SET – 1

Series : SSO/1/C

कोड नं.
Code No. 66/1/1

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 **25** 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 जायेगा । 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 **25** questions.
- **Please write down the Serial Number of the question before attempting it.**
- 15 minute time has been allotted to read this question paper. The question paper will be distributed at 10.15 a.m. From 10.15 a.m. to 10.30 a.m., the students will read the question paper only and will not write any answer on the answer-book during this period.

व्यावसायिक अध्ययन
BUSINESS STUDIES

निर्धारित समय : 3 घण्टे] *[अधिकतम अंक : 80*
Time allowed : 3 hours] *[Maximum Marks : 80*

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) Answer 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. प्रबंध में 'कुशलता' का क्या अर्थ है ? **1**

What is meant by 'Efficiency' in management ?

2. समन्वय सामूहिक कार्यों में एकात्मकता कैसे लाता है ? उल्लेख कीजिए । **1**

How does co-ordination integrates group efforts ? State.

3. योजना के एक प्रकार के रूप में 'विधि' का अर्थ दीजिए । **1**

Give the meaning of 'Method' as a type of plan.

4. विद्यालय के वार्षिक उत्सव को सफल बनाने के लिए विद्यालय के प्रधानाचार्य ने सभी गतिविधियों को कार्य समूहों में बाँट दिया । प्रत्येक समूह को एक विशिष्ट क्षेत्र जैसे पूर्वाभ्यास, सजावट, मंच प्रबंधन, जलपान आदि की देखरेख करनी थी । प्रत्येक समूह को एक वरिष्ठ अध्यापक के पर्यवेक्षण में रखा गया । ऐसा करने में प्रधानाचार्य द्वारा प्रबंध के जिस कार्य का निष्पादन किया गया उसकी पहचान कीजिए । **1**

To make the annual function of the school successful the principal of the school divided all the activities into task groups each dealing with a specific area like rehearsals, decoration, stage management, refreshments etc. Each group was placed under the overall supervision of a senior teacher. Identify the function of management performed by the Principal in doing so.

5. निवेश संबंधी निर्णय के अतिरिक्त वित्तीय निर्णय दो और विस्तृत निर्णयों से सम्बन्धित हैं । इन निर्णयों के नाम बताइए । **1**

Besides the investment decision the finance function is concerned with two other broad decisions. Name these decisions.

6. एक कपड़ा निर्माण कम्पनी विविधीकरण करना चाहती है और एक स्टील उत्पादन संयंत्र लगा रही है । कम्पनी की स्थायी पूँजी आवश्यकताओं पर विविधीकरण के प्रभाव का कारण सहित उल्लेख कीजिए । **1**

A textile company is diversifying and starting a steel manufacturing plant. State with reason the effect of diversification on the fixed capital requirements of the company.

7. एक टेलीविज़न निर्माता कम्पनी संभावित ग्राहकों को इसके टेलीविज़न सेट क्रय करने हेतु प्रेरित करने के लिए विज्ञापन, व्यक्तिगत विक्रय तथा विक्रय प्रवर्तन तकनीकों पर भारी राशि व्यय कर रही है । यहाँ पर संदर्भित विपणन मिश्र के तत्त्व की पहचान कीजिए । **1**

A TV manufacturing company is spending substantial amount of money to persuade the target customers to buy its T.V. sets through advertisements, personal selling and sales promotion techniques. Identify the element of marketing mix referred here.

8. दीवाली के अवसर पर रवि ने नंदन स्वीट्स से दो किलो मिठाई खरीदी । मिठाइयों को खाने पर उसकी पत्नी बीमार पड़ गई तथा उसे अस्पताल में भर्ती करना पड़ा । रवि उपभोक्ता फोरम में शिकायत करना चाहता था परन्तु नंदन स्वीट्स से मिठाई खरीदने का कोई सबूत न होने के कारण वह ऐसा नहीं कर सका । उपभोक्ता फोरम में शिकायत दर्ज़ करने के लिए रवि को क्या प्रमाण प्राप्त करना चाहिये था, उसका नाम बताइए । **1**

On the eve of Diwali Ravi purchased two kilograms of sweets from Nandan Sweets. On consumption of sweets his wife fell sick and was to be hospitalized. Ravi wanted to file a case in the consumer forum but could not do so because he did not have any proof of buying the sweets from Nandan sweets. Name the document that Ravi could had obtained for filing the complaint in the consumer forum.

9. औपचारिक संगठन के किन्हीं तीन लाभों का उल्लेख कीजिए । **3**

State any three advantages of formal organization.

