Series OSR/1/C

कोड नं. **66/1/2**
Code No.

रोल नं.
Roll No.

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

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

- कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ **8** हैं ।
- प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए कोड नम्बर को छात्र उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें ।
- कृपया जाँच कर लें कि इस प्रश्न-पत्र में **30** प्रश्न हैं ।
- **कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, प्रश्न का क्रमांक अवश्य लिखें ।**
- इस प्रश्न-पत्र को पढ़ने के लिए 15 मिनट का समय दिया गया है । प्रश्न-पत्र का वितरण पूर्वाह्न में 10.15 बजे किया जाएगा । 10.15 बजे से 10.30 बजे तक छात्र केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे ।
- Please check that this question paper contains **8** printed pages.
- Code number given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.
- Please check that this question paper contains **30** questions.
- **Please write down the Serial Number of the question before attempting it.**
- 15 minutes time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन

BUSINESS STUDIES

निर्धारित समय : 3 घण्टे *अधिकतम अंक : 90*

Time allowed : 3 hours *Maximum Marks : 90*

सामान्य निर्देश :

(i) ***1*** *अंक वाले प्रश्नों के उत्तर* ***एक शब्द*** *से* ***एक वाक्य*** *तक हों ।*

(ii) ***3*** *अंकों वाले प्रश्नों के उत्तर* ***50 – 75*** *शब्दों के हों ।*

(iii) ***4 – 5*** *अंकों वाले प्रश्नों के उत्तर लगभग* ***150*** *शब्दों के हों ।*

(iv) ***6*** *अंकों वाले प्रश्नों के उत्तर लगभग* ***200*** *शब्दों के हों ।*

(v) एक प्रश्न के सभी भाग साथ-साथ ही हल कीजिए ।

General Instructions :

(i) Answers to questions carrying ***1*** *mark may be from* ***one word*** *to* ***one sentence****.*

(ii) Answers to questions carrying ***3*** *marks may be from* ***50 – 75*** *words.*

(iii) Answers to questions carrying ***4 – 5*** *marks may be about* ***150*** *words.*

(iv) Answers to questions carrying ***6*** *marks may be about* ***200*** *words.*

(v) Attempt all parts of a question together.

1. 'उपभोक्ता' के अतिरिक्त, उपयुक्त उपभोक्ता फोरम में शिकायत दर्ज कर सकने वाले किन्हीं दो पक्षों के नाम बताइए । *1*

Besides a 'consumer', name any two parties who can file a complaint before the appropriate consumer forum.

2. 'जिला उपभोक्ता विवाद निवारण फोरम' के गठन के लिए कितने सदस्यों की आवश्यकता होती है ? *1*

How many members are required to constitute 'District Consumer Dispute Redressal Forum' ?

3. 'जटिल या संकट बिन्दु नियंत्रण' का अर्थ बताइए । *1*

Give the meaning of 'Critical Point Control'.

4. किन्हीं दो गैर-वित्तीय अभिप्रेरकों की सूची दीजिए । *1*

List any two non-financial incentives.

5. यह क्यों कहा जाता है कि 'अभिप्रेरणा एक जटिल प्रक्रिया है' ? उल्लेख कीजिए । *1*

Why is it said that 'Motivation is a complex process' ? State.

6. नियुक्तिकरण किस प्रकार एक निरंतर चलने वाली प्रक्रिया है ? उल्लेख कीजिए । *1*

How is staffing a continuous process ? State.

7. संगठन के कार्यात्मक ढाँचे की उपयुक्तता का उल्लेख कीजिए । *1*

State the suitability of functional structure of organising.

8. प्रबन्ध के एक कार्य के रूप में 'संगठन' को परिभाषित कीजिए । *1*

Define 'organising' as a function of management.

9. योजना के उस प्रकार का उल्लेख कीजिए जो किसी प्रकार के लचीलेपन की अनुमति नहीं देता । *1*

State the type of plan that does not allow any flexibility.

10. 'स्वप्नों को तभी साकार किया जा सकता है जब प्रबन्धक पहले से ही यह निश्चय कर ले कि क्या करना है और कैसे करना है ।' इस कथन द्वारा इंगित प्रबन्ध के कार्य का नाम बताइए । *1*

'Dreams can be turned into reality only when managers think in advance what to do and how to do it.' Name the function of management indicated by the statement.

