



Series R2PQS/2

SET~3

रोल नं.							
Roll No.							

प्रश्न-पत्र कोड
Q.P. Code **66/2/3**

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

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

नोट / NOTE :

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **23** हैं ।
Please check that this question paper contains **23** printed pages.
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं ।
Please check that this question paper contains **34** questions.
- प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें ।
Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
- कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में प्रश्न का क्रमांक अवश्य लिखें ।

Please write down the serial number of the question in the answer-book before attempting it.

- 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 ।

15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.



**व्यावसायिक अध्ययन
BUSINESS STUDIES**



निर्धारित समय : 3 घण्टे

Time allowed : 3 hours

अधिकतम अंक : 80

Maximum Marks : 80



सामान्य निर्देश :

निम्नलिखित निर्देशों को बहुत सावधानी से पढ़िए और उनका सख्ती से पालन कीजिए :

- (i) इस प्रश्न-पत्र में 34 प्रश्न हैं। सभी प्रश्न अनिवार्य हैं।
- (ii) प्रत्येक प्रश्न के अंक उनके सामने अंकित हैं।
- (iii) उत्तर संक्षिप्त तथा बिंदुवार होने चाहिए।
- (iv) 3 अंकों के प्रश्नों के उत्तर 50 से 75 शब्दों में लिखे जाने चाहिए।
- (v) 4 अंकों के प्रश्नों के उत्तर लगभग 150 शब्दों में लिखे जाने चाहिए।
- (vi) 6 अंकों के प्रश्नों के उत्तर लगभग 200 शब्दों में लिखे जाने चाहिए।
- (vii) प्रत्येक प्रश्न के सभी भागों के उत्तर एक साथ लिखे जाने चाहिए।

प्रश्न संख्या 1 से 20 तक बहुविकल्पीय प्रश्न (MCQ) हैं, जिनमें प्रत्येक का 1 अंक है।

20×1=20

1. संगठन में भावी कर्मचारियों को ढूँढ़ने और उन्हें संगठन में पदों के लिए आवेदन करने के लिए प्रेरित करने की प्रक्रिया को _____ कहते हैं।
(A) प्रशिक्षण (B) चयन
(C) विकास (D) भर्ती
2. एक निर्माणी कम्पनी 'विशेष कन्स्ट्रक्शन्स' ने 'हेलमेट नहीं, प्रवेश नहीं' को सख्ती से लागू करने का निर्णय लिया और निम्नलिखित चिह्न को अपने निर्माण स्थल पर लगा दिया :



उपर्युक्त चिह्न द्वारा इंगित योजना के प्रकार की पहचान कीजिए :

- (A) नीति (B) नियम
- (C) विधि (D) कार्यक्रम



General Instructions :

Read the following instructions very carefully and strictly follow them :

- (i) *This question paper contains **34** questions. **All** questions are **compulsory**.*
- (ii) *Marks are indicated against each question.*
- (iii) *Answers should be brief and to the point.*
- (iv) *Answers to questions carrying **3** marks may be from 50 to 75 words.*
- (v) *Answers to questions carrying **4** marks may be in about 150 words.*
- (vi) *Answers to questions carrying **6** marks may be in about 200 words.*
- (vii) *Attempt all parts of a question together.*

*Questions no. 1 to 20 are Multiple Choice Questions (MCQs), carrying **1** mark each.* *20×1=20*

1. _____ is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.
(A) Training (B) Selection
(C) Development (D) Recruitment
2. 'Vishesh Constructions', a construction company, decided to strictly implement 'No Helmet, No Entry' and put the following sign at their construction sites :



Identify the type of plan indicated by the above sign :

- (A) Policy (B) Rule
- (C) Method (D) Programme



3. कॉलम I में दी गई विपणन प्रबंध दर्शन का कॉलम II में दिए गए उनके मुख्य केन्द्र-बिन्दु से मिलान कीजिए :

कॉलम I	कॉलम II
1. उत्पादन अवधारणा	(i) उपभोक्ताओं की आवश्यकताएँ
2. उत्पाद अवधारणा	(ii) उत्पाद की गुणवत्ता, निष्पादन तथा विशेषताएँ
3. विपणन अवधारणा	(iii) उपभोक्ताओं की आवश्यकताएँ तथा सामाजिक कल्याण
4. विपणन की सामाजिक अवधारणा	(iv) उत्पाद की मात्रा

निम्नलिखित में से सही विकल्प का चयन कीजिए :

- (A) 1-(i), 2-(ii), 3-(iii), 4-(iv)
 (B) 1-(ii), 2-(iii), 3-(i), 4-(iv)
 (C) 1-(iv), 2-(ii), 3-(i), 4-(iii)
 (D) 1-(ii), 2-(iv), 3-(i), 4-(iii)
4. आकाश मेहरा 'केदान्ता एन्टरप्राइजेज़' का विपणन प्रबन्धक है। वह आदेश देता है और यह उम्मीद करता है कि उसके अधीनस्थ उनका पालन करें। अधीनस्थों के साथ उसका केवल एक-मार्गीय सम्प्रेषण है तथा वे केवल उसके द्वारा दिए गए आदेश अनुसार ही कार्य करते हैं।
 आकाश मेहरा की नेतृत्व शैली की पहचान कीजिए :
- (A) सत्तावादी
 (B) सहभागी
 (C) स्वतंत्रात्मक
 (D) व्यावहारिक
5. 'अधिकारी का अपने अधीनस्थों में विश्वास का अभाव' सम्प्रेषण की बाधाओं में से एक है। सम्प्रेषण की बाधा को पहचानिए :
- (A) व्यक्तिगत बाधा
 (B) मनोवैज्ञानिक बाधा
 (C) संकेतिक बाधा
 (D) संगठनिक बाधा



3. Match the Marketing Management philosophies given in Column I with their main focus given in Column II :

<i>Column I</i>	<i>Column II</i>
1. Production concept	(i) Customers' needs
2. Product concept	(ii) Quality, performance and features of product
3. Marketing concept	(iii) Customers' needs and societal well-being
4. Societal marketing concept	(iv) Quantity of product

Choose the correct option from the following :

- (A) 1-(i), 2-(ii), 3-(iii), 4-(iv)
(B) 1-(ii), 2-(iii), 3-(i), 4-(iv)
(C) 1-(iv), 2-(ii), 3-(i), 4-(iii)
(D) 1-(ii), 2-(iv), 3-(i), 4-(iii)
4. Akash Mehra is the Marketing Manager of 'Kedanta Enterprises'. He gives orders and expects his subordinates to obey those orders. Communication is only one-way with the subordinates only acting according to the command given by him.
Identify the leadership style of Akash Mehra :
- (A) Authoritative
(B) Participative
(C) Free-rein
(D) Pragmatic
5. 'Lack of confidence of superior in his subordinates' is one of the barriers of communication. Identify the communication barrier :
- (A) Personal barrier
(B) Psychological barrier
(C) Semantic barrier
(D) Organizational barrier



6. 'जेकेएसडी इंडिया लिमिटेड' ने हाल ही में 'रसोई से ताज़ा' जैम, चटनी, सलाद मसाला तथा मूँगफली का मक्खन आदि की एक नई रेंज प्रस्तुत की है। बिक्री के उद्देश्य से इन्होंने विक्रयकर्ताओं की नियुक्ति की ताकि वे अग्रणी मॉल में भावी उपभोक्ताओं से सम्पर्क स्थापित कर उनके उत्पादों के संबंध में जागरूकता उत्पन्न कर सकें व उत्पाद की प्राथमिकता विकसित कर सकें।

'जेकेएसडी इंडिया लिमिटेड' द्वारा अपने उत्पादों के विपणन के लिए प्रवर्तन की किस तकनीक का उपयोग किया गया है :

- (A) विज्ञापन (B) वैयक्तिक विक्रय
(C) विक्रय संवर्धन (D) जन संपर्क
7. एक नाम, शब्द, चिह्न, प्रतीक अथवा इनमें से कुछ का मिश्रण, जिसका प्रयोग उत्पादों, वस्तुओं अथवा सेवाओं की पहचान बनाने के लिए तथा एक विक्रेता अथवा विक्रेताओं के एक समूह की वस्तुओं अथवा सेवाओं का प्रतियोगियों के उत्पादों से अन्तर्भेद करने के लिए किया जाता है, जाना जाता है :

- (A) ब्राण्ड (B) ट्रेड मार्क
(C) ब्राण्ड नाम (D) ब्राण्ड मार्क

8. निम्नलिखित में से कौन-सी विपणन की एक विशेषता **नहीं** है :

- (A) अपेक्षा एवं आवश्यकता
(B) संग्रहण एवं भंडारण
(C) ग्राहक के योग्य मूल्य
(D) उत्पाद का सृजन

9. कथन I : नियंत्रण एक संगठन में योजनानुसार क्रियाओं का निष्पादन सुनिश्चित करता है।

कथन II : एक प्रबंधक का नियंत्रण कार्य सर्वव्यापी कार्य है।

नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :

- (A) कथन I सत्य है तथा कथन II असत्य है।
(B) कथन II सत्य है तथा कथन I असत्य है।
(C) दोनों कथन सत्य हैं।
(D) दोनों कथन असत्य हैं।



6. 'JKSD India Ltd.' recently introduced a new range of 'fresh from kitchen' jams, ketchups, salad dressings and peanut butter, etc. They appointed salespersons to contact prospective customers in leading malls to create awareness about their products and develop product preferences with the aim of making sales.

