



Series EF1GH/C



SET~1

रोल नं.							
Roll No.							

प्रश्न-पत्र कोड
Q.P. Code **66/C/1**

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.

व्यावसायिक अध्ययन BUSINESS STUDIES

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निर्धारित समय : 3 घण्टे

Time allowed : 3 hours

अधिकतम अंक : 80

Maximum Marks : 80

नोट / NOTE :

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ 19 हैं।
Please check that this question paper contains 19 printed pages.
- 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 जाँच कर लें कि इस प्रश्न-पत्र में 34 प्रश्न हैं।
Please check that this question paper contains 34 questions.
- 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.



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. वर्ष 1998 में, शिवम एवं सोहन लिमिटेड द्वारा आरंभ की गई परियोजना 'नन्ही कली' अपने प्रकार का एक सबसे बड़ा कार्यक्रम है जो वंचित लड़कियों को 10 वर्ष की विद्यालयी शिक्षा के योग्य बनाता है । इस परियोजना ने देश भर में कम आय समूह के परिवारों की 5 लाख से भी अधिक लड़कियों के जीवन को प्रभावित किया है ।

इस प्रकार का कार्य करके शिवम एवं सोहन लिमिटेड ने जो उद्देश्य प्राप्त किया, वह है :

- (a) संगठनात्मक उद्देश्य
 - (b) सामाजिक उद्देश्य
 - (c) व्यक्तिगत उद्देश्य
 - (d) (a) तथा (c) दोनों
2. बढ़ते हुए प्रदूषण के कारण, उपभोक्ता प्रदूषित हवा के हानिकारक प्रभावों के विषय में सचेत हो रहे हैं, अतः प्रतिदिन घरेलू वायु शुद्ध करने के उपकरणों की माँग बढ़ रही है । यहाँ व्यावसायिक पर्यावरण के कौन-से आयाम की चर्चा की गई है ?
- (a) राजनीतिक पर्यावरण
 - (b) प्रौद्योगिकीय पर्यावरण
 - (c) आर्थिक पर्यावरण
 - (d) सामाजिक पर्यावरण



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 **1** to **20** are Multiple Choice Questions (MCQs), carrying **1** mark each.*

20×1=20

1. Project 'Nanhi Kali' run by Shivam and Sohan Ltd. was started in 1998 and is one of the largest programmes that enables underprivileged girls to complete 10 years of schooling. The project has impacted the lives of over 5 lakh girls from low income group families across the country.
The objective achieved by Shivam and Sohan Ltd. by doing so is :
 - (a) Organizational objective
 - (b) Social objective
 - (c) Personal objective
 - (d) Both (a) and (c)
2. With rising pollution levels, consumers are becoming conscious about the harmful effects of polluted air, so the demand for home air-purifiers is increasing day-by-day. Which dimension of business environment is discussed here ?
 - (a) Political Environment
 - (b) Technological Environment
 - (c) Economic Environment
 - (d) Social Environment



3. उपभोक्ता संरक्षण अधिनियम, 2019 के अनुसार निम्नलिखित में से गलत कथन की पहचान कीजिए :
- (a) उपभोक्ता सुरक्षा के लिए राष्ट्रीय आयोग का प्रादेशिक क्षेत्राधिकार संपूर्ण देश है।
 - (b) जिला आयोग उन शिकायतों की सुनवाई करता है जहाँ वस्तुओं अथवा सेवाओं के प्रतिफल की राशि का भुगतान ₹ 1 करोड़ से अधिक नहीं है।
 - (c) जिला आयोग के निर्णय के विरुद्ध राष्ट्रीय आयोग में अपील दर्ज की जा सकती है।
 - (d) जिला आयोग तथा राज्य आयोग की स्थापना राज्य सरकार के द्वारा की जाती है।
4. विज्ञापन में 'संभावितों एवं विज्ञापनकर्ता के मध्य कोई प्रत्यक्ष सम्पर्क नहीं होता है।' यहाँ विज्ञापन की जिस विशेषता का उल्लेख किया गया है, वह है :
- (a) भुगतान स्वरूप
 - (b) अव्यक्तिक
 - (c) किफायती
 - (d) चिह्नित विज्ञापनदाता
5. निम्नलिखित में से पूँजी बजटिंग निर्णय से संबंधित सही कथन की पहचान कीजिए :
- (a) ये निर्णय प्रतिवर्ती होते हैं।
 - (b) इन निर्णयों में दीर्घ-कालीन आधार पर भारी मात्रा में वित्त लगाना सम्मिलित है, अतः इन निर्णयों को लेते समय अत्यधिक सावधानी की आवश्यकता है।
 - (c) ये निर्णय दीर्घकाल में व्यवसाय की अर्जन क्षमता को प्रभावित नहीं करते।
 - (d) पूँजी बजटिंग निर्णयों द्वारा परिसम्पत्तियों का आकार, लाभप्रदता तथा प्रतिस्पर्धात्मकता प्रभावित नहीं होते हैं।
6. संगठन प्रक्रिया में, कर्मचारियों में वृत्तांत (रिपोर्टिंग) संबंध स्थापन से तुरंत पहले निम्नलिखित में से कौन-से चरण का निष्पादन किया जाता है ?
- (a) कर्तव्यों का निर्धारण
 - (b) कार्य की पहचान तथा विभाजन
 - (c) विभागीकरण
 - (d) कर्मचारियों को प्रशिक्षण देना
7. संख्यात्मक पदों के रूप में अपेक्षित परिणामों का एक विवरण योजना का एक प्रकार है जो _____ कहलाता है।
- (a) विधि
 - (b) बजट
 - (c) कार्यक्रम
 - (d) प्रक्रिया



3. From the following, identify the *Incorrect* Statement as per Consumer Protection Act, 2019 :
- (a) National Commission has territorial jurisdiction over the whole country for consumer protection.
 - (b) District Commission entertains complaints where value of goods or services paid as consideration does not exceed ₹ 1 crore.
 - (c) Appeal against District Commission's order can be filed in National Commission.
 - (d) District Commission and State Commission are set by the State Governments.
4. In advertising 'there is no direct face-to-face contact between the prospect and the advertiser'. The feature of advertising stated here is :
- (a) Paid form
 - (b) Impersonality
 - (c) Economical
 - (d) Identified sponsor
5. From the following, identify the statement which is correct about capital budgeting decision :
- (a) These decisions are reversible.
 - (b) These decisions include committing huge amounts of finance on a long-term basis, therefore need to be taken with utmost care.
 - (c) These decisions do not affect the earning capacity of the business in the long run.
 - (d) Size of assets, profitability and competitiveness are not affected by capital budgeting decisions.
6. In organising process, which of the following step is performed just before establishing reporting relationship between individuals ?
- (a) Assignment of duties
 - (b) Identification and division of work
 - (c) Departmentalization
 - (d) Imparting training to employees
7. A statement of expected results expressed in numerical terms is a type of plan called as _____.
- (a) Method
 - (b) Budget
 - (c) Programme
 - (d) Procedure



8. निम्नलिखित में से प्रबन्ध का कौन-सा कार्य प्रबन्ध प्रक्रिया के एक चक्र को पूरा करता है तथा अगले चक्र के नियोजन में सुधार करता है ?
- (a) संगठन
 - (b) नियुक्तिकरण
 - (c) निदेशन
 - (d) नियंत्रण
9. कर्मचारियों को रोजगार सुरक्षा तथा पेंशन योजना, आदि प्रदान करना निम्नलिखित में से कौन-सी आवश्यकता को संतुष्ट करेंगे ?
- (a) आधारभूत शारीरिक आवश्यकताएँ
 - (b) सुरक्षा आवश्यकताएँ
 - (c) संस्था से संबंध की आवश्यकताएँ
 - (d) मान-सम्मान (प्रतिष्ठा) आवश्यकताएँ
10. कथन I : वित्तीय नियोजन आवश्यक रूप से एक संगठन के भविष्य के प्रचालनों का वित्तीय ब्लूप्रिंट तैयार करना है।
- कथन II : वित्तीय नियोजन केवल दीर्घ-काल के लिए किया जाता है तथा यह केवल पूँजीगत व्यय कार्यक्रमों पर ही केंद्रित होता 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।
11. निम्नलिखित में से कौन-सा कारक उत्पाद या सेवा के मूल्य को प्रभावित करने वाला कारक **नहीं** है ?
- (a) उत्पाद लागत
 - (b) बाज़ार में प्रतियोगिता की सीमा
 - (c) सरकारी तथा विधिक नियमन
 - (d) मानकीकरण तथा ग्रेड तय करना