11. व्यावसायिक पर्यावरण को गतिशील क्यों कहा जाता है ? उल्लेख कीजिए । *1*

Why is business environment called dynamic ? State.

12. 'संगठन चाहे आर्थिक हो या सामाजिक या फिर राजनैतिक, प्रबन्ध की क्रियाएँ सभी संगठनों में समान हैं ।' इस कथन में निहित प्रबन्ध की आधारभूत विशेषता को पहचानिए । *1*

Identify the basic characteristic of management involved in the statement — 'The activities involved in managing an organisation are common to all organisations, whether economic, social or political.'

13. विपणन प्रबन्ध की उस अवधारणा को पहचानिए एवं समझाइए जो यह सूचित करती है कि उत्पाद एवं सेवाएँ केवल उनकी गुणवत्ता एवं ब्राण्ड नाम के कारण नहीं खरीदी जातीं, अपितु इसलिए खरीदी जातीं हैं कि वे एक उपभोक्ता की विशिष्ट आवश्यकता को संतुष्ट करती हैं । *3*

Identify and explain the marketing management philosophy which implies that products and services are bought not merely because of their quality or brand name, but because they satisfy a specific need of a customer.

14. मुद्रा बाज़ार के निम्नलिखित प्रपत्रों का अर्थ बताइए : *3*

(i) बचत प्रमाण-पत्र; तथा

(ii) वाणिज्यिक बिल ।

Give the meaning of the following money market instruments :

(i) Certificate of deposit; and

(ii) Commercial bill.

15. वित्तीय नियोजन के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए । *3*

State any three points of importance of financial planning.

16. पूँजी बजट निर्णय को प्रभावित करने वाले कारकों का वर्णन कीजिए । *3*

Explain the factors that affect capital budgeting decision.

17. वोल्टैक इंडिया लिमिटेड बिजली की बचत के लिए एल ई डी बल्ब बना रही है तथा अत्यधिक हानि में चल रही है । हानि से उभरने के लिए प्रबन्ध ने इस इकाई को ऐसे पिछड़े क्षेत्र में स्थानान्तरित करने के बारे में सोचा जहाँ श्रम बहुत कम लागत पर उपलब्ध है । प्रबन्ध ने बिना अतिरिक्त मज़दूरी के कर्मचारियों से अतिरिक्त घंटे कार्य करने के लिए भी कहा तथा इसके बदले में उद्देश्य पूरा हो जाने पर कर्मचारियों की मज़दूरी वृद्धि का वचन भी दिया । बहुत कम समय में कम्पनी ने लाभ अर्जित करना प्रारम्भ कर दिया क्योंकि प्रबन्धकों एवं श्रमिकों दोनों ने अपने-अपने वचनों को पूरा किया ।

(a) उपर्युक्त अनुच्छेद में वर्णित प्रबन्ध के सिद्धान्त का उल्लेख कीजिए ।

(b) ऐसे दो मूल्यों को पहचानिए जो कम्पनी समाज को सम्प्रेषित करना चाहती है । *3*

Voltech India Ltd. is manufacturing LED bulbs to save electricity and running under heavy losses. To revive from the losses, the management thought of shifting the unit to a backward area where labour is available at a low cost. The management also asked the workers to work overtime without any additional payment and promised to increase the wages of the workers after achieving its mission. Within a short period the company started earning profits because both the management and the workers honoured their commitments.

(a) State the principle of management described in the above para.

(b) Identify any two values that the company wants to communicate to the society.

18. अ ब स लिमिटेड घरेलू कूड़ें से बिजली बनाने का कार्य कर रही है । प्रबन्धकों एवं कर्मचारियों के बीच कार्य एवं उत्तरदायित्व का लगभग समान विभाजन होता है । यहाँ तक कि महत्त्वपूर्ण निर्णय लेते समय प्रबन्धक कर्मचारियों को विश्वास में लेते हैं । प्रबन्धकों का व्यवहार बहुत अच्छा है इसलिए सभी कर्मचारी बहुत खुश हैं ।

(a) उपर्युक्त अनुच्छेद में वर्णित प्रबन्ध के सिद्धान्त का उल्लेख कीजिए ।

(b) किन्हीं दो मूल्यों को पहचानिए जो कम्पनी समाज को सम्प्रेषित करना चाहती है । *3*

ABC Ltd. is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibility between workers and management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behaviour of the management is very good.