10. एक ब्रांड नाम का चयन करते समय कुछ विशेषताओं को ध्यान में रखना आवश्यक है । ऐसी किन्हीं दो विशेषताओं का उल्लेख कीजिए जो एक अच्छे ब्रांड नाम में होनी चाहिए । **3**

There are some characteristics that should be kept in mind while choosing a brand name. Explain any two such characteristics that a good brand name should have.

11. उस प्रक्रिया का नाम बताइए तथा उसे परिभाषित कीजिए जो किसी पद या कार्य के लिए संभावित कर्मचारियों का पता लगाने में मदद करती है । **3**

Name and define the process that helps in finding possible candidates for a job or a function.

12. 'एक शेयर बाज़ार की सक्षम क्रियाशीलता नए निर्गमों के लिए एक सक्रिय एवं वृद्धिकारक प्राथमिक बाज़ार के लिए एक प्रेरक वातावरण तथा द्वितीयक बाज़ार के लिए सकारात्मक तथा स्वस्थ वातावरण पैदा करता है ।' इस कथन के संदर्भ में शेयर बाज़ार के किन्हीं तीन कार्यों का उल्लेख कीजिए । **3**

'Efficient functioning of stock exchange creates a conducive climate for active and growing primary market for new issues as well as for an active and healthy secondary market.' In the light of this statement state any three functions of a stock exchange.

13. पिछले दस वर्षों से नेहा 'गुड लक गार्मेन्ट्स लिमिटेड' में एक संभागीय बिक्री प्रबंधक थी । विपणन प्रबंधक के सेवानिवृत्त होने पर नेहा ने इस पद के लिए आवेदन किया क्योंकि वह बहुत महत्त्वाकांक्षी थी तथा उसने अपनी सारी शक्ति विपणन प्रबंधक का पद प्राप्त करने में लगा दी थी । परन्तु कम्पनी के उच्च प्रबंधन ने कम्पनी के बाहर से एक बेहतर व्यक्ति के चुनाव द्वारा इस पद को भरने का निर्णय लिया । इसके कारण नेहा का दिल टूट गया तथा उसका निष्पादन घट गया ।

जब नये विपणन प्रबंधक ने पदभार ग्रहण किया तो उसकी एक मुख्य समस्या थी कि नेहा को उसके पूर्व निष्पादन स्तर पर लाने के लिए कैसे अभिप्रेरित किया जाए ।

नये विपणन प्रबंधक को कोई तीन गैर-वित्तीय अभिप्रेरक सुझाइए जिनके उपयोग से नेहा को अभिप्रेरित किया जा सकता है । **3**

Neha was a regional sales manager in 'Good Look Garments Ltd' for ten years. On the retirement of the marketing manager Neha applied for the same post as she was extremely ambitious and had dedicated all her energies to obtain the post of marketing manager. However, the top management of the company decided to fill this post by selecting a better person from outside the company. Because of this Neha was heart-broken and her performance declined.

When the new marketing manager joined, one of her major problems was how to motivate and inspire Neha to her former level of performance ?

Suggest any three non-financial incentives that the new marketing manager may use to motivate Neha.

14. समझाइए कि व्यावसायिक पर्यावरण की समझ प्रबंध को निम्न में किस प्रकार सहायता करती है : **4**

(क) उपयोगी संसाधनों का दोहन करने में; तथा

(ख) तीव्रता से हो रहे परिवर्तनों का सामना करने में

Explain how does the understanding of business environment help the management in the following :

(a) tapping useful resources ; and

(b) coping with rapid changes.

15. एक पर्यावरण जागरूक बहुदेशीय कम्पनी 'ए.एक्स.एन. लिमिटेड' अपने संचालन के लिए कुछ भली-भाँति परिभाषित व्यावसायिक सिद्धांतों का पालन करती है । जिसके फलस्वरूप श्रम आवर्त्त दर कम हो जाती है । 'ए.एक्स.एन. लिमिटेड' द्वारा पालन किये जाने वाले कुछ पर्यावरण सम्बन्धी कारक निम्नलिखित हैं : **4**

(1) जिन देशों में कम्पनी का संचालन है वहाँ के कानून का पालन कीजिए ।

(2) सभी देशों की संस्कृति तथा रीति-रिवाजों का आदर कीजिए ।

(3) पूरे विश्व में जीवन की गुणवत्ता को सुधारने के लिए स्वच्छ तथा सुरक्षित उत्पाद उपलब्ध कराइए ।