8. Which of the following functions of management completes one cycle of management process and improves planning in the next cycle ?
- (a) Organising
 - (b) Staffing
 - (c) Directing
 - (d) Controlling
9. Providing job security and pension plan, etc. will satisfy which of the following needs of employees ?
- (a) Basic physiological needs
 - (b) Safety/Security needs
 - (c) Belongingness needs
 - (d) Esteem needs
10. *Statement I :* Financial planning is essentially the preparation of financial blueprint of an organisation's future operations.
- Statement II :* Financial planning is done only for long-term and focuses on capital expenditure programmes only.
- 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.
11. Which of the following is **not** a factor affecting price of a product or service ?
- (a) Product cost
 - (b) Extent of competition in the market
 - (c) Government and legal regulations
 - (d) Standardization and Grading



12. अशिता एक कंपनी में कार्यरत है जहाँ उसका आधारभूत कार्य विविध घटकों को एकीकृत करना तथा संगठन के व्यापक उद्देश्यों के अनुसार विभिन्न विभागों की गतिविधियों में समन्वय स्थापित करना है। अशिता प्रबंध के किस स्तर पर कार्यरत है ?

- (a) उच्च प्रबंध स्तर
- (b) मध्य प्रबंध स्तर
- (c) पर्यवेक्षीय प्रबंध स्तर
- (d) (b) तथा (c) दोनों

13. स्तम्भ I में दी गई नियोजन की विशेषताओं का मिलान स्तम्भ II में दी गई उनकी व्याख्या के साथ कीजिए।

स्तम्भ I

स्तम्भ II

- | | |
|------------------------------------|--|
| A. नियोजन एक मानसिक अभ्यास है | (i) नियोजन में प्रत्येक विकल्प के गहन परीक्षण एवं मूल्यांकन द्वारा सर्वोत्तम विकल्प का चयन सम्मिलित है |
| B. नियोजन सर्वव्यापी है | (ii) नियोजन प्रबंध के सभी स्तरों पर आवश्यक है तथा साथ ही संगठन के सभी विभागों में |
| C. नियोजन में निर्णय रचना निहित है | (iii) नियोजन में अनुमानित कार्य या इच्छा जनित विचारों की अपेक्षा तार्किक तथा व्यवस्थित विचारधारा की आवश्यकता होती है |

- (a) A-(i), B-(ii), C-(iii)
- (b) A-(iii), B-(ii), C-(i)
- (c) A-(ii), B-(iii), C-(i)
- (d) A-(i), B-(iii), C-(ii)

14. निम्नलिखित में से कौन-सा संगठन के कार्यात्मक ढाँचे का दोष **नहीं** है ?

- (a) कार्यात्मक अध्यक्ष द्वारा बताए गए कार्यों की अपेक्षा, संस्थान के अन्य सभी उद्देश्यों पर कम ध्यान दिया जाता है।
- (b) जब दो या अधिक विभागों के हित अनुकूल न हों, तो हितों का झगड़ा होना स्वाभाविक होता है।
- (c) विभिन्न उत्पादों की गतिविधियों में दोहराव के कारण लागत मूल्य बढ़ सकता है।
- (d) विभिन्न विभागों में कार्यात्मक विभिन्नता के कारण जब सूचनाओं का आदान-प्रदान होता है, तो इससे समन्वय की समस्या बढ़ जाती है।



12. Ashita works in a company where her basic task is to integrate diverse elements and co-ordinate the activities of different departments according to the overall objectives of the organisation. At which level of management is Ashita working ?
- (a) Top level management
 - (b) Middle level management
 - (c) Supervisory level management
 - (d) Both (b) and (c)

13. Match the features of planning given in Column I with their respective explanation given in Column II.

<i>Column I</i>	<i>Column II</i>
A. Planning is a mental exercise	(i) Planning involves thorough examination and evaluation of each alternative and choosing the most appropriate one
B. Planning is all-pervasive	(ii) Planning is required at all levels of management as well as in all departments of the organisation
C. Planning involves decision-making	(iii) Planning requires logical and systematic thinking rather than guess work or wishful thinking
(a) A-(i), B-(ii), C-(iii)	
(b) A-(iii), B-(ii), C-(i)	
(c) A-(ii), B-(iii), C-(i)	
(d) A-(i), B-(iii), C-(ii)	

14. Which of the following is **not** a disadvantage of functional structure of organisation ?
- (a) Less emphasis on overall enterprise objectives than the objectives pursued by a functional head.
 - (b) A conflict of interests may arise when the interests of two or more departments are not compatible.
 - (c) May lead to increase in costs since there may be duplication of activities across products.
 - (d) It may lead to problems in coordination as information has to be exchanged across functionally differentiated departments.



15. नीचे दिए गए चित्र में ऐसी महत्वपूर्ण सूचना का वर्णन किया गया है जो विपणनकर्ता द्वारा उत्पाद के क्षेत्र में लिए जाने वाले निर्णय से सम्बन्धित है।

उत्पादन तिथि : 10/3/23	ऑर्गेनिक शहद :	मात्रा : 500 मिली
समाप्ति तिथि : 10/3/25		अतिरिक्त चीनी नहीं 100% शुद्ध
अधिकतम खुदरा मूल्य : ₹ 500		निर्माता : ऑर्गेनिक एग्रो प्रोडक्ट्स ----- उत्तराखंड

निम्नलिखित में से सही विकल्प की पहचान कीजिए :

- (a) ब्रांडिंग
(b) लेबलिंग
(c) पैकेजिंग
(d) उपर्युक्त में से कोई नहीं
16. वर्ष 2003 से, प्रतिभूतियों में सभी लेनदेनों का निपटान व्यापार तिथि के पश्चात् दो दिनों के अंदर करना होता है। यह प्रणाली जानी जाती है :
- (a) रोलिंग निपटान प्रणाली
(b) आवर्ती निपटान प्रणाली
(c) स्वचालित निपटान प्रणाली
(d) आपसी निपटान प्रणाली
17. 'एक संगठन के विषय में लोकमत का प्रबंधन विपणन विभाग द्वारा निष्पादित किया जाने वाला एक महत्वपूर्ण कार्य है।' यह विपणन मिश्र के निम्नलिखित में से किस घटक में सम्मिलित है ?
- (a) उत्पाद मिश्र
(b) स्थान मिश्र
(c) मूल्य मिश्र
(d) प्रवर्तन मिश्र
18. उपभोक्ता संरक्षण अधिनियम, 2019 के अन्तर्गत निम्नलिखित में से कौन-सा उपभोक्ता अधिकार प्रतियोगी मूल्यों पर उपलब्ध उत्पादों के विभिन्न प्रकारों तक पहुँचने की स्वतंत्रता प्रदान करता है ?
- (a) सूचना का अधिकार
(b) आश्वस्त होने का अधिकार/चयन का अधिकार
(c) उपभोक्ता शिक्षा का अधिकार
(d) शिकायत का अधिकार



15. The picture given below depicts important information related to a decision that a marketer has to take in the area of product.

