित किए गए हैं।

5

Aditi set-up a company 'Dantik Ltd.' to manufacture toothpastes using herbs found in her village instead of chemicals that are hazardous to health. The package of the product was eco-friendly and had details like price, quantity, ingredients, directions for use and other relevant information. It also carries the contact details like address, phone number and e-mail id of 'Dantik Consumer Services and Grievance Cell'. The toothpaste became very popular and she started getting orders from reputed traders.

(a) Identify and explain any two Rights of Consumers discussed above.

(b) State any two values being communicated by 'Dantik Ltd.' to the society.

22. समन्वय की किन्हीं पाँच विशेषताओं का उल्लेख कीजिए।

5

State any five characteristics of co-ordination.

23. 'नव-निर्गमन-बाज़ार' का क्या अर्थ है ? इस बाज़ार में नई प्रतिभूतियों के निर्गमन की विभिन्न विधियों को समझाइए।

6

What is meant by 'New Issue Market' ? Explain the various methods of floatation of new securities issues in this market.

24. मानवीय कार्यों को मशीनों द्वारा करने के क्षेत्र में तेजी से हुई प्रगति के साथ 'सुजान' नामक एक रोबोट का आविष्कार एवं विकास किया गया है तथा इसे अपने उद्गम राष्ट्र की नागरिकता प्राप्त होने वाली है।

इससे मनुष्यों के स्थान पर मशीनों के उपयोग की स्थिति उत्पन्न हो गई है। 'सुजान' दैनिक एवं खतरनाक सभी प्रकार के कार्य करता है तथा लोगों के प्रश्नों के उत्तर भी देता है। परन्तु उत्पाद नव-प्रवर्तनों की ओर उपभोक्ताओं के दृष्टिकोण, बेरोज़गारी की समस्या तथा जीवन की गुणवत्ता पर इसके प्रभाव के दृष्टिगत इस विषय को सावधानीपूर्वक समझना होगा। केन्द्र, राज्य या स्थानीय स्तर पर विभिन्न कमीशनो तथा एजेन्सियों के आदेशों तथा निर्णयों के माध्यम से भारत सरकार मानव तथा मशीनी शक्ति के उपयोग में संतुलन हेतु एक अत्यधिक महत्वपूर्ण भूमिका का निर्वाह कर रही है।

6

उपरोक्त अनुच्छेद में पर्यावरण के विभिन्न आयामों की चर्चा की गई है।

उपरोक्त से पंक्तियों को उद्धृत करते हुए किन्हीं तीन आयामों की पहचान कीजिए तथा इन्हें समझाइए।

With rapid advancements in the field of replacing manual work with machines, a robot named 'Sujan' has been invented and developed and is likely to get the citizenship of the country of its origin.

It has led to a stage where machines are being used in place of human beings. 'Sujan' is doing all types of work whether routine or hazardous and even answering the queries of people. However, this issue has to be carefully looked into keeping in mind the consumer attitude towards product innovations, problem of unemployment and its impact on the quality of life. Through the orders and decisions of various commissions and agencies at Centre, State or local level the Indian Government is playing a very significant role in balancing the use of human and machine power.

Various dimensions of business environment are being discussed in the above para.

By quoting the lines from the above identify and explain any three dimensions.

25. 'ज्ञान इलेक्ट्रिक्स प्राइवेट लिमिटेड' में सहायक प्रबन्धक के दो पद रिक्त थे । मानव संसाधन प्रबंधक 'पार्थ' ने संगठन के अंदर से ही एक उपयुक्त प्रार्थी 'विश्वास' की पहचान की तथा उसे सहायक प्रबन्धक के पद पर पदोन्नत कर दिया । दूसरे पद के लिए प्रबन्धक पार्थ ने एक स्थापन एजेंसी की सहायता ली तथा 'सलीम' का चयन किया । छः माह पश्चात् 'पार्थ' ने देखा कि 'विश्वास' का निष्पादन 'सलीम' के निष्पादन से बेहतर था, यद्यपि 'विश्वास' की योग्यता सलीम से कम थी । अतः 'पार्थ' ने निर्णय लिया कि भविष्य में वह किसी बाहरी स्रोत से कोई नियुक्ति नहीं करेगा ।