(a) State the principle of management described in the above para.

(b) Identify any two values which the company wants to communicate to the society.

19. 'विज्ञान एक क्रमबद्ध ज्ञान-समूह है जो कुछ सामान्य सत्यों अथवा सामान्य सिद्धान्तों के संचालन को स्पष्ट करता है ।' इस कथन के संदर्भ में वर्णन कीजिए कि क्या प्रबन्ध एक विज्ञान है । *4*

'Science is a systematized body of knowledge that explains certain general truths or the operation of general laws.' In the light of this statement, describe whether management is a science.

20. व्यावसायिक पर्यावरण की किन्हीं चार विशेषताओं का वर्णन कीजिए । *4*

Explain any four characteristics of business environment.

21. उपभोक्ता संरक्षण अधिनियम, 1986 के अनुसार 'उपभोक्ता' की परिभाषा दीजिए । *4*

Give the definition of 'Consumer' as per Consumer Protection Act, 1986.

22. नियोजन प्रक्रिया के निम्नलिखित तार्किक चरणों के पश्चात्, इस प्रक्रिया को पूरा करने वाले चरणों को समझाइए : *4*

(a) उद्देश्यों का निर्धारण;

(b) विकासशील आधार; तथा

(c) कार्यवाही की वैकल्पिक विधियों की पहचान ।

After the following logical steps in the process of planning, explain the steps required to complete the process :

(a) Setting objectives;

(b) Developing premises; and

(c) Identifying alternative courses of action.

23. भर्ती के आंतरिक स्रोतों की सीमाओं का उल्लेख कीजिए । *5*

State the limitations of internal sources of recruitment.

24. नियन्त्रण प्रक्रिया के चरणों का वर्णन कीजिए । *5*

Explain the steps in the process of Controlling.

25. एक शेयर बाज़ार (स्टॉक एक्सचेंज) में व्यापारिक कार्यविधि का वर्णन कीजिए । *5*

Explain the trading procedure on a stock exchange.

26. लेबलिंग के किन्हीं पाँच कार्यों का उल्लेख कीजिए । *5*

State any five functions of Labelling.

27. विपणन मिश्र के चार महत्त्वपूर्ण तत्त्वों को समझाइए । *6*

अथवा

एक उपयुक्त वितरण माध्यम के चयन को निर्धारित करने वाले किन्हीं चार कारकों का वर्णन कीजिए ।

Explain the four important elements of marketing mix.

OR

Explain any four factors determining the choice of an appropriate channel of distribution.

28. एक कम्पनी के लाभांश निर्णय को प्रभावित करने वाले किन्हीं चार कारकों का वर्णन कीजिए । *6*

अथवा

एक कम्पनी की स्थायी पूँजी आवश्यकताओं को प्रभावित करने वाले किन्हीं चार कारकों का वर्णन कीजिए ।

Explain any four factors affecting the dividend decision of a company.

OR

Explain any four factors affecting fixed capital requirements of a company.

29. प्रभावी संप्रेषण की मनोवैज्ञानिक बाधाओं का वर्णन कीजिए । *6*

अथवा

निर्देशन किस प्रकार संगठन के प्रभावपूर्ण एवं कुशल संचालन में सहायता करता है ? समझाइए ।

Describe psychological barriers to effective communication.

OR

Explain how directing helps in effective and efficient functioning of the organisation.

30. संगठन प्रक्रिया के सोपानों का वर्णन कीजिए । *6*

अथवा

औपचारिक एवं अनौपचारिक संगठन में निम्नलिखित आधारों पर अन्तर्भेद कीजिए :

(i) अर्थ;

(ii) उद्‌गम;

(iii) अधिकार;

(iv) व्यवहार;

(v) संप्रेषण का प्रवाह; तथा

(vi) नेतृत्व ।

Explain the steps in the process of Organising.