Manufacturing Date : 10/3/23	Organic Honey :	Quantity : 500 ml
Expiry Date : 10/3/25		No added sugar 100% pure
Max. Retail Price : ₹ 500		Manufacturer : Organic Agro products ----- Uttarakhand

Identify from the following the correct option :

- (a) Branding
(b) Labelling
(c) Packaging
(d) None of the above
16. From 2003, all transactions in securities are to be settled within two days after the trade date. This system is known as :
- (a) Rolling settlement system
(b) Rotational settlement system
(c) Automatic settlement system
(d) Mutual settlement system
17. 'Managing public opinion of an organisation is an important task performed by the marketing department.' It is included under which of the following element of marketing mix ?
- (a) Product mix (b) Place mix
(c) Price mix (d) Promotion mix
18. Which of the following consumer rights under Consumer Protection Act, 2019 gives the freedom to consumers to access variety of products at competitive prices ?
- (a) Right to be informed
(b) Right to be assured/Right to choose
(c) Right to consumer education
(d) Right to be heard



19. निम्नलिखित में से कौन-सा कथन नेतृत्व की निरंकुश शैली के संबंध में गलत है ?

- (a) अधीनस्थों से नेता के आदेशों का पालन करने की अपेक्षा की जाती है।
- (b) निरंकुश नेता विरोध का इच्छुक नहीं होता है।
- (c) अधीनस्थों को उच्च स्तरीय स्वतंत्रता दी जाती है।
- (d) त्वरित निर्णयन को आसान बनाता है।

20. _____ एक स्थायी योजना है।

- (a) नियम
- (b) बजट
- (c) कार्यक्रम
- (d) व्यूह-रचना

21. अनन्ता लिमिटेड इलेक्ट्रॉनिक उत्पादों की एक निर्माता फर्म है। अपने विक्रय को बढ़ाने तथा लाभ अर्जित करने के लिए इसका महा प्रबंधक, कमल पहले से ही यह विचार करता है कि क्या करना है और कैसे करना है ? अपने लक्ष्यों को प्राप्त करने एवं अनिश्चितता के जोखिम को कम करने के लिए वह पूर्वानुमान भी लगाता है।

ऐसा करके कमल प्रबन्ध के एक महत्वपूर्ण कार्य का क्रियान्वयन कर रहा है।

उपर्युक्त में प्रकाशित प्रबन्ध के कार्य को पहचानिए एवं उसका उल्लेख कीजिए। इस कार्य के महत्व के किन्हीं दो बिन्दुओं का उल्लेख भी कीजिए।

3

22. (a) प्रबन्ध के 'नियंत्रण' कार्य की प्रक्रिया के प्रथम दो चरणों को समझाइए।

3

अथवा

(b) प्रबन्ध के 'निर्देशन' कार्य की किन्हीं दो विशेषताओं को समझाइए।

3

23. 'बर्गर्स एण्ड फॅज' भारत में पहली फास्ट फूड शृंखलाओं में से एक थी जिसने पारिवारिक शैली के भोजनालयों की अवधारणा का मार्ग प्रशस्त किया। लेकिन पिछले कुछ वर्षों में इसे बहुराष्ट्रीय खाद्य शृंखला वाली कम्पनियों जैसे मैकडॉनल्ड्स तथा पिज्जा हट, आदि के कारण व्यवसाय खोना पड़ा और इसे बंद करना पड़ा।

व्यवसाय बंद करने का कारण था प्रबन्धकों की फर्म की बाह्य शक्तियों को पहचानने, समझने, उनका मूल्यांकन करने व उन पर प्रतिक्रिया व्यक्त करने की अक्षमता।

उपर्युक्त स्थिति के आलोक में किन्हीं दो बिन्दुओं की सहायता से समझाइए कि प्रबन्धकों द्वारा व्यावसायिक पर्यावरण की समझ किस प्रकार महत्वपूर्ण है।

3



19. Which of the following statements is *Incorrect* with respect to Autocratic Leadership style ?

- (a) Subordinates are expected to obey the orders of the leader.
- (b) An autocratic leader does not wish to be contradicted.
- (c) Subordinates are given high degree of independence.
- (d) Quick decision-making is facilitated.

20. _____ is a standing plan.

- (a) Rule
- (b) Budget
- (c) Programme
- (d) Strategy

21. Ananta Ltd. is a firm manufacturing electronic goods. To increase its sales and earn profits, its General Manager, Kamal is thinking in advance what to do and how to do it. He is also preparing forecasts to reduce the risk of uncertainty and to achieve its targets.

By doing so Kamal is performing an important function of management.

Identify and state the function of management highlighted above. Also state any two points of importance of this function. 3

22. (a) Explain the first two steps in the process of 'controlling' function of management. 3

OR

(b) Explain any two features of 'directing' function of management. 3

23. 'Burgers and Fudge' was among the first fast food chains in India which pioneered the concept of family-style restaurants. However, over the years it started losing business to multinational food chains like McDonalds and Pizza Hut, etc. and soon had to shut down.

The reason to shut down was the inability of managers to identify, understand, evaluate and to react to the forces external to their firm.

In the light of the above situation, explain with the help of any two points, how understanding of business environment is important for managers. 3



24. (a) संगठन के लिए प्रबन्ध के 'नियुक्तिकरण' कार्य के किन्हीं तीन लाभों का उल्लेख कीजिए। 3
- अथवा**
- (b) कर्मचारियों के लिए प्रशिक्षण के किन्हीं तीन लाभों का उल्लेख कीजिए। 3
25. वर्ष 2016 में, पल्लवी ने शादी के योजनाकार के रूप में एक कंपनी 'ड्रीम्स अनलिमिटेड' आरंभ की और उसका लक्ष्य आने वाले तीन वर्षों में इस क्षेत्र की 10 उच्चतम शादी योजनाकार कंपनियों में से एक कंपनी बनना था। इसके लिए उसने विभिन्न कौशल वाले व्यक्तियों को नियुक्त किया। उसने बहुत मेहनत की और इस लक्ष्य को प्राप्त करने के लिए विभिन्न व्यक्तियों के प्रयासों को एकीकृत किया। इस उद्योग में उपभोक्ताओं की आवश्यकताएँ बहुत जल्दी-जल्दी बदल रही थी और कंपनी ने बदलते हुए पर्यावरण के साथ तालमेल बिठाने में अपनी गति को बनाए रखा। जैसा कि नियोजित था, तीन वर्षों के अंदर ही कंपनी ने अपने लक्ष्य को प्राप्त कर लिया। संगठन के सभी कर्मचारी खुश तथा संतुष्ट थे तथा संगठन में प्रबन्ध के प्रभाव को देखा जा सकता था।
- पल्लवी जिस प्रकार से अपने व्यवसाय का प्रबन्धन करती थी उससे प्रबन्ध की कुछ विशेषताओं पर प्रकाश पड़ता है। उपर्युक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए ऐसी किन्हीं दो विशेषताओं को समझाइए। 4
26. (a) प्रबन्ध के निदेशन कार्य के एक घटक के रूप में 'अभिप्रेरण' की किन्हीं दो विशेषताओं को समझाइए। 4
- अथवा**
- (b) संप्रेषण प्रक्रिया के तत्त्वों के रूप में निम्नलिखित को समझाइए : 4
- (i) संदेश
 - (ii) एनकोडिंग
 - (iii) माध्यम
 - (iv) डिकोडिंग
27. एक व्यवसाय की कार्यशील पूँजी आवश्यकताओं को प्रभावित करने वाले घटकों के रूप में निम्नलिखित को समझाइए : 4
- (i) व्यवसाय की प्रकृति
 - (ii) उधार-क्रय सुविधा
28. (a) 'भारतीय प्रतिभूति एवं विनिमय बोर्ड' के किन्हीं चार उद्देश्यों का उल्लेख कीजिए। 4
- अथवा**
- (b) शेयर बाजार (स्टॉक एक्सचेंज) के किन्हीं चार कार्यों का उल्लेख कीजिए। 4