Which tool of promotion is being used by 'JKSD India Ltd.' to market its products :

- (A) Advertising (B) Personal Selling
(C) Sales Promotion (D) Public Relations
7. A name, term, symbol, design, or some combination of these, used to identify the products, goods or services of one seller or group of sellers and to differentiate them from those of the competitors is known as :
- (A) Brand (B) Trade Mark
(C) Brand Name (D) Brand Mark
8. Which of the following is **not** a feature of marketing :
- (A) Needs and wants
(B) Storage and warehousing
(C) Customer value
(D) Creating a market offering
9. *Statement I* : Controlling ensures that activities in an organization are performed as per the plans.

Statement II : Controlling function of a manager is a pervasive function.

Choose the correct option from the options given below :

- (A) Statement I is true and Statement II is false.
(B) Statement II is true and Statement I is false.
(C) Both the Statements are true.
(D) Both the Statements are false.



10. जुलाई, 2023 में सुनीता ने 'सुनीता ट्रेवल्स' नाम से अपनी एक ट्रेवल एजेंसी खोली। उसने आरक्षण, होटल बुकिंग, ऑनलाइन पूछताछ तथा भुगतान प्रबंधन के लिए अलग-अलग विभाग बनाए। सुनीता द्वारा किस संगठन ढाँचे को उपयोग में लाया गया है :
- (A) कार्यात्मक ढाँचा
(B) प्रभागीय ढाँचा
(C) अनौपचारिक ढाँचा
(D) लंबरूप (ऊर्ध्व) ढाँचा
11. प्रबन्ध के 'निर्देशन' कार्य के महत्त्व के बारे में निम्नलिखित में से *गलत* कथन का चयन कीजिए :
- (A) वांछित उद्देश्यों की प्राप्ति में संगठन के व्यक्तियों के कार्य को प्रारंभ करने में निर्देशन सहायता करता है।
(B) निर्देशन संगठन में कर्मचारियों के व्यक्तिगत प्रयासों को इस प्रकार समन्वित करता है कि प्रत्येक व्यक्ति के कार्य का योगदान संगठन के निष्पादन में होता है।
(C) निर्देशन संगठन में आवश्यक परिवर्तनों को प्रारंभ करने में मदद करता है।
(D) निर्देशन संगठन में मानव-शक्ति आवश्यकताओं का अनुमान लगाने में सहायता करता है।
12. वे चयन परीक्षाएँ जिनका उपयोग व्यक्ति के नए कौशल को सीखने की संभावित कुशलता को मापने के लिए किया जाता है, कहलाती हैं :
- (A) कौशल परीक्षाएँ
(B) बुद्धि परीक्षाएँ
(C) व्यक्तित्व परीक्षाएँ
(D) अभिरुचि परीक्षाएँ
13. 'स्थायी वित्त व्यय जैसे ब्याज की उपस्थिति के कारण समता अंशधारियों द्वारा अर्जित लाभ में वृद्धि' को उल्लिखित किया जाता है :
- (A) पूँजी ढाँचा
(B) वित्तीयन संबंधी निर्णय
(C) निवेश पर प्रतिफल
(D) समता पर व्यापार
14. 'एक कम्पनी के समता अंशों में सार्वजनिक निर्गमन कम्पनी में प्रबन्ध की पकड़ को कमज़ोर करता है तथा इसे अपने अधिकार में लेने के लिए असुरक्षित बनाता है। यह कारक ऋण और समता के मध्य चयन को भी प्रभावित करता है विशेषकर उन कम्पनियों में जहाँ वर्तमान में प्रबन्ध की पकड़ कमज़ोर हालत में होती है।'
- उपर्युक्त स्थिति में चर्चित पूँजी ढाँचे के चयन को प्रभावित करने वाला कारक है :
- (A) लचीलापन
(B) ऋण की लागत
(C) समता की लागत
(D) नियंत्रण



10. Sunita opened her travel agency named 'Sunita Travels' in July, 2023. She created separate departments for reservations, hotel bookings, online queries and payment handling. Which organisation structure is used by Sunita :
- (A) Functional structure
(B) Divisional structure
(C) Informal structure
(D) Vertical structure
11. From the following, choose the **incorrect** statement about the importance of 'Directing' function of management :
- (A) Directing helps to initiate action by people in the organization towards attainment of desired objectives.
(B) Directing integrates employees' efforts in the organization in such a way that every individual effort contributes to the organization's performance.
(C) Directing facilitates introduction of needed changes in the organization.
(D) Directing helps in estimating manpower requirements for the organization.
12. The selection tests which are used to measure individual's potential for learning new skills are called :
- (A) Aptitude Tests (B) Intelligence Tests
(C) Personality Tests (D) Interest Tests
13. 'Increase in profit earned by equity shareholders due to the presence of fixed financial charges like interest' is referred to as :
- (A) Capital structure (B) Financing decision
(C) Return on Investment (D) Trading on equity
14. 'A public issue of equity may reduce the management holding in the company and make it vulnerable to takeover. This factor also influences the choice between debt and equity, especially in companies in which the current holding of management is on a lower side.'
The factor affecting choice of capital structure discussed in the above case is :
- (A) Flexibility (B) Cost of debt
(C) Cost of equity (D) Control



15. प्रतिभूतियों को इलेक्ट्रॉनिक रूप में रखने की प्रक्रिया को _____ कहते हैं ।
- (A) रोलिंग सेटलमेंट
(B) पंजीकरण
(C) विभौतिकीकरण
(D) निक्षेपागार
16. निम्नलिखित कथनों को पढ़िए : अभिकथन (A) तथा कारण (R) । नीचे दिए गए विकल्पों में से सही विकल्प का चयन कीजिए :
- अभिकथन (A) : विकाेन्द्रीकरण एक ऐच्छिक नीति निर्णय है ।
कारण (R) : यह शीर्ष प्रबन्ध के विवेकानुसार किया जाता है ।
- विकल्प :**
- (A) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं तथा कारण (R), अभिकथन (A) का सही स्पष्टीकरण है ।
(B) अभिकथन (A) तथा कारण (R) दोनों सत्य हैं, परन्तु कारण (R), अभिकथन (A) का सही स्पष्टीकरण **नहीं** है ।
(C) अभिकथन (A) सत्य है, परन्तु कारण (R) असत्य है ।
(D) अभिकथन (A) असत्य है, परन्तु कारण (R) सत्य है ।
17. 'लेंस-ओ' का आरम्भ आँखों के चश्मे व कॉन्टेक्ट लेंस की एक ऑनलाइन कम्पनी जो अपनी वेबसाइट पर विक्रय करती है, के रूप में किया गया । हाल ही में इसने एक विशेष रूप से डिज़ाइन किया गया ऑफ़लाइन स्टोर आरम्भ किया है ताकि उपभोक्ता कम्पनी के शोरूम से भी उनके उत्पादों को क्रय कर सकें ।
- कम्पनी द्वारा वितरण के किस माध्यम का उपयोग किया गया है :
- (A) शून्य स्तरीय माध्यम
(B) एक स्तरीय माध्यम
(C) द्वि स्तरीय माध्यम
(D) तीन स्तरीय माध्यम
18. वित्तीय बाज़ार निवेश के लिए उपलब्ध निधियों का आबंटन अथवा निर्देशन उनके सर्वाधिक उत्पादक निवेश अवसर में करता है । ऐसा करने पर वह _____ कार्य निष्पादित करता है ।
- (A) सृजनात्मक
(B) विनिमय
(C) आबंटनीय
(D) उत्पादक



15. _____ is the process of holding securities in an electronic form.
- (A) Rolling Settlement
(B) Registration
(C) Dematerialization
(D) Depository
16. Read the following statements : Assertion (A) and Reason (R). Choose the correct alternative from those given below :
- Assertion (A) :* Decentralization is an optional policy decision.
- Reason (R) :* It is done at the discretion of the top management.
- Alternatives :**
- (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
(B) Both Assertion (A) and Reason (R) are true, but Reason (R) is **not** the correct explanation of Assertion (A).
(C) Assertion (A) is true, but Reason (R) is false.
(D) Assertion (A) is false, but Reason (R) is true.
17. 'Lens-o' was started as an online eyewear company selling glasses and contact lenses on their website. Recently, it set up a uniquely designed offline store, so that customers can also buy their products from the company showroom.
- Which channel of distribution is used by the company :
- (A) Zero level channel (B) One level channel
(C) Two level channel (D) Three level channel
18. Financial market allocates or directs funds available for investment into the most productive investment opportunity. In doing so, it performs the _____ function.
- (A) Creative (B) Exchange
(C) Allocative (D) Productive



