

**Series &RQPS/S****SET-4**

प्रश्न-पत्र कोड

Q.P. Code

98/S

रोल नं.

Roll No.

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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.

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **27** हैं ।
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में **34** प्रश्न हैं ।
- प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें ।
- कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में 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 **27** printed pages.
- Please check that this question paper contains **34** questions.
- 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.
- **Please write down the serial number of the question in the answer-book before attempting it.**
- 15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.

**उद्यमिता (सैद्धान्तिक)****ENTREPRENEURSHIP (Theory)**

निर्धारित समय : 3 घण्टे

Time allowed : 3 hours

अधिकतम अंक : 70

Maximum Marks : 70



सामान्य निर्देश :

निम्नलिखित निर्देशों को ध्यान से पढ़िए और उनका पालन कीजिए।

- (i) इस प्रश्न-पत्र में 34 प्रश्न हैं। सभी प्रश्न अनिवार्य हैं।
- (ii) यह प्रश्न-पत्र चार खण्डों में विभाजित किया गया है – खण्ड क, ख, ग तथा घ।
- (iii) **खण्ड क** : प्रश्न संख्या 1 से 18 तक बहुविकल्पी प्रकार के प्रश्न हैं। प्रत्येक प्रश्न 1 अंक का है।
- (iv) **खण्ड ख** : प्रश्न संख्या 19 से 24 तक लघु-उत्तरीय प्रकार-I के प्रश्न हैं। प्रत्येक प्रश्न 2 अंकों का है। प्रत्येक प्रश्न का उत्तर 30 से 40 शब्दों में लिखिए।
- (v) **खण्ड ग** : प्रश्न संख्या 25 से 29 तक लघु-उत्तरीय प्रकार-II के प्रश्न हैं। प्रत्येक प्रश्न 3 अंकों का है। प्रत्येक प्रश्न का उत्तर 50 से 70 शब्दों में लिखिए।
- (vi) **खण्ड घ** : प्रश्न संख्या 30 से 34 तक दीर्घ-उत्तरीय प्रकार के प्रश्न हैं। प्रत्येक प्रश्न 5 अंकों का है। प्रत्येक प्रश्न का उत्तर 120 से 150 शब्दों में लिखिए।
- (vii) प्रश्न-पत्र में समग्र विकल्प नहीं दिया गया है। यद्यपि खण्ड ख, ग तथा घ में आंतरिक विकल्प का प्रावधान दिया गया है। परीक्षार्थी को इन प्रश्नों में से किसी एक प्रश्न का उत्तर लिखना है।

खण्ड क

1. 'उद्यम प्रक्रिया चित्र' में दिए गए चरणों के सही क्रम को पहचानिए :

1

- (I) पर्यावरण में विद्यमान आवश्यकताओं एवं समस्याओं की पहचान करना।
 - (II) नवप्रवर्तन द्वारा किसी उत्पाद अथवा सेवा की पहचान करना।
 - (III) पर्यावरण में विद्यमान आवश्यकताओं एवं समस्याओं के विश्लेषण द्वारा सुअवसरों की तलाश करना।
 - (IV) किसी परियोजना की स्थापना करना एवं सफल होने तक उसे विकसित करना।
 - (V) एक सृजनात्मक समाधान की प्राप्ति के लिए विभिन्न स्रोतों से प्राप्त विचारों का मूल्यांकन करना।
- (A) (III), (V), (II), (IV), (I)
 - (B) (IV), (I), (III), (V), (II)
 - (C) (I), (III), (V), (II), (IV)
 - (D) (II), (IV), (I), (III), (V)



General Instructions :

Read the following instructions carefully and follow them :

- (i) *This question paper contains **34** questions. **All** questions are **compulsory**.*
- (ii) *This question paper is divided into **four** sections – **Section A, B, C and D**.*
- (iii) ***Section A** : Questions number **1** to **18** are Multiple Choice Type Questions. Each question carries **1** mark.*
- (iv) ***Section B** : Questions number **19** to **24** are Short Answer type-I questions. Each question carries **2** marks. Write answer to each question in **30** to **40** words.*
- (v) ***Section C** : Questions number **25** to **29** are Short Answer type-II questions. Each question carries **3** marks. Write answer to each question in **50** to **70** words.*
- (vi) ***Section D** : Questions number **30** to **34** are Long Answer type questions. Each question carries **5** marks. Write answer to each question in **120** to **150** words.*
- (vii) *There is no overall choice. However, an internal choice has been provided in **Section B, C and D** of question paper. A candidate has to attempt only one of the alternatives in such questions.*

SECTION A

1. Identify the sequence of the given steps of an ‘Enterprise Process Diagram’ in correct order : 1
- (I) Identifying the needs and problems that exist in the environment.
 - (II) Identifying a product or service through innovation.
 - (III) Opportunity spotting by analysing the needs and problems that exist in the environment.
 - (IV) Setting up a project and nurturing it to success.
 - (V) Evaluating the ideas received from different sources to find a creative solution.
- (A) (III), (V), (II), (IV), (I)
 - (B) (IV), (I), (III), (V), (II)
 - (C) (I), (III), (V), (II), (IV)
 - (D) (II), (IV), (I), (III), (V)



2. निम्नलिखित में से ग्राहक संवर्धन के लिए किसी भी व्यवसाय द्वारा की जाने वाली विक्रय संवर्धन क्रियाएँ हैं :

1

- (I) बोनस स्टॉक
- (II) व्यापार दिखाने सम्बन्धी प्रदर्शनियाँ
- (III) प्रतिस्पर्धा, कूपन, लॉटरी (स्वीपस्टेक्स) तथा खेल
- (IV) पैक पर ऑफर, मल्टीपैक तथा बोनस
- (V) वफ़ादारी पुरस्कार कार्यक्रम

- (A) (I), (II) तथा (III)
- (B) (III), (IV) तथा (V)
- (C) (I), (IV) तथा (V)
- (D) (II), (III) तथा (IV)

3. किसी कम्पनी को सार्वजनिक होने पर निम्नलिखित में से कौन-से लाभ प्राप्त होते हैं ?

1

- (I) सार्वजनिक शेयरधारकों की उत्तरदेयता में वृद्धि ।
- (II) लाभांश एवं लाभ संवृद्धि प्रवृत्तियों को बनाए रखने की आवश्यकता ।
- (III) ग्राहकों, पूर्तिकर्ताओं और वित्तीय समुदाय के साथ प्रतिष्ठा एवं दृश्यता जोड़ना ।
- (IV) स्वामित्व नियंत्रण का कम हास ।
- (V) आवश्यक पूँजी का पुनर्भुगतान नहीं करना पड़ता और न ही उसमें कोई ब्याज प्रभार सम्मिलित होता है ।

- (A) (I), (II) तथा (III)
- (B) (III), (IV) तथा (V)
- (C) (II), (IV) तथा (V)
- (D) (II), (III) तथा (IV)

4. एमएसडी लिमिटेड ने 500 मि.ली. की शीतल पेय की बोतल के मूल्य को ₹ 20 रखा है, जबकि 2000 मि.ली./2 ली. की बोतल के मूल्य को ₹ 50 रखा है । एमएसडी लिमिटेड द्वारा मूल्यनिर्धारण की यह नीति अपनाई गई है क्योंकि :

1

- (A) ग्राहकों की भुगतान करने की क्षमता में भिन्नता है ।
- (B) अलग-अलग ग्राहकों से अपेक्षित व्यवसाय में भिन्नता है ।
- (C) ग्राहकों की सौदेबाजी की शक्ति में भिन्नता है ।
- (D) ग्राहकों के आदेश आकार में भिन्नता है ।



2. Which among the following are the sales promotion activities carried out by any business for customer promotions ? 1
- (I) Bonus stock
 - (II) Trade show displays
 - (III) Competitions, coupons, sweepstakes and games
 - (IV) On-pack offers, multipacks and bonuses
 - (V) Loyalty reward programmes
- (A) (I), (II) and (III) (B) (III), (IV) and (V)
(C) (I), (IV) and (V) (D) (II), (III) and (IV)
3. Which among the following are the advantages of going public for any company ? 1
- (I) Increasing accountability to public shareholders
 - (II) Need to maintain dividend and profit growth trends
 - (III) Added prestige and visibility with customers, suppliers as well as the financial community
 - (IV) Less dilution of ownership control
 - (V) Capital required does not have to be repaid and does not involve an interest charge
- (A) (I), (II) and (III) (B) (III), (IV) and (V)
(C) (II), (IV) and (V) (D) (II), (III) and (IV)
4. The price of a soft drink bottle of 500 ml of MSD Ltd. is placed at ₹ 20, while a 2000 ml/2 litre bottle is placed at ₹ 50. This variable pricing strategy is adopted by MSD Ltd. because of the : 1
- (A) Difference in the ability of the consumers to pay.
 - (B) Difference in the anticipated business from different customers.
 - (C) Difference in the bargaining power of the customers.
 - (D) Difference in the order size by the customers.