24. (a) State any three benefits of 'staffing' function of management to the organisation. 3
- OR**
- (b) State any three benefits of training to employees. 3
25. Pallavi started a wedding planner company 'Dreams Unlimited' in 2016 and her target was to be amongst the top 10 companies in this field within the next three years. For this she employed people having different skills. She worked hard and united the efforts of different people to achieve this goal. The requirements of the customers in this industry changed very fast and the company adapted to keep pace with the changing environment. As planned, the company achieved its target within three years. All the employees of the organisation were happy and satisfied and the effect of management was noticeable in the organisation.
- The way Pallavi was managing her business highlights some of the features of management. By quoting lines from the above paragraph, explain any two such features. 4
26. (a) Explain any two features of 'motivation' as an element of directing function of management. 4
- OR**
- (b) Explain the following as elements of communication process : 4
- (i) Message
 - (ii) Encoding
 - (iii) Media
 - (iv) Decoding
27. Explain the following as factors affecting the working capital requirements of a business : 4
- (i) Nature of business
 - (ii) Credit availed
28. (a) State any four objectives of 'Securities and Exchange Board of India'. 4
- OR**
- (b) State any four functions of Stock Exchange. 4



29. अंकुश ने एक अग्रणी इलेक्ट्रॉनिक स्टोर से दीवाली पर एक उच्च कोटि का माइक्रोवेव खरीदा। माइक्रोवेव पर आई.एस.आई. मार्क लगा हुआ था और अंकुश ने बहुत ध्यान से निर्देशन पुस्तिका पढ़ी ताकि वह इसका उपयोग ठीक प्रकार से कर सके। लेकिन गलत वायरिंग के कारण माइक्रोवेव में शॉर्ट सर्किट हो गया। उसने कंपनी की उपभोक्ता हेल्पलाइन से बहुत बार सम्पर्क स्थापित किया लेकिन कंपनी द्वारा कोई समाधान नहीं किया गया। अंकुश ने अब यह निर्णय लिया कि वह उपभोक्ता अदालत में केस दर्ज करेगा।

- (a) उस अधिकार को पहचानिए एवं समझाइए जिसका उपयोग अंकुश करेगा।
- (b) माइक्रोवेव को क्रय करते समय एवं उसका उपयोग करते समय अंकुश द्वारा जिन दो उत्तरदायित्वों को पूरा किया गया है, उनका उल्लेख कीजिए।

4

30. सृजन ने एक विख्यात संस्थान से पाक कला में स्नातक की डिग्री पूरी करने के पश्चात् अपने पारिवारिक रेस्तराँ, जो साउथ इंडियन व्यंजनों में विशिष्टता प्राप्त था, का कार्यभार सम्भाला। इस व्यवसाय को बहुत वर्ष पूर्व उसके दादाजी ने एक कंपनी के रूप में प्रचारित किया था। अब वह इस रेस्तराँ का नॉर्थ इंडियन भोजन के साथ नवीनीकरण करना चाहता था जिसमें एक भाग बेकरी उत्पादों के लिए भी हो। यह अनुमान लगाया गया कि इस योजना को अमल में लाने के लिए ₹ 5 करोड़ के निवेश की आवश्यकता होगी। विद्यमान में कंपनी की रोकड़ प्रवाह स्थिति मजबूत नहीं है तथा व्यवसाय की स्थायी प्रचालन लागत भी बहुत अधिक है।

उपर्युक्त स्थिति को ध्यान में रखते हुए, दो कारणों सहित, वित्त के उस स्रोत का नाम बताइए जिसका चयन सृजन अपने व्यवसाय के आधुनिकीकरण व विस्तार के लिए करेगा। उपर्युक्त में उल्लिखित घटकों के अतिरिक्त एक और घटक को भी समझाइए जिसे यह निर्णय लेते समय सृजन द्वारा ध्यान में रखा जाना चाहिए।

4

31. अभिषेक जब कक्षा XII में था तब उसने हेनरी फेयोल तथा एफ.डब्ल्यू. टेलर के प्रबन्ध सिद्धांतों एवं तकनीकों के बारे में पढ़ा था। अब वह अपने ज्ञान का उपयोग व्यवसाय को चलाने में करने का प्रयत्न कर रहा है। विभिन्न तकनीकों का उपयोग करके तथा कार्य का वैज्ञानिक विश्लेषण करके उसने कार्य करने की एक सर्वश्रेष्ठ पद्धति को ढूँढ़ा है। कर्मचारियों की अनुत्पादक मुद्राओं को हटा कर उसने कार्य पूरा करने के समय को कम किया है। इतना ही नहीं उत्पादकता को और शारीरिक क्षमता को बढ़ाने के लिए उसने अपने कर्मचारियों को आराम के अधिक अंतराल देने आरंभ किए हैं। उसने लिंग, धर्म, जाति, आदि के आधार पर भेदभाव न करने की नीति को अपने संगठन में अपनाया है। उसने यह सुनिश्चित किया है कि कर्मचारियों एवं संगठन दोनों के दृष्टिकोण से प्रतिफल/पारिश्रमिक न्यायोचित होना चाहिए।

अभिषेक द्वारा अपनाई गई किन्हीं दो वैज्ञानिक प्रबन्ध की तकनीकों एवं दो सामान्य प्रबन्ध के सिद्धांतों को पहचानिए एवं समझाइए।

6



29. Ankush bought a high end microwave on Diwali from a leading electronic store. The microwave had ISI mark and Ankush diligently went through the instruction manual so that he could use it properly. However, due to faulty wiring there was a short-circuit in the microwave. He called up the consumer helpline of the company many times but no solution was provided by the company. Ankush now decided to file a case in the consumer court.

- (a) Identify and explain the right which Ankush will exercise.
- (b) State two responsibilities which Ankush had fulfilled while purchasing and using the microwave.

4

30. Srijan, after completing his bachelor's degree in culinary arts from a reputed institute, took over his family restaurant specialising in South Indian dishes. This business was promoted by his grandfather many years back in the form of a company. Now he wants to get the restaurant renovated to open a special section for bakery products. It is estimated that an investment of ₹ 5 crore will be required to execute this plan. At present the cash flow position of the company is not strong and fixed operating costs of business are also high.

Keeping in view the above situation, name with two reasons, the source of finance which Srijan should choose for modernization and expansion of his business. Also explain one more factor, apart from those stated above which Srijan should keep in mind while taking this decision.

4

31. Abhishek studied management principles and techniques of Henri Fayol and F.W. Taylor when he was in class XII. Now he is trying to apply his knowledge while doing his business. By using different techniques and scientifically analysing work he found one best way of doing the job. By removing unproductive movements of the workers he reduces the time to complete the job. Not only this, to increase productivity and to regain stamina he started giving more rest intervals to his employees. He followed no discrimination policy on account of sex, religion, caste, etc. in his organisation. He ensured that the compensation should be fair to both, employees and the organisation.

Identify and explain any two techniques of scientific management and two principles of general management adopted by Abhishek.

6



32. एफ.एम. टेक लिमिटेड, दिल्ली में सूचना तकनीक सेवा प्रदान करने वाली एक अग्रणी कंपनी है। उद्यम के सुचारु संचालन के लिए कार्य प्रक्रियाओं से संबंधित नियमों, कार्यक्रमों व कार्य विवरणों को बनाया गया है। कंपनी स्पष्ट रूप से अधिकारों एवं उत्तरदायित्वों की सीमाओं को स्पष्ट करती है तथा संगठन के लक्ष्यों की प्राप्ति के लिए विभिन्न गतिविधियों के बीच सुव्यवस्थित समन्वय है।

- (a) उपर्युक्त चर्चित 'संगठन के प्रकार' को पहचानिए एवं समझाइए।
- (b) उपर्युक्त (a) में पहचाने गए 'संगठन के प्रकार' के किन्हीं दो लाभों एवं दो सीमाओं का उल्लेख कीजिए।

6

33. (a) 'अनुस्थापन एवं अभिविन्यास' के बाद प्रबन्ध की नियुक्तिकरण प्रक्रिया के चरणों को समझाइए।

6

अथवा

- (b) प्रबन्ध के नियुक्तिकरण कार्य की चयन प्रक्रिया में 'संदर्भ तथा पृष्ठभूमि जाँच' के बाद के चरणों को समझाइए।

6

34. (a) विपणन के कार्यों के रूप में निम्नलिखित को समझाइए :

6

- (i) विपणन नियोजन
- (ii) उत्पाद का रूपांकन एवं विकास
- (iii) प्रमाणीकरण एवं ग्रेड तय करना

अथवा

- (b) 'महत्वपूर्ण उत्पाद सम्बन्धी निर्णयों में उत्पादों की पैकेजिंग, लेबलिंग तथा ब्रान्डिंग संबंधी निर्णय सम्मिलित हैं।' इन महत्वपूर्ण निर्णयों को समझाइए।

6



32. F.M. Tech Ltd. is one of the leading information technology service provider company in Delhi. To enable smooth functioning of the enterprise, job description and rules and procedures related to work processes are laid down. The company specifies clearly the boundaries of authority and responsibility and there is a systematic co-ordination among the various activities to achieve organisational goals.