OR

Differentiate between Formal and Informal organisation on the basis of the following :

(i) Meaning;

(ii) Origin;

(iii) Authoring;

(iv) Behaviour;

(v) Flow of Communication; and

(vi) Leadership.

66/1/1	66/1/2	66/1/3	MARKING SCHEME – 2013-14 BUSINESS STUDIES DELHI COMPTT– 66/1/2 EXPECTED ANSWERS / VALUE POINTS	DISTRIBUTION OF MARKS
12	**1**	**6**	**Q. Besides a 'consumer', name any two parties who can file a complaint before the appropriate consumer forum.** **Ans.** Besides a 'consumer', a complaint may be filed before the appropriate consumer forum by **(any two)**: (i) Any registered consumers' association; (ii) The Central Government or any State Government; (iii) One or more consumers, on behalf of numerous consumers having the same interest; and (iv) A legal heir or representative of a deceased consumer.	**½ x 2** **=** **1 mark**
11	**2**	**5**	**Q. How many members are required to constitute 'District Consumer Dispute Redressal Forum'?** **Ans.** To constitute District Consumer Dispute Redressal Forum, one President and two other members, one of whom should be a woman are required.	**1 mark**
10	**3**	**4**	**Q. Give the meaning of 'Critical Point Control'.** **Ans.** 'Critical Point Control' means focusing on key result areas which are critical to the success of an organisation.	**1 mark**
9	**4**	**3**	**Q. List any two non-financial incentives.** **Ans.** Non- financial incentives are: **(Any two)** (a) Status (b) Positive organisational climate. (c) Career advancement opportunity. (d) Job enrichment. (e) Employee recognition (f) Job security. (g) Employee participation. (h) Employee empowerment.	**½ x 2** **=** **1 mark**
8	**5**	**2**	**Q. Why is it said that 'Motivation is a complex process'? State.** **Ans**. Motivation is called a complex process because <u>any type of motivation may not have a uniform effect on all</u>	

			the members. OR Motivation is called a complex process because individuals are heterogeneous in their expectations, perceptions and reactions.	**1 mark**
7	**6**	**1**	**Q. How is staffing a continuous process? State.** **Ans**. Staffing is a continuous process because new jobs may be created and some of the existing employees may leave the organisation.	**1 mark**
6	**7**	**12**	**Q. State the suitability of functional structure of organizing.** **Ans.** Functional structure is suitable for medium sized firms having a single product or small number of related products	**1 mark**
5	**8**	**11**	**Q. Define 'organising' as a function of management.** **Ans.** Organising is the process of defining and grouping the activities of the enterprise and establishing authority relationships among them. OR Organising is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of accomplishing objectives.	**1 mark**
4	**9**	**10**	**Q. State the type of plan that does not allow any flexibility.** **Ans.** Rule	**1 mark**
3	**10**	**9**	**Q. 'Dreams can be turned into reality only when managers think in advance what to do and how to do it.' Name the function of management indicated by the statement.** **Ans.** Planning.	**1 mark**
2	**11**	**8**	**Q. Why is business environment called dynamic? State.** **Ans.** Business environment is called dynamic as it keeps on changing.	**1 mark**
1	**12**	**7**	**Q. Identify the basic characteristic of management involved in the statement- "The activities involved in managing an organization are common to all organizations, whether economic, social or political.'** **Ans**. Management is pervasive.	**1 mark**
18	**13**	**15**	**Q. Identify and explain the marketing management philosophy which implies that products and services are bought not merely because of their quality or**	**1 mark for identification**