6

ऐसे किन्हीं चार कारणों को समझाइए जिनके आधार पर 'पार्थ' ने उपरोक्त निर्णय लिया होगा ।

There were two vacancies for the post of Assistant Manager in 'Gyan Electrics Private Ltd.'. 'Parth' the Human Resources Manager identified one suitable candidate 'Vishwas' from within the organisation and promoted him to the post of Assistant Manager. For another post, the Manager 'Parth' took help of a placement agency and selected 'Saleem'. After six months, Parth observed that 'Vishwas's' performance was much better than 'Saleem's' performance though 'Vishwas' was less qualified than 'Saleem'. Hence, 'Parth' decided that in future he will not make any appointment with the help of an outside source.

Explain any four reasons on the basis of which 'Parth' would have taken the above decision.

			MARKING SCHEME – 2017-18 BUSINESS STUDIES COMPARTMENT– 66/1-2-3 EXPECTED ANSWERS / VALUE POINTS	MARKS
66/1	66/2	66/3		
1	3	5	Q. What is meant by ‘functional structure’ of an organization? Ans. Functional structure is an organisational structure formed by grouping of jobs of similar nature according to functions and organising these major functions as separate departments like production, finance etc.	1 mark
2	5	7	Q. How does planning reduces the risks of uncertainty? Ans. Planning reduces the risk of uncertainty by anticipating changes and developing managerial responses to the changes.	1 mark
3	4	6	Q. Zamon Ltd. is manufacturer of electronics goods based in Pune. On one hand it deals in items like books, music instrument, videotapes etc., and on the other hand it deals in laptops and mobile phones. The company had a functional structure with separate heads for production, marketing and finance. All the functional heads were looking after the products, but at times their activities overlapped. This led to problems related to coordination and inter-departmental conflicts. To facilitate specialization Ramit, the CEO of the company decided to group books, music instrument, videotapes etc. under ‘Media’ and laptops and mobile phones under ‘consumer electronics’. While doing so Ramit has performed a step in the process of one of the functions of management. Identify the step. Ans. Departmentalisation.	1 mark
4	1	8	Q.VXL Ltd. is a company dealing in dairy products. It procures these products from Rajasthan and sells them to various parts of Delhi. A month before ‘Merio Ltd.’ a Haryana based company entered Delhi market with a similar range of products. State the impact of entry of Haryana based ‘Merio Ltd.’ on the working capital requirements of VXL Ltd. Also, name the factor affecting the working capital requirements of VXL Ltd. Ans. The entry of Haryana based ‘Merio Ltd.’ will increase the working capital requirements of VXL Ltd as it may necessitate higher stocks of finished goods to meet urgent orders from customers. OR The entry of Haryana based ‘Merio Ltd.’ will increase the working capital requirements of VXL Ltd as competition may force it to extend liberal credit terms. <u>Factor affecting working capital requirements is:</u> Level of competition.	$\frac{1}{2} + \frac{1}{2}$ =1 mark