- (a) Identify and explain the 'Type of organisation' discussed above.
- (b) State any two advantages and two limitations of the 'Type of organisation' identified in (a) above.

6

33. (a) Explain the steps in the staffing process of management after 'Placement and Orientation'.

6

OR

- (b) Explain the steps in the selection process of staffing function of management after 'Reference and Background checks'.

6

34. (a) Explain the following as functions of marketing :

6

- (i) Marketing Planning
- (ii) Product Designing and Development
- (iii) Standardisation and Grading

OR

- (b) 'The important product related decisions include decisions about the packaging, labelling and branding of products.' Explain these important decisions.

6

Marking Scheme

Strictly Confidential (For Internal and Restricted use only)

Senior School Certificate Supplementary Examination, July 2023

SUBJECT NAME: BUSINESS STUDIES (66/C/1)

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.
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.

[Type here]

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 _____ (example 0 to 80/70/60/50/40/30 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).
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"> ● Wrong totalling 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 totalling on the title page. ● Leaving answer or part thereof unassessed in an answer book. ● Wrong totalling 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.

MARKING SCHEME

Senior Secondary School Supplementary Exam, July 2023

BUSINESS STUDIES (Subject Code — 054)

[Paper Code — 66/C/1]

Q. No.	EXPECTED ANSWER / VALUE POINTS	Marks
1.	<p>Q. Project ‘Nanhi Kali’ run by Shivam and Sohan Ltd. was started in 1998 and is one of the largest programmes that enables underprivileged girls to complete 10 years of schooling. The project has impacted the lives of over 5 lakh girls from low income group families across the country.</p> <p>The objective achieved by Shivam and Sohan Ltd. by doing so is:</p> <p>(a) Organizational objective</p> <p>(b) Social objective</p> <p>(c) Personal objective</p> <p>(d) Both (a) and (c)</p> <p>Ans. (b) Social objective</p>	1 mark
2.	<p>Q. With rising pollution levels, consumers are becoming conscious about the harmful effects of polluted air, so the demand for home air-purifiers is increasing day-by-day. Which dimension of business environment is discussed here?</p> <p>(a) Political Environment</p> <p>(b) Technological Environment</p> <p>(c) Economic Environment</p> <p>(d) Social Environment</p> <p>Ans. (d) Social Environment</p>	1 mark




3.	<p>Q. From the following, identify the <i>Incorrect</i> Statement as per Consumer Protection Act, 2019:</p> <p>(a) National Commission has territorial jurisdiction over the whole country for consumer protection.</p> <p>(b) District Commission entertains complaints where value of goods or services paid as consideration does not exceed ₹1 crore.</p> <p>(c) Appeal against District Commission's order can be filed in National Commission.</p> <p>(d) District Commission and State Commission are set by the State Governments.</p> <p>Ans.(c) Appeal against District commission's order can be filed in National Commission.</p>	1 mark
4.	<p>Q. In advertising 'there is no direct face-to-face contact between the prospect and the advertiser'. The feature of advertising stated here is:</p> <p>(a) Paid form</p> <p>(b) Impersonality</p> <p>(c) Economical</p> <p>(d) Identified sponsor</p> <p>Ans. (b) Impersonality</p>	1 mark
5.	<p>Q. From the following, identify the statement which is correct about capital budgeting decision:</p> <p>(a) These decisions are reversible.</p> <p>(b) These decisions include committing huge amounts of finance on a long-term basis, therefore need to be taken with utmost care.</p> <p>(c) These decisions do not affect the earning capacity</p>	

	<p>of the business in the long run.</p> <p>(d) Size of assets, profitability and competitiveness are not affected by capital budgeting decisions.</p> <p>Ans.(b) These decisions include committing huge amounts of finance on a long-term basis, therefore need to be taken with utmost care.</p>	1 mark
6.	<p>Q. In organising process, which of the following step is performed just before establishing reporting relationship between individuals?</p> <p>(a) Assignment of duties</p> <p>(b) Identification and division of work</p> <p>(c) Departmentalization</p> <p>(d) Imparting training to employees</p> <p>Ans.(a) Assignment of duties</p>	1 mark
7.	<p>Q. A statement of expected results expressed in numerical terms is a type of plan called as _____.</p> <p>(a) Method</p> <p>(b) Budget</p> <p>(c) Programme</p> <p>(d) Procedure</p> <p>Ans. (b) Budget</p>	1 mark
8.	<p>Q. Which of the following functions of management completes one cycle of management process and improves planning in the next cycle?</p> <p>(a) Organising</p> <p>(b) Staffing</p> <p>(c) Directing</p>	

	<p>(d) Controlling</p> <p>Ans. (d) Controlling</p>	1 mark
9.	<p>Q. Providing job security and pension plan, etc. will satisfy which of the following needs of employees?</p> <p>(a) Basic physiological needs</p> <p>(b) Safety/Security needs</p> <p>(c) Belongingness needs</p> <p>(d) Esteem needs</p> <p>Ans. (b) Safety/ Security needs</p>	1 mark
10.	<p>Q. <i>Statement I:</i> Financial planning is essentially the preparation of financial blueprint of an organisation's future operations.</p> <p><i>Statement II:</i> Financial planning is done only for long-term and focuses on capital expenditure programmes only.</p> <p>Choose the correct option from the options given below:</p> <p>(a) Statement I is true and Statement II is false.</p> <p>(b) Statement II is true and Statement I is false.</p> <p>(c) Both the statements are true.</p> <p>(d) Both the statements are false.</p> <p>Ans. (a) Statement I is true and Statement II is false.</p>	1 mark

11.	<p>Q. Which of the following is <i>not</i> a factor affecting price of a product or service?</p> <p>(a) Product cost</p> <p>(b) Extent of competition in the market</p> <p>(c) Government and legal regulations</p> <p>(d) Standardization and Grading</p> <p>Ans. (d) Standardization and Grading</p>	1 mark				
12.	<p>Q. Ashita works in a company where her basic task is to integrate diverse elements and co-ordinate the activities of different departments according to the overall objectives of the organisation. At which level of management is Ashita working?</p> <p>(a) Top level management</p> <p>(b) Middle level management</p> <p>(c) Supervisory level management</p> <p>(d) Both (b) and (c)</p> <p>Ans. (a) Top level management</p>	1 mark				
13.	<p>Q. Match the features of planning given in Column I with their respective explanation given in Column II.</p> <table><tr><td><i>Column I</i></td><td><i>Column II</i></td></tr><tr><td>A. Planning is a mental exercise</td><td>(i) Planning involves thorough examination and evaluation of each alternative and choosing the most appropriate one</td></tr></table>	<i>Column I</i>	<i>Column II</i>	A. Planning is a mental exercise	(i) Planning involves thorough examination and evaluation of each alternative and choosing the most appropriate one	
<i>Column I</i>	<i>Column II</i>					
A. Planning is a mental exercise	(i) Planning involves thorough examination and evaluation of each alternative and choosing the most appropriate one					