19. सुधा और श्वेता जुड़वाँ बहनें थीं। महाविद्यालय से अपनी शिक्षा पूर्ण करने के बाद उन्होंने व्यवसाय प्रारंभ करने का निर्णय लिया। चूँकि वे वाणिज्य की विद्यार्थी थीं अतः वे 'क्या करना है' तथा 'कैसे करना है' के निर्णयन के महत्त्व को जानती थीं। यह उनके लिए बहुत चुनौतीपूर्ण था क्योंकि इस निर्णय से उनकी सभी भावी क्रियाएँ मार्गदर्शित होनी थीं। इसकी चर्चा अपनी माताजी के साथ करते समय उन्हें 'क्लाउड किचन' आरम्भ करने का एक नया विचार आया। दोनों बहनें इसे आरंभ करने के लिए बहुत अधिक उत्साहित थीं। इस विचार ने एक ठोस योजना का रूप लिया और एक माह में ही वे अपनी 'क्लाउड किचन' आरम्भ करने में सफल हो गईं।

उपर्युक्त स्थिति में नियोजन के महत्त्व के जिस बिन्दु पर प्रकाश डाला गया है, उसे पहचानिए :

- (A) नियोजन अनिश्चितता के जोखिम को कम करता है।
 - (B) नियोजन नव-प्रवर्तन विचारों को प्रोत्साहित करता है।
 - (C) नियोजन नियंत्रण के मानकों का निर्धारण करता है।
 - (D) नियोजन अतिव्याप्ति तथा अपव्ययी क्रियाओं को कम करता है।
20. सुशांत 'कायरो लिमिटेड' का एक योग्य परियोजना प्रबंधक था। सुशांत के प्रमुख नवीन ने सुशांत को एक नई परियोजना सौंपी। सुशांत के पास पहले से ही बहुत काम था। अतः सुशांत ने अपने तीन अधीनस्थों के बीच इस कार्य को बाँटने का निर्णय लिया। उसने अपने पास कार्य के उस भाग को रखा है जिसे वह स्वयं प्रभावपूर्ण ढंग से कर सकता है और जो बच गया, उसमें उसने अपने अधीनस्थों से सहायता ली है। इस कारण परियोजना समय पर पूर्ण हो गई।

परियोजना को पूर्ण करने के लिए सुशांत द्वारा उपयोग में लाई गई प्रबन्ध की अवधारणा थी :

- (A) अंतरण
- (B) विकेन्द्रीकरण
- (C) उत्तरदेयता
- (D) अधिकार



19. Sudha and Shweta were twin sisters. After completing their education from college, they decided to start a business. As they were Commerce students, they knew the importance of deciding in advance 'what to do' and 'how to do'. It was very challenging for them as this decision was to guide all their future actions. While discussing the same with their mother, they got a new idea of starting a 'Cloud Kitchen'. Both the sisters were very excited to start this. The idea took the shape of a concrete plan and within a month, they were successful in starting their 'Cloud Kitchen.'

Identify the point of importance of planning highlighted in the above case :

- (A) Planning reduces the risk of uncertainty.
 - (B) Planning promotes innovative ideas.
 - (C) Planning establishes standards for controlling.
 - (D) Planning reduces overlapping and wasteful activities.
20. Sushant was an able Project Manager at 'Keiro Ltd.' Sushant's Head, Naveen handed over a new project to Sushant. Sushant already had enough work in hand. So, Sushant decided to divide the work assigned to him, among three of his subordinates. He himself kept that part of the work which he himself could perform effectively and got his subordinates to help him with what remained. The project got completed well in time because of this.

The concept of management used by Sushant to complete the project was :

- (A) Delegation
- (B) Decentralization
- (C) Accountability
- (D) Authority



21. कक्षा XII में उद्यमिता की पढ़ाई करने के बाद नील ने बेकरी का एक पाठ्यक्रम पूरा किया और 'केक्स एंड बेक्स' एक बेकरी की दुकान प्रारंभ की। उसने पहले वर्ष में निवेश पर 10% प्रतिफल प्राप्ति का एक साधारण लक्ष्य निर्धारित किया। चूँकि वह बेकरी स्वास्थ्यवर्धक उत्पाद की आपूर्ति कर रही थी, अतः माँग लगातार बढ़ रही थी। एक ही वर्ष में 'केक्स एंड बेक्स' एक प्रसिद्ध बेकरी बन गई। अब वह दीर्घ अवधि के लिए 'केक्स एंड बेक्स' की दिशा एवं सीमा परिभाषित करने के लिए योजना विकसित करना चाहता था। यह निर्णय लेने के लिए कि क्या वह निवेश पर प्रतिफल को बढ़ाने के लिए ऊँचे मूल्य ले सकता है, तथा उत्पादों का विज्ञापन किस प्रकार किया जाए, आदि के लिए उसने एक विपणन योजना बनाई।

उपर्युक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए उपर्युक्त स्थिति में चर्चित दो प्रकार की योजनाओं को पहचानिए एवं समझाइए।

3

22. (क) भारतीय प्रतिभूति एवं विनियम बोर्ड के किन्हीं तीन 'नियामक कार्यों' का उल्लेख कीजिए।

3

अथवा

- (ख) भारतीय प्रतिभूति एवं विनियम बोर्ड के किन्हीं तीन उद्देश्यों का उल्लेख कीजिए।

3

23. (क) प्रबन्ध के 'नियंत्रण' कार्य के महत्त्व के किन्हीं तीन बिन्दुओं को समझाइए।

3

अथवा

- (ख) किन्हीं तीन बिन्दुओं की सहायता से प्रबन्ध के 'नियोजन' एवं 'नियंत्रण' कार्यों के बीच संबंध को समझाइए।

3



21. After studying Entrepreneurship in Class XII, Neel completed a baking course and started a bakery, 'Cakes and Bakes'. He set a target of earning a modest 10% return on investment in the first year. As he was supplying healthy bakery products, the demand kept increasing. 'Cakes and Bakes' became a famous bakery in a year. He now wanted to develop a plan to define the direction and scope of 'Cakes and Bakes' for the long run. He made a marketing plan to decide if he could charge higher price to improve his return on investment, how to advertise the products, etc.

Quoting lines from the above paragraph, identify and explain two types of plans discussed in the above case.

3

22. (a) State any three 'regulatory functions' of Securities and Exchange Board of India.

3

OR

- (b) State any three objectives of Securities and Exchange Board of India.

3

23. (a) Explain any three points of importance of 'Controlling' function of management.

3

OR

- (b) Explain the relationship between 'Planning' and 'Controlling' functions of management with the help of any three points.

3



24. पीयूष एक जूता बनाने वाली कम्पनी 'कम्फर्टी' का उत्पादन प्रबन्धक है। उसके विभाग में उसके अधीन 1000 कर्मचारी कार्यरत हैं। पीयूष ने 300 जोड़ी पुरुष जूतों का एक विशेष आदेश ₹ 500 प्रति जोड़े की अनुमानित लागत जमा 20% लाभ उपांत पर पंजीकृत किया। आदेश की पूर्ति 10 दिनों में की जानी है। आदेश के पूरा होने के बाद पीयूष ने पाया कि एक जोड़ी जूते की उत्पादन लागत ₹ 600 थी। उसने कारण का पता लगाने की कोशिश की लेकिन वह कारण नहीं पता लगा सका। उसने इसकी सूचना मुख्य कार्यकारी अधिकारी को दी। मुख्य कार्यकारी अधिकारी ने कारण का पता लगाने के लिए अभय को नियुक्त किया। अभय न केवल एक विशिष्ट लागत लेखाकार था अपितु एक योग्य मानव संसाधन प्रबन्धक भी था। दो दिन के बाद अभय ने सूचित किया कि निश्चित लक्ष्यों को केवल 800 कर्मचारियों की सहायता से पूरा किया जा सकता था, जिससे यह परिलक्षित हुआ कि संगठन में कर्मचारियों का आधिक्य था। संगठन मानव संसाधन का अनुकूलतम उपयोग नहीं कर पा रहा था जिससे श्रम लागत बढ़ गई।

उपर्युक्त स्थिति प्रबन्ध के एक महत्वपूर्ण कार्य के महत्व के एक बिन्दु पर प्रकाश डाल रही है।

- (i) प्रबन्ध के कार्य की पहचान कीजिए।
- (ii) उपर्युक्त स्थिति में चर्चित महत्व के बिन्दु के अतिरिक्त भाग (i) में पहचाने गए प्रबन्ध के कार्य के महत्व के किन्हीं दो बिन्दुओं का उल्लेख कीजिए।