5. 'पर्यावरण विश्लेषण किसी संगठन के सुअवसरों एवं खतरों का निर्धारण करने के लिए आर्थिक एवं अनार्थिक पर्यावरण की निगरानी की प्रक्रिया है।'

उपर्युक्त विश्लेषण में निम्नलिखित में से क्या सम्मिलित **नहीं** है ?

1

- (A) आँकड़ों का एकत्रीकरण
- (B) सूचना का प्रक्रियण एवं पूर्वानुमान
- (C) व्यवसाय संगठन का प्रकार
- (D) व्यवसाय की जीवितता एवं वृद्धि के लिए उद्देश्यों एवं व्यूहरचना को विकसित करने का एक तर्कसंगत आधार

6. रामनाथ एक छोटे से शहर में मिठाई की दुकान चला रहा है। उसके बेटे अंगद ने अपनी पढ़ाई पूरी की है, लेकिन अपने पिता के व्यवसाय में शामिल होने के लिए वह इच्छुक नहीं है। उसे फ्रैन्चाइजिंग के बारे में पता चला, जिसमें एक ट्रेडमार्क वस्तु का उत्पादक अपनी रॉयल्टी के भुगतान तथा मानकीकृत प्रचालन कार्यविधियों के अनुरूप व्यक्तिगत फुटकर विक्रेताओं को स्थानीय वितरण का विशेष अधिकार देता है। चूँकि व्यवसाय का एक सिद्ध सूत्र मौजूद है, उसने 'जल्दीराम स्वीट्स' से सम्पर्क किया ताकि उसका फ्रैन्चाइज़ ले और अपने पिता के व्यवसाय को आगे बढ़ाए।

यह व्यवस्था अंगद की सहायता करेगी :

1

- (A) एक सीमा तक नवप्रवर्तन की स्वतंत्रता को खोने में।
- (B) बाज़ार में विश्वसनीयता एवं प्रतिष्ठा को बनाने में, जिसके लिए सार्थक प्रयासों की आवश्यकता होती है।
- (C) फ्रैन्चाइज़र द्वारा प्रदान की जाने वाली सेवाओं (विज्ञापन एवं प्रशिक्षण) की लागत में सहभागी बनने में।
- (D) किसी अन्य कम्पनी द्वारा खरीदे जाने पर फ्रैन्चाइज़र को होने वाले जोखिम में सहभागी बनने में।



5. 'Environment Analysis is the process of monitoring the economic and non-economic environment to determine the opportunities and threats to an organisation.'

Which of the following is **not** involved in the above analysis ?

1

- (A) Data collection
- (B) Information processing and forecasting
- (C) Form of business organisation
- (D) A rational basis for developing goals and strategies for business survival and growth

6. Ramnath is running a sweet shop in a small town. His son Angad completed his studies but is reluctant to join his father's business. He came to know about franchising, which is an arrangement, whereby the manufacturer of a trademarked product gives exclusive rights of local distribution to individual retailers in return for their payment of royalties and conformance to standardised operating procedures. Since a proven business formula is in place, he contacted 'JaldiRam Sweets' to have his franchise and grow his father's business.

This arrangement will help Angad in :

1

- (A) Losing the freedom to innovate to some extent.
- (B) Building credibility and a reputation in the market which requires significant efforts.
- (C) Sharing the cost for the services (advertising and training) provided by the franchisor.
- (D) Sharing the risk of franchisor getting bought by other company.



7. रूपल एक प्रमाणित रेडियोलॉजिस्ट है तथा 'डॉ. एम.आर. पैथ लैब' की एक श्रृंखला चला रहा है। उसने एमआरआई (MRI) परीक्षण के दौरान मरीजों को होने वाली बैचेनी को देखा। उसने पाया कि मरीज बंद एमआरआई मशीन में परीक्षण के लिए जाने से डरते हैं। वह एक उद्यमी है जिसके पास सृजनात्मक एवं अभिनव विचार हैं। उसे एक खुली एमआरआई मशीन विकसित करने का विचार आया। लेकिन उसके इस प्रस्ताव में अपेक्षाकृत नई एवं अपरीक्षित तकनीक सम्मिलित है, जिसमें उच्च जोखिम कारक हैं, जिसके कारण यह जनता से निवेश आकर्षित करने में असफल हो सकता है। अतः अपने इस विचार को स्वरूप देने के लिए उसने एक उद्यम पूँजीपति से सम्पर्क किया, क्योंकि उसे पूर्व-व्यावसायीकरण स्तर पर अनुसंधान करना है जिसके लिए उसे वित्त की आवश्यकता है।

व्यवसाय को विकसित करने का वह स्तर, जिस पर रूपल उद्यम पूँजीपति की सहायता माँगना चाहता है, वह है :

1

- (A) प्रारंभिक पूँजी
- (B) प्री-स्टार्टअप तथा स्टार्टअप
- (C) वित्तीयन का दूसरा चरण
- (D) वित्तीयन का अन्तिम चरण

8. विपणनकर्ताओं द्वारा उत्पादों को उनके सामान्य नाम से नहीं बेचा जाता क्योंकि :

1

- (A) वे वस्तु को पैक नहीं कर सकेंगे।
- (B) वे प्रतिस्पर्धियों से अपने उत्पादों की भिन्नता नहीं कर सकेंगे।
- (C) उत्पाद के लिए मूल्य निर्धारित करना एक समस्या होगी।
- (D) वे अपने उत्पाद के लिए अपनाए जाने वाले वितरण के माध्यम का निर्धारण नहीं कर सकेंगे।



7. Rupal is a certified radiologist and running a chain of 'Dr. M.R. Path Lab'. He notices the uneasiness of the patients during MRI tests. He finds that patients are afraid of going into closed MRI machines for testing. He is an entrepreneur having creative and innovative ideas. He got an idea of developing an open MRI machine. But this proposal involves new or relatively untried technology, having high risk factors, which may fail to attract investments from public. So, to give shape to his idea he approached a venture capitalist, as he has to conduct research at pre-commercialisation stage for which he requires finance.

The stage of business development at which Rupal is seeking assistance from the Venture Capitalist is :

1

- (A) Seed Capital
- (B) Pre-Startup and Startup
- (C) Second-round financing
- (D) Last-stage financing

8. The products are not sold by the marketers in their generic names because :

1

- (A) They will not be able to pack the product.
- (B) They will not be able to distinguish their products from those of the competitors.
- (C) Fixing a price for the product will be a problem.
- (D) They will not be able to decide the channel of distribution to be adopted for their product.



9. सुपर इन्डस्ट्रीज प्राइवेट लिमिटेड 2005 से सफलतापूर्वक प्रचालन कर रही है। अपनी विस्तार योजनाओं के लिए कम्पनी को कोषों की आवश्यकता है और इसके लिए इसने अपनी प्रतिभूतियों को एक सीमित संख्या में विवेकी निवेशकर्ताओं को बेचने का निर्णय लिया है। कम्पनी द्वारा प्रयोग में लाया गया वित्त का स्रोत है :

1

- (A) सार्वजनिक निर्गम
- (B) अधिकार निर्गम
- (C) निजी तौर पर शेयर आबंटन
- (D) कर्मचारियों को प्रस्ताव

10. अभिकथन (A) : साझेदारी में, 'फर्म साझेदारों के कार्यों से बँधा हुआ होता है।'

कारण (R) : इसमें यह निहित अधिकार होता है कि कोई भी साझेदार फर्म की ओर से कार्य कर सकता है।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

1

- (A) अभिकथन (A) तथा कारण (R) दोनों सही हैं तथा कारण (R), अभिकथन (A) की सही व्याख्या है।
- (B) अभिकथन (A) तथा कारण (R) दोनों सही हैं, लेकिन कारण (R), अभिकथन (A) की सही व्याख्या नहीं है।
- (C) अभिकथन (A) सही है, लेकिन कारण (R) गलत है।
- (D) अभिकथन (A) गलत है, लेकिन कारण (R) सही है।

11. 'प्रति इकाई मूल्य एवं प्रति इकाई लागत के सम्बन्ध में बहुत से उद्योगों में उनके अद्वितीय अनुभवसिद्ध नियम हैं।'

तेज़ी से बिकने वाली उपभोक्ता वस्तुओं के उद्योग में विक्रय मूल्य के प्रतिशत के रूप में लागत का सम्बन्ध है :

1

- | | |
|----------------|----------------|
| (A) 30% या 35% | (B) 50% या 55% |
| (C) 70% या 75% | (D) 80% या 85% |



9. Super Industries Pvt. Ltd. is running its operations successfully since 2005. The company is in need of funds for its expansion plans and for this it has decided to sell its securities to a limited number of sophisticated investors. The source of finance used by the company is :

1

- (A) Public Issue
- (B) Rights Issue
- (C) Private Placement
- (D) Offer to Employees

10. *Assertion (A) :* In partnership 'the firm stands bound by the acts of partners.'