	<p>B. Planning is all-pervasive. (ii) Planning is required at all levels of management as well as in all departments of the organization</p> <p>C. Planning involves decision-making. (iii) Planning requires logical and systematic thinking rather than guess work or wishful thinking</p> <p>(a) A-(i), B-(ii), C-(iii) (b) A-(iii), B-(ii), C-(i) (c) A-(ii), B-(iii), C-(i) (d) A-(i), B-(iii), C-(ii)</p> <p>Ans. (b) A-(iii), B-(ii), C-(i)</p>	1 mark
14.	<p>Q. Which of the following is <i>not</i> a disadvantage of functional structure of organisation?</p> <p>(a) Less emphasis on overall enterprise objectives than the objectives pursued by a functional head. (b) A conflict of interests may arise when the interests of two or more departments are not compatible. (c) May lead to increase in costs since there may be duplication of activities across products. (d) It may lead to problems in coordination as information has to be exchanged across functionally differentiated departments.</p> <p>Ans.(c) May lead to increase in costs since there may be duplication of activities across products.</p>	1 mark

15.	<p>Q. The picture given below depicts important information related to a decision that a marketer has to take in the area of product.</p> <table border="1" data-bbox="263 310 1110 588"> <tr> <td>Manufacturing Date : 10/3/23</td><td>Organic Honey :</td><td>Quantity : 500 ml</td></tr> <tr> <td>Expiry Date : 10/3/25</td><td rowspan="2">  </td><td>No added sugar 100% pure</td></tr> <tr> <td>Max. Retail Price : ₹ 500</td><td>Manufacturer : Organic Agro products ----- Uttarakhand</td></tr> </table> <p>Identify from the following the correct option:</p> <p>(a) Branding (b) Labelling (c) Packaging (d) None of the above</p> <p>Ans. (b) Labelling</p>	Manufacturing Date : 10/3/23	Organic Honey :	Quantity : 500 ml	Expiry Date : 10/3/25		No added sugar 100% pure	Max. Retail Price : ₹ 500	Manufacturer : Organic Agro products ----- Uttarakhand	1 mark
Manufacturing Date : 10/3/23	Organic Honey :	Quantity : 500 ml								
Expiry Date : 10/3/25		No added sugar 100% pure								
Max. Retail Price : ₹ 500		Manufacturer : Organic Agro products ----- Uttarakhand								
16.	<p>Q. From 2003, all transactions in securities are to be settled within two days after the trade date.This system is known as:</p> <p>(a) Rolling settlement system (b) Rotational settlement system (c) Automatic settlement system (d) Mutual settlement system</p> <p>Ans. (a) Rolling settlement system</p>	1 mark								
17.	<p>Q. ‘Managing public opinion of an organisation is an important task performed by the marketing department.’ It is included under which of the following element of marketing mix?</p>									

	<p>(a) Product mix</p> <p>(b) Place mix</p> <p>(c) Price mix</p> <p>(d) Promotion mix</p> <p>Ans. (d) Promotion Mix</p>	1 mark
18.	<p>Q. Which of the following consumer rights under Consumer Protection Act, 2019 gives the freedom to consumers to access variety of products at competitive prices?</p> <p>(a) Right to be informed</p> <p>(b) Right to be assured/Right to choose</p> <p>(c) Right to consumer education</p> <p>(d) Right to be heard</p> <p>Ans. (b) Right to be assured / Right to choose</p>	1 mark
19.	<p>Q. Which of the following statements is <i>Incorrect</i> with respect to Autocratic Leadership style?</p> <p>(a) Subordinates are expected to obey the orders of the leader.</p> <p>(b) An autocratic leader does not wish to be contradicted.</p> <p>(c) Subordinates are given high degree of independence.</p> <p>(d) Quick decision-making is facilitated.</p> <p>Ans. (c) Subordinates are given high degree of independence.</p>	1 mark

20.	<p>Q. _____ is a standing plan.</p> <p>(a) Rule (b) Budget (c) Programme (d) Strategy</p> <p>Ans. (a) Rule</p>	1 mark
21.	<p>Q. Ananta Ltd. is a firm manufacturing electronic goods. To increase its sales and earn profits, its General Manager, Kamal is thinking in advance what to do and how to do it. He is also preparing forecasts to reduce the risk of uncertainty and to achieve its targets.</p> <p>By doing so Kamal is performing an important function of management.</p> <p>Identify and state the function of management highlighted above. Also state any two points of importance of this function.</p> <p>Ans. Planning</p> <p>Planning is the process of setting objectives for a given time period, formulating various courses of action to achieve them and then selecting the best possible alternative from among the various courses of action available.</p> <p>Importance of planning (any two):</p> <p>(i) Planning <u>provides direction</u> by stating in advance how the work is to be done.</p> <p>(ii) Planning <u>reduces risk of uncertainty</u> by looking</p>	<p>½ mark for identification + ½ mark for statement</p> <p>+</p>

	<p>ahead and anticipating changes.</p> <p>(iii) Planning <u>reduces overlapping and wasteful activities</u> by co-ordinating the activities of different divisions.</p> <p>(iv) Planning <u>promotes innovative ideas</u> requiring application of mind and foresight.</p> <p>(v) Planning <u>facilitates decision making</u> by making a choice from among the alternative courses of action.</p> <p>(vi) Planning <u>establishes standards</u> against which actual performance is measured.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p>	<p>1 mark for each point of importance</p> <p>= 3marks</p>
22.	<p>Q.(a) Explain the first two steps in the process of ‘controlling’ function of management.</p> <p>Ans. First two steps in the process of ‘controlling’ function of management:</p> <p>(i) Setting performance standards:</p> <ul style="list-style-type: none"> • Performance standards are the criteria against which the actual performance would be measured. • Standards can be set in both quantitative and qualitative terms. <p>(ii) Measurement of actual performance</p>	<p>½ mark for naming + 1 mark for its explanation</p>

- Measurement of actual performance should be done in an objective and reliable manner.
- Performance should be measured in the same units in which the standards are set to make comparison easier.

OR

(b) Explain any two features of ‘directing’ function of management.

Ans. Features of ‘directing’ function of management (any two):

(i) Directing initiates action.

Planning, organising, staffing and controlling functions prepare a setting for action, whereas, directing initiates action in the organisation.

(ii) Directing takes place at every level of management.

Every manager, from top executive to supervisor performs the function of directing. It takes place wherever superior-subordinate relations exist.

(iii) Directing is a continuous process.

It takes place throughout the life of the organisation irrespective of people occupying managerial positions.

(iv) Directing flows from top to bottom.

Directing initiates at top level and flows to the bottom through organisational hierarchy.

= 1 ½ x 2
= 3 marks

OR

= 1 ½ x 2

= 3 marks

23.	<p>Q. ‘Burgers and Fudge’ was among the first fast food chains in India which pioneered the concept of family-style restaurants. However, over the years it started losing business to multinational food chains like McDonalds and Pizza Hut, etc. and soon had to shut down.</p> <p>The reason to shut down was the inability of managers to identify, understand, evaluate and to react to the forces external to their firm.</p> <p>In the light of the above situation, explain with the help of any two points, how understanding of business environment is important for managers.</p> <p>Ans. Importance of business environment (any two):</p> <p>(i) It enables the firm to identify opportunities and get first mover advantage.</p> <p>Early identification of opportunities helps an enterprise to be the first to exploit them instead of losing them to competitors.</p> <p>(ii) It helps the firm to identify threats and early warning signals.</p> <p>Environmental awareness can help managers to identify various threats on time and serve as an early warning signal.</p> <p>(iii) It helps in tapping useful resources.</p> <p>Understanding business environment helps an enterprise to design policies that allow it to get the resources that it needs so that it can convert those resources into outputs.</p>	<p>= 1 ½ x 2</p>
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	<p>(iv) It helps in coping with rapid changes.</p> <p>In order to effectively cope with significant changes, managers must understand and examine the environment and develop suitable courses of action.</p> <p>(v) It helps in assisting in planning and policy formulation.</p> <p>The understanding of business environment is the basis for deciding the future course of action(planning) or training guidelines for decision making (policy).</p> <p>(vi) It helps in improving performance.</p> <p>The enterprises that continuously monitor their environment and adopt suitable business practices not only improve their present performance but also succeed in the market for a longer period.</p>	= 3 marks
24.	<p>Q. (a) State any three benefits of ‘staffing’ function of management to the organisation.</p> <p>Ans. Benefits of ‘staffing’ function of management to the organisation (any three):</p> <p>(i) It helps in discovering and <u>obtaining competent personnel</u> for various jobs.</p> <p>(ii)It makes for <u>higher performance</u> by putting right person on the right job.</p> <p>(iii) It ensures <u>continuous survival and growth</u> of the enterprise through the succession planning for</p>	= 1 x 3