			brand name, but because they satisfy a specific need of a customer. **Ans.** Marketing concept. • It assumes that in the long run, an organisation can achieve its objective of maximization of profit by identifying the needs of the present and prospective buyers and satisfying them in an effective way. • Customer satisfaction is the focus point of all decision making in the organisation.	**+** **2 marks for explanation** **=** **1+2** **=** **3marks**
17	**14**	**14**	**Q. Give the meaning of the following money market instruments :** **(i) Certificate of deposit; and** **(ii) Commercial bill** **Ans**. **(i) Certificate of deposit**: It is a short term, unsecured, negotiable instrument issued by commercial banks or development financial institutions to individuals, corporations and companies. It is issued during periods of tight liquidity when the deposit growth of banks is slow but the demand for credit is high. **(ii) Commercial bill** It is a bill of exchange used to finance working capital requirements of business firms. It is short-term, negotiable and self-liquidating instrument.	**1 ½** **1 ½** **=** **1 ½ + 1 ½** **=** **3 marks**
16	**15**	**13**	**Q. State any three points of importance of financial planning.** **Ans**. **Financial planning is important because (any three)**: (i) It helps the company to prepare for the future. (ii) It helps in avoiding business shocks and surprises. (iii) It helps in co-ordinating various business functions. (iv) It helps in reducing waste, duplication of efforts, gaps in planning and confusion. (v) It links the present with the future. (vi) It provides a link between investment and financing decisions. (vii) Financial plan serves as a control technique. (viii) It serves as a guide in developing a sound capital structure so as to maximise returns to the shareholders.	**1 x 3** **=** **3 marks**
15	**16**	**18**	**Q. Explain the factors that affect capital budgeting**	**½ mark for**

			decision. **Ans.** Factors that affect capital budgeting decision are: (a) Cash flows of the project (b) Rate of return of the project. (c) Investment criteria	**the heading** **+** **½ mark for explan-ation** **= 1 x 3** **= 3 marks**
14	**17**	**17**	**Q. Voltech India Ltd. is manufacturing LED bulbs to save electricity and running under heavy losses.** **To revive from the losses, the management thought of shifting the unit to a backward area where labour is available at a low cost. The management also asked the workers to work overtime without any additional payment and promised to increase to wages of the workers after achieving its mission. Within a short period the company started earning profits because both the management and the workers honoured their commitments.** **(a) State the principle of management described in the above para.** **(b) Identify any two values that the company wants to communicate to the society.** **Ans.** (a) The principle of management described in the above para is **Discipline.** Discipline is the obedience to organisational rules and employment agreement which are necessary for the working of the organisation. (b) Values that the company wants to communicate to the society are: (i) Concern for the environment. (ii) Development of backward regions. **(or any other correct value)**	**1 mark for stating the principle** **+** **1 mark for each value** **=** **1 x 2** **=** **2marks** **=** **1+2** **=** **3marks**
13	**18**	**16**	**Q. ABC Ltd. Is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibility between workers and management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behavior of the management is very good.** **(a) State the principle of management described in the above para.** **(b) Identify any two values which the company wants to communicate to the society.** **Ans.** The principle of Taylor described in the above para is **Cooperation, Not Individualism** It states that there should be complete cooperation	**1 mark for stating the principle** **+** **1 mark for each value** **=** **1 x 2** **=** **2marks**

			between the labour and the management. Competition should be replaced by cooperation. **Values which the company wants to communicate to the society are:** (a) Good behaviour in human interaction. (b) Concern for the environment. **(or any other correct value)**	**=** **1+2** **=** **3marks**
-	**19**	**-**	**Q.' Science is a systematized body of knowledge that explains certain general truths or the operation of general laws.' In the light of this statement, describe whether management is a science.** **Ans.** Management is a science but not an exact science. The reasons are (**Any three**): 1. <u>Systematised body of knowledge</u>. Like science, management is a systematic body of knowledge with its own theories and principles that have developed over a period of time. So, this feature of science is present in management. 2. <u>Principles based on observation and experimentation</u> Like science, management principles are derived through observation and repeated experimentation. So, this feature of science is present in management. However since management deals with human beings the outcome of these experiments are not capable of being accurately predicted. 3. <u>Universal validity</u>. Principles of management like principles of pure science provide managers with certain standardised techniques that can be used in different situations. Since they have to be modified according to a given situation, their application and use is not universal. So, this feature of science is not fully present in management. **(The statement that Management is not an exact science may be given at the beginning or at the end of the question)**	**1 mark** **1 x 3** **=** **3 marks** **=** **1+3** **=** **4 marks**
-	**20**	**-**	**Q. Explain any four characteristics of business environment.** **Ans.** <u>Characteristics of business environment are: (any</u>	