Reason (R) : There is an implied authority that any partner can act on behalf of the firm.

Choose the correct option from the following :

1

- (A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).
- (B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is **not** the correct explanation of Assertion (A).
- (C) Assertion (A) is correct, but Reason (R) is incorrect.
- (D) Assertion (A) is incorrect, but Reason (R) is correct.

11. 'Many industries have their unique thumb rules for the relationship between Unit Price and Unit Cost.'

In Fast Moving Consumer Goods Industry, the relationship of cost as percentage of selling price is :

1

- | | |
|----------------|----------------|
| (A) 30% or 35% | (B) 50% or 55% |
| (C) 70% or 75% | (D) 80% or 85% |



12. अभिकथन (A) : ब्राण्ड या ब्राण्ड का एक भाग जिसे अन्य फर्मों द्वारा इसके प्रयोग के विरुद्ध कानूनी संरक्षण दिया गया है, ट्रेडमार्क कहलाता है।

कारण (R) : ट्रेडमार्क अनिवार्य रूप से एक कानूनी शब्द है, जो विक्रेता को ब्राण्ड नाम/मार्क का प्रयोग करने के लिए विशिष्ट अधिकार के रूप में सुरक्षा प्रदान करता है।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

1

- (A) अभिकथन (A) तथा कारण (R) दोनों सही हैं तथा कारण (R), अभिकथन (A) की सही व्याख्या है।
- (B) अभिकथन (A) तथा कारण (R) दोनों सही हैं, लेकिन कारण (R), अभिकथन (A) की सही व्याख्या नहीं है।
- (C) अभिकथन (A) सही है, लेकिन कारण (R) गलत है।
- (D) अभिकथन (A) गलत है, लेकिन कारण (R) सही है।

13. एफ.ए. ऑटो लिमिटेड ने मध्यम आय वर्ग बाजार के लिए अपनी नई इलैक्ट्रिक एसयूवी कार बाजार में उतारी है।

निम्नलिखित में से व्यवसाय के वृहद पर्यावरण को प्रभावित करने वाले 'पारिस्थितिकी कारक' को पहचानिए जिसने कम्पनी को यह कार बाजार में लाने के लिए प्रेरित किया :

1

- (A) साक्षरता दर में वृद्धि जिसने लोगों को पर्यावरण एवं उसके संरक्षण के बारे में जागरूक किया है।
- (B) सरकार उन कम्पनियों को सहायता प्रदान कर रही है, जो ईंधन कुशल वाहन ला रही हैं।
- (C) अब कम्पनियों का केन्द्र-बिन्दु तकनीक के स्थानान्तरण पर है।
- (D) कम्पनी वाहनों के कार्बन और धुआँ उत्सर्जन के प्रभाव के लिए अधिक चिन्तित है।



12. *Assertion (A)* : A brand or part of a brand that is given legal protection against its use by other firms is called trade mark.

Reason (R) : Trade mark is essentially a legal term, protecting the seller's exclusive right to use the brand name/mark.

Choose the correct option from the following :

1

- (A) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).
- (B) Both Assertion (A) and Reason (R) are correct, but Reason (R) is **not** the correct explanation of Assertion (A).
- (C) Assertion (A) is correct, but Reason (R) is incorrect
- (D) Assertion (A) is incorrect, but Reason (R) is correct.

13. F.A. Auto Ltd. had launched its new Electric SUV car for the middle income market segment.

From the following, identify the 'Ecological Factor' affecting the macro environment of business which inspired the company to launch this car :

1

- (A) An increase in the literacy rate that made people aware about the environment and its protection.
- (B) The government is supporting the companies which are bringing out fuel-efficient vehicles.
- (C) Now the focus of the company is on transfer of technology.
- (D) The company is more concerned about the impact of carbon and smoke emission from the vehicle.



14. अभिकथन (A) : स्थायी परिसम्पत्तियों में निवेशित धनराशि का परिणाम व्यवसाय के लिए प्रत्यक्ष रोकड़ प्रवाह है।

कारण (R) : स्थायी परिसम्पत्तियों को व्यवसाय की मुख्य क्रियाओं को कार्यान्वित करने के लिए सेवा में रखा जाता है तथा इनसे व्यापार करके या इन्हें बेचकर धन प्राप्त करने के लिए नहीं।

निम्नलिखित में से सही विकल्प का चयन कीजिए :

1

- (A) अभिकथन (A) सही है, लेकिन कारण (R) ग़लत है।
- (B) अभिकथन (A) ग़लत है, लेकिन कारण (R) सही है।
- (C) अभिकथन (A) तथा कारण (R) दोनों सही हैं, लेकिन कारण (R), अभिकथन (A) की सही व्याख्या नहीं है।
- (D) अभिकथन (A) तथा कारण (R) दोनों सही हैं तथा कारण (R), अभिकथन (A) की सही व्याख्या है।

15. अपनी एमबीए की पढ़ाई पूरी करने के बाद राजीव नौकरी करने में इच्छुक नहीं था। अपितु वह रोज़गार सृजन द्वारा राष्ट्रीय आय में योगदान देना चाहता था। उसने यह देखा कि आजकल लोग अधिक आजीविका उन्मुखी हैं। उनके पास खाना बनाने के लिए समय नहीं है। उसने खोज की और पाया कि विभिन्न प्रकार के तत्काल भोजन उत्पाद इसका समाधान है।

इस प्रकार राजीव ने न केवल स्पष्टता से समस्या का उल्लेख किया लेकिन साथ ही इस समस्या का सामना करने वाले लक्षित समूह को भी पहचाना। ऐसा करके राजीव ने निम्नलिखित में से किसके उद्देश्यों की पूर्ति की ?

1

- | | |
|----------------------|------------------------------------------|
| (A) पर्यावरण अवलोकन | (B) समस्या की पहचान |
| (C) बाज़ार मूल्यांकन | (D) प्रवृत्ति की पहचान (ट्रेंड स्पॉटिंग) |

16. भारत में बहुत से राज्यों में सल्फर से समृद्ध गर्म पानी के झरने हैं। बहुत सी बीमारियों के इलाज के लिए स्थानीय निवासी इन झरनों का प्रयोग करते हैं। अरनव को, जो एक उद्यमी है, इन स्थानों पर 'प्राकृतिक चिकित्सा कल्याण केन्द्र' विकसित करने का विचार आया। इसके लिए उसने सम्बन्धित सरकारी प्राधिकरणों से सम्पर्क स्थापित किया और सौदे को अंतिम रूप दिया। 'राजश्री सेंटर फॉर वैलनेस' के नाम से उसने सम्पूर्ण भारत के पर्यटकों के लिए वैलनेस पर्यटक पैकेज आरंभ कर दिए।

अरनव द्वारा प्रयोग में लाए गए विचार क्षेत्र का स्रोत है :

1

- | | |
|-------------------------------------|--------------------------|
| (A) विद्यमान उत्पाद सम्बन्धी विचार | (B) बाज़ार संचालित विचार |
| (C) प्राकृतिक संसाधन सम्बन्धी विचार | (D) सेवा सम्बन्धी विचार |



14. *Assertion (A)* : Money invested in fixed assets results in direct cash inflow for the business.

Reason (R) : Fixed assets are placed in service for carrying out the main activity of the business and are not traded or sold to receive money.

Choose the correct option from the following :

1

- (A) Assertion (A) is correct, but Reason (R) is incorrect.
- (B) Assertion (A) is incorrect, but Reason (R) is correct.
- (C) Both Assertion (A) and Reason (R) are correct, but Reason (R) is **not** the correct explanation of Assertion (A).
- (D) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A).

15. After completing his MBA, Rajeev was not interested in going for a job, rather he wanted to contribute towards national income by generating employment. He noticed that now-a-days people are more career oriented. They do not have time to cook food. He researched and found that a variety of instant food products is a solution to this.