	<p>managers.</p> <p>(iv) It helps to <u>ensure optimum utilisation of human resources</u> by avoiding overmanning and under-utilisation of personnel.</p> <p>(v) It <u>improves job satisfaction</u> and morale of employees through objective assessment and fair rewarding of their contribution.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p> <p style="text-align: center;">OR</p> <p>(b) State any three benefits of training to employees.</p> <p>Ans. Benefits of training to employees (any three):</p> <p>(i) Improved skills and knowledge due to training lead to <u>better career</u> of the individual.</p> <p>(ii) Increased performance by the individual help him to <u>earn more</u>.</p> <p>(iii) Training makes the employee more efficient to handle machines, making them, <u>less prone to accidents</u>.</p> <p>(iv) Training increases the satisfaction and <u>morale of employees</u>.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p>	<p>= 3 marks</p> <p style="text-align: center;">OR</p> <p>1 x 3</p> <p>= 3 marks</p>
25.	<p>Q. Pallavi started a wedding planner company ‘Dreams Unlimited’ in 2016 and her target was to be amongst the top 10 companies in this field within the</p>	

next three years. For this she employed people having different skills. She worked hard and united the efforts of different people to achieve this goal. The requirements of the customers in this industry changed very fast and the company adapted to keep pace with the changing environment. As planned, the company achieved its target within three years. All the employees of the organisation were happy and satisfied and the effect of management was noticeable in the organisation.

The way Pallavi was managing her business highlights some of the features of management. By quoting lines from the above paragraph, explain any two such features.

Ans. Features of management (any two):

(i) Management is goal oriented

“.... united the efforts of different people to achieve this goal.”

Every organisation has a set of basic goals which are the basic reason for its existence and unites the efforts of different individuals in the organisation towards achieving these goals.

(ii) Management is a dynamic function

“The company adapted to keep pace with the changing environment.”

Management is a dynamic function and has to adapt itself to the changing environment. In order to be successful, an organisation must change itself and its goals according to the needs of the environment.

(iii) Management is an intangible force

½ mark for
naming

+

½ mark for
quoting

+

1 mark for its
explanation

= 2 x 2

	<p><i>“All the employees of the organisation were happy and satisfied and the effect of management was noticeable in the organisation.”</i></p> <p>Management is an intangible force that cannot be seen but its presence can be felt in the way the organisation functions. The effect of management is noticeable when targets are met and employees are happy and satisfied.</p>	= 4 marks
26.	<p>Q. (a) Explain any two features of ‘motivation’ as an element of directing function of management.</p> <p>Ans. Features of ‘motivation’ as an element of directing function of management (any two):</p> <p>(i) Motivation is an internal feeling. The urges or needs of human being which influence human behaviour are internal.</p> <p>(ii) Motivation produces goal directed behaviour. It helps to produce a behaviour in the employee to improve his performance.</p> <p>(iii) Motivation can be either positive or negative. Positive motivation provides positive rewards like increase in pay, promotion, recognition etc., Negative motivation uses negative means like punishment, stopping increments, threatening etc. which also may induce a person to act in the desired way.</p> <p>(iv) Motivation is a complex process Any type of motivation may not have uniform effect on all the members.</p> <p style="text-align: center;">OR</p>	<p>=2 x 2</p> <p>= 4 marks</p> <p style="text-align: center;">OR</p>

	<p>(b) Explain the following as elements of communication process:</p> <p>(i) Message (ii) Encoding (iii) Media (iv) Decoding</p> <p>Ans. Elements of communication process:</p> <p>(i) Message: It is the content of ideas, feelings, suggestions, order, etc., intended to be communicated.</p> <p>(ii) Encoding: It is the process of converting the message into communication symbols such as words, pictures, gestures etc.</p> <p>(iii) Media: It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, Internet etc.</p> <p>(iv) Decoding: It is the process of converting encoded symbols of the sender.</p>	<p>= 1 x 4</p> <p>= 4 marks</p>
27.	<p>Q. Explain the following as factors affecting the working capital requirements of a business:</p> <p>(i) Nature of business (ii) Credit availed</p> <p>Ans. Factors affecting working capital requirements of a business</p>	

	<p>(i) Nature of business</p> <p>A <u>trading organisation</u> usually needs a smaller amount of working capital compared to a manufacturing organisation because usually there is no processing of materials.</p> <p>In a <u>manufacturing business</u>, raw material needs to be converted into finished goods before any sales become possible.</p> <p><u>Service industries</u> usually do not have to maintain inventory require, less working capital.</p> <p>(ii) Credit availed</p> <p>A firm may get credit from its suppliers. To the extent it avails the credit on purchases, the working capital requirement is reduced.</p>	<p>2 marks</p> <p>+</p> <p>2 marks</p> <p>= 4 marks</p>
28.	<p>Q. (a) State any four objectives of ‘Securities and Exchange Board of India’.</p> <p>Ans. Objectives of ‘Securities and Exchange Board of India’</p> <p>(i) To <u>regulate stock exchanges</u> and the securities industry to promote their orderly functioning.</p> <p>(ii) To <u>protect the rights and interests of investors</u>, particularly individual investors and to guide and educate them.</p> <p>(iii) To <u>prevent trading malpractices</u> and achieve a balance between self regulation by the securities industry and its statutory regulation.</p> <p>(iv) To <u>regulate and develop a code of conduct</u> and fair</p>	<p>= 1 x 4</p>

	<p>practices by intermediaries like brokers, merchant bankers etc., with a view to making them competitive and professional.</p> <p style="text-align: center;">OR</p> <p>(b) State any four functions of Stock Exchange.</p> <p>Ans. Functions of Stock Exchange (any four):</p> <ul style="list-style-type: none"> (i) Stock Exchanges <u>provide liquidity and marketability to existing securities</u> by giving investors the chance to disinvest and reinvest. (ii) They help in determining the <u>prices of securities</u> through the forces of demand and supply. (iii) Stock exchanges ensure the investors <u>safety of transactions</u> and fair deal on the market as they are well-regulated and their dealings are well-defined according to the existing legal framework. (iv) Stock exchanges <u>contribute to economic growth</u> through the process of disinvestment and reinvestment and channelising the savings into most productive investment avenues. (v) Stock exchanges <u>spread equity cult</u> by regulating new issues, better trading practices and taking effective steps in educating the public about investments. (vi) Stock exchanges provide sufficient <u>scope for speculation</u> within the provisions of law in a restricted and controlled manner. <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p>	<p>= 4 marks</p> <p style="text-align: center;">OR</p> <p>= 1 x 4</p> <p>= 4 marks</p>
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29.	<p>Q. Ankush bought a high-end microwave on Diwali from a leading electronic store. The microwave had ISI mark and Ankush diligently went through the instruction manual so that he could use it properly. However, due to faulty wiring there was a short-circuit in the microwave. He called up the consumer helpline of the company many times, but no solution was provided by the company. Ankush now decided to file a case in the consumer court.</p> <p>(a) Identify and explain the right which Ankush will exercise.</p> <p>(b) State two responsibilities which Ankush had fulfilled while purchasing and using the microwave.</p> <p>Ans.</p> <p>(a) Right to seek redressal The consumer has a right to get relief in case the product or a service falls short of his expectations.</p> <p>(b) Responsibilities which Ankush had fulfilled while purchasing and using the microwave</p> <p>(i) Buy only <u>standardised goods</u> as they provide quality assurance.</p> <p>(ii) Learn about the risks associated with products and services, <u>follow manufacturer's instructions</u> and use the products safely.</p>	<p>1 mark for identification + 1 mark for explanation + 1 mark for each responsibility = 1 x 2</p> <p>= 4 marks</p>
30.	<p>Q. Srijan, after completing his bachelor's degree in culinary arts from a reputed institute, took over his family restaurant specialising in South Indian dishes. This business was promoted by his grandfather many years back in the form of a company. Now he wants to</p>	

get the restaurant renovated to open a special section for bakery products. It is estimated that an investment of ₹5 crore will be required to execute this plan. At present the cash flow position of the company is not strong and fixed operating costs of business are also high.

