Series OSR/C

कोड नं. **66/3**
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. नियुक्तिकरण किस प्रकार कर्मचारियों की कार्य संतुष्टि एवं मनोबल में सुधार करता है ? उल्लेख कीजिए । *1*

How does staffing improve job satisfaction and morale of employees ? State.

2. निर्देशन क्रिया को कैसे प्रारंभ करता है ? उल्लेख कीजिए । *1*

How does directing initiate action ? State.

3. गैर-वित्तीय प्रोत्साहन के रूप में 'कर्मचारी पहचान' के कोई दो उदाहरण दीजिए । *1*

Give any two examples of 'Employee Recognition' as a non-financial incentive.

4. नियंत्रण की प्रक्रिया में 'अपवाद द्वारा प्रबन्ध' से क्या अभिप्राय है ? *1*

What is meant by 'Management by Exception' in the process of controlling ?

5. किस प्रकार के उत्पादों पर ISI चिह्न का प्रयोग किया जाता है ? *1*

On which type of products is ISI mark used ?

6. 'उपभोक्ता का एक अधिकार है ज्ञान प्राप्त करना तथा जीवनपर्यन्त एक अच्छा अवगत उपभोक्ता बने रहना ।'

उपरोक्त उल्लिखित 'अधिकार' में उपभोक्ता को किस प्रकार के ज्ञान की आवश्यकता है, उल्लेख कीजिए । *1*

'The consumer has a right to acquire knowledge and to be a well informed consumer throughout life.'

State what type of knowledge is required by the consumer in the above stated 'Right'.

7. प्रबंध के उस स्तर का नाम दीजिए जो संगठन के कल्याण एवं निरंतरता के लिए उत्तरदायी होता है । *1*

Name the level of management that is responsible for the welfare and survival of the organisation.

8. यह क्यों कहा जाता है कि व्यावसायिक पर्यावरण अनिश्चित होता है ? *1*

Why is it said that business environment is uncertain ?

9. 'पहले से यह निश्चिय करना कि क्या करना है तथा कैसे करना है प्रबंध के आधारभूत कार्यों में से एक है ।' इस कार्य का अर्थ बताइए । *1*

'Deciding in advance what to do and how to do is one of the basic management functions.' Give the meaning of this function.

10. नियोजन के उस प्रकार का नाम बताइए जो सामान्य कथनों के रूप में होती है, विचारों को एक विशिष्ट दिशा की ओर निर्देशित करती है और दैनिक समस्याओं के समाधान में सहायता करती है । *1*

Name the type of plan which is in the form of general statements, that guides thinking towards a particular direction and helps in solving routine problems.

11. 'रचना' के आधार पर कार्यात्मक संगठन तथा प्रभागीय संगठन में अन्तर कीजिए । *1*

Distinguish between functional structure and divisional structure on the basis of 'formation'.

12. 'औपचारिक संगठन' से क्या अभिप्राय है ? *1*

What is meant by 'formal organisation' ?

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

(i) द्रव्य बाज़ार प्रपत्र; तथा

(ii) शीघ्रावधि द्रव्य ।

Give the meaning of the following money market instruments :

(i) Treasury Bill; and

(ii) Call Money.

14. वित्तीय प्रबंध का प्राथमिक उद्देश्य 'धन को अधिकतम करना' है । समझाइए । *3*
'Wealth-maximisation' is the primary objective of financial management. Explain.

15. 'यदि आप दीर्घ-अवधि के लिए एक सफल उद्यम चाहते हैं तो आप एक विक्रय को बंद नहीं करते अपितु एक सम्बन्ध को जोड़ते हैं ।' विपणनकर्ता द्वारा प्रयोग में लाई गई सम्प्रेषण तकनीक को पहचानिए । इस सम्प्रेषण तकनीक की किन्हीं दो विशेषताओं का भी उल्लेख कीजिए । *3*
'You don't close a sale, you open a relationship, if you want to build a long-term successful enterprise.' Identify the communication tool used by the marketer. State any two features of this communication tool.