(4) कम्पनी में एक ऐसी संस्कृति का विकास कीजिए जो प्रबंध एवं श्रम के मध्य पारस्परिक विश्वास एवं सम्मान की रक्षा करते हुए व्यक्तिगत सर्जनात्मकता तथा टीम-भावना में वृद्धि कर सके ।

उपरोक्त से

(i) प्रबंध के किसी एक सामान्य सिद्धान्त तथा किसी एक व्यावसायिक पर्यावरण सम्बन्धी आयाम की पहचान करते हुए उसका उल्लेख कीजिए ।

(ii) ऐसे किन्हीं दो मूल्यों की भी पहचान कीजिए जिन्हें उपरोक्त दिशानिर्देश सिद्धान्त तथा पर्यावरण सम्बन्धी कारक समाज को संप्रेषित करते हैं ।

An environmental conscious multinational company "AXN Ltd." follows certain well defined business principles that result to minimize the employee turnover. Following are some of the important environmental factors followed by 'AXN Ltd.'

(1) Honour the law of every country in which it operates.

(2) Respect the culture and customs of all nations.

(3) Provide clean and safe products to enhance the quality of life throughout the world.

(4) Develop a culture in the company that enhances individual creativity and team work while honouring mutual trust and respect between management and labour.

From the above :

(i) identify and state any one general principle of management and any one dimension of business environment.

(ii) also identify any two values which the above guiding principles and environmental factors are conveying to the society.

16. इसका अर्थ पहले से यह निश्चय करना कि भविष्य में क्या करना है तथा कैसे करना है ? यह प्रबंध के आधारभूत कार्यों में से एक है । इसके लिए आवश्यक है कि कुछ भी करने से पहले प्रबंधक एक विचार मन में लाता है कि अमुक कार्य कैसे किया जाये । यह कार्य सर्जनात्मकता तथा नवप्रवर्तन से अति निकट से जुड़ा हुआ है । यह हम कहाँ खड़े हैं तथा हमें कहाँ जाना है के मध्य सेतु का कार्य करता है तथा इसे प्रबंधन के प्रत्येक स्तर पर निष्पादित किया जाता है ।

इनके होते हुए भी प्रबंध के उपरोक्त वर्णित कार्य की अनेक सीमाएँ हैं । इसकी किन्हीं दो सीमाओं को समझाइए । **4**

It is deciding in advance what to do and how to do ? It is one of the basic managerial functions. It requires that before doing something, the manager must formulate an idea of how to work on a particular task. This function is closely connected with creativity and innovation. It seeks to bridge the gap between where we are and where we want to go and is performed at all levels of management.

Inspite of this the function of management referred above has a number of limitations. Explain any two such limitations.

17. श्री नरेश ने हाल ही में एक भारतीय प्रबंधन संस्थान से मानव संसाधन प्रबंध में स्नातकोत्तर की उपाधि प्राप्त की है । एक ट्रक निर्माता कम्पनी में उसकी नियुक्ति मानव संसाधन प्रबंधक के रूप में हुई है । कम्पनी के पास 1,500 कर्मचारी है तथा उसके पास इसकी विस्तार की एक योजना है जिसमें इसे विभिन्न प्रकार के कार्यों के लिए 500 अतिरिक्त व्यक्तियों की आवश्यकता है । श्री नरेश को कम्पनी के मानव संसाधन विभाग की पूर्ण जिम्मेदारी सौंप दी गई है ।

उन विशिष्ट गतिविधियों की सूची दीजिए जो कम्पनी के मानव संसाधन प्रबंधक के रूप में श्री नरेश को निष्पादित करनी हैं । **4**

Mr. Naresh recently completed his M.B.A. from one of the Indian Institutes of Management in Human Resource Management. He has been appointed as Human Resource Manager in a Truck Manufacturing Company. The company has 1,500 employees and has an expansion plan in hand that may require additional 500 persons for various types of jobs. Mr. Naresh has been given the complete charge of the company's Human Resource Department.

List out the specialized activities that Mr. Naresh is supposed to perform as the Human Resource Manager of the company.

18. कम्पनी की कार्यशील पूँजी की आवश्यकताओं को प्रभावित करने वाले किन्हीं चार कारकों का उल्लेख कीजिए । **4**

State any four factors which affects the requirements of working capital of a company.