In this way, Rajeev has not only clearly stated the problem but also identified the target group facing the problem. By doing this Rajeev has fulfilled the objectives of which of the following :

1

- (A) Environment scanning
- (B) Problem identification
- (C) Market assessment
- (D) Trend spotting

16. In India, there are many states which have sulphur-enriched hot water springs. The locals are using these springs to cure many diseases. Arnav, an entrepreneur got an idea of developing 'Naturopathic Wellness Centres' at these places. For this, he contacted the concerned government authorities and finalised the deal. In the name of 'Rajshree Centre for Wellness' he started paid wellness tourist packages for tourists all over India.

The source of idea field used by Arnav is :

1

- (A) Existing product related idea
- (B) Market-driven idea
- (C) Natural resource related idea
- (D) Service related idea



17. हर्षित एक हार्डवेयर इंजीनियर के रूप में आई.टी. की एक बहुराष्ट्रीय कम्पनी में कार्यरत है। प्रतिदिन वह यह देखता कि उसका कोई न कोई अधीनस्थ अपनी पेनड्राइव खो देता है, जिसमें महत्वपूर्ण डेटा होता है। उसके पास ज्ञान, कौशल, विचार, क्षमता तथा रचनात्मक सोच है। और जब ये सभी रणनीतिक रूप से प्रयोग में लाए जाते हैं, तो एक व्यवहार्य उपक्रम का जन्म होता है। उसको एक घड़ी पेनड्राइव का विचार आया, जो इसके खोने की समस्या को कम करेगा। परंतु यह आवश्यक नहीं कि सभी विचार सुदृढ़ व्यवसायिक सुअवसर बन सकें। इन्हें सुअवसर की संभावना के दृष्टिकोण से आकलित किया जाना चाहिए। जाँच-पड़ताल की इस प्रक्रिया में विभिन्न चरण सम्मिलित होते हैं।

उपर्युक्त संदर्भित स्थिति में हर्षित द्वारा लिया गया चरण जाना जाता है :

1

- (A) उत्पाद की पहचान
- (B) बाज़ार का मूल्यांकन/निर्धारण
- (C) आधारभूत विचारों की उत्पत्ति
- (D) तकनीकी जटिलता

18. राघव और उसके तीन मित्र आयात-निर्यात व्यवसाय प्रारंभ करना चाहते हैं। इसके लिए उन्हें बड़ी मात्रा में पूँजी की आवश्यकता है। वे जनता को कम्पनी के अंशों/शेयरों अथवा ऋणपत्रों के निर्गमन के लिए आमंत्रित नहीं करना चाहते हैं तथा न ही इसके निवेशकों, सदस्यों या सम्बन्धियों के अतिरिक्त किसी अन्य व्यक्तियों से जमा स्वीकार करना चाहते हैं। वे यह भी चाहते हैं कि सभी सदस्यों का सीमित दायित्व हो तथा सदस्यों को अंशों/शेयरों को हस्तांतरित करने का कोई अधिकार न हो।

व्यावसायिक संगठन का वह प्रकार जिसका राघव और उसके तीन मित्र चयन कर सकते हैं, वह है :

1

- (A) एकल स्वामित्व
- (B) साझेदारी
- (C) निजी कम्पनी
- (D) सार्वजनिक कम्पनी

खण्ड ख

19. (क) 'व्यावसायिक सुअवसर' का अर्थ दीजिए। उल्लेख कीजिए कि एक सुअवसर का चयन करने से पहले एक उद्यमी को कौन-सी दो बातों को आश्वस्त करना चाहिए।

2

अथवा

- (ख) 'व्यावसायिक योजना' का अर्थ दीजिए। एक व्यावसायिक योजना किस प्रकार उद्यमी की सहायता करती है, किन्हीं दो बिन्दुओं का उल्लेख कीजिए।

2



17. Harshit is working as a hardware engineer in a multinational IT company. Everyday he finds that his one or the other subordinate loses his pendrive having important data. He has the knowledge, skill, ideas, competence and creative thinking. And when all these are strategically applied, a viable venture is born. He spots an idea to develop a watch pendrive, which would minimise the problem of losing it. But all ideas need not necessarily become sound business opportunities. These are to be assessed in terms of the potentiality of the opportunity. In this process of investigation various steps are involved.

The step taken by Harshit in the above referred case is known as :

1

- (A) Product identification (B) Market assessment
(C) Generating basic ideas (D) Technical complexity

18. Raghav and his three friends want to start an Import-Export business. For this they need huge capital. They do not want to invite the public to subscribe to any shares or debentures of the company or accept any deposits from persons other than its directors, members or relatives. They also want that all the members have limited liability and members have no right to transfer shares.

The form of business organisation which Raghav and his three friends can opt for is :

1

- (A) Sole proprietorship (B) Partnership
(C) Private company (D) Public company

SECTION B

19. (a) Give the meaning of 'Business opportunity'. State the two things that an entrepreneur has to ensure before selecting an opportunity.

2

OR

- (b) Give the meaning of 'Business Plan'. State any two points how a business plan helps the entrepreneur.

2



20. वीआरएसपी सिनेमा ने, जो भारत के 98 शहरों में 1293 स्क्रीनों का प्रचालन करती है, अपनी छोटी समकक्ष एनओएक्सआई जिसके पास 21 शहरों में 230 स्क्रीन हैं, के साथ विलय कर लिया। इसने 1500 स्क्रीनों से अधिक के साथ देश में सबसे बड़ी मल्टीप्लेक्स की श्रृंखला बना ली। इस विलय का कारण तालमेल है, जिसके परिणामस्वरूप लागत में बचत तथा आगम में वृद्धि होगी। यह निष्क्रिय नकदी का बेहतर उपयोग तथा उच्च ऋण क्षमता जैसे कारकों का प्रत्यक्ष परिणाम है।

अब उन्होंने न केवल बाजार अंश में वृद्धि की है अपितु एक-दूसरे के बीच प्रतिस्पर्धा को भी समाप्त किया है।

(क) 'तालमेल' का अर्थ दीजिए।

(ख) उपर्युक्त चर्चित तालमेल के प्रकार को पहचानिए।

2

21. रोहित ने अपने भाई के साथ चमड़े के जूतों का व्यवसाय आरंभ किया। दोनों नए उपक्रम के बारे में बहुत ही उत्सुक थे। कुशल नियोजन तथा कड़ी मेहनत के साथ वे प्रथम वर्ष में 7000 जोड़ी जूतों की बिक्री करने में सफल रहे। लाभ की गणना करते समय उन्हें यह पता चला कि उत्पन्न आगम लागत के बराबर था। वे खुश थे क्योंकि उन्हें हानि नहीं हुई थी और वे दूसरे वर्ष में लाभ अर्जित करने की ओर जा सकते हैं।

(क) उपर्युक्त स्थिति में चर्चित वित्तीय योजना के घटक को पहचानिए।

(ख) एक उद्यमी के लिए इस घटक की उपयोगिता का उल्लेख करने वाले कोई दो बिन्दु दीजिए।

2

22. (क) एक सफल विक्रय रणनीति किस प्रकार विक्रय प्रतिनिधियों की सहायता कर सकती है, किन्हीं दो कारणों का उल्लेख कीजिए।

2

अथवा

(ख) संवर्धन रणनीति के 'पंक्ति के नीचे' दृष्टिकोण का अर्थ दीजिए। इसके उद्देश्य का भी उल्लेख कीजिए।

2

23. 'प्रचालन-स्तर' तथा 'लागत' किस प्रकार सुअवसर की क्षमता का निर्धारण करने में एक उद्यमी की सहायता करते हैं, समझाइए।

2



20. VRSP Cinema, operating 1293 screens in 98 cities of India merged with its smaller counterpart NOXI owning 230 screens in 21 cities. It created the largest multiplex chain in the country with over 1500 screens. The reason for this merger is synergy which would result in cost saving and revenue enhancement. This is the direct result of factors like better use of idle cash and higher debt capacity.

Now they not only gained market share but also eliminated competition between each other.

- (a) Give the meaning of 'Synergy.'
- (b) Identify the form of the synergy discussed above. 2

21. Rohit started a leather shoe business with his brother. Both were very excited about the new venture. With meticulous planning and a lot of hard work they were able to sell 7000 pairs of shoes in the first year. While calculating the profit they came to know that revenue generated was equal to cost. They were happy as they were not at loss and could move towards earning profit in the second year.