16. पवन सी एफ एल लिमिटेड में 'उत्पादन प्रबन्धक' के रूप में कार्य कर रहा है जो सी एफ एल बल्ब बनाने का कार्य करती है । प्रबन्धकों व कर्मचारियों के बीच वहाँ कोई वर्ग भेद नहीं है । कार्य की दशाएँ बहुत ही अच्छी हैं । कम्पनी अत्यधिक लाभ अर्जित कर रही है । अपनी नीतियों के अनुसार प्रबन्धक लाभों का बँटवारा कर्मचारियों के साथ कर रहे हैं क्योंकि उनका विश्वास है कि कर्मचारियों की समृद्धि के बिना कम्पनी की समृद्धि लम्बे समय तक नहीं चल सकती ।

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

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

Pawan is working as a 'Production Manager' in CFL Ltd. engaged in manufacturing of CFL bulbs. There is no class-conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy matter, management is sharing the gains with the workers because they believe that prosperity of the company cannot exist for a long time without the prosperity of the employees.

(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.

17. प्लास्टिक फाइलों एवं फोल्डरों के प्रयोग को कम करने के लिए टेल्को लिमिटेड पुराने कपड़ों से फाइलें एवं फोल्डर बना रही है । इसके लिए उन्होंने पास के ऐसे गाँवों से लोगों को काम पर नियुक्त किया जहाँ बहुत कम काम के अवसर उपलब्ध हैं । एक कर्मचारी हरीश ने लागत को कम करने की एक योजना की रूपरेखा बनाई जिसे उत्पादन प्रबन्धक ने अभिनन्दित नहीं किया । एक और कर्मचारी ने डिज़ाइन में सुधार के लिए कुछ सुझाव दिए लेकिन उत्पादन प्रबंधक द्वारा इसकी भी प्रशंसा नहीं की गई ।

(a) उपरोक्त अनुच्छेद में वर्णित प्रबंध के सिद्धान्त का उल्लेख कीजिए ।

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

Telco Ltd. is manufacturing files and folders from the old clothes to discourage use of plastic files and folers. For this they employ people from nearby villages where very less job opportunities are available. An employee, Harish, designed a plan for the cost reduction but it was not welcomed by the production manager. Another employee gave some suggestion for improvement in design, but it was also not appreciated by the production manager.

(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. 'निवेश निर्णय' एवं 'लाभांश निर्णय' का अर्थ बताइए । *3*

Give the meaning of 'Investment decision' and 'Dividend decision'.

19. 'समन्वय प्रबन्ध का सार है ।' समझाइए कैसे । *4*

'Coordination is the essence of management.' Explain how.

20. 'व्यवसाय के प्रबंधकों द्वारा पर्यावरण की समझ उन्हें न केवल अपनी फर्म की बाह्य शक्तियों की पहचान एवं मूल्यांकन में सहायता करती है अपितु उनके प्रति प्रतिक्रिया व्यक्त करने में भी सहायता करती है ।' इस कथन के संदर्भ में व्यावसायिक पर्यावरण के महत्त्व के किन्हीं चार बिन्दुओं को समझाइए । *4*

'Understanding of environment by business managers enables them not only to identify and evaluate, but also to react to the forces external to their firms.' In the light of the statement, explain any four points of importance of business environment.

21. नियोजन किस प्रकार 'परिवर्तनशील वातावरण में प्रभावी नहीं रहता' तथा 'सफलता का आश्वासन नहीं देता' ? समझाइए । *4*

How does Planning 'Not work in a dynamic environment' and 'Does not guarantee success' ? Explain.

22. एक उपभोक्ता को उपभोक्ता संरक्षण अधिनियम, 1986 के अन्तर्गत उपलब्ध किन्हीं आठ राहतों का उल्लेख कीजिए । *4*

State any eight reliefs available to a consumer under the provisions of Consumer Protection Act, 1986.

23. 'प्रशिक्षण' का क्या अर्थ है ? एक कर्मचारी के लिए प्रशिक्षण के लाभों का उल्लेख कीजिए । *5*

What is meant by 'Training' ? State the benefits of training to the employee.