19. आपकी कम्पनी ने कश्मीर में सेब का जूस तैयार करने वाली 10,000 लिटर प्रतिदिन की क्षमता वाली एक खाद्य प्रक्रमण इकाई की स्थापना की है । कम्पनी की योजना सेब के जूस को 100 मिलीलीटर वाले टेट्रा पैक में विपणन करने की है । इसके लिए एक लेबल डिज़ाइन कीजिए । **4**

Your company has setup a food processing unit in Kashmir with a production capacity of 10,000 litres of apple juice per day. The company plans to market the apple juice in tetra pack of 100 mili litres. Design a label for the same.

20. एक कम्पनी ₹ 20,000 करोड़ की अधिकृत अंश पूँजी के साथ कम्पनी अधिनियम के अन्तर्गत पंजीकृत है । इसका पंजीकृत कार्यालय दिल्ली में तथा इसकी उत्पादन इकाई राजस्थान के एक पिछड़े जिले में स्थित है । इसका विपणन विभाग भोपाल में स्थित है । कम्पनी फास्ट मूविंग कंज्यूमर गुड्स (एफ.एम.सी.जी.) का उत्पादन करती है ।

(i) एक चित्र की सहायता से कम्पनी के लिए उपयुक्त संगठन ढाँचे का सुझाव दीजिए ।

(ii) इस संगठन ढाँचे के किन्हीं तीन लाभों का उल्लेख कीजिए । **5**

A company has been registered under the Companies Act with an authorized share capital of ₹ 20,000 crores. Its registered office is situated in Delhi and manufacturing unit in a backward district of Rajasthan. Its marketing department is situated in Bhopal. The company is manufacturing Fast Moving Consumer Goods (FMCG).

(i) Suggest with the help of a diagram a suitable organization structure for the company.

(ii) State any three advantages of this organization structure.

21. प्रबन्ध के निर्देशन कार्य के महत्त्व के किन्हीं पाँच बिन्दुओं को समझाइए । **5**

Explain any five points of importance of directing function of management.

22. 'आई-फोन (i-फोन) इंडिया लिमिटेड' अत्याधुनिक श्रेणी के मोबाइल फोन की निर्माता है । कम्पनी ने जापान से अपने इंजीनियर्स को प्रशिक्षित किया है । यह अपने मोबाइल फोन का विपणन राष्ट्रीय तथा अंतर्राष्ट्रीय स्तर पर करती है । अपने आई-फोन की गुणवत्ता के कारण कम्पनी का बाज़ार के काफी बड़े भाग पर नियंत्रण था तथा उसके ग्राहक निष्ठावान व अनुगामी थे । पिछले वित्तीय वर्ष से बाजार में प्रतिस्पर्धा के कारण कम्पनी अपने लक्ष्य प्राप्त नहीं कर पा रही थी । कम्पनी की योजना अपनी नियंत्रण प्रणाली का जीर्णोधार करने की है ।

(i) उपरोक्त अनुच्छेद में सन्निहित प्रबन्ध की अवधारणाओं को पहचानिए ।

(ii) जीर्णोधार के लिए नियंत्रण प्रक्रिया के उन चरणों को बताइए जिनके माध्यम से कम्पनी अपनी इस समस्या को सुलझाना चाहती है ।

(iii) ऐसे किसी एक मूल्य का उल्लेख भी कीजिए जिसे कम्पनी समाज को सम्प्रेषित करना चाहती है । **5**

'i-phone India Ltd.' is a manufacturer of advanced category of mobile phones. The company trained its engineers from Japan. It markets its mobile phones domestically as well as internationally. The company had a substantial market share and had a loyal customer following because of quality of its i-phone. From the last financial year the company had been unable to achieve its targets because of competition in the market. The company is planning to revamp its controlling system.

(i) Identify the concepts of management involved in the above para.

(ii) State the steps of the revamped controlling process to be followed by the company to solve this problem.

(iii) Also, state any one value which the company wants to communicate to the society.

23. अमन, अहमद तथा ऐली एक फर्म में साझेदार हैं जो महाराष्ट्र राज्य में डेरी उत्पादों का वितरण करती है । अमन केन्द्रीय माध्यमिक शिक्षा बोर्ड से व्यावसायिक अध्ययन के एक वैकल्पिक विषय के साथ उच्चतम माध्यमिक विद्यालय प्रमाणपत्र का धारक है । अहमद ने इतिहास में तथा ऐली ने डेरी कृषि में स्नातकोत्तर किया हुआ है । एक दिन अहमद तथा ऐली में प्रबंध की प्रकृति के विषय में गंभीर चर्चा हुई । अहमद का यह तर्क था कि प्रबंध एक पेशा है जबकि ऐली इसके विरोध में थी । उसका कहना था कि कानून तथा मेडिकल पेशे ही केवल पेशे हैं, क्योंकि वे पेशे के लिए निर्धारित सभी शर्तों को पूरा करते हैं । व्यावसायिक अध्ययन के अपने ज्ञान के आधार पर अमन ने अहमद तथा ऐली को प्रबंध की प्रकृति के रूप में पेशे को समझाया ।