3

25. अश्विन एक फैशन डिज़ाइनर था। अपनी नौकरी छूट जाने पर उसने ब्राण्ड नाम 'कोग' के अन्तर्गत ऑनलाइन डिज़ाइनर कपड़े बेचने का निर्णय लिया। वस्त्र अच्छी गुणवत्ता वाले कपड़ों के साथ जटिल डिज़ाइनों एवं कुशल शिल्प कौशल के कारण उत्पादित करने में बहुत महँगे पड़ रहे थे। यह अनुभव करने के बाद कि ऑनलाइन बाज़ार अत्यधिक प्रतियोगी है, उसने निर्णय लिया कि वह वस्त्रों के लिए एक उचित मूल्य वसूल करेगा। यह मूल्य वस्त्रों की उत्पादन एवं विक्रय लागत पूरी करेगा और साथ ही उसे इस लागत के अतिरिक्त 10% उपांत भी देगा।

उपर्युक्त स्थिति में चर्चित मूल्य निर्धारण को प्रभावित करने वाले दो कारकों को पहचानिए एवं समझाइए।

4

26. (क) भर्ती के आन्तरिक स्रोतों के रूप में 'पदोन्नति' एवं 'स्थानान्तरण' को समझाइए।

4

अथवा

- (ख) भर्ती के आन्तरिक स्रोतों की किन्हीं चार सीमाओं का उल्लेख कीजिए।

4



24. Piyush is the Production Manager of a shoe company called 'Comforty'. He has 1000 workers working under him in his department. Piyush booked a special order for 300 pairs of gents shoes at an estimated cost price of ₹ 500 per pair plus 20% profit margin. The order is to be completed within 10 days. After completion of the order, Piyush found out that the production cost of one pair of shoes was ₹ 600. He tried to find out the reason, but he couldn't. He reported it to the Chief Executive Officer. The Chief Executive Officer appointed Abhay to find out the cause. Abhay was not only a specialized Cost Accountant, but also a qualified Human Resource Manager. After two days, Abhay reported that the set targets could be completed with the help of only 800 workers, which revealed that there was overmanning in the organization. The organization was not utilizing the human resources optimally, which had led to higher labour cost.

The above case highlights one of the points of importance of an important function of management.

- (i) Identify the function of management.
- (ii) State any two points of importance of the function of management identified in part (i), except the one discussed in the above case.

3

25. Ashwin was a fashion designer. On losing his job, he decided to sell the designer clothes online under the brand name 'Kogue'. The garments were made of good quality fabric with intricate designs and skilled craftsmanship, making them expensive to produce. Realizing that the online market is very competitive, he decided to charge a reasonable price for the garments. The price would cover the cost of production and sale of garments as well as give him 10% margin over and above the cost.

Identify and explain two factors affecting the price determination discussed in the above case.

4

26. (a) Explain 'Promotions' and 'Transfers' as internal sources of recruitment.

4

OR

- (b) State any four limitations of internal sources of recruitment.

4



27. (क) स्थाई पूँजी आवश्यकताओं को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए : 4
- विकास प्रत्याशा
 - विविधीकरण

अथवा

- (ख) लाभांश निर्णय को प्रभावित करने वाले निम्नलिखित कारकों को समझाइए : 4
- शेयर बाज़ार प्रतिक्रिया
 - पूँजी बाज़ार तक पहुँच

28. 'आज के वाणिज्यिक युग में शेयर बाज़ार बहुत से अत्यावश्यक कार्य निष्पादित करता है।' ऐसे किन्हीं चार कार्यों को समझाइए। 4

29. 'वी.बी.आर. सिनेमा,' एक भारतीय मल्टीप्लेक्स सिनेमा हॉल था जिसने पहली बार लोगों की उपभोग प्रवृत्तियों में परिवर्तन की पहचान की। इसने अपने भोजन के मेन्यू में से बर्गर, पिज़्ज़ा, शीतल पेय आदि को सलाद, स्मूदीस, सूप और अंजीर-आधारित मिठाइयों जैसे स्वास्थ्यप्रद विकल्पों में बदल दिया। एक ही माह में खाद्य वस्तुओं की बिक्री से मल्टीप्लेक्स का आगम दुगुना हो गया।

'वी.बी.आर. सिनेमा' ने निरन्तर पर्यावरण की निगरानी करके एवं उपयुक्त व्यावसायिक प्रथाओं को अपनाकर अपने आगम एवं लाभों में सुधार किया और उसे इस बात की आशा थी कि दीर्घकाल में भी वह बाज़ार में निरन्तर सफल होगा।

उपर्युक्त स्थिति में व्यावसायिक पर्यावरण के एक आयाम तथा व्यावसायिक पर्यावरण की समझ के महत्व के जिस बिन्दु पर प्रकाश डाला गया है, उसे पहचानिए एवं समझाइए। 4

30. 'इनाया लिमिटेड' एक बहुराष्ट्रीय तकनीकी कम्पनी है जिसका केन्द्र-बिन्दु कृत्रिम बुद्धिमत्ता (आर्टिफिशियल इंटेलिजेंस), ऑनलाइन विज्ञापन व सर्च इंजन तकनीक है। कम्पनी अच्छे लाभ अर्जित कर रही है और अपने स्टॉफ का भली-भाँति ध्यान रखती है।

कम्पनी प्रबन्धक स्तर के ऊपर के सभी कर्मचारियों को कार भत्ता, चिकित्सा सहायता व बच्चों की शिक्षा के लिए भत्ता जैसे लाभ प्रस्तावित करती है। वह अपने कर्मचारियों की भविष्य निधि में नियमित रूप से अंशदान करती है तथा उनकी सेवानिवृत्ति पर आनुतोषिक (ग्रेच्युटी) का भुगतान करती है। एक विशेष प्रोत्साहन योजना के अन्तर्गत इसके कर्मचारियों को एक निश्चित मूल्य पर, जो कि बाज़ार मूल्य से कम होता है, 'इनाया लिमिटेड' के अंश भी प्रस्तावित करती है। प्रति वर्ष कम्पनी अपने कोषों का एक भाग अलग रखती है ताकि कर्मचारियों को आधारभूत वेतन के एक प्रतिशत का बोनस के रूप में भुगतान कर सके। कोई आश्चर्य की बात नहीं है कि 90% कर्मचारी किसी मित्र को 'इनाया लिमिटेड' में कार्य करने के लिए सिफारिश करेंगे।

अच्छे निष्पादन के लिए अपने कर्मचारियों को प्रोत्साहित करने के लिए 'इनाया लिमिटेड' द्वारा प्रदान किए जाने वाले चार प्रोत्साहनों को समझाइए। 4



27. (a) Explain the following factors affecting the requirements of fixed capital : 4
- (i) Growth prospects
 - (ii) Diversification

OR

- (b) Explain the following factors affecting dividend decision : 4
- (i) Stock market reaction
 - (ii) Access to capital market

28. 'The stock exchange performs many vital functions in today's commercial world.' Explain any four such functions. 4

29. 'VBR Cinema', an Indian multiplex cinema hall was the first to recognize the change in consumption habits of people. It changed its food menu from burgers, pizza, soft drinks, etc. and switched over to healthier options like salads and smoothies, soups and anjeer-based sweets. Within a month, the revenue of the multiplex from sale of food items doubled.

'VBR Cinema', by continuously monitoring the environment and adopting suitable business practices, was able to improve its revenues and profits and was hopeful that it will continue to succeed in the market in the long run too.

Identify and explain one dimension of business environment and one point of importance of understanding the business environment highlighted in the above case.

30. 'Inaya Ltd.' is a multinational technology company focusing on artificial intelligence, online advertising and search engine technology. The company is generating good profits and takes care of the well-being of its staff.

The company offers benefits like car allowance, medical aid and allowance for children's education to all employees above the Manager's level. It regularly contributes towards the Employees' Provident Fund and pays gratuity on retirement to its employees. Under a special incentive scheme, the employees are offered shares of 'Inaya Ltd.' at a set price which is lower than the market price. Each year, the company keeps aside funds to pay one percent of base salary as bonus to its employees. No wonder 90% of the employees would recommend working at 'Inaya Ltd.' to a friend.