			four) (i) Sum total of external forces (ii) Includes Specific and General forces (iii) Inter-related forces (iv) Dynamic (v) Uncertain (vi) Complex (vii) Relative (**If an examinee has not given the headings as above but has given the correct explanations, full credit should be given**)	**½ mark for naming + ½ mark for explanation = 1 x 4 =4 Marks**
22	**21**	**19**	**Q. Give the definition of 'Consumer' as per Consumer protection Act, 1986.** **Ans**. Under the Consumer Protection Act, a consumer is defined as: (a) Any person who buys any goods for a consideration, which has been paid or promised, or partly paid and partly promised, or under any scheme of deferred payment. It includes any user of such goods, when such use is made with the approval of the buyer, but does not include a person who obtains goods for re-sale or any commercial purpose. (b) Any person who hires or avails of any service, for a consideration which has been paid or promised, or partly paid and partly promised, or under any system of deferred payment. It includes any beneficiary of services when such services are availed of with the approval of the person concerned, but does not include a person who avails of such services for any commercial purpose.	**4marks**
21	**22**	**-**	**Q. After the following logical steps in the process of planning, explain the steps required to complete the process:** **(a) Setting objectives;** **(b) Developing premises; and** **(c) Identifying alternative courses of action.** **Ans.** Steps required to complete the process of planning are: (i) Evaluating alternative courses of action. (ii) Selecting an alternative. (iii) Preparation of derivative plans. (iv) Implementing the plan and follow up action.	**½ mark for naming each step + ½ mark for its explanation = 1x4 = 4 marks**

-	**23**	-	**Q. State the limitations of internal sources of recruitment.** **Ans:** Limitations of internal sources of recruitment: (i) Reduces scope for induction of fresh talent. (ii) Leads to lethargy among the employees due to assured promotions. (iii) Incomplete source as no enterprise can fill all its vacancies through this source. (iv) Hampers the spirit of competition among employees. (v) Frequent transfers affect productivity negatively	**1 x 5 = 5 marks**
-	**24**	-	**Q. Explain the steps in the process of controlling.** **Ans.** Steps in the process of controlling: (i) Setting performance standards (ii) Measuring actual performance (iii) Comparing actual performance with standards (iv) Analysing deviations • Critical Point Control • Management by Exception (v) Taking corrective action (**If an examinee has not given the headings as above but has given the correct explanations, full credit should be given**)	**½ mark for the heading + ½ mark for the explanation = 1 x5 =5marks**
-	**25**	-	**Q. Explain the trading procedure on a stock exchange.** **Ans.** Trading procedure on a stock exchange involves the following steps: (i) Selection of a broker (ii) Opening demat account with Depository (iii) Placing the order (iv) Executing the order (v) Settlement	**½ mark for the heading + ½ mark for the explanation = 1 x 5 =5marks**
-	**26**	-	**Q. State any five functions of labeling.** **Ans.** Functions of labelling are: (i) It describe the product and specify its contents (ii) It helps in identification of the product or brand (iii) It helps in grading of products into different categories. (iv) It helps in promotion of products by attracting attention (v) It provides information required by law.	**1 x 5 = 5marks**
30	**27**	**28**	**Q. Explain the four important elements of marketing mix.**	**1 ½ x 4**

			Ans. The four important elements of marketing mix are: (i) Product mix (ii) Price mix, (iii) Place mix, and (iv) Promotion mix. **1. Product Mix:** Product mix relates to decisions regarding planning, developing and producing the right type of products and services for the consumers. It includes branding, labelling, trademark and packaging. **2. Price Mix:** Price Mix involves different Pricing Methods, Pricing strategies, Pricing Policies and Price Changes. **3. Place Mix:** Place or Physical Distribution mix includes activities that make firm's products available to the target customers. It consists of all the activities involved in transferring ownership and physical possession of the product to the consumers. **4. Promotion Mix:** Promotion mix consists of all the activities aimed at persuading customers to buy the product through advertising, personal selling, sales promotion and publicity. **OR** **Q. Explain any four factors determining the choice of an appropriate channel of distribution.** **Ans.** Factors that determine the choice of appropriate channel of distribution: (a) Product related factors. (b) Company characteristics. (c) Competitive factors. (d) Market factors. (e) Environmental factors. **(If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)**	**= 6marks** **OR** **½ mark for each heading + 1 mark for each explanation = 1 ½ x 4 = 6marks**
29	**28**	**27**	**Q. Explain any four factors affecting the dividend decision of a company.** **Ans.** Factors affecting dividend decision of a company are: (**Any four**) (i) Amount of earnings. (ii) Stability of earnings. (iii) Stability of dividends. (iv) Growth opportunities. (v) Cash Flow position. (vi) Shareholders preference.	**½ mark for heading + 1 mark for explan-ation**