समझाइए कि अमन ने अहमद तथा ऐली दोनों को किस प्रकार संतुष्ट किया । **6**

Aman, Ahmad and Ally are partners in a firm engaged in the distribution of dairy products in Maharashtra state. Aman is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Ahmad had done his post graduation in History and Ally in dairy farming. One day their was a serious discussion between Ahmad and Ally regarding the nature of management, Ahmad argued that management was a profession. Where as Ally argued against it saying that the legal and medical profession are the only professions because they fulfill all the conditions of profession.

Aman on the basis of his knowledge of business studies explained the nature of management as a profession to Ahmad and Ally.

Explain, how Aman would have satisfied both Ahmad and Ally ?

24. किसी उत्पाद के मूल्य निर्धारण को प्रभावित करने वाले बहुत से कारक होते हैं । ऐसे किन्हीं चार कारकों को समझाइए । **6**

There are number of factors which affect the fixation of the price of a product. Explain any four such factors.

25. मुद्रा बाज़ार तथा पूँजी बाज़ार में निम्न के आधार पर अन्तर दीजिए :

(क) प्रतिभागी;

(ख) प्रलेख;

(ग) सुरक्षा; तथा

(घ) संभावित प्रतिफल **6**

Distinguish between money market and capital market on the basis of :

(a) Participants

(b) Instruments

(c) Safety and

(d) Expected return

Q. SET No			MARKING SCHEME-2014-15 BUSINESS STUDIES DELHI (Comptt) -66/1/1 EXPECTED ANSWERS / VALUE POINTS	DISTRI-BUTION OF MARKS
66/1/1	66/1/2	66/1/3		
1	3	8	**Q. What is meant by 'efficiency' in management?** **Ans.** Efficiency means doing the task correctly and with minimum cost. **(or any other correct meaning)**	**1 mark**
2	-	7	**Q. How does co-ordination integrates group efforts? State.** **Ans.** Co-ordination integrates group efforts by unifying diverse interests thereby giving them a common focus to ensure that the performance is according to the plans.	**1 mark**
3	1	6	**Q. Give the meaning of 'Method' as a type of plan.** **Ans.** Method is the prescribed way or manner in which a task has to be performed.	**1 mark**
4	6	5	**Q. To make the annual function of the school successful the principal of the schooldivided all the activities into task groups each dealing with a specific area likerehearsals, decoration, stage management, refreshments etc. Each group was placed under the overall supervision of a senior teacher. Identify the function of managementperformed by the Principal in doing so.** **Ans**. Organising	**1 mark**
5	-	4	**Q. Besides the investment decision the finance function is concerned with two otherbroad decisions. Name these decisions.** **Ans.** Two other broad decisions are: (i)Financing decision (ii) Dividend decision	**½ x 2 =** **1 mark**
6	4	3	**Q. A textile company is diversifying and starting a steel manufacturing plant. State with reason the effect of diversification on the fixed capital requirements of the company.** **Ans.** With diversification, the fixed capital requirements will increase as the investment in fixed capital will increase.	**1 mark**
7	8	2	**Q. A TV manufacturing company is spending substantial amount of money to persuadethe target customers to buy its T.V. sets through advertisements, personal selling andsales promotion techniques. Identify the element of marketing mix referred here.**	**1 mark**