24. नियोजन तथा नियन्त्रण के सम्बन्ध को समझाइए । *5*

Explain the relationship between planning and controlling.

25. स्कन्ध विपणि (शेयर बाज़ार) के किन्हीं पाँच कार्यों का वर्णन कीजिए । *5*

Explain any five functions of Stock Exchange.

26. 'विज्ञापन' का क्या अर्थ है ? विपणन में विज्ञापन की भूमिका का उल्लेख कीजिए । *5*

What is meant by 'advertising' ? State the role of advertising in marketing.

27. समझाइए कि एक व्यवसाय की कार्यशील पूँजी आवश्यकताओं को निम्नलिखित कारक किस प्रकार प्रभावित करते हैं : *6*

(i) मुद्रा स्फीति;

(ii) व्यावसायिक चक्र;

(iii) प्रतिस्पर्धा का स्तर; तथा

(iv) व्यवसाय की प्रकृति ।

अथवा

एक कम्पनी की पूँजी संरचना के चयन को प्रभावित करने वाले किन्हीं चार कारकों को समझाइए ।

Explain how the following factors affect the working capital requirements of a business :

(i) Inflation;

(ii) Business cycle;

(iii) Level of competition; and

(iv) Nature of business.

OR

Explain any four factors affecting the choice of capital structure of a company.

28. उत्पादों तथा सेवाओं के प्रवर्तन में 'जन संपर्क' की भूमिका का वर्णन कीजिए । *6*

अथवा

विपणन मिश्र के चार महत्त्वपूर्ण तत्त्वों को समझाइए ।

Describe the role of 'Public Relations' in the promotion of products and services.

OR

Explain the four important elements of marketing mix.

29. 'प्रभावी प्रबंध' तथा 'कर्मचारियों का विकास' के अतिरिक्त, अंतरण संगठन की विभिन्न तरीकों से सहायता करता है । ऐसे किन्हीं चार तरीकों का वर्णन कीजिए । *6*

अथवा

'विकेन्द्रीकरण एक महत्त्वपूर्ण मान्यता है तथा केवल चुनिन्दा अधिकारों के अंतरण में ही अपनाई जाती है ।' इस कथन के संदर्भ में विकेन्द्रीकरण के महत्त्व के किन्हीं चार बिन्दुओं का वर्णन कीजिए ।

Besides 'Effective management' and 'Employee development' delegation helps the organisation in different ways. Explain any four such ways.

OR

'Decentralisation is an important philosophy that implies selective dispersal of authority.' In the light of this statement, explain any four points of importance of decentralisation.

30. 'किसी संस्था के लिए पर्यवेक्षक का कार्य तथा निष्पादन अत्यंत महत्त्वपूर्ण है क्योंकि वह प्रत्यक्ष रूप से श्रमिकों के साथ जुड़ा हुआ है जबकि अन्य प्रबंधकों का निचले स्तर पर कार्य कर रहे कर्मचारियों के साथ कोई प्रत्यक्ष संपर्क नहीं होता ।' इस कथन के संदर्भ में एक पर्यवेक्षक के किन्हीं चार कार्यों का वर्णन कीजिए । *6*

अथवा

प्रभावी संप्रेषण की व्यक्तिगत बाधाओं का वर्णन कीजिए ।

'The functions and performance of the supervisor are vital to an organisation because he is directly related with the workers whereas other managers have no direct touch with bottom level workers.' In the light of this statement, explain any four functions of a supervisor.

OR

Describe personal barriers to effective communication.