- (a) Identify the component of financial plan discussed in the above case.
- (b) Give any two points stating the usefulness of this component for an entrepreneur. 2

22. (a) State any two reasons how a successful sales strategy can help the sales representatives. 2

OR

- (b) Give the meaning of 'Below the line' approach of Promotion Strategy. Also state its purpose. 2

23. Explain how 'Level of operation' and 'Cost' help an entrepreneur to assess the potentiality of an opportunity. 2



24. 31 मार्च, 2023 को अनिकेत लिमिटेड की चालू परिसम्पत्तियाँ तथा चालू देयताएँ निम्न प्रकार थीं : 2

	₹
चालू परिसम्पत्तियाँ —	
रोकड़	10,000
मालसूची	60,000
प्राप्य खाते	20,000
चालू देयताएँ —	
व्यापारिक लेनदार	15,000
लघु-अवधि ऋण	20,000
अदत्त व्यय	5,000

अनिकेत लिमिटेड की सकल कार्यशील पूँजी की गणना कीजिए।

खण्ड ग

25. दक्ष ने, जो एक ऑटोमोबाइल इंजीनियर है और साथ ही एक प्रसिद्ध महाविद्यालय से एमबीए है, अपनी एक मॉडल इलैक्ट्रिक कार 'कैप्टन' बाज़ार में उतारी है। उसने आरंभ में मॉडल कार की कीमत प्रीमियम पर रखी है ताकि सम-विच्छेद-बिन्दु के लिए कम विक्रय की आवश्यकता हो। उसने यह रणनीति आरंभ में ही नए उत्पाद को अपनाने वाले तथा पर्यावरण के प्रति जागरूक ग्राहकों के लिए अपनाई, जो इलैक्ट्रिक कार के लिए ऊँचे मूल्य का भुगतान करने के इच्छुक थे। जैसे ही उच्च-श्रेणी बाज़ार की माँग की संतृप्ति हो जाती है तथा वह कार के उत्पादन में लगे अधिकांश निवेश को पुनः प्राप्त करने के योग्य हो जाता है, वह धीरे-धीरे मूल्यों को नीचे लाता है तथा अपने ग्राहक आधार को विस्तृत करने के लिए अधिक किफ़ायती मॉडल पेश करता है।
- (क) दक्ष द्वारा इलैक्ट्रिक कार को बाज़ार में उतारने के लिए आरंभ में अपनाई गई मूल्य-निर्धारण विधि को पहचानिए।
- (ख) उपर्युक्त (क) में पहचानी गई इस रणनीति के किसी एक लाभ तथा किसी एक हानि का उल्लेख कीजिए। 3
26. (क) किन्हीं तीन बिन्दुओं को देते हुए उल्लेख कीजिए कि परिचालन योजना के एक तत्त्व के रूप में 'अनुवर्ती कार्यवाही' एक उद्यमी की किस प्रकार सहायता करती है। 3
- अथवा**
- (ख) स्टार्ट-अप के लिए व्यावसायिक योजना के तीन प्रारूपों को समझाइए, जहाँ श्रोता बाह्य हितधारक होते हैं। 3



24. The Current Assets and Current Liabilities of Aniket Ltd. as on 31st March, 2023 were as follows :

2

		₹
Current Assets —	Cash	10,000
	Inventory	60,000
	Accounts Receivables	20,000
Current Liabilities —	Trade Creditors	15,000
	Short Term Loans	20,000
	Outstanding Expenses	5,000

Calculate Gross Working Capital of Aniket Ltd.

SECTION C

25. Daksh, an automobile engineer with an MBA from a reputed college, launched 'Captain', a model electric car. He initially priced the model at a premium so that fewer sales were needed to break even. He used this strategy to target early adopters and environmentally conscious consumers who were willing to pay a higher price for an electric vehicle.

As the demand from the higher-end market saturated and he was able to recover most of the investment made to build the car, he gradually lowered its prices and introduced more affordable models expanding the customer base.

- (a) Identify the method of pricing initially adopted by Daksh for launching the electric cars.
- (b) State any one advantage and any one disadvantage of the strategy identified in (a) above.

3

26. (a) State by giving any three points how 'Follow-up' as an element of operational plan helps an entrepreneur.

3

OR

- (b) Explain the three formats of a business plan for Start-ups where audience is the external stakeholders.

3



27. सुनील ने अपनी पढ़ाई पूरी की और अपना व्यवसाय आरंभ करने का निर्णय लिया। उसके पिता ने उसे फ्रैन्चाइज मार्ग से कोई भी उद्यम प्रारंभ करने की सलाह दी। सुनील ने 'माई स्कूल', जो कि अग्रणी विद्यालयों की एक श्रृंखला है, से सम्पर्क स्थापित किया तथा उनके नियमों एवं शर्तों पर अपनी सहमति दी। यह सहमत हुआ कि सुनील को विद्यालय प्रारंभ करने एवं उसका प्रबंधन करने के लिए महत्वपूर्ण सहायता दी जाएगी। वह 'माई स्कूल' का नाम तथा ट्रेडमार्क का प्रयोग करेगा और इसके बदले में फीस या रॉयल्टी का भुगतान करेगा।

(क) फ्रैन्चाइजिंग के प्रकार को पहचानिए एवं समझाइए।

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

3

28. सुप्रीत को शहर के बाहरी इलाके में एक बड़ी हवेली विरासत में मिली। उसने व्यस्त जीवन शैली से दूर होने के लिए इसे एक अवकाश-गृह 'सुकून' में परिवर्तित करने का निर्णय लिया। उसने छोटे अंतराल पर घूमने जाने के लिए लोगों की बढ़ती हुई इच्छा को देखा। दो से तीन दिन तक घर के पास घूमने के लिए इस अवकाश-गृह की जगह बहुत उत्तम थी। इसकी बुकिंग कराने के लिए वेबसाइट पर ऑनलाइन लॉग-इन करके अथवा राज्य पर्यटन विभाग के ऑनलाइन पोर्टल पर की जा सकती थी। संभावित अतिथियों की व्यय-योग्य आय को ध्यान में रखते हुए कमरों का किराया निश्चित किया गया। इस उपक्रम से आस-पास के क्षेत्रों के विकास में सहायता मिलेगी, और उस क्षेत्र के आस-पास रहने वाले लोगों के लिए रोजगार के नए सुअवसरों का सृजन होगा।

पंक्तियों को उद्धृत करते हुए, वृहद-व्यवसाय पर्यावरण के तीन तत्त्वों को पहचानिए जिन्हें उपर्युक्त स्थिति में संदर्भित किया गया है।

3

29. (क) 'रोकड़ परिवर्तन चक्र' की अवधारणा को समझाइए। एक व्यापार व्यवसाय तथा एक निर्माणी व्यवसाय के 'रोकड़ परिवर्तन चक्र' को दिखाते हुए चित्र बनाइए।

3

अथवा

(ख) 'वित्तीय मध्यस्थता' का क्या अर्थ है? वित्तीय मध्यस्थता की आवश्यकता क्यों होती है? उस बाजार का नाम बताइए एवं उसे समझाइए, जो वित्तीय मध्यस्थता में महत्वपूर्ण भूमिका निभाता है।

3



27. Sunil completed his studies and decided to start his own business. His father advised him to start any enterprise through the franchise route. Sunil approached 'My School', a leading playschool chain and agreed to their terms and conditions. It was agreed that Sunil would be provided significant amount of assistance in starting and managing the school. He would use the name and trademark of 'My School' and would pay a fee or royalty in return.

- (a) Identify and explain the type of franchising.
- (b) Also explain one more type of franchising other than the one identified in (a) above.

3

28. Supreet inherited a big mansion on the outskirts of the city. He decided to convert it into a vacation home — 'Sukoon' a getaway from the hectic lifestyle. He observed that there is an increasing willingness in the people to go out on short breaks. The location of the vacation home is just perfect for a two to three days staycation. The bookings for the same could be made online by logging on to the website or on the online portal of State Tourism Department. The room rent was fixed keeping in mind the disposable income of the prospective guests. This venture would facilitate development of the surrounding areas; creating new employment opportunities for the people living around that area.

Quoting the lines, identify three factors of macro business environment being referred to in the above case.

3

29. (a) Explain the concept of 'Cash Conversion Cycle'. Draw a diagram showing the 'Cash Conversion Cycle' for a trading business and for a manufacturing business.

3

OR

(b) What is meant by 'Financial Intermediation' ? Why is financial intermediation required ? Name and explain the market which plays the important role of a financial intermediary.