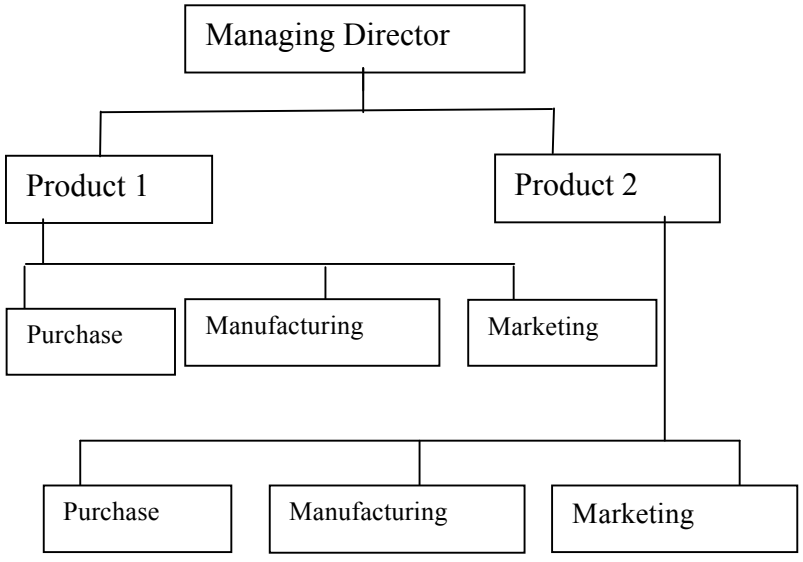
			Ans. Promotion/ promotion mix.	
8	**7**	**1**	**Q. On the eve of Diwali Ravi purchased two kilograms of sweets from Nandan Sweets.On consumption of sweets his wife fell sick and was to be hospitalized. Ravi wantedto file a case in the consumer forum but could not do so because he did not have anyproof of buying the sweets from Nandan sweets. Name the document that Ravi couldhad obtained for filing the complaint in the consumer forum.** **Ans.** Cash memo.	**1 mark**
9	**-**	**-**	**Q. State any three advantages of formal organization.** **Ans.** Advantages of Formal organisation: (**any three)** (a) It is easier to fix responsibility since mutual relationships are clearly defined. (b) It avoids duplication of effort since there is no ambiguity in the role that each member has to play. (c) It maintains unity of command through an established chain of command (d) It leads to accomplishment of goals by providing a framework for the operations to be performed. (e) It provides stability to the organisation because there are specific rules to guide behaviour of employees. (**If an examinee has given only the heading, ½ mark for the heading should be awarded**)	**1 mark for each statement = 1 x 3 = 3 marks**
10	**-**	**13**	**Q.There are some characteristics that should be kept in mind while choosing a brandname. Explain any two such characteristics that a good brand name should have.** **Ans.** Characteristics that should be kept in mind while choosing a good brand name:(**Any two**) (i) Short and easy to pronounce, (ii) Suggestive (iii) Distinctive. (iv)Adaptable to packaging and labelling requirements. (v) Versatile (vi) Capable of being registered and protected legally. (vii) Staying power. (**if an examinee has not given the headings as above but has given the correct explanation, full credit should be given**)	**½ mark for the heading + 1 mark for each explanation = 1 ½ x 2 = 3marks**
11	**-**	**12**	**Q. Name and define the process that helps in finding possible candidates for a job or a function**	**1 mark for identification +**

			Ans. Recruitment. Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.	**2 marks for definition** **=** **1+2** **=** **3 marks**
12	**13**	**11**	**Q. 'Efficient functioning of stock exchange creates a conducive climate for active andgrowing primary market for new issues as well as for an active and healthy secondarymarket.' In the light of this statement state any three functions of a stock exchange.** **Ans.**Functions of Stock Exchange are: (**Any three)** (a) It provides liquidity and marketability to existing securities. (b) It determines the price of securities by forces of demand and supply. (c) It ensures safety of transactions as the transactions carried out within an existing legal framework. (d) It contributes to economic growth as it indirectly promotes capital formation. (e) It spreads equity cult and ensuring wider share ownership. (f) It provides scope for speculation within the provisions of law. **(If an examinee has given only the heading, ½ mark for the each heading should be awarded)**	**1 mark for each statement** **=** **1 x 3** **=** **3 marks**
13	**12**	**10**	**Q. Neha was a regional sales manager in 'Good Look Garments Ltd' for ten years. On the retirement of the marketing manager Neha applied for the same post as she was extremely ambitious and had dedicated all her energies to obtain the post of marketing manager. However, the top management of the company decided to fill this post by selecting a better person from outside the company. Because of this Neha was heart-broken and her performance declined.** **When the new marketing manager joined, one of her major problems was how to motivate and inspire Neha to her former level of performance?** **Suggest any three non-financial incentives that the new marketing manager may use to motivate Neha.** **Ans.** The non-financial incentives that the new marketing manager may use to motivate Neha are: **(Any three)** (i) Job enrichment which is concerned with designing jobs that include a greater variety of work content, require higher level of knowledge and skill, give more autonomy and opportunity for personal growth. (ii) Employee recognitionwhich means acknowledgement with a show of appreciation. (iii) Employee participationwhich means involving employees in	**½ mark for suggesting the incentive** **+** **½ mark for stating the incentive** **=1 x 3** **=3marks**