5	6	1	<p>Q. 'Vani Oil Refinery' is a large company, engaged in processing crude oil and refining it into more useful products like Petroleum, Kerosene, LPG etc. It has build good reputation over the years. It has been consistently earning profits and paying regular dividend to its shareholders. It needs additional working capital immediately to finance a project. It expects to return this amount after seven to eight months. Ashish Batra, the Finance Manager of the company does not want to get into procedural requirements of securing finance from a Commercial Bank.</p> <p>Suggest how the company can raise the required finance for meeting its additional working capital requirements.</p> <p>Ans. 'Vani Oil Refinery' can raise the required finance for meeting its additional working capital requirements through <u>Commercial Paper</u>.</p>	1 mark
6	7	3	<p>Q. Give the meaning of Marketing Mix.</p> <p>Ans. Marketing mix is the combination of variables chosen by a firm to prepare its market offering.</p> <p style="text-align: center;">OR</p> <p>Marketing Mix is described as the set of marketing tools that a firm uses to pursue its marketing objectives in a target market.</p> <p style="text-align: center;"><i>(or any other correct meaning)</i></p>	1 mark
7	8	2	<p>Q. If the company has enough funds and the management also wants to have greater control on the channel members, which channel of distribution should the company adopt? Give reason in support of your answer.</p> <p>Ans. The company should adopt Direct Level Channel/ Zero Level Channel/ Short channel of distribution.</p> <p>Reason: The company has enough funds for starting own retail outlets or engaging large number of sales force.</p>	$\frac{1}{2} + \frac{1}{2}$ =1 mark
8	2	4	<p>Q. 'My Bakery', a biscuit manufacturing company, launched biscuits with different flavours based on quality and features like 'Crunchy biscuits', 'Sweet potato', 'Coffee Jolly' etc.</p> <p>The labels on the package of the biscuits are with pictures and different colours indicating and specifying the flavours of the biscuits and their contents.</p> <p>Identify the two functions of labelling discussed above.</p> <p>Ans. <u>Functions of labelling discussed above are:</u></p> <p>(i) Describes the product and specifies its contents.</p>	$\frac{1}{2} + \frac{1}{2}$

			(ii) Helps in grading of products.	=1mark												
9	12	11	<p>Q. Distinguish between ‘delegation‘ and ‘decentralization’ on the basis of (i) Freedom of action; (ii) Status and (iii) Purpose.</p> <p>Ans. Distinction between ‘delegation’ and ‘decentralisation’:</p> <table><tr><th>Basis</th><th>Delegation</th><th>Decentralisation</th></tr><tr><td>Freedom of action</td><td>Delegation involves more control by superiors leading to less freedom to take own decisions by subordinates.</td><td>Decentralisation involves less control over executives leading to greater freedom of action to subordinates.</td></tr><tr><td>Status</td><td>It is a process followed to share tasks.</td><td>It is the result of the policy decision of the top management.</td></tr><tr><td>Purpose</td><td>The purpose of delegation is to lessen the burden of the manager.</td><td>The purpose of decentralization is to increase the role of the subordinates in the organisation by giving them more autonomy.</td></tr></table> <p>.</p>	Basis	Delegation	Decentralisation	Freedom of action	Delegation involves more control by superiors leading to less freedom to take own decisions by subordinates.	Decentralisation involves less control over executives leading to greater freedom of action to subordinates.	Status	It is a process followed to share tasks.	It is the result of the policy decision of the top management.	Purpose	The purpose of delegation is to lessen the burden of the manager.	The purpose of decentralization is to increase the role of the subordinates in the organisation by giving them more autonomy.	<p>1 x 3 = 3marks</p>
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10	13	10	<p>Q. State any three financial incentives other than ‘Pay and Allowances’ to motivate employees.</p> <p>Ans. <u>Financial incentives other than ‘Pay and Allowances’ to motivate employees: (Any three)</u></p> <p>(a) <u>Productivity linked wage incentive</u> involves linking payment of wages of employees to the increase in their productivity at individual or group level.</p> <p>(b) <u>Bonus</u> involves offering an amount of funds over and above the wages/ salary to the employees.</p> <p>(c) <u>Profit Sharing</u> involves providing a share in the profits of the organization to employees.</p> <p>(d) <u>Co-partnership/Stock option</u> is an incentive under which the employees are offered company shares at a set price which is lower than market price.</p> <p>(e) <u>Retirement Benefits</u> include benefits such as provident fund, pension and gratuity that provide financial security to employees after their retirement.</p> <p>(f) <u>Perquisites</u> include incentives such as car allowance, housing, medical aid and education to the children etc., which</p>	<p>= 1 x 3 = 3marks</p>												