Keeping in view the above situation, name with two reasons, the source of finance which Srijan should choose for modernization and expansion of his business. Also explain one more factor, apart from those stated above which Srijan should keep in mind while taking this decision.

Ans. Equity

Reasons

- (i) **Cash Flow Position:** Cash flow position of the company is not strong, thus, company is not in a position to repay the principle along with interest.
- (ii) **Fixed Operating Cost:** Fixed operating costs of business are high which result in higher business risk and in this situation, its capacity to use debt is low.

While taking the decision to raise finance through Equity, the company has to take into consideration the following factor: (any one)

- (i) **Cost:** The cost of raising funds through different sources are different. A prudent financial manager would normally opt for a source which is the cheapest.
- (ii) **Risk:** The risk associated with each of the sources is different.

1 mark
for naming
the source

+

1 mark for
each reason

= 1 x 2

+

	<p>(iii) Floatation Costs: Higher the floatation cost, less attractive the source.</p> <p>(iv) Stock Market Conditions: If the stock markets are bullish, equity shares are more easily sold even at high price.</p> <p>(v) Control: Control 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>½ mark for naming another factor + ½ mark for explanation = 4 marks</p>
31.	<p>Q. Abhishek studied management principles and techniques of Henri Fayol and F.W. Taylor when he was in class XII. Now he is trying to apply his knowledge while doing his business. By using different techniques and scientifically analysing work he found one best way of doing the job. By removing unproductive movements of the workers, he reduces the time to complete the job. Not only this, to increase productivity and to regain stamina he started giving more rest intervals to his employees. He followed no discrimination policy on account of sex, religion, caste, etc. in his organisation. He ensured that the compensation should be fair to both employees and the organisation.</p> <p>Identify and explain any two techniques of scientific management and two principles of general management adopted by Abhishek.</p> <p>Ans. Techniques of Scientific Management adopted by Abhishek (any two):</p> <ul style="list-style-type: none"> (i) Method Study (ii) Motion Study (iii) Fatigue Study 	<p>½ mark for identification + 1 mark for explanation</p>

	<p>Principles of General Management adopted by Abhishek:</p> <p>(i) Equity (ii) Remuneration</p>	<p>= 1 ½ x 4 = 6 marks</p>
32.	<p>Q. F.M. Tech Ltd. is one of the leading information technology service provider companies in Delhi. To enable smooth functioning of the enterprise, job description and rules and procedures related to work processes are laid down. The company specifies clearly the boundaries of authority and responsibility and there is systematic co-ordination among the various activities to achieve organisational goals.</p> <p>(a) Identify and explain the ‘Type of organisation’ discussed above.</p> <p>(b) State any two advantages and two limitations of the ‘Type of organisation’ identified in (a) above.</p> <p>Ans. (a) Formal Organisation</p> <p>Formal organisation refers to the organisation structure which is designed by the management to accomplish a particular task.</p> <p>(b) Advantages of Formal Organisation (any two):</p> <p>(i) It is <u>easier to fix responsibility</u> since mutual relationships are clearly defined.</p> <p>(ii) It <u>avoids duplication of effort</u> since there is no ambiguity in the role that each member has to play.</p> <p>(iii) It <u>maintains unity of command</u> through an established chain of command.</p> <p>(iv) It <u>leads to accomplishment of goals</u> by providing a</p>	<p>1 mark for identification + 1 mark for explanation + 1 mark for Each Advantage = 1 X 2</p>

	<p>framework for the operations to be performed.</p> <p>(v) It <u>provides stability to the organisation</u> because there are specific rules to guide behaviour of employees.</p> <p>Limitations of formal organisation (any two):</p> <p>(i) It may lead to <u>procedural delays</u> as the established chain of command has to be followed which increases the time taken for decision making.</p> <p>(ii) It does <u>not allow any</u> deviations from rigidly laid down policies and may not provide adequate recognition to creative talent.</p> <p>(iii) It is difficult to understand all human relationships in an enterprise, hence it <u>does not provide a complete picture</u> of how an organisation works.</p> <p>(If an examinee has only listed the points, ½ mark for each point should be awarded.)</p>	<p>1 mark for each limitation = 1 x 2</p> <p>= 6 marks</p>
33.	<p>Q. (a) Explain the steps in the staffing process of management after ‘Placement and Orientation’.</p> <p>Ans. Steps in staffing process of management after ‘Placement and Orientation’:</p> <p>(i) Training and Development (ii) Performance Appraisal (iii) Promotion and Career Planning (iv) Compensation</p> <p style="text-align: center;">OR</p> <p>(b) Explain the steps in the selection process of staffing function of management after ‘Reference and Background checks’.</p>	<p>½ mark for naming + 1 mark for explanation = 1 ½ x 4 = 6 marks</p> <p style="text-align: center;">OR</p> <p>½ mark for</p>

	<p>Ans. Steps in the selection process of staffing function of management after ‘Reference and Background checks’:</p> <ul style="list-style-type: none"> (i) Selection Decision (ii) Medical Examination (iii) Job Offer (iv) Contract of Employment 	<p>Naming + 1 mark for explanation</p> <p>= 1 ½ x 4 = 6 marks</p>
34.	<p>Q. (a) Explain the following as functions of marketing:</p> <p>(i) Marketing Planning</p> <p>(ii) Product Designing and Development</p> <p>(iii) Standardisation and Grading</p> <p>Ans.</p> <p>(i) Marketing Planning</p> <p>An important area of work of a marketer is to develop appropriate marketing plans so that objectives of the organisation can be achieved.</p> <p>Appropriate marketing plans includes the plan for increasing the level of production, promotion of the products, etc. and specifying the action programmes to achieve these objectives.</p> <p>(ii) Product Designing and Development</p> <p>The design of the product contributes to making the product attractive to the target customers.</p> <p>A good design can improve performance of a product and also give it a competitive advantage in the market.</p> <p>(iii) Standardisation and Grading</p>	<p>2 marks</p> <p>+</p> <p>2 marks</p> <p>+</p>

	<p>Standardisation refers to producing goods of predetermined specifications, which helps in achieving uniformity and consistency in the output.</p> <p>Grading is the process of classification of products into different groups, on the basis of some of its important characteristics such as quality, size, etc.</p> <p style="text-align: center;">OR</p> <p>(b) ‘The important product related decisions include decisions about the packaging, labelling and branding of products.’ Explain these important decisions.</p> <p>Ans. Packaging</p> <p>Packaging refers to the act of designing and producing the container or wrapper of a product.</p> <p>Packaging is important not only for protection of the products but also serves as a promotional tool.</p> <p>Labelling</p> <p>Labelling refers to designing and developing the label to be put on the package to provide useful information about the product, its contents, date of manufacturing, etc. The label may vary from a simple tag to complex graphics.</p> <p>Branding</p> <p>Branding is the process of giving a name or a sign or a symbol etc., to a product. It helps in identifying and distinguishing a marketer’s products from competitors’ products.</p>	<p>2 marks</p> <p>= 6 marks</p> <p>OR</p> <p>2 marks</p> <p>+</p> <p>2 marks</p> <p>+</p> <p>2 marks</p> <p>= 6 marks</p>
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