			decision making of issues related to them. (iv) Employee empowermentwhich means giving more autonomy and powers to subordinates. (v) Job securitywhich refers to providing stability to the employees about future income and work so that they do not feel worried on these aspects and work with greater zeal. **(If an examinee has given only the heading, ½ mark for the each heading should be awarded)**	
14	**19**	**17**	**Q. Explain how does the understanding of business environment help the management inthe following:** **(a) tapping useful resources ; and** **(b) coping with rapid changes.** **Ans.** (a) Understanding of business environment helps in tapping useful resources by designing the policies that allow it to get the resources it needs so that it can convert those resources into outputs that the environment desires. (b) Understanding of business environment helps in coping with rapid changes by developing suitable courses of action to deal with changes taking place in the environment as well as the pace of change.	**2 marks** **+** **2 marks** **=** **4 marks**
15	**18**	**16**	**Q. An environmental conscious multinational company "AXN Ltd." follows certain welldefined business principles that result to minimize the employee turnover. Followingare some of the important environmental factors followed by 'AXN Ltd.'** **(1) Honour the law of every country in which it operates.** **(2) Respect the culture and customs of all nations.** **(3) Provide clean and safe products to enhance the quality of life throughout theworld.** **(4) Develop a culture in the company that enhances individual creativity and teamwork while honouring mutual trust and respect between management andlabour.** **From the above:** **(i) Identify and state any one general principle of management and any onedimension of business environment.** **(ii) Also identify any two values which the above guiding principles andenvironmental factors are conveying to the society.** **Ans.**(i) Principle of management:**(Any one)** (a) Stability of personnel (b) Esprit de corps (c) Initiative Dimension of business environment:**(Any one)** (a)Legal environment. (b)Social environment.	**½ mark for identifying the principle** **+** **½ mark for the statement** **=½ + ½** **=1 mark** **+** **½ mark for identifying the dimension** **+** **½ mark for the statement** **=½ + ½** **=1 mark** **+**

			(ii) Values being conveyed: **(Any two)** (a) Respect for law (b) Cleanliness and hygiene (c) Raising standard of living (d) Secularism **(Or any other correct value)**	**1 mark for each value =1 x 2 =2 marks** **= 1+1+2 =4 marks**
16	**17**	**15**	**Q. It is deciding in advance what to do and how to do.It is one of the basic managerialfunctions. It requires that before doing something, the manager must formulate anidea of how to work on a particular task. This function is closely connected withcreativity and innovation. It seeks to bridge the gap between where we are and wherewe want to go and is performed at all levels of management.** **Inspite of this the function of management referred above has a number oflimitations. Explain any two such limitations.** **Ans.**Limitations of planning are:**(Any two)** (i) Planning leads to rigidity. (ii) Planning may not work in a dynamic environment. (iii) Planning reduces creativity. (iv) Planning involves huge costs. (v) Planning is a time consuming process. (vi) Planning does not guarantee success. (**if an examinee has not given the headings as above but has given the correct explanation, full credit should be given**)	**½ mark for the heading + 1½ mark for its explanation = 2 x 2 = 4 marks**
17	**16**	**14**	**Q. Mr. Naresh recently completed his M.B.A. from one of the Indian Institutes ofManagement in Human Resource Management. He has been appointed as HumanResource Manager in a Truck Manufacturing Company. The company has 1,500employees and has an expansion plan in hand that may require additional 500 personsfor various types of jobs. Mr. Naresh has been given the complete charge of thecompany's Human Resource Department.** **List out the specialized activities that Mr. Naresh is supposed to perform as theHuman Resource Manager of the company.** **Ans.** Specialized activities that Mr Naresh is supposed to perform as a human resource manager are:**(Any eight)** (i) Analysing jobs. (ii) Recruitment (iii) Selection. (iv) Placement and orientation. (v) Training and development of employees.	**½ x 8 = 4 marks**