			are offered over and above the salary. <i>(If an examinee has given only the heading, ½ mark for each heading should be awarded.)</i>	
11	9	12	<p>Q. Lakhan, an expert in the area of Financial Management, sent an e-mail to his subordinate Thomas about a new project for a client in France. Though, the mail was in English, a language known to Thomas, he was not able to understand the actual meaning of many words used in the mail. He was also not a specialist in the field of Financial Management. Not only this, some portions of the mail were translated from French to English in such a manner that many mistakes crept in, causing different meaning to the message.</p> <p>(a) Identify two specific barriers to communication in Lakhan’s e-mail. (b) State any two measures which can be taken by Lakhan to overcome the barriers identified in part (a) above to improve in future the effectiveness of his communication.</p> <p>Ans. <u>Two specific barriers to communication in Lakhan’s e-mail were:</u> (i) Faulty translations (ii) Technical jargon</p> <p><u>Measures to overcome communication barriers: (Any two)</u> (i) Lakhan should <u>communicate according to the needs</u>, education and understanding levels of subordinates. (ii) He should take a <u>proper feedback</u> to improve the communication process and make it more responsive. (iii) He should regularly <u>follow up communication</u> and review the instructions given to subordinates. (iv) He should <u>be aware of languages, tone and content of the message</u> to make it understandable to the receiver.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded.)</i></p>	$\frac{1}{2} + \frac{1}{2}$ = 1 mark + 1 x 2 = 2marks = 1 + 2 = 3marks
12	11	13	<p>Q. Neelabh Sarin, the Finance Manager and Atul Chopra, the Managing Director of Ghokerns Ltd. were discussing regarding the source of finance to be raised for modernization of their existing plant. Quoting that ‘Sensex has soared by 5078 points’ in the last three years, Neelabh Sarin suggests that equity should be preferred while Atul Chopra wanted to opt for debt.</p> <p>Keeping in mind the high operating costs of the company, suggest the source of finance that should be used for modernization of existing plant. Also, explain the two factors highlighted above which should be kept in mind for taking this</p>	

			<p>decision.</p> <p>Ans. The source of finance that should be used for modernization of existing plant is Equity.</p> <p>Two factors highlighted above which should be kept in mind for taking this decision are:</p> <p>(a) Stock market conditions/ State of capital market. (b) Fixed operating costs/ Risk considerations.</p> <p><i>(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)</i></p>	<p>1 mark + ½ mark for heading + ½ mark for explanation = 1 x 2 = 2 marks = 1 + 2 = 3 marks</p>
13	10	9	<p>Q. Explain any three points of importance of consumer protection from the point of view of consumers.</p> <p>Ans. <u>Importance of Consumer protection from the point of view of consumers:</u> (i) Consumer ignorance. (ii) Unorganized consumers. (iii) Widespread exploitation of consumers.</p> <p><i>(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)</i></p>	<p>½ mark for heading + ½ mark for explanation = 1 x 3 = 3 marks</p>
14	16	18	<p>Q. Vardan Patel started the business of preparation and supplying sweets through home delivery at a production cum show-room ‘Express Sweets’ at Ahmedabad.</p> <p>He made a plan forecasting the sales of different types of sweets in various localities of Ahmedabad for each month of the year to earn a profit of 20% on Capital employed.</p> <p>He sets a sales target of ₹20,00,000 in the current year with a 10% increase every year.</p> <p>He then set the criteria for selecting suppliers from whom he would make purchases of raw material. The planning paid off and the business was able to achieve its targets.</p> <p>(a) Identify any two types of plans by quoting the lines from the above.</p> <p>(b) Also give the meaning of the types of plans identified in part (a) above.</p> <p>Ans.(a) The two types of plans are: (i) <u>Objective</u> <i>‘He set a sales target of Rs. 20,00,000 in the current year with a 10% increase every year.’</i></p>	<p>½ mark for identification + ½ mark for</p>