3



खण्ड घ

30. (क) विलय एवं अधिग्रहण के निम्नलिखित कारणों को समझाइए : 5

- (i) नई तकनीक का अधिग्रहण
- (ii) लाभप्रदता में सुधार
- (iii) कोषों तक पहुँच
- (iv) क्षमता का अधिग्रहण
- (v) नए बाजारों में प्रवेश

अथवा

(ख) ब्रांडिंग की एक महत्वपूर्ण विशेषता के रूप में 'लोगो' को समझाइए। संगठनों द्वारा 'लोगो' का उपयोग करने के किन्हीं चार कारणों का उल्लेख कीजिए। 5

31. एक उद्यमी के लिए उपलब्ध वित्त एकत्रित करने के स्रोत के रूप में 'ऐंजिल-निवेशकों' को समझाइए। ऐंजिल निवेशकों की किन्हीं चार विशेषताओं का उल्लेख कीजिए। 5

32. (क) एक 'सार्वजनिक कम्पनी' एवं 'निजी कम्पनी' के बीच अंतर के किन्हीं पाँच बिन्दुओं को समझाइए। 5

अथवा

(ख) 'प्रवृत्ति की पहचान' (ट्रेंड स्पोर्टिंग) क्या है ? प्रवृत्ति की पहचान एक उद्यमी की किस प्रकार सहायता करती है ? ऐसे चार तरीके समझाइए, जिनसे एक उद्यमी प्रवृत्ति की पहचान कर सकता है। 5



SECTION D

30. (a) Explain the following reasons for mergers and acquisitions : 5

- (i) Acquiring new technology
- (ii) Improved profitability
- (iii) Access to funds
- (iv) Acquiring a competency
- (v) Entry into new markets

OR

(b) Explain 'Logo' as an important feature of branding. State any four reasons of using 'Logo' by the organisations. 5

31. Explain 'Angel Investors' as a source available to an entrepreneur to raise finance. State any four features of angel investors. 5

32. (a) Explain any five points of difference between a 'Public Company' and a 'Private Company'. 5

OR

(b) What is 'Trend Spotting' ? How does trend spotting help an entrepreneur ? Explain any four ways in which an entrepreneur can spot trends. 5



33. मामपुर शुगर मिल गन्ने के जूस के प्रक्रियण द्वारा परिष्कृत चीनी का एक स्वस्थ रूप, देसी खांड बना रही है। यह गन्ने की भूसी का सहायकीकरण कर चिकित्सकीय उद्देश्यों के लिए इसका उपयोग कर रही है तथा जैवनिम्नीकरण पैकिंग कागज भी तैयार कर रही है।

प्रत्येक उत्पाद के लिए एक अलग संयंत्र है तथा प्रत्येक उत्पाद का विक्रय मूल्य, परिवर्तन लागत व स्थायी लागत नीचे दी गई है :

किस्में	देसी खांड	दवाइयों के लिए द्रव	पैकिंग कागज
विक्रय मूल्य (₹)	155/कि.ग्रा.	100/लीटर	20/मीटर
परिवर्तन लागत (₹)	75/कि.ग्रा.	25/लीटर	10/मीटर
स्थायी लागत (₹)	8,00,000	1,50,000	80,000

(क) दिए गए आँकड़ों से प्रत्येक उत्पाद के लिए सम-विच्छेद-मात्रा की गणना कीजिए।

(ख) सम-विच्छेद-मात्रा की गणना एक उद्यमी की किस प्रकार सहायता करती है ?

5

34. सरवीन एक्सपीएल लिमिटेड का एक प्रबन्धक है, जिसका ऐलोपैथिक दवाइयों के निर्माण में प्रसिद्ध नाम है। व्यवसाय का विस्तार हो रहा है और कम्पनी के स्वामी एक अतिरिक्त उत्पाद पंक्ति के रूप में आयुर्वेदिक दवाइयाँ जोड़ने की योजना बना रहे हैं। सरवीन को नए उपक्रम की व्यवसाय योजना तैयार करने का उत्तरदायित्व दिया गया है।

उसने प्रस्तावित उपक्रम के स्वामित्व के स्वरूप का निर्णय करने से पहले परिचयात्मक कवर पृष्ठ को रूपरेखा दी है तथा व्यावसायिक योजना के चरणों को क्रमबद्धता से पूरा किया है। प्रत्येक प्रकार का व्यवसाय प्रारंभ करने की प्रक्रिया, कानूनी प्रतिबंधों, वित्तीय आवश्यकताओं आदि के सम्बन्ध में दूसरे से भिन्न होता है। इसलिए यह महत्वपूर्ण है कि पहले व्यवसाय को वर्गीकृत किया जाए और उसके बाद इसके लिए कानूनी ढाँचे का चयन किया जाए।

(क) उपर्युक्त चर्चित व्यावसायिक योजना के घटक को पहचानिए।

(ख) प्रस्तावित उपक्रम के लिए चयनित स्वामित्व के रूप का वर्णन करते समय ऐसे आठ बिन्दुओं का उल्लेख कीजिए जिन्हें प्रस्तावित व्यवसाय योजना के इस घटक में आवश्यक रूप से उल्लेखित किया जाना चाहिए।

5



33. Mampur Sugar Mills processes cane juice to make a healthy variant of refined sugar, Desi Khand. It also does ancillarisation of the husk of sugarcane by using it for medicinal purposes and biodegradable packing paper.

There is separate plant for each product and the information regarding selling price, variable cost and fixed cost for each product is given below :

Variety	Desi Khand	Liquid for Medicines	Packing Paper
Selling Price (₹)	155/kg	100/litre	20/meter
Variable Cost (₹)	75/kg	25/litre	10/meter
Fixed Cost (₹)	8,00,000	1,50,000	80,000

(a) From the given data, calculate the break-even quantity for each product.

(b) How is the calculation of break-even quantity helpful for an entrepreneur ? 5

34. Surveen is a manager at XPL Ltd, a renowned name in manufacturing allopathic medicines. The business is expanding and the owners of the company are planning to add ayurvedic medicines as an additional product line. Surveen is given the responsibility of preparing the business plan for the new venture.

He outlined the introductory cover page and completed the steps sequentially in the business plan before deciding about the proposed venture's form of ownership. Each type of business differs in terms of commencement procedures, legal constraints, financial requirements etc. That is why it is important to categorise the business first and then choose a legal structure for it.

(a) Identify the component of the business plan discussed above.

(b) State eight points that must be mentioned about this component of the proposed business plan while describing the proposed venture's opted form of ownership. 5

<p style="text-align: center;">Marking Scheme Strictly Confidential (For Internal and Restricted use only) Senior Secondary School Supplementary Examination, 2024 SUBJECT NAME: ENTREPRENEURSHIP (066)(Paper CODE 98/S)</p>	
<u>General Instructions: -</u>	
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-X, 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 70 marks 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 un assessed 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.

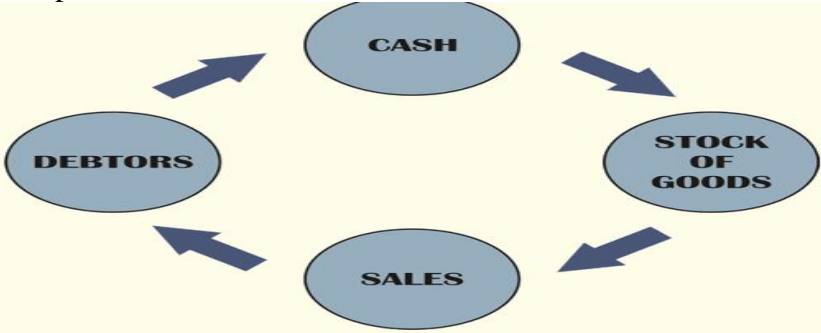
Supplementary Marking Scheme (2023-24)
Subject: Entrepreneurship (066)
Class: XII

Section A		
	Answers	Marks
1	C. I, III, V, II, IV	1
2	B. III, IV, and V	1
3	B. III, IV, and V	1
4	D. Difference in the order size by the customers	1
5	C. Form of business organisation	1
6	B. Building credibility and a reputation in the market which requires significant efforts.	1
7	A.Seed Capital	1
8	B.They will not be able to distinguish their products from those of the competitors	1
9	C.Private placement	1
10	A.Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A)	1
11	D.80% or 85%	1
12	B.Both Assertion (A) and Reason (R) are correct but Reason (R) is <i>not</i> the correct explanation of Assertion (A)	1
13	D.The company is more concerned about the impact of carbon and smoke emission from the vehicle.	1
14	B.Assertion (A) is incorrect, but Reason(R) is correct.	1
15	B.Problem Identification	1
16	C.Natural resource related idea	1
17	A.Product Identification	1
18	C.Private Company	1