Explain four incentives being provided by 'Inaya Ltd.' to motivate their employees for better performance. 4



31. नलिनी का फूलों एवं उपहारों का एक ऑनलाइन फुटकर व्यवसाय है। भारत के चार शहरों में इसके आठ विक्रय-केन्द्र हैं। नवम्बर से फरवरी तक, शादी के मौसम में माँग बहुत अधिक बढ़ जाती है। वह जून के महीने में ही अपने कर्मचारियों के प्रयासों को ध्यानपूर्वक एवं सोच-समझकर समन्वित करती है और शादी के मौसम की माँग के बारे में योजनाएँ बना लेती हैं। वह यह सुनिश्चित करती है कि उसके पास पर्याप्त कार्यबल हो और निरन्तर इस बात पर नज़र रखती है कि कार्य योजनाओं के अनुरूप आगे बढ़ रहा है। वह विपणन विभाग को इस बात का संक्षिप्त वृत्तांत देती है कि वे समय पर अपने प्रवर्तन एवं विज्ञापन अभियान तैयार कर लें। अतः संगठन के सभी विभागों के साथ उसका समन्वय नियोजन स्तर पर आरम्भ हो जाता है और नियंत्रण तक निरन्तर चलता रहता है। यह विभिन्न विभागों को जोड़ने की शक्ति का कार्य करता है और यह सुनिश्चित करता है कि सभी क्रियाएँ संगठन के लक्ष्यों को प्राप्त करने के लिए की जाएँ। परिणामस्वरूप, नलिनी समूह के प्रयासों को एक केन्द्र-बिन्दु प्रदान करती है और यह सुनिश्चित करती है कि वर्ष-दर-वर्ष व्यवसाय का निष्पादन योजनानुसार हो।

उपर्युक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए, उपर्युक्त स्थिति में दर्शाई गई प्रबन्ध की एक महत्वपूर्ण अवधारणा की चार विशेषताओं को पहचानिए एवं समझाइए।

6

32. (क) वैज्ञानिक प्रबन्ध की निम्नलिखित तकनीकों को समझाइए :

6

- (i) थकान अध्ययन
- (ii) विभेदात्मक पारिश्रमिक प्रणाली
- (iii) कार्य का प्रमापीकरण एवं सरलीकरण

अथवा

- (ख) प्रबन्ध के सिद्धान्तों की निम्नलिखित विशेषताओं को समझाइए :

6

- (i) सामान्य मार्गदर्शन
- (ii) कारण एवं परिणाम का संबंध
- (iii) सर्व प्रयुक्त

33. (क) 'इच्छित लक्ष्यों की प्राप्ति के लिए संगठन प्रक्रिया में कुछ चरणों की एक शृंखला सम्मिलित है।' इन चरणों को समझाइए।

6

अथवा

- (ख) प्रबन्ध के 'नियोजन' कार्य की किन्हीं चार विशेषताओं को समझाइए।

6



- 31.** Nalini has an online flower and gifts retail business. She has eight outlets in four cities of India. From November to February, during the wedding season, the demand shoots up. She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself. She ensures that there is adequate workforce and continuously monitors whether work is proceeding according to plans. She also briefs the marketing department in time to prepare their promotional and advertising campaigns. Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling. This acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals. As a result, Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.

Quoting lines from the above paragraph, identify and explain four features of an important concept of management highlighted in the above case.

6

- 32.** (a) Explain the following techniques of Scientific Management :

6

- (i) Fatigue study
- (ii) Differential piece wage system
- (iii) Standardisation and simplification of work

OR

- (b) Explain the following features of principles of management :

6

- (i) General guidelines
- (ii) Cause and effect relationship
- (iii) Universal applicability

- 33.** (a) 'The process of organising involves a series of steps in order to achieve the desired goals.' Explain these steps.

6

OR

- (b) Explain any four features of 'Planning' function of management.

6



34. आशीष अपने घर के लिए एक एलसीडी टेलीविज़न खरीदना चाहता था। उसने निर्णय लिया कि वह इलेक्ट्रॉनिक वस्तुओं की बिक्री करने वाले विभिन्न स्टोर्स पर जाएगा और विभिन्न ब्राण्ड्स की उपलब्ध प्रकारों की जाँच करेगा। उसका एक मित्र उसे एक निर्माता के पास लेकर गया जो एलसीडी टेलीविज़न लगभग आधे मूल्य पर बेच रहा था। निर्माता ने एलसीडी टेलीविज़न की विभिन्न विशेषताओं का वर्णन किया और इस बात पर ज़ोर दिया कि आशीष उससे ही एलसीडी टेलीविज़न खरीदे। आशीष ने टेलीविज़न उसी से खरीदने का निर्णय लिया जबकि टेलीविज़न पर कोई मानक चिह्न भी नहीं था। जब आशीष ने कैश मीमो के बारे में पूछा तो निर्माता ने उसे यह कहकर हतोत्साहित कर दिया कि इससे उसे अतिरिक्त कर देना होगा। उसने आशीष से यह भी कहा कि चिन्ता करने की आवश्यकता नहीं है और यदि टेलीविज़न में कोई समस्या होगी तो वह उसे तुरन्त बदल देगा। एक ही माह में टेलीविज़न में खराबी आ गई और आशीष ने उसे बदलने की बात कही। निर्माता ने एलसीडी टेलीविज़न बदलने के लिए यह कहकर मना कर दिया कि यह समस्या टेलीविज़न का लापरवाही से उपयोग करने के कारण है। आशीष ने निर्माता के विरुद्ध उपभोक्ता अदालत में शिकायत दर्ज कराने का निर्णय लिया।

- (i) उपर्युक्त स्थिति में चर्चित दो उपभोक्ता अधिकारों को पहचानिए एवं समझाइए।
- (ii) दो उपभोक्ता उत्तरदायित्वों का उल्लेख कीजिए जिनका एलसीडी टेलीविज़न खरीदते समय आशीष ने पालन नहीं किया।



34. Ashish wanted to purchase one LCD TV for his home. He decided to go to various stores selling electronic items to check the available varieties of different brands. One of his friends took him to a manufacturer selling LCD TV at almost half the price. The manufacturer described its various features and insisted that Ashish buys the LCD TV from him. Seeing the features, Ashish decided to buy the TV from him, even when the TV was not having any standardisation mark on it. When Ashish asked for the cash memo, the manufacturer discouraged him, saying that it will attract additional tax. He further told Ashish not to worry and promised that if there would be any problem with the TV, he would replace it immediately. The TV started malfunctioning within a month and Ashish asked for its replacement. The manufacturer refused to replace the LCD TV, telling him that the problem is due to mishandling of the TV. Ashish decided to file a complaint in the Consumer Court against the manufacturer.

- (i) Identify and explain two consumer rights discussed in the above case.
- (ii) State two consumer responsibilities that Ashish did not fulfil while buying the LCD TV.

6

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Senior School Certificate Examination

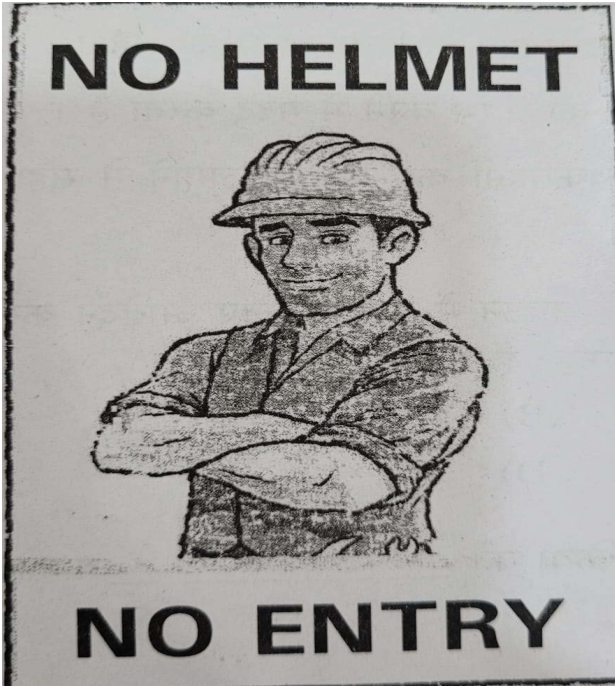
March -----2024

Marking Scheme---Business Studies (054) 66/2/3

General Instructions:

1	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
2	“Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, Evaluation done and several other aspects. Its’ leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in News Paper/Website etc may invite action under various rules of the Board and IPC.”
3	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one’s own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them. In class -XII, while evaluating two competency based questions, please try to understand given answer and even if reply is not from marking scheme but correct competency is enumerated by the candidate due marks should be awarded.
4	The Marking scheme carries only suggested value points for the answers These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
5	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
6	Evaluators will mark(√) wherever answer is correct. For wrong answer CROSS ‘X’ be marked. Evaluators will not put right (✓)while evaluating which gives an impression that answer is correct and no marks are awarded. This is most common mistake which evaluators are committing.
7	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
8	If a question does not have any parts, marks must be awarded in the left-hand margin and encircled. This may also be followed strictly.