66/1	66/2	66/3	MARKING SCHEME – 2013-14 BUSINESS STUDIES OUTSIDE DELHI COMPTT– 66/3 EXPECTED ANSWERS / VALUE POINTS	DISTRIBUTION OF MARKS
7	**6**	**1**	**Q. How does staffing improve job satisfaction and morale of employees? State.** **Ans**. Staffing improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution.	**1 mark**
8	**5**	**2**	**Q. How does directing initiate action? State.** **Ans.** Other functions prepare a setting for action, directing implements it in the organisation.	**1 mark**
9	**4**	**3**	**Q. Give any two examples of 'Employee Recognition' as a non financial incentive.** **Ans.** Examples of 'Employee Recognition' as a non financial incentive are: (i) Congratulating the employee for good performance. (ii) Installing award or certificate for best performance. (iii) Displaying on the notice board or in the newsletter about the achievement of the employee. (iv) Distributing momentos or complimentaries in recognition of employee's services. (v) Rewarding an employee for valuable suggestions. **(or any other correct example)** **(or any other correct example)**	**½ x 2** **=1 mark**
10	**3**	**4**	**Q. What is meant by 'Management by Exception' in the process of controlling?** **Ans.** Management by Exception in the process of controlling means that only significant deviations which go beyond the permissible limit should be brought to the notice of the management. **OR** Management by Exception in the process of controlling means that an attempt to control everything results in controlling nothing.	**1 mark**
11	**2**	**5**	**Q. On which type of products is ISI mark used?** **Ans**. Electrical goods.	**1 mark**
12	**1**	**6**	**Q. 'The consumer has the right to acquire knowledge and to be a well informed consumer throughout life.' State what type of knowledge is required by the consumer in the above stated 'Right'.** **Ans.** In the above stated right, i.e. Right to Consumer Education, a consumer should know about the rights and reliefs available to him in case a product or service falls short of his expectations.	**1 mark**

1	**12**	**7**	**Q. Name the level of management that is responsible for the welfare and survival of the organisation.** **Ans.** Top level.	**1 mark**
2	**11**	**8**	**Q. Why is it said that business environment is uncertain?** **Ans.** It is said that business environment is uncertain because it is difficult to predict future happenings especially when environment changes are taking place too frequently.	**1 mark**
3	**10**	**9**	**Q. 'Deciding in advance what to do and how to do is one of the basic management functions.' Give the meaning of this function.** **Ans.** Planning is the function being referred to. Planning means 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. **(or any other correct meaning)**	**1 mark**
4	**9**	**10**	**Q. Name the type of plan which is in the form of general statements, that guides thinking towards a particular direction and helps in solving routine problems.** **Ans.** Policy	**1 mark**
5	**8**	**11**	**Q. Distinguish between functional structure and divisional structure on the basis of 'formation'.** **Ans.** Functional structure is formed on the basis of functions while divisional structure is formed on the basis of product lines supported by functions.	**1 mark**
6	**7**	**12**	**Q. What is meant by 'formal organisation'?** **Ans.** Formal organisation refers to the organisation structure which is designed by the management to accomplish a particular task. **(or any other correct definition)**	**1 mark**
17	**14**	**13**	**Q. Give the meaning of the following money market instruments:** **(i) Treasury bill; and** **(ii) Call money.** **Ans. (i)**Treasury bill It is an instrument issued by Reserve Bank of India on behalf of the Central government to meet its short term requirements of funds. It is highly liquid, has an assured yield and negligible risk of default. **(b)** Call Money It is the method by which banks borrow from each other to be able to maintain the cash reserve ratio. It is repayable on demand, with a maturity period of one day to fifteen days.	**1 ½ + 1 ½ = 3 marks**
15	**16**	**14**	**Q. 'Wealth maximization' is the primary objective of financial management. Explain.**	**3 marks**