Section B		
19	<p>a. Meaning – Business opportunity can be described as an economic idea which can be implemented to create a business enterprise and earn profits. Before selecting an opportunity, the entrepreneur has to ensure two things-</p> <ol style="list-style-type: none"> 1. There is a good market for the product he is going to produce 2. The rate of return on the investment is attractive to be accepted by him <p style="text-align: center;">OR</p> <p>b. Business plan - is a comprehensively written down document prepared by the entrepreneur describing formally all the relevant external and internal elements involved in starting a new venture.</p> <p>Business plan helps an entrepreneur in the following ways:</p> <ol style="list-style-type: none"> 1) helps to understand the feasibility and viability of the proposed venture, 2) facilitates in assessing and making provisions for the bottlenecks in the progress and implementation of the idea 3) discusses the potential for success of the project along with the risk factors involved. <p>(Any two)</p>	$1 + \frac{1}{2} + \frac{1}{2} = 2$ $1 + \frac{1}{2} + \frac{1}{2} = 2$
20	<p>a. Synergy – It is the combined entity between the participating firms which determine the increase in value of the combined entity. In other words, it refers to the difference between the value of the combined firm and the value of the sum of the participants.</p> <p>b. Operating synergy</p>	$1 + 1 = 2$
21	<p>(a) B.E.P/ Break Even Point</p> <p>(b) Usefulness of BEP for an entrepreneur BEP helps in assessing:</p> <ol style="list-style-type: none"> 1) Minimum level of output to be produced 2) Effect of change in quantity of output upon the profits. 3) Selling price of the product 4) Profitable options in line of production <p>(Any two)</p>	$1 + \frac{1}{2} + \frac{1}{2} = 2$
22	<p>a. A Successful strategy helps the sales representative in the following ways:</p> <ol style="list-style-type: none"> 1. It helps the sales force focus on target market customers and communicate with them in relevant and meaningful ways. 	$1 + 1 = 2$

	<p>2.It conveys how sales representatives need to know how their products or services can solve customer's problems which ultimately helps the sales force to spend time in targeting the correct customers at the right time.</p> <p style="text-align: center;">OR</p> <p>b. Meaning - Below-the-line methods are very specific, memorable activities focused on targeted groups of consumers.</p> <p>Purpose - The purpose of these activities is to develop the brand by creating awareness and building a brand profile, which include: sponsorship, sales promotions, public relations, personal selling and direct marketing.</p>	1 + 1 = 2
23	<p>Level of operation This is a crucial test for product/service identification. Depending on the use of the product/service the entrepreneur will produce it in a cottage industry or a small scale–industry or a large–scale industry.</p> <p>Cost The per unit cost of the product at a particular level of operation is comparable with that of other competitive products, which will ultimately help in deciding the sale price. This will help the entrepreneur in assessing the potentiality of an opportunity.</p>	1 + 1 = 2
24.	<p>Gross working capital = Sum total of all current assets of the business. Gross working capital = Cash + Inventory + Accounts Receivables = 10,000 + 60,000 + 20,000 = Rs 90,000/-</p>	0.5 marks for formula + 1 mark for calculation + 0.5 for final answer = 2
Section C		
25	<p>a. Price skimming/ creaming method.</p> <p>b. Advantages of skimming price (any one) 1. Price skimming helps the company in recovering the research and development costs which are associated with the development of a new product. 2. If the company caters to consumers who are quality conscious rather than price conscious, then this type of strategy can work in a great way for a company.</p> <p>Disadvantages of skimming price (any one)</p>	1+1+1 = 3

	<p>1. This strategy can backfire if there are close competitors and they also introduce the same products at lower price then consumers will think that the company always sells the products at higher prices which will result in consumers abandoning other products of the company also.</p> <p>2. Price skimming is not a viable option when there are strict legal and government regulations regarding consumer rights.</p> <p>3. If the company has a history of price skimming then consumers will never buy a product when it is newly launched, they would rather wait for a few months and buy the product at a lower price.</p>	
26	<p>a. Follow-up element helps the entrepreneurs in:</p> <ol style="list-style-type: none"> 1. Developing ways to review the present situation with regard to materials, work-in-progress and finished goods. 2. Evolving ways to expedite the performance of those departments which lag behind. 3. Removing obstacles in the way of production by suggesting remedial measures. 4. A properly planned follow-up procedure is helpful in dispatching errors and defects in the work. <p>(Any three)</p> <p style="text-align: center;">OR</p> <p>b. The three Formats of a Business Plan for start-ups where audience is the external stakeholder are:</p> <ol style="list-style-type: none"> 1. Elevator pitch: It is a three minute summary of the business plan's executive summary. This is often used as a teaser to awaken the interest of potential funders, customers, or strategic partners. 2. A pitch deck with oral narrative : A hopeful, entertaining slide show and oral narrative that is meant to trigger discussion and interest potential investors in reading the written presentation, i.e. the executive summary and a few key graphs showing financial trends and key decision making benchmarks. 3. A written presentation for external stakeholders: A detailed, well written, and pleasingly formatted plan targeted at external stakeholders. 	<p>1+1+1 = 3</p> <p>1 + 1 + 1 = 3</p>
27	<p>a. Business Format Franchise Opportunity This is the most popular form of franchising. It is wherein a company provides a business owner with a proven method for operating a business using the name and trademark of the company. The company usually provides a significant amount of assistance and in return charges a fee or royalty in return.</p> <p>b. Any one from the following types of franchising:</p>	<p>1 for identification</p> <p>+ 1 for explanation</p>

	<p>Product franchise business opportunity: Manufacturers use the product franchise to govern how a retailer distributes their products. The manufacturer grants a store owner the authority to distribute goods by the manufacturer and allows the owner to use the name and trademark owned by the manufacturer. The store owner must pay a fee or purchase a minimum inventory of stock in return for these rights. Some tire stores are good examples of this type of franchise.</p> <p>Manufacturing franchise opportunity: These types of franchises provide an organization with the right to manufacture a product and sell it to the public, using the franchisor's name and trademark. This type of franchise is found most often in the food and beverage industry. Most bottlers of soft drinks receive a franchise from a company and must use its ingredients to produce, bottle and distribute the soft drinks.</p> <p>Business franchise opportunity ventures: These ventures typically require that a business owner purchases and distributes the products for one specific company. The company must provide customers or accounts to the business owner, and in return, the business owner pays a fee or other consideration as compensation. Examples include vending machine routes and distributorships.</p>	+ 1 for any one type of franchising = 3
28	<p>i. “there is an increasing willingness in people to go out on short breaks.”– Social Environment</p> <p>ii. “The bookings for the same could be made online by logging on to the website or on the online portal of the state tourism department.” – Technological Environment.</p> <p>iii. “The room rent was fixed keeping in mind the disposable income of the prospective guests.”- Economic Environment.</p>	$(\frac{1}{2} + \frac{1}{2}) \times 3 = 3$
29	<p>The cash conversion cycle (CCC or Operating Cycle) is the length of time between a firm's purchase of inventory and the receipt of cash from accounts receivable. CCC represents the number of days a firm’s cash remains tied up within the operations of the business.</p>  <p style="text-align: center;"><i>Operating cycle or cash conversion cycle for trading business</i></p>	$1 + 1 + 1 = 3$

	<div data-bbox="316 279 1295 665" data-label="Diagram"> <pre> graph TD CASH --> RAW_MATERIAL_STOCKS[RAW MATERIAL STOCKS] RAW_MATERIAL_STOCKS --> WORK_IN_PROGRESS[WORK IN PROGRESS] WORK_IN_PROGRESS --> FINISHED_GOODS[FINISHED GOODS] FINISHED_GOODS --> SALES[SALES] SALES --> DEBTORS[DEBTORS] DEBTORS --> CASH </pre> <p><i>Operating cycle or cash conversion cycle for manufacturing business</i></p> </div> <p style="text-align: center;">OR</p> <p>b. Financial Intermediation - At times, we have people that have money that they don't want to spend rather save for future use. On the other hand, there are people who want to spend money to undertake some economic activities but don't have the required amount of finance. The role of transferring financial resources from the surplus units to the deficit units is what is referred to as "Financial Intermediation".</p> <p>Requirement of Financial Intermediation - Ensure the most effective allocation of the mobilized financial resources by directing the same either to such projects which are capable of the highest yield or to the underdeveloped priority areas where there is an urgent need to promote balanced and diversified industrialization.</p> <p>Market which plays the role of financial intermediary: Capital Markets - it is an organised mechanism meant for effective and smooth transfer of money, capital or financial resources from the investors to the entrepreneurs.</p>	<p>$1 + 1 + 1 = 3$</p>
Section D		
30	<p>(a) Reasons for mergers and acquisitions:</p> <p>(i) Acquiring new technology- To remain competitive, companies need to constantly upgrade their technology and business applications. To upgrade technology, a company need not always acquire technology. By buying another company with unique technology, the buying company can maintain or develop a competitive edge.</p> <p>(ii) Improved profitability- Companies explore the possibilities of a merger when they anticipate that it will improve their profitability.</p>	<p>$1 + 1 + 1 + 1 + 1 = 5$</p>