9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note “Extra Question” .
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks 80 as given in Question Paper has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
13	<p>Ensure that you do not make the following common types of errors committed by the Examiner in the past:-</p> <ul style="list-style-type: none"> • Leaving answer or part thereof unassessed in an answer book. • Giving more marks for an answer than assigned to it. • Wrong totaling of marks awarded on an answer. • Wrong transfer of marks from the inside pages of the answer book to the title page. • Wrong question wise totaling on the title page. • Wrong totaling of marks of the two columns on the title page. • Wrong grand total. • Marks in words and figures not tallying/not same. • Wrong transfer of marks from the answer book to online award list. • Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) • Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously
16	The Examiners should acquaint themselves with the guidelines given in the “Guidelines for spot Evaluation” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme

66 /2 /1	<p align="center">MARKING SCHEME– 2024 BUSINESS STUDIES- 054 66/2/3 EXPECTED ANSWERS / VALUE POINTS</p>	Marks
1	<p>Q. _____ is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. (A) Training (B) Selection (C) Development (D) Recruitment</p> <p>Ans. (D) Recruitment</p>	1 mark
2	<p>Q. ‘Vishesh Constructions’, a construction company, decided to strictly implement ‘No Helmet, No Entry’ and put the following sign at their construction sites:</p>  <p>Identify the type of plan indicated by the above sign: (A) Policy (B) Rule (C) Method (D) Programme</p> <p>Ans. (B) Rule</p>	1 mark

3	<p>Q. Match the Marketing Management philosophies given in Column I with their main focus given in Column II:</p> <table><tr><th>Column I</th><th>Column II</th></tr><tr><td>1. Production concept</td><td>i) Customers’ needs</td></tr><tr><td>2. Product concept</td><td>ii) Quality, performance and features of product.</td></tr><tr><td>3. Marketing concept</td><td>iii) Customers’ needs and societal well-being.</td></tr><tr><td>4. Societal Marketing concept</td><td>iv) Quantity of product</td></tr></table> <p>Choose the correct option from the following:</p> <p>(A) 1-(i), 2-(ii), 3-(iii), 4-(iv) (B) 1-(ii), 2-(iii), 3-(i), 4-(iv) (C) 1-(iv), 2-(ii), 3-(i), 4-(iii) (D) 1-(ii), 2-(iv), 3-(i), 4-(iii)</p> <p>Ans. (C) 1-(iv), 2-(ii), 3-(i), 4-(iii)</p>	Column I	Column II	1. Production concept	i) Customers’ needs	2. Product concept	ii) Quality, performance and features of product.	3. Marketing concept	iii) Customers’ needs and societal well-being.	4. Societal Marketing concept	iv) Quantity of product	1 mark
Column I	Column II											
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2. Product concept	ii) Quality, performance and features of product.											
3. Marketing concept	iii) Customers’ needs and societal well-being.											
4. Societal Marketing concept	iv) Quantity of product											
4	<p>Q. Akash Mehra is the Marketing Manager of 'Kedanta Enterprises'. He gives orders and expects his subordinates to obey those orders. Communication is only one-way with the subordinates only acting according to the command given by him. Identify the leadership style of Akash Mehra:</p> <p>(A) Authoritative (B) Participative (C) Free-rein (D) Pragmatic</p> <p>Ans. (A) Authoritative</p>	1 mark										
5	<p>Q. ‘Lack of confidence of superior in his subordinates' is one of the barriers of communication. Identify the communication barrier:</p> <p>(A) Personal barrier (B) Psychological barrier (C) Semantic barrier (D) Organizational barrier</p>											

	Ans. (A) Personal barrier	1 mark
6	<p>Q. 'JKSD India Ltd.' recently introduced a new range of 'fresh from kitchen' jams, ketchups, salad dressings and peanut butter, etc. They appointed salespersons to contact prospective customers in leading malls to create awareness about their products and develop product preferences with the aim of making sales.</p> <p>Which tool of promotion is being used by 'JKSD India Ltd.' to market its products:</p> <p>(A) Advertising (B) Personal Selling (C) Sales Promotion (D) Public Relations</p> <p>Ans. (B) Personal Selling</p>	1 mark
7	<p>Q. A name, term, symbol, design, or some combination of these, used to identify the products, goods or services of one seller or group of sellers and to differentiate them from those of the competitors is known as:</p> <p>(A) Brand (B) Trade Mark (C) Brand Name (D) Brand Mark</p> <p>Ans. (A) Brand</p>	1 mark
8	<p>Q. Which of the following is <i>not</i> a feature of marketing:</p> <p>(A) Needs and wants (B) Storage and warehousing (C) Customer value (D) Creating a market offering</p> <p>Ans. (B) Storage and warehousing</p>	1 mark
9	<p>Q. Statement I: Controlling ensures that activities in an organization are performed as per the plans.</p> <p>Statement II: Controlling function of a manager is a pervasive function.</p> <p>Choose the correct option from the options given below:</p>	

	<p>(A) Statement I is true and Statement II is false. (B) Statement II is true and Statement I is false. (C) Both the Statements are true. (D) Both the Statements are false.</p> <p>Ans (C) Both the Statements are true.</p>	1 mark
10	<p>Q. Sunita opened her travel agency named 'Sunita Travels' in July, 2023. She created separate departments for reservations, hotel bookings, online queries and payment handling. Which organisation structure is used by Sunita:</p> <p>(A) Functional structure (B) Divisional structure (C) Informal structure (D) Vertical structure</p> <p>Ans. (A) Functional structure</p>	1 mark
11	<p>Q. From the following, choose the <i>incorrect</i> statement about the importance of 'Directing' function of management:</p> <p>A) Directing helps to initiate action by people in the organization towards attainment of desired objectives. (B) Directing integrates employees' efforts in the organization in such a way that every individual effort contributes to the organization's performance. (C) Directing facilitates introduction of needed changes in the organization. (D) Directing helps in estimating manpower requirements for the organization.</p> <p>Ans. (D) Directing helps in estimating manpower requirements for the organization.</p>	1 mark
12	<p>Q. The selection tests which are used to measure individual's potential for learning new skills are called:</p> <p>(A) Aptitude Tests (B) Intelligence Tests (C) Personality Tests (D) Interest Tests</p> <p>Ans. (A) Aptitude Tests</p>	1 mark

13	<p>Q. 'Increase in profit earned by equity shareholders due to the presence of fixed financial charges like interest' is referred to as:</p> <p>(A) Capital structure (B) Financing decision (C) Return on Investment (D) Trading on equity</p> <p>Ans. (D) Trading on equity</p>	1 mark
14	<p>Q. 'A public issue of equity may reduce the management holding in the company and make it vulnerable to takeover. This factor also influences the choice between debt and equity, especially in companies in which the current holding of management is on a lower side.'</p> <p>The factor affecting choice of capital structure discussed in the above case is:</p> <p>(A) Flexibility (B) Cost of debt (C) Cost of equity (D) Control</p> <p>Ans. (D) Control</p>	1 mark
15	<p>Q. _____ is the process of holding securities in an electronic form.</p> <p>(A) Rolling Settlement (B) Registration (C) Dematerialization (D) Depository</p> <p>Ans. (C) Dematerialization</p>	1 mark
16	<p>Q. Read the following statements: Assertion (A) and Reason (R). Choose the correct alternative from those given below:</p> <p>Assertion (A): Decentralization is an optional policy decision. Reason (R): It is done at the discretion of the top management.</p> <p>Alternatives:</p> <p>(A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A). (B) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A). (C) Assertion (A) is true, but Reason (R) is false. (D) Assertion (A) is false, but Reason (R) is true.</p>	

	<p>Ans. (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).</p>	1 mark
17	<p>Q. 'Lens-o' was started as an online eyewear company selling glasses and contact lenses on their website. Recently, it set up a uniquely designed offline store, so that customers can also buy their products from the company showroom.</p> <p>Which channel of distribution is used by the company:</p> <p>(A) Zero level channel (B) One level channel (C) Two level channel (D) Three level channel</p> <p>Ans. (A) Zero level channel</p>	1 mark
18	<p>Q. Financial market allocates or directs funds available for investment into the most productive investment opportunity. In doing so, it performs the _____ function.</p> <p>(A) Creative (B) Exchange (C) Allocative (D) Productive</p> <p>Ans. (C) Allocative</p>	1 mark
19	<p>Q. Sudha and Shweta were twin sisters. After completing their education from college, they decided to start a business. As they were Commerce students, they knew the importance of deciding in advance 'what to do' and 'how to do'. It was very challenging for them as this decision was to guide all their future actions. While discussing the same with their mother, they got a new idea of starting a 'Cloud Kitchen'. Both the sisters were very excited to start this. The idea took the shape of a concrete plan and within a month, they were successful in starting their 'Cloud Kitchen.'</p> <p>Identify the point of importance of planning highlighted in the above case:</p> <p>(A) Planning reduces the risk of uncertainty. (B) Planning promotes innovative ideas. (C) Planning establishes standards for controlling.</p>	