			(vii) Taxation policy. (viii) Stock market reaction. (ix) Access to capital market. (x) Legal constraints. (xi) Contractual constraints. (**If an examinee has not given the headings as above but has given the correct explanations, full credit should be given**) **OR** **Explain any four factors affecting fixed capital requirements of a company** **Ans.** Factors affecting fixed capital requirements of a company: **(Any four)** 1. Nature of business. 2. Scale of operations. 3. Choice of technique. 4. Growth prospects. 5. Technology upgradation. 6. Diversification. 7. Financing alternatives. 8. Level of collaboration. **(If an examinee has not given the headings but has given the correct reasons, full credit should be given)**	**1 ½ x 4** **=** **6 marks** **OR** **½ mark for heading** **+** **1 mark for explan-ation** **1 ½ x 4** **=** **6 marks**
28	**29**	**30**	**Q. Describe psychological barriers to effective communication.** **Ans.** <u>Psychological barriers to effective communication:</u> (i) Premature evaluation. (ii) Lack of attention. (iii) Loss by transmission and poor retention. (iv) Distrust. **Or** **Q. Explain how directing helps in effective and efficient functioning of the organization.** **Ans.** <u>Directing helps in effective and efficient functioning of the organization by</u>: **(Any four**) (i) Initiating action. (ii) Integrating employees' efforts. (iii) Guiding employees to realise their potential. (iv) Facilitating changes. (v) Bringing stability and balance in the organisation.	**½ mark for naming each barrier** **+** **1 mark for explan-ation** **1 ½ x 4** **=** **6marks** **OR** **½ mark for each heading** **+** **1 mark for each explanation** **=** **1 ½ x 4** **=** **6 marks**

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<td>27</td>
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Q. Explain the steps in the process of Organising
Ans. <u>Steps in the process of organising</u>:
(i) Identification and division of work.
(ii) Departmentalisation.
(iii) Assignment of duties to job positions.
(iv) Establishing reporting relationships.
(If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)
OR
Q. Differentiate between Formal and Informal organization on the basis of the following:
(i) Meaning;
(ii) Origin;
(iii) Authoring;
(iv) Behaviour;
(v) Flow of Communication; and
(vi) Leadership

DISTINCTION BETWEEN FORMAL AND INFORMAL ORGANISATION
<table>
<tr><th>Basis</th><th>FORMAL ORGANISATION</th><th>INFORMAL ORGANISATION</th></tr>
<tr><td>(i) Meaning</td><td>It refers to the well defined structure of authority and responsibility created by the management.</td><td>It refers to the network of social relationships arising out of interaction among employees.</td></tr>
<tr><td>(ii) Origin</td><td>It is deliberately created through a well defined policy of management.</td><td>It arises as a result of social interaction among the employees.</td></tr>
<tr><td>(iii) Authority</td><td>Authority arises on the basis of position of management.</td><td>Authority arises on the basis of personal qualities.</td></tr>
<tr><td>(iv) Behavior</td><td>Standards of behavior are laid down by rules.</td><td>No set behavior pattern.</td></tr>
<tr><td>(v) Flow of communication</td><td>Communication takes place through the scalar chain.</td><td>Communication does not take place through a planned route, it can take place in any direction.</td></tr>
<tr><td>(vi) Leadership</td><td>Managers are leaders.</td><td>Leaders may or may not be managers. They are chosen by the group.</td></tr>
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<td>
½ mark for each heading + 1 mark for each explanation = 1 ½ x 4 = 6marks

OR

1 x 6 = 6marks
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