			Ans. Wealth maximisation is the primary objective of financial management which means maximising the market value of investment in the shares of the company. It is possible only by: (i) Ensuring availability of sufficient funds at reasonable cost. (ii) Ensuring effective utilization of funds. (iii) Ensuring safety of funds by creating reserves, re-investment of profits etc.	
18	**13**	**15**	**Q. 'You don't close a sale, you open a relationship, if you want to build a long term successful enterprise.' Identify the communication tool used by the marketer. State any two features of this communication tool.** **Ans.** Personal selling. Features of personal selling are: (i) It involves a direct face to face dialogue. (ii) It allows salespersons to develop personal relationships with prospective customers.	**1 mark for identification** **+** **1 mark for each statement** **=1x2** **2 marks** **=1+2** **3marks**
13	**18**	**16**	**Q. Pawan is working as a 'production manager' in CFL Ltd. engaged in manufacturing of CFL bulbs. There is no class conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy matter, management is sharing the gains with the workers because they believe that prosperity of the company cannot exist for a long time without the prosperity of the employees.** **(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.** (a) Harmony not discord which advocates that there should be complete harmony between management and the workers. To achieve this, Taylor called for a complete mental revolution on the part of both management and workers. (b) Values which the company wants to communicate to the society are: (i) Sensitivity towards the environment. (ii) Good behaviour in human interaction. **(or any other correct value)**	**½ mark for identifi cation** **+** **½ mark for the statement** **= ½ + ½** **= 1 mark** **+** **1 mark for each value** **= 1 x 2** **=2marks** **= 1+2** **3marks**
14	**17**	**17**	**Q. Telco Ltd. is manufacturing files and folders from old clothes to discourage use of plastic files and folders. For this, they employ people from nearby villages where very less job opportunities are available. An employee, Harish, designed a plan for cost reduction but it was not**	**½ mark for identifi cation** **+** **½ mark for the**

			welcomed by the production manager. Another employee gave some suggestion for improvement in design, but it was also not appreciated by the production manager. **(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)** Initiative. It means eagerness to initiate action without being asked to do so. (b) Values which the company wants to communicate to the society are: (i) Sensitivity towards the environment. (ii) Creation of job opportunities. (iii) Development of backward regions. **(or any other correct value)**	**statement** **= ½ + ½** **= 1 mark** **+** **1 mark for each value** **= 1 x 2** **=2marks** **= 1+2** **3marks**
16	**15**	**18**	**Q. Give the meaning of 'Investment decision' and 'Dividend decision'.** **Ans.** Investment decision involves deciding about how the funds are invested in different assets so that they are able to earn the highest possible return for their investors. Dividend decision involves deciding about how much of profit earned by the company is to be distributed to the shareholders and how much of it should be retained in the business.	**1 ½ + 1 ½** **=** **3 marks**
-	**-**	**19**	**'Coordination is the essence of management.' Explain how.** **Ans.** Co-ordination is not a separate function of management. It is the force that binds all other functions and thus called the essence of management. • The process of coordinating the activities begins at the **planning stage** in which the top management plans for the entire organization. • At the **organizing stage**, the organizational structure is developed as per plans. • The **staffing function** is performed thereafter as per the structure developed in the organization structure. • **Directing** is then required to ensure that these plans are executed accordingly. • **Controlling function** ensures that the discrepancies between actual and planned activities are taken care of. Coordination, therefore, synchronises the efforts through all functions of management and ensures that the organizational objectives are achieved with a minimum of conflict.	**=4 marks**

-	-	**20**	**Q. ' Understanding of environment by business managers enables them not only to identify and evaluate, but also to react to the forces external to their firms.' In light of the statement, explain any four points of importance of business environment.** **Ans.** Importance of business environment(any four): (i) Identify opportunities and get first mover advantage (ii) Identify threats and early warning signals (iii) Tap useful resources (iv) Assist in planning and policy formulation (v) Help in coping with rapid changes (vi) Help in improving performance **(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)**	**½ mark for heading + ½ mark for explanation = 1x4** **= 4 marks**
-	-	**21**	**How does planning 'Not work in a dynamic environment' and 'Does not guarantee success'? Explain.** Ans. 'Planning may not work in a dynamic environment' • The business environment is dynamic. The organization has to constantly adapt itself to changes in environment by making changes in its plans. • Planning cannot foresee accurately changes in the environment and, thus, there may be obstacles to effective planning. 'Planning does not guarantee success' • Managers have a tendency to rely on previously tried and tested plans. But a plan that has worked before may not work again. • While planning, many unknown factors have to be considered. The false of security created by planning may actually lead to failure instead of success.	**2 marks** **2 marks** **= 2+2 = 4 marks**
-	-	**22**	**Q. State any eight reliefs available to a consumer under the provisions of Consumer Protection Act, 1986.** **Ans.** Reliefs available to a consumer under the provisions of Consumer Protection Act, 1986. (i)To remove the defect in goods or the deficiency in service. (ii) To replace the defective product with a new one, free from any defect. (iii) To refund the price paid for the product. (iv) To pay a reasonable amount of compensation for any loss or injury suffered by the consumer due to negligence of the opposite party. (v) To pay punitive damages in appropriate circumstances.	**½ mark for each relief = ½ x 8** **=4 marks**