			<p style="text-align: center;"><i>OR</i></p> <p><i>'He made a plan forecasting the sales of different types of sweets in various localities of Ahmedabad for each month of the year to earn a profit of 20% on Capital employed.'</i></p> <p>(ii) <u>Policy</u> <i>'He then set the criteria for selecting suppliers from whom he would make purchases of raw material.'</i></p> <p>(b) <u>Objective</u>: An objective is the end which the management seeks to achieve within a given time period, expressed in quantitative terms.</p> <p><u>Policy</u> : A policy is a general guideline which brings uniformity in decision making for achievement of predetermined objectives.</p>	<p>quoting line = 1 x 2 = 2 marks</p> <p>+</p> <p>1 mark each for the meaning = 1 x 2 = 2 marks = 2+2 = 4 marks</p>
15	15	17	<p>Q. A.V.M.Ltd. set-up its electric appliances manufacturing factory in a backward area of Himachal Pradesh where subsidies are provided by the government and labour is available at cheaper rates.</p> <p>A.V.M Ltd. was able to produce its products at low cost thereby generating enough profits in the first year itself. It was because of the fact that the limits of authority and responsibility of the employees were clearly defined and the activities of various departments were coordinated and integrated. The Production Manager of the company also came to know about the availability of raw material at cheaper rates from a vendor. For this he wrote a letter to the Managing Director of the company for getting sanction. But because of procedural delays in getting this sanction and procuring funds from the Finance Manger, the order could not be placed.</p> <p>(a)Identify the type of organization that led to procedural delays and because of which the company could not get the advantage of procuring raw material at cheaper rates.</p> <p>(b)State an advantage of the type of organization identified in (a) above other than those discussed in the above case.</p> <p>(c)Also, state any two values communicated by A.V.M Ltd. to the society.</p> <p>Ans.(a) Formal organisation.</p> <p>(b)<u>Advantage of formal organisation (Any one):</u></p> <p>(i) It helps to maintain <u>unity of command</u> through an established chain of command.</p>	<p>1 mark for identification</p> <p>+</p> <p>1 mark for advantage</p>

			<p>(ii) It leads to <u>effective accomplishment of goals</u> by ensuring that each employee knows the role he has to play.</p> <p>(iii) It provides <u>stability to the organization</u> as behavior of employees can be fairly predicted.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded.)</i></p> <p>(c) <u>Values communicated by A.V.M Ltd. to the society:</u></p> <p>(i) Development of backward areas/ Balanced regional development.</p> <p>(ii) Optimum utilization of resources.</p>	<p>+</p> <p>1 mark for each value</p> <p>=</p> <p>1 x 2</p> <p>=</p> <p>2 marks</p> <p>=</p> <p>1+1 +2</p> <p>=</p> <p>4 marks</p>
16	14	14	<p>Q. Explain the steps to be followed in the process of controlling function of management after ‘Setting Standards’.</p> <p><u>Ans. Steps to be followed in the process of controlling function of management after ‘Setting Standards’:</u></p> <p>(i) Measuring actual performance</p> <p>(ii) Comparing actual performance with standards</p> <p>(iii) Analysing deviations</p> <ul style="list-style-type: none"> • Critical Point Control • Management by Exception <p>(iv) Taking corrective action</p> <p><i>(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)</i></p> <p><i>(If the examinee has not followed the correct sequence of steps, ½ mark to be deducted.)</i></p>	<p>½ mark for heading</p> <p>+</p> <p>½ mark for explanation</p> <p>=</p> <p>1 x 4</p> <p>=</p> <p>4 marks</p>
17	19	16	<p>Q. After passing his secondary school examination, David left the school at the age of 15 years and started getting training under his father. His father, a renowned electrician, had worked for many companies. He everyday started accompanying his father on work and watched him carefully while working. David was a good learner and learnt the techniques of work quickly. Now his father started passing on the tricks of the trade to David. With the passage of time David acquired a high level skill and became a well-known electrician at Indore. Big business-houses started calling him for electrical -wiring .</p> <p>(a)Name the method of training discussed in the above para.</p> <p>(b) State any three benefits which David could get on being trained.</p> <p><u>Ans.(a) Apprenticeship Training</u></p> <p><u>(b)Benefits which David could get on being trained: (Any three)</u></p> <p>(i) It may lead to his <u>promotion and career growth</u> due to improved skills</p>	<p>1 mark for naming the method</p> <p>+</p> <p>1 mark for stating each</p>