	<p>(iii) <u>Access to funds-</u> Often a company finds it difficult to access funds from the capital market. This weakness deprives the company of funds to pursue its growth objectives effectively. In such cases, a company may decide to merge with another company that is viewed as fund-rich.</p> <p>(iv) <u>Acquiring a competency-</u>Companies also opt for M&A to acquire a competency or capability that they do not have and which the other firm does.</p> <p>(v) <u>Entry into new markets-</u>Mergers are often looked upon as a tool for hassle-free entry into new markets. Under normal conditions, a company can enter a new market, but may have to face stiff competition from the existing companies and may have to battle out for a share in the existing market. However, if the merger route is adopted, one can enter the market with greater ease and avoid too much competition.</p> <p style="text-align: center;">OR</p> <p><u>(b) LOGO-</u> 'Logo' (Short for Logotype) is an identifying symbol for a product or business. It can be any distinctive design, mark, sign which stands associated with the entrepreneur's offering. 'Logo' is an important feature or part of branding.</p> <p><u>Reasons/Purpose of using 'logo' by the organizations-</u></p> <p>1) Logos are a critical aspect of business marketing. As the company's major graphical representation, a logo anchors the company's brand.</p> <p>2) Corporate Logo are intended to be the "Identity" of an enterprise because of displaying graphically enterprise's uniqueness.</p> <p>3)Through a set color combination, fonts, images, impression and/or pattern, logos provide essential information about a company that allows customers to relate with the enterprise's core brand.</p> <p>4) Enterprises normally resort to logos as a short path for advertising and other marketing materials.</p> <p>5)Logos act as the key visual component of an enterprise's overall brand identity.</p> <p>(any four)</p>	<p>1</p> <p>+</p> <p>(1 x 4)</p> <p>= 5</p>
31	<p><u>Angel Investors-</u> is an affluent individual who provides capital for a business start-up and early stage companies having a high-risk, high-return matrix usually in exchange for convertible debt or ownership equity.</p> <p>Features of angel investors:</p>	<p>1 + (1 x 4) =5</p>

	<ol style="list-style-type: none"> 1) Most angel investors are current or retired executives, business owners or high net worth individuals who have the knowledge, expertise, and funds that help start-ups match up to industry standards. 2) Angel investors bear extremely high risk and are usually subject to dilution from future investment rounds. They expect a very high return on investment. 3) Apart from investing funds, most angels provide proactive advice, guidance, industry connections and mentoring start-ups in its early days. 4) Their objective is to create great companies by providing value creation, and simultaneously helping investors realize a high return on investments. 5) They have a sharp inclination to keep abreast of current developments in a particular business arena, mentoring another generation of entrepreneurs by making use of their vast experience. <p>(Any four)</p>																			
32	<p>(a) Difference between public company and private company:</p> <table border="1"> <thead> <tr> <th>Basis</th><th>Public company</th><th>Private company</th></tr> </thead> <tbody> <tr> <td>Members</td><td>has minimum seven people to commence with no upper limit to membership</td><td>has a minimum of two and a maximum of fifty members excluding its past and present employees.</td></tr> <tr> <td>Transfer of shares</td><td>does not restrict any transfer of shares</td><td>restricts the right of its members to transfer shares.</td></tr> <tr> <td>Invitation to the public</td><td>invites the public to subscribe for its shares, debentures and public deposits.</td><td>prohibits an invitation to the public to subscribe for any shares or debentures of the company.</td></tr> <tr> <td>Minimum paid up capital</td><td>has a minimum paid up capital of five lakh rupees.</td><td>has a minimum paid up capital of one lakh rupees</td></tr> <tr> <td>Suffix</td><td>uses the word 'Ltd.' at the end of its name.</td><td>uses the word 'Pvt. Ltd.' at the end of its name.</td></tr> </tbody> </table>	Basis	Public company	Private company	Members	has minimum seven people to commence with no upper limit to membership	has a minimum of two and a maximum of fifty members excluding its past and present employees.	Transfer of shares	does not restrict any transfer of shares	restricts the right of its members to transfer shares.	Invitation to the public	invites the public to subscribe for its shares, debentures and public deposits.	prohibits an invitation to the public to subscribe for any shares or debentures of the company.	Minimum paid up capital	has a minimum paid up capital of five lakh rupees.	has a minimum paid up capital of one lakh rupees	Suffix	uses the word 'Ltd.' at the end of its name.	uses the word 'Pvt. Ltd.' at the end of its name.	(1 x 5) = 5
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	<p style="text-align: center;">OR</p> <p>(b) Meaning- It means identification of new trends.</p> <p>How Trendspotting helps an Entrepreneur: This will help the entrepreneur to understand the market and produce goods or provide services in sync with market trends.</p> <p>Ways in which the entrepreneur can spot trends:</p> <p>1. Read Trend: They regularly read the leading publications and websites affecting their business. This could include industry publications, trade association sites, major newspapers, key business magazines, thought leaders and influential bloggers.</p> <p>2. Talk Trend: Talking to people is an equally important trend-spotting tactic. They get involved in a specific industry's trade association and attend events both online and offline. They also take advantage of social networking tools like social network websites and forums. They even start or join groups on the networks and see what people are talking about.</p> <p>3. Watch Trend: There is no substitute for getting out in the marketplace. They make it a point to regularly go where their target customers meet often.</p> <p>4. Think Trend: As an entrepreneur begins gathering all their information regularly, they will start to develop a "trend spotter mind." As they absorb what they have read, heard and observed, they will start to make connections and observations that will lead to business-boosting insights.</p>	<p>$(\frac{1}{2} + \frac{1}{2}) = 1$</p> <p>+</p> <p>1 mark for each of the four ways $1 \times 4 = 4$</p> <p>$1 + 4 = 5$</p>																								
33	<p>(a)</p> <table><tr><td>Variety</td><td>Desi Khand</td><td>Liquid for medicines</td><td>Packing Paper</td></tr><tr><td>Selling Price in Rs. (A)</td><td>155/kg</td><td>100/liter</td><td>20/meter</td></tr><tr><td>Variable Cost per 100 ml in Rs (B)</td><td>75/kg</td><td>25/liter</td><td>10/meter</td></tr><tr><td>Contribution in Rs (C) (A-B)</td><td>80</td><td>75</td><td>10</td></tr><tr><td>Fixed Cost in Rs. (D)</td><td>8,00,000</td><td>1,50,000</td><td>80,000</td></tr><tr><td>Break Even Quantity = <u>Fixed Cost (D)</u> / <u>Contribution (C)</u></td><td>$8,00,000/80 = 10,000 \text{ kgs}$</td><td>$1,50,000/75 = 2,000 \text{ kgs}$</td><td>$80,000/10 = 8000 \text{ meters}$</td></tr></table>	Variety	Desi Khand	Liquid for medicines	Packing Paper	Selling Price in Rs. (A)	155/kg	100/liter	20/meter	Variable Cost per 100 ml in Rs (B)	75/kg	25/liter	10/meter	Contribution in Rs (C) (A-B)	80	75	10	Fixed Cost in Rs. (D)	8,00,000	1,50,000	80,000	Break Even Quantity = <u>Fixed Cost (D)</u> / <u>Contribution (C)</u>	$8,00,000/80 = 10,000 \text{ kgs}$	$1,50,000/75 = 2,000 \text{ kgs}$	$80,000/10 = 8000 \text{ meters}$	<p>1 mark for formula</p> <p>+</p> <p>1 mark for break even quantity of each product $(1 \times 3) = 3$</p> <p>+</p> <p>1 mark for any one reason</p> <p>$1 + 3 + 1 = 5$</p>
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	<p>(b) Break Even Quantity is helpful for an entrepreneur in following ways:-</p> <ol style="list-style-type: none"> 1. It helps in setting profit goals and sales targets. 2. In a manufacturing environment, it helps in determining the products that are not contributing to meet the fixed expenses and thus brings up the item for discussion in management meetings about its continuity. <p>(any one)</p>	
34	<p>(a) Organisation Plan</p> <p>(b) The component of the plan must mention the following points:</p> <ol style="list-style-type: none"> 1. The terms and conditions associated with the selected form 2. Lines of authority and responsibility of members of the new venture 3. The names, designation, addresses and resumes of the members 4. Stake of members in the organisation 5. Roles and responsibilities of each member 6. Procedure for solving conflicts/disputes amongst members 7. Forms of payment for the members of the organisation 8. Voting rights, managerial and controlling rights of the members. 	$1 + (\frac{1}{2} \times 8) = 4$ $1 + 4 = 5$