			(vi) To discontinue the unfair/ restrictive trade practice and not to repeat the same in future. (vii) Not to offer hazardous goods for sale. (viii) To withdraw hazardous goods from sale. (ix) To cease manufacture of hazardous goods. (x) To pay any amount (not less than 5% of the value of the defective goods to be credited to the Consumer Welfare Fund or any other organisation/person, to be utilised in the prescribed manner. (xi) To issue corrective advertisement to neutralize the effect of misleading advertisement. (xii) To pay adequate costs to the appropriate party.	
-	-	**23**	**Q. What is meant by 'Training'? State the benefits of training to the employee.** **Ans.** Meaning of Training Training means the process by which attitudes, skills and abilities of employees to perform specific jobs are increased. Benefits of training to the employee. (**Any four**): (i) It helps in promotion and career growth. (ii) It helps him to earn more. (iii) It reduces accidents. (iv) It increases the morale of the employees (v) It provides better employment opportunities (**If an examinee has given only the heading, ½ mark for the heading should be awarded**)	**1 mark for the meaning** **+** **1 mark for each benefit** **=1 x 4** **= 4 marks** **= 1+4** **= 5 marks**
-	-	**24**	**Q. Explain the relationship between planning and controlling.** **Ans**. Planning and controlling are mutually interrelated and interdependent activities because: 1. Controlling takes place on the basis of standards developed by planning; 2. Planning without controlling is meaningless as controlling ensures that the events conform to the plans. 3. Planning prescribes an appropriate course of action for achieving objectives whereas controlling evaluates whether decisions have been translated into desired actions. 4. Planning and controlling both are forward looking 5. Planning and controlling are both looking back. **(Note: If the answer covers the above points in any other form, full credit should be given)**	**5 marks**
-	-	**25**	**Explain any five functions of Stock Exchange.** **Ans.** Functions of Stock Exchange(any five): (i) Provides liquidity and marketability to existing securities	

			(ii) Determines price of securities (iii) Ensures safety of transactions (iv) Contributes to economic growth (v) Spreads Equity cult (vi) Provides scope for speculation (**If an examinee has not given the headings as above but has given the correct explanations, full credit should be given**)	**½ mark for heading** **+** **½ mark for explanation** **= 1x5** **= 5 marks**
-	**-**	**26**	**What is meant by 'advertising'? State the role of advertising in marketing.** **Ans.** Meaning of advertising Advertising is the paid form of non-personal communication about a product by an identified sponser. Role of advertising in marketing(any four): (i) Advertising helps to **create demand** by informing the prospective customers about the product. (ii) It provides **economies of scale** as increased demand leads to higher production. (iii) It **educates consumers** by informing about the availability of different products in the market. (iv) It **generates employment** by creating various kinds of jobs to artists, script writers,etc . (v) It **improves standard of living** by giving information regarding new products and increasing income levels of people. (vi) It **sustains the media** by acting as a source of revenue. (**If an examinee has given only the heading, ½ mark for the heading should be awarded**)	**1 mark** **+** **1 mark for each point** **=1 x 4** **= 4 marks** **= 1 +4 marks** **=5 marks**
29	**28**	**27**	**Q. Explain how the following factors affect the working capital requirements of a business:** **(i) Inflation** **(ii) Business cycle** **(iii) Level of competition; and** **(iv) Nature of business** **Ans**. Factors affecting the requirements of working capital: (i) Inflation During inflation, larger working capital is required to maintain a constant volume of production and sales. (ii) Business cycle In case of boom, larger working capital is required as the sales and production are more.	**1 ½ x 4** **=** **6 marks**