			<p>and knowledge.</p> <p>(ii) It will <u>help him to earn more</u> due to improved performance.</p> <p>(iii) It will <u>reduce accidents</u> as he will be more efficient to handle machines.</p> <p>(iv) It will <u>increase his satisfaction</u> and morale.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded.)</i></p>	<p>benefit = 1 x 3 = 3marks</p> <p>= 1+3 = 4 marks</p>
18	17	19	<p>Q. Describe any four functions of Financial Market.</p> <p>Ans.<u>Functions of Financial Market:</u></p> <p>(i) Mobilisation of savings and channelising them into most productive use.</p> <p>(ii) Facilitating price discovery.</p> <p>(iii) Providing liquidity to financial assets.</p> <p>(iv) Reducing the cost of transactions.</p> <p><i>(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)</i></p>	<p>½ mark for heading + ½ mark for explanation</p> <p>=1 x 4 = 4 marks</p>
19	18	15	<p>Q. Sara was pursuing her graduation. Everyday she saw her mother working tirelessly at home after coming back from her work-place. She decided to start a tiffin service to increase her family income. To begin with she started supplying tiffin only in the neighbourhood. Everyday she detailed out the menu after consulting her mother. For informing the people about her service she designed a beautiful informative pamphlet, got it printed and started distributing it through the daily newspapers. She also appointed two delivery boys to deliver tiffins.</p> <p>The business was slow to begin with but picked-up well afterwards. She was able to earn a profit of 20% of the revenue in the first month.</p> <p>(a) Identify the promotional tool used by Sara to communicate to the customers about her tiffin service.</p> <p>(b) State any three roles of the promotional tool identified in (a) above in marketing of goods and services.</p> <p>Ans. (a) Advertising</p> <p>(b) <u>Role of advertising in marketing</u> (Any three):</p> <p>(i) It helps to <u>create demand</u> by informing the prospective customers about the product.</p>	<p>1 mark for identification</p> <p>+</p> <p>1 mark for stating each</p>

			<p>(ii) It provides <u>economies of scale</u> as increased demand leads to higher production.</p> <p>(iii) It <u>educates consumers</u> by informing about the availability of different products in the market.</p> <p>(iv) It <u>generates employment</u> by creating various kinds of jobs to artists, script writers etc .</p> <p>(v) It <u>improves standard of living</u> by giving information regarding new products and increasing income levels of people.</p> <p>(vi) It <u>sustains the media</u> by acting as a source of revenue.</p> <p><i>(If an examinee has given only the heading, ½ mark for the heading should be awarded.)</i></p>	<p>point of role</p> <p>=</p> <p>1 x 3</p> <p>=</p> <p>3 marks</p> <p>=</p> <p>1 +3</p> <p>=</p> <p>4 marks</p>
20	22	21	<p>Q. State any five characteristics of co-ordination.</p> <p>Ans. <u>Characteristics of co-ordination:</u> (Any five)</p> <p>(i) It <u>integrates group efforts</u> by unifying diverse interests into purposeful work activity</p> <p>(ii) It <u>ensures unity of action</u> by acting as a binding force between departments and ensuring that all action is aimed at achieving the goals of the organisation.</p> <p>(iii) It is a <u>continuous process</u> as it starts at the planning stage and continues till controlling.</p> <p>(iv) It is a <u>pervasive function</u> as it is required in all types of organisations, in all the departments and at all levels.</p> <p>(v) It is the <u>responsibility of all managers</u> at the top, middle and lower level.</p> <p>(vi) It is a <u>deliberate function</u> as every manager has to co-ordinate the efforts of different people in a conscious and deliberate manner.</p> <p><i>(If an examinee has given only the heading, ½ mark for each heading should be awarded.)</i></p>	<p>1 x 5</p> <p>=</p> <p>5 marks</p>
21	20	22	<p>Q. Deewan Ltd. is a multinational consulting company with its headquarters at Washington D.C. It hires young people from different countries of the world.</p> <p>It is a company in which people dream to work because of its work-environment, pay and growth prospectus. The company has a culture of open communication and people of various nationalities work together in a discrimination free environment. The behaviour of managers of Deewan Ltd.</p>	