	<p>(D) Planning reduces overlapping and wasteful activities.</p> <p>Ans. (B) Planning promotes innovative ideas.</p>	1 mark
20	<p>Q. Sushant was an able Project Manager at 'Keiro Ltd.' Sushant's Head, Naveen handed over a new project to Sushant. Sushant already had enough work in hand. So, Sushant decided to divide the work assigned to him, among three of his subordinates. He himself kept that part of the work which he himself could perform effectively and got his subordinates to help him with what remained. The project got completed well in time because of this. The concept of management used by Sushant to complete the project was:</p> <p>(A) Delegation (B) Decentralization (C) Accountability (D) Authority</p> <p>Ans. (A) Delegation</p>	1 mark
21	<p>Q. After studying Entrepreneurship in Class XII, Neel completed a baking course and started a bakery, 'Cakes and Bakes'. He set a target of earning a modest 10% return on investment in the first year. As he was supplying healthy bakery products, the demand kept increasing. 'Cakes and Bakes' became a famous bakery in a year. He now wanted to develop a plan to define the direction and scope of 'Cakes and Bakes' for the long run. He made a marketing plan to decide if he could charge higher price to improve his return on investment, how to advertise the products, etc.</p> <p>Quoting lines from the above paragraph, identify and explain two types of plans discussed in the above case.</p> <p>Ans. Two types of plans are:</p> <p>i) Objective</p> <p><i>'He set a target of earning a modest 10% return on investment in the first year.'</i></p> <p>An objective is the end which the management seeks to achieve.</p> <p>An objective need to be expressed in specific terms and is to be achieved within a given time period</p>	<p>½ mark for quoting+ ½ mark for identifying+ ½ mark for</p>

	<p>ii) Strategy</p> <p><i>'He now wanted to develop a plan to define the direction and scope of 'Cakes and Bakes' for the long run.'</i></p> <p>A strategy is a comprehensive plan for accomplishing an organisation's objectives. Whenever a strategy is formulated, the business environment needs to be taken into consideration.</p>	<p>explainin g = 1 ½ x2 = 3 marks</p>
22	<p>Q. a) State any three 'regulatory functions' of Securities and Exchange Board of India.</p> <p>Ans(a). Regulatory functions of SEBI: (Any three)</p> <ol style="list-style-type: none"> 1. Registration of brokers and sub-brokers and other players in the market. 2. Registration of collective investment schemes and Mutual Funds. 3. Regulation of stock brokers, portfolio exchanges, underwriters and merchant bankers and the business in stock exchanges and any other securities market. 4. Regulation of takeover bids by companies. 5. Calling for information by undertaking inspection, conducting enquiries and audits of stock exchanges and intermediaries. 6. Levying fee or other charges for carrying out the purposes of the Act. 7. Performing and exercising such power under Securities Contracts (Regulation) Act 1956, as may be delegated by the Government of India. <p style="text-align: center;">OR</p> <p>(b) State any three objectives of Securities and Exchange Board of India.</p> <p>Ans (b). Objectives of SEBI: (Any three)</p> <ol style="list-style-type: none"> 1. To regulate stock exchanges and the securities industry to promote their orderly functioning. 	<p>1x3 = 3 marks</p> <p>OR</p> <p>1x3</p>

	<p>2. To protect the rights and interests of investors, particularly individual investors and to guide and educate them.</p> <p>3. To prevent trading malpractices and achieve a balance between self-regulation by the securities industry and its statutory regulation.</p> <p>4. To regulate and develop a code of conduct and fair practices by intermediaries like brokers, merchant bankers etc., with a view to making them competitive and professional.</p>	=3 marks
23	<p>. Q. (a) Explain any three points of importance of Controlling function of management.</p> <p>Ans. (a) Importance of Controlling : (Any three with explanation)</p> <p>(i) Accomplishing organisational goals.</p> <p>(ii) Making efficient use of resources.</p> <p>(iii) Ensuring order and discipline.</p> <p>(iv) Improving employee motivation.</p> <p>(v) Judging accuracy of standards.</p> <p>(vi) Facilitating coordination in action.</p> <p><i>(If an examinee has not given the heading as above but has given the correct explanation, full credit should be given.)</i></p> <p style="text-align: center;">OR</p> <p>(b) Explain the relationship between 'Planning' and 'Controlling' functions of management with the help of any three points.</p> <p>Ans.(b) Relationship between Planning and Controlling : (Any three)</p> <p>Planning and controlling are inseparable twins of management</p> <p>1. Planning without controlling is meaningless and Controlling is blind without planning.</p> <p>Once a plan becomes operational, controlling is necessary to monitor the progress, measure it, discover deviations and initiate corrective measures to ensure that events conform to plans. So, Planning without controlling is meaningless. A system of control presupposes the existence of certain</p>	<p>1x3</p> <p>=3 marks</p> <p>1x3</p>

	<p>standards which are provided by planning. Therefore, controlling is blind without planning</p> <p>2. Planning is a prerequisite for controlling while controlling seeks to compel events to conform to plans.</p> <p>Without planning there is no predetermined understanding of the desired performance while controlling seeks to compel events to conform to plans</p> <p>3. Planning is prescriptive while controlling is evaluative.</p> <p>Planning is basically an intellectual process involving thinking, articulation and analysis to discover and prescribe an appropriate course of action for achieving objectives. Controlling, on the other hand, checks whether decisions have been translated into desired action.</p> <p>4. Planning is forward-looking while controlling is looking back.</p> <p>Planning involves looking ahead as plans are prepared for future and are based on forecasts about future conditions. On the contrary, controlling is like a postmortem of past activities to find out deviations from the standards. In that sense, controlling is looking back.</p> <p>5. Controlling is forward-looking while planning is looking back.</p> <p>The corrective action in controlling seeks to improve the performance in the future or to revise future plans. So, controlling is also forward looking. However, planning is guided by past experiences and the corrective action initiated by control function aims to improve future performance. Thus, planning is also looking back.</p>	<p>=</p> <p>3 marks</p>
24	<p>Q. Piyush is the Production Manager of a shoe company called 'Comforty'. He has 1000 workers working under him in his department. Piyush booked a special order for 300 pairs of gents shoes at an estimated cost price of ₹500 per pair plus 20% profit margin. The order is to be completed within 10 days. After completion of the order, Piyush found out that the production cost of one pair of shoes was ₹600. He tried to find out the reason, but he couldn't. He reported it to the Chief Executive Officer. The Chief Executive Officer appointed Abhay to find out the cause. Abhay was not only a specialized Cost Accountant, but also a qualified Human Resource Manager. After two days, Abhay reported that the set targets could be completed with the help of only 800 workers, which revealed that there was overmanning in the organisation. The</p>	

	<p>organization was not utilizing the human resources optimally, which had led to higher labour cost.</p> <p>The above case highlights one of the points of importance of an important function of management.</p> <p>(i) Identify the function of management.</p> <p>(ii) State any two points of importance of the function of management identified in part (i), except the one discussed in the above case.</p> <p>Ans. (i) Controlling</p> <p>(ii) Importance of controlling: (Any two)</p> <p>(a) It <u>ensures order and discipline</u> among employees by keeping a close check on their activities.</p> <p>(b) It <u>improves employee motivation</u> as the employees' know well in advance the standards of performance on the basis of which they will be appraised.</p> <p>(c) It <u>facilitates coordination in action</u> as each department is governed by pre-determined standards which are well coordinated with one another.</p> <p>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</p>	<p>1 mark</p> <p>1x2</p> <p>=</p> <p>2 marks</p> <p>1+2</p> <p>=</p> <p>3 marks</p>
25	<p>Q. Ashwin was a fashion designer. On losing his job, he decided to sell the designer clothes online under the brand name 'Kogue'. The garments were made of good quality fabric with intricate designs and skilled craftsmanship, making them expensive to produce. Realizing that the online market is very competitive, he decided to charge a reasonable price for the garments. The price would cover the cost of production and sale of garments as well as give him 10% margin over and above the cost.</p> <p>Identify and explain two factors affecting the price determination discussed in the above case.</p> <p>Ans. Following are the two factors affecting the price determination:</p> <p>(i) Product cost</p> <p>The cost sets the minimum level or the floor price at which the product may be sold. Generally, all marketing firms strive to cover</p>	<p>½ mark for identifying + 1 ½ mark for explanation</p>

	<p>all their costs, at least in the long run. In addition, they aim at earning a margin of profit over and above the costs.</p> <p>(ii) Extent of competition in the market</p> <p>The price will tend to reach the upper limit in case there is lesser degree of competition while under conditions of free competition, the price will tend to be set at the lowest level. Competitors' prices, their anticipated reactions, quality and features of the competitive products must be considered before fixing the price of a product.</p>	<p>= 2 marks</p> <p>2 marks</p> <p>2+2 = 4 marks</p>
26	<p>Q.(a) Explain 'Promotions' and 'Transfers' as internal sources of recruitment.</p> <p>Ans.(a) Internal sources of recruitment: Promotions-</p> <ul style="list-style-type: none"> • Promotion is a vertical shifting of an employee to a higher position carrying higher responsibility, facilities, status and pay. • It helps to improve the motivation, loyalty and satisfaction level of employees. <p>Transfers-</p> <ul style="list-style-type: none"> • It means horizontal movement/shifting of an employee from one job to another, from one department to another without a substantive change in the responsibility and status. • It helps to fill vacancies with employees from overstaffed departments, helps to avoid termination and removes individual problems and grievances. <p style="text-align: center;">OR</p> <p>(b) State any four limitations of internal sources of recruitment.</p> <p>Ans. Limitations of internal sources of recruitment are:(Any four)</p> <p>(i) The scope for <u>induction of fresh talent</u> is reduced. Hence, complete reliance on internal recruitment involves danger of 'inbreeding' by stopping 'infusion of new blood' into the organization</p>	<p>2 marks</p> <p>2 marks</p> <p>= 2+2 = 4 marks</p> <p>OR</p> <p>1x4</p>