			(iii) Level of competition Higher competition requires larger stocks to meet urgent orders from customers and thus higher working capital. (iv) Nature of business Trading organisations require lesser working capital than manufacturing organisations as there is no processing involved; service industries require the least working capital as they do not have to maintain inventory. **OR** **Q. Explain any four factors affecting the choice of capital structure of a company:** **Ans.** **Ans.** Following are the factors affecting the choice of capital structure of a company: **(any four)** 1. Cash flow position 2. Interest coverage ratio 3. Debt service coverage Ratio 4. Return on Investment 5. Cost of debt 6. Tax rate 7. Cost of equity 8. Floatation costs 9. Cost 10. Fixed operating costs 11. Risk consideration 12. Flexibility 13. Control 14. Regulatory framework 15. Stock market conditions 16. Capital structure of other companies **(If an examinee has not given the headings as above but has given the correct explanations, full credit should be given)**	**OR** **½ mark for heading + 1 mark for explanation = 1 ½ x 4 = 6marks**
30	**27**	**28**	**Q. Describe the role of 'Public Relations' in the promotion of products and services.** **Ans.** Role of Public Relations in the promotion of products and services: **(Any four)** (i) Press Relations. (ii) Product Publicity. (iii) Corporate Communication. (iv) Lobbying. (v) Counselling.	**½ mark for each heading + 1 mark for each explanation = 1 ½ x 4 =**

			(If an examinee has not given the headings but has given the correct explanation, full credit should be given) **OR** Role of Public Relations in the promotion of products and services: (i) Smooth functioning of business. (ii) Image building. (iii) Launching new products. (iv) Helps in facing adverse publicity. (v) Supplement to advertising. (vi) Satisfying interest of different public groups. **(If an examinee has not given the headings but has given the correct explanation, full credit should be given)** **OR** **Q. Explain the four important elements of marketing mix.** **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.	**6marks** **OR** **½ mark for each heading + 1 mark for each explanation = 1 ½ x 4 =** **6marks.**
27	**29**	**29**	**Q. Besides 'Effective management' and 'Employee development', delegation helps the organisation in different ways. Explain any four such ways.**	**½ mark for heading + 1 mark**

			Ans. Besides 'Effective management' and 'Employee development', delegation helps the organisation in: (i) Motivation of employees. (ii) Facilitation of growth. (iii) Better co-ordination. (iv) Creation of management hierarchy. (**if an examinee has not given the headings as above but has given the correct explanation, full credit should be given**) **Or** **Q. 'Decentralisation is an important philosophy that implies selective dispersal of authority.' In the light of this statement, explain any four points of importance of decentralization.** **Ans.** Decentralisation is an important philosophy that implies selective dispersal of authority. In the light of this statement, decentralization is important as it: (**Any four)** (i) Develops initiative amongst subordinates. (ii) Develops managerial talent for the future. (iii) Leads to quick decision making. (iv) Gives relief to top management. (v) Facilitates growth. (vi) Facilitates better control. **(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given**)	**for explanation = 1 ½ x 4 = 6marks** **OR** **½ mark for heading + 1 mark for explanation = 1 ½ x 4 = 6marks**
28	**30**	**30**	**Q. 'The functions and performance of the supervisor are vital to an organisation because he is directly related with the workers whereas other managers have no direct touch with bottom level workers.' In the light of this statement, explain any four functions of a supervisor.** **Ans**. The functions and performance of the supervisor are vital to an organisation because he: **(Any four)** (i) Maintains day to day contact. (ii) Links the workers and the management. (iii) Helps in maintaining group unity. (iv) Ensures performance of work. (v) Provides on the job training. (vi) Builds high morale amongst the workers. (vii) Gives feedback. **(If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)**	**½ mark for heading + 1 mark for explanation = 1 ½ x 4 = 6marks** **OR**

			OR **Q. Describe personal barriers to effective communication.** **Ans.** Personal barriers to effective communication are: (i) Fear of challenge to authority. (ii) Lack of confidence of superior on his subordinates. (iii) Unwillingness to communicate. (iv) Lack of proper incentives.	**½ mark for each heading + 1 mark for each explanation = 1 ½ x 4 = 6 marks**