			<p>emphasizes kindness and justice which ensures loyalty and devotion of workers.</p> <p>It also promotes mutual trust and belongingness among team members. In this way management of Deewan Ltd. is able to achieve its objectives by promoting team work. By doing so managers of Deewan Ltd. are following some principles of management.</p> <p>Identify and explain any two such principles.</p> <p>Ans. The two principles of management followed by managers of Dewan Ltd are:</p> <p><u>Equity</u></p> <ul style="list-style-type: none"> ▪ Equity states that there should be no discrimination against anyone on account of sex, religion, language, caste, belief, nationality etc. ▪ It emphasises kindness and justice in the behaviour of managers towards the workers to ensure loyalty and devotion. <p><u>Espirit de Corps.</u></p> <ul style="list-style-type: none"> ▪ Management should promote <u>team spirit of unity and harmony</u> among employees. ▪ This will give rise to spirit of <u>mutual trust and belongingness</u> among team members and will minimise the need for using penalties. 	<p>½ mark for identification of each principle</p> <p>+</p> <p>2 marks for its explanation</p> <p>=</p> <p>2 ½ x 2</p> <p>=</p> <p>5 marks</p>
22	21	20	<p>Q. Aditi set-up a company ‘Dantik Ltd.’ to manufacture toothpastes using herbs found in her village instead of chemicals that are hazardous to health. The package of the product was eco-friendly and had details like price, quantity, ingredients, directions for use and other relevant information. It also carries the contact details like address, phone number and e-mail id of ‘Dantik Consumer Services and Grievance Cell’. The toothpaste became very popular and she started getting orders from reputed traders.</p> <p>(a) Identify and explain any two Rights of Consumers discussed above.</p> <p>(b) State any two values being communicated by ‘Dantik Ltd.’ to the society.</p> <p>Ans. (a) <u>Rights of Consumers</u> discussed above:</p> <p>(i) <u>Right to be Informed</u> states that a consumer has a right to have complete information about the product he intends to buy such as ingredients, date of manufacture, price, quantity etc.</p> <p>(ii) <u>Right to be Heard</u> states that a consumer has right to file a complaint and to be heard in case of dissatisfaction with a product or a service.</p> <p>(b) <u>Values communicated by ‘Dantik Ltd.’ to the society: (Any two)</u></p> <p>(i) Concern for health.</p> <p>(ii) Optimum utilization of resources.</p> <p>(iii) Social responsibility.</p>	<p>½ mark for identification of each Right</p> <p>+</p> <p>1 mark for explanation</p> <p>=</p> <p>1 ½ x 2</p> <p>=</p> <p>3 marks</p> <p>+</p> <p>1 mark for each value</p> <p>=</p> <p>1 x 2</p> <p>=</p> <p>2 marks</p> <p>=</p> <p>3+2</p>