	<p>(ii) The employees may <u>become lethargic</u> if they are sure of time bound promotions</p> <p>(iii) <u>A new enterprise cannot use</u> internal sources of recruitment. No organisation can fill all its vacancies from internal sources</p> <p>(iv) <u>The spirit of competition</u> among the employees may be <u>hampered</u>.</p> <p>(v) Frequent transfers of employees may often <u>reduce the productivity of the organization</u>.</p> <p><i>(If an examinee has only listed the underlined points, ½ mark for each point should be awarded)</i></p> <p>-</p>	<p>=</p> <p>4 marks</p>
27	<p>Q. (a) Explain the following factors affecting the requirements of fixed capital:</p> <p>(i) Growth prospects</p> <p>(ii) Diversification</p> <p>Ans. (a) (i) Growth prospects</p> <ul style="list-style-type: none"> • Higher growth of an organization generally requires higher investment in fixed assets. • Even when such growth is expected to meet the anticipated higher demand, larger investment in fixed assets and consequently larger fixed capital is required. <p>(ii) Diversification</p> <ul style="list-style-type: none"> • A firm may choose to diversify its operations for various reasons. • With diversification, fixed capital requirements increase as investment in fixed capital increases. <p style="text-align: center;">OR</p> <p>(b) Explain the following factors affecting dividend decision :</p> <p>(i) Stock market reaction</p> <p>(ii) Access to capital market</p>	<p>2 marks</p> <p>2 marks =2+2 =4 marks</p> <p>OR</p>

	<p>Explain four incentives being provided by 'Inaya Ltd.' to motivate their employees for better performance.</p> <p>Ans. Incentives provided by 'Inaya Ltd.' to motivate their employees for better performance are:</p> <p>(i) Perquisites: Perquisites such as car allowance, housing and medical aid etc., are offered to employees over and above the salary to provide motivation to them.</p> <p>(ii) Retirement benefits: Retirement benefits such as provident fund, pension and gratuity, which provide financial security to employees after their retirement, act as an incentive when they are in service in the organisation.</p> <p>(iii) Stock option/Co-partnership Co-partnership/stock option is an incentive in which employees are offered company shares at a set price, which is lower than market price, to create a feeling of ownership and make them contribute for the growth of the organisation.</p> <p>(iv) Bonus: Bonus is an incentive offered over and above the wages/salaries to the employees for higher performance.</p> <p><i>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given.)</i></p>	<p>½ mark for heading and ½ mark for explanation</p> <p>= 1x4</p> <p>= 4 marks</p>
31	<p>Q. Nalini has an online flower and gifts retail business. She has eight outlets in four cities of India. From November to February, during the wedding season, the demand shoots up. She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself. She ensures that there is adequate workforce and continuously monitors whether work is proceeding according to plans. She also briefs the marketing department in time to prepare their promotional and advertising campaigns. Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling. This acts as a binding force between the departments and</p>	

	<p>ensures that all action is aimed at achieving organizational goals. As a result, Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.</p> <p>Quoting lines from the above paragraph, identify and explain four features of an important concept of management highlighted in the above case.</p> <p>Ans. Features of coordination :</p> <p>(i) Coordination is a deliberate function. <i>'She coordinates the efforts of her staff in a conscious and deliberate manner and plans for the wedding season demand in the month of June itself.'</i> A manager has to coordinate the efforts of different people in a conscious and deliberate manner.</p> <p>(ii) Coordination is a continuous process. <i>'Thus, her coordination with all departments of the organization begins at the planning stage and continues till controlling.'</i> Coordination is not a one-time function but a continuous process which begins at the planning stage and continues till controlling.</p> <p>(iii) Coordination ensures unity of action <i>'This acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals.'</i> The purpose of coordination is to secure unity of action in the realisation of a common purpose.</p> <p>(iv) Coordination integrates group efforts <i>'Nalini is able to give a common focus to group effort to ensure that the business is performing as planned, year after year.'</i> Coordination unifies unrelated or diverse interests into purposeful work activity.</p> <p>(If an examinee has given the correct statement without giving the headings, full marks for each statement is to be awarded)</p>	<p>½ mark for quoting + ½ mark for heading + ½ mark for explanation = 1 ½ x 4 = 6 marks</p>
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	<ul style="list-style-type: none"> • The principles of management are guidelines to action but do not provide readymade straitjacket solutions to all managerial problems. • It is so because real business situations are very complex and dynamic and are a result of many factors. <p>(ii) Cause and effect relationship</p> <ul style="list-style-type: none"> • The principles of management are intended to establish relationship between cause and effect so that they can be used in similar situations in a large number of cases. As such, they tell us if a particular principle was applied in a particular situation, what would be its likely effect. • In real life, situations are not identical. So, accurate cause and effect relationships may be difficult to establish. <p>(iii) Universal applicability</p> <ul style="list-style-type: none"> • The principles of management are intended to apply to all types of organisations, business as well as non-business, small as well large, public sector as well as private sector, manufacturing as well as the services sectors. • However, the extent of their applicability would vary with the nature of the organisation, business activity, scale of operations etc. 	<p>2 marks</p> <p>2 marks</p> <p>=2+2+2 =6 marks</p>
33	<p>Q. (a) 'The process of organising involves a series of steps in order to achieve the desired goals.' Explain these steps.</p> <p>Ans.(a) Steps in the process of organizing are: (with explanation)</p> <p>(i) Identification and division of work</p> <p>(ii) Departmentalisation</p> <p>(iii) Assignment of duties</p> <p>(iv) Establishing authority and reporting relationships</p> <p><i>(If an examinee has not given the heading as above but has given the correct explanation, full credit should be given.)</i></p> <p style="text-align: center;">OR</p>	<p>½ mark for heading+ 1 mark for explanation= 1 ½ x4 =6 marks</p> <p>OR</p>

	<p>(b) Explain any four features of 'Planning' function of management.</p> <p>Ans. (b) Features of planning (Any four with explanation)</p> <p>(i) Planning focuses on achieving objectives (ii) Planning is a primary function of management (iii) Planning is pervasive (iv) Planning is continuous (v) Planning is futuristic (vi) Planning involves decision making (vii) Planning is a mental exercise</p> <p><i>(If an examinee has not given the heading as above but has given the correct explanation, full credit should be given.)</i></p>	<p>½ mark for heading+ 1 mark for explanation= 1 ½ x4 =6 marks</p>
34	<p>Q. Ashish wanted to purchase one LCD TV for his home. He decided to go to various stores selling electronic items to check the available varieties of different brands. One of his friends took him to a manufacturer selling LCD TV at almost half the price. The manufacturer described its various features and insisted that Ashish buys the LCD TV from him. Seeing the features, Ashish decided to buy the TV from him, even when the TV was not having any standardisation mark on it. When Ashish asked for the cash memo, the manufacturer discouraged him, saying that it will attract additional tax. He further told Ashish not to worry and promised that if there would be any problem with the TV, he would replace it immediately. The TV started malfunctioning within a month and Ashish asked for its replacement. The manufacturer refused to replace the LCD TV, telling him that the problem is due to mishandling of the TV. Ashish decided to file a complaint in the Consumer Court against the manufacturer.</p> <p>(i) Identify and explain two consumer rights discussed in the above case.</p> <p>(ii) State two consumer responsibilities that Ashish did not fulfil while buying the LCD TV.</p> <p>Ans. (i) Consumer Rights (Any two)</p> <ul style="list-style-type: none"> • Right to choose/Right to be assured- 	

	<p>The consumer has the freedom to access variety of products at competitive prices. This implies that the marketers should offer a wide variety of products in terms of quality, brand, prices, size, etc. and allow the consumer to make a choice from amongst these.</p> <ul style="list-style-type: none"> • Right to be heard- The consumer has a right to file a complaint and to be heard in case of dissatisfaction with a good or a service. It is because of this reason that many enlightened business firms have set up their own consumer service and grievance cells. • Right to safety- The consumer has a right to be protected against goods and services which are hazardous to life, health and property. Thus, consumers are educated that they should use electrical appliances which are ISI marked as this would be an assurance of such products meeting quality specifications. <p>(ii) Consumer responsibilities not fulfilled by Ashish (Any two)</p> <ul style="list-style-type: none"> • Buy only standardised goods as they provide quality assurance. • Ask for a cash memo on purchase of goods or services. • Be honest in your dealings. 	<p>1 mark for identifying + 1 mark for explanation</p> <p>=2x2</p> <p>= 4 marks</p> <p>1 x 2</p> <p>=2 marks</p> <p>4+2</p> <p>=6 marks</p>
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