			(or any other correct value)	= 5 marks
23	24	25	<p>Q. With rapid advancements in the field of replacing manual work with machines, a Robot named ‘Sujan’ has been invented and developed and is likely to get the citizenship of the country of its origin.</p> <p>It has led to a stage where machines are being used in place of human beings. ‘Sujan’ is doing all types of work whether routine or hazardous and even answering the queries of people. However, this issue has to be carefully looked into keeping in mind the consumer attitude towards product innovations, problem of unemployment and its impact on the quality of life. Through the orders and decisions of various commissions and agencies at Centre, State or local level the Indian Government is playing a very significant role in balancing the use of human and machine power. Various dimensions of business environment are being discussed in the above para.</p> <p>By quoting the lines from the above identify and explain any three dimensions.</p> <p>Ans.(i) <u>Technological Environment</u></p> <p><i>‘With rapid advancements in the field of replacing manual work with machines, a robot named ‘Sujan’ has been invented and developed’.</i></p> <p>Technological Environment includes forces relating to scientific improvements and innovations which provide new ways of producing goods and services and new methods and techniques of operating a business.</p> <p>(ii) <u>Social Environment</u></p> <p><i>‘However, this issue has to be carefully looked into keeping in mind the consumer attitude towards product innovations, problem of unemployment and its impact on the quality of life’.</i></p> <p>Social Environment includes social forces like customs and traditions, values, social trends and society’s expectation from business.</p> <p>(iii) <u>Legal environment</u></p> <p><i>‘Through the orders and decisions of various commissions and agencies at Centre, State or local level the Indian Government is playing a very significant role in balancing the use of human and machine power.’</i></p> <p>Legal environment includes various legislations passed by the Government administrative orders issued by government authorities, court judgments as well as the decisions rendered by various commissions and agencies at every level of the government— Centre,</p>	<p>½ mark for identification of each dimension</p> <p>+</p> <p>½ mark for quoting</p> <p>+</p> <p>1 mark for explanation</p> <p>= 2 x 3 =</p>

			state or local.	6 marks
24	25	23	<p>Q. There were two vacancies for the post of Assistant Manager in ‘Gyan Electrics Private Ltd.’ ‘Parth’ the Human Resources Manager identified one suitable candidate ‘Vishwas’ from within the organization and promoted him to the post of Assistant Manager. For another post, the Manager ‘Parth’ took help of a placement agency and selected ‘Saleem’. After six months, Parth observed that ‘Vishwas’s’ performance was much better than ‘Saleem’s’ performance though ‘Vishwas’ was less qualified than ‘Saleem’. Hence, ‘Parth’ decided that in future he will not make any appointment with the help of an outside source.</p> <p>Explain any four reasons on the basis of which ‘Parth’ would have taken the above decision.</p> <p>Ans. <u>Reasons on the basis of which ‘Parth’ would have taken the decision not to make appointment with the help of an outside source are: (any four)</u></p> <p>(a) Internal sources are <u>more reliable way of recruitment</u> since the candidates are already known to the organisation whereas external sources.</p> <p>(b) If internal source are used, there is <u>no need for induction training</u> as the employees are already familiar with the organisation.</p> <p>(c) Internal sources help to improve the <u>motivation, loyalty and satisfaction level of existing employees.</u></p> <p>(d) Promotion at a higher level may lead to a chain of promotions at lower levels in the organisation.</p> <p>(e) They <u>simplify the process of selection</u> as the candidates are already known to the organisation.</p> <p>(f) They help in <u>adjustment of surplus staff</u> in those departments where there is shortage of staff.</p> <p>(g) Filling of jobs internally is cheaper as compared to getting candidates from external sources.</p>	<p>=</p> <p>1 ½ mark for each reason</p> <p>=</p> <p>1 ½ x 4</p> <p>=</p> <p>6 marks</p>
25	23	24	<p>Q. What is meant by ‘New Issue Market’? Explain the various methods of flotation of new securities issues in this market.</p> <p>Ans. <u>New Issue Market</u> is a market in which new securities are issued for the first time to the investors.</p> <p>The various methods of floatation of new securities in this market are:</p> <p>(i) Offer through Prospectus</p> <p>(ii) Offer for Sale</p>	<p>1 mark for the meaning</p> <p>+</p> <p>½ mark for the heading</p> <p>+</p> <p>½ mark for explanation</p>

		(iii) Private Placement (iv) Rights Issue (v) E-IPO <i>(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)</i>	= 1 x 5 = 1+5 = 6 marks
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