			(vi) Performance Appraisal. (vii) Developing compensation and incentive plans. (viii) Maintaining labour relations and union management relations. (ix) Handling grievances and complaints. (x) Providing for social security and welfare of employees. (xi) Defending the company in law suits and avoiding legal complications.	
18	**15**	**-**	**Q. State any four factors which affects the requirements of working capital requirements of a company.** **Ans.** Factors which affect the requirements of working capital are: (Any four) (a) Nature of business as trading organisation requires smaller amounts of working capital than manufacturing organisations as there is no processing. Service industries require less working capital as they do not have to maintain inventory. (b) Scale of operations as firms operating on a higher scale require more working capital as their quantum of inventory and debtors is generally high. (c) Business cycle as in case of boom, larger working capital is required as the sales and production are more. (d) Seasonal factors as peak season requires higher working capital than lean season due to higher level of activity. (e) Production Cycle as working capital requirement is higher in firms with longer processing cycle. (f) Credit allowed to customers results in higher amount of debtors, increasing the working capital requirement. (g) Credit availed from suppliers reduces the working capital requirement. (h) Operating efficiency as firms managing their raw materials efficiently require lesser working capital. (i) Free and continuous availability of raw materialsenables the firms to keep lesser stock and hence work with smaller working capital. (j) Higher Growth prospects will require larger amounts of working capital so that the firm is able to meet higher production and sales targets (k) Level of competition as higher competition requires larger stocks to meet urgent orders from customers and thus higher working capital. (l) Inflation increases the working capital requirements as larger amount of money is required to maintain a constant volume of production and sales. **(If an examinee has given only the heading, ½ mark for each heading should be awarded)**	**1 mark for each statement = 1 x 4 = 4 marks**
19	**14**	**19**	**Q. Your company has setup a food processing unit in Kashmir with a production capacity of 10,000 litres of apple juice per day. The company plans to market the apple juice in tetra pack of 100**	

			mililitres. Design a label for the same. **Ans.** The following information is to be PROVIDED ON THE LABEL **IN ANY FORM(Any four)**: Name of the product/ Appice Name of the manufacturer/ Fine Juice Ltd. Address of the manufacturer/ 54, Chandni Chowk Net weight when packed/ 200 ml Manufacturing date/ 20th July 2015 Expiry date/ 20th December 2015 Maximum retail price (MRP)/ 30 Batch number/ D 4567 Directions for use/ To be consumed within 3 days of opening. Contents/ Juice concentrate, sugar, preservatives. **(Full credit to be given if the examinee has written any specifications with reference to apple juice)**	**1 mark for each information = 1 x 4 = 4 marks**
20	**21**	**20**	**Q. A company has been registered under the Companies Act with an authorized share capital of Rs20,000 crores. Its registered office is situated in Delhi and manufacturing unit in a backward district of Rajasthan. Its marketing department is situated in Bhopal. The company is manufacturing Fast Moving Consumer Goods (FMCG).** **(i) Suggest with the help of a diagram a suitable organization structure for the company.** **(ii) State any three advantages of this organization structure.** **Ans.** Divisional structure:  **(Or any other correct diagram)**	**2 marks for the diagram + 1 mark for each statement = 1 x 3 = 2+3 = 5 marks**

			Advantages of Divisional structure: (**any three**) (i) Product specialization helps in development of varied skills. (ii) Helps in fixation of responsibility. (iii) Promotes flexibility as each division is autonomous. (iv) Facilitates expansion and growth. **(If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)**	
21	**22**	**-**	**Q. Explain any five points of importance of directing function of management.** **Ans.**Importance of directing: (a)Initiates action. (b)Integrates employees' efforts. (c)Guides employees to realize their potential. (d)Facilitates changes. (e)Brings stability and balance in the organisation. (**if an examinee has not given the headings as above but has given the correct explanation, full credit should be given**)	**½ mark each heading + ½ mark for explanation = 1x 5 = 5 marks**
22	**20**	**22**	**Q.'I-phone India Ltd.' is a manufacturer of advanced category of mobile phones. The company trained its engineers from Japan. It markets its mobile phones domesticallyas well as internationally. The company had a substantial market share and had aloyal customer following because of quality of its i-phone. From the last financialyear the company had been unable to achieve its targets because of competition in themarket. The company is planning to revamp its controlling system,** **(i) Identify the concepts of management involved in the above para.** **(ii) State the steps of the revamped controlling process to be followed by thecompany to solve this problem.** **(iii) Also, state any one value which the company wants to communicate to thesociety.** **Ans.** (i)Staffing and Controlling. (ii) The twosteps which must be followed by the company to solve this problem are: (a) Analysing deviations. (b) Taking corrective action (iii)Value which the company wants to communicate to the society:**(Any one)** (a) Serving the society by providing quality products. (b) Growth and development.	**1 mark for identifying each concept = 1 x 2 = 2 marks + 1 mark for stating each step = 1 x 2 = 2 marks + 1 mark for stating the value = 2+2+1 = 5 marks**
23	**23**	**23**	**Q. Aman, Ahmad and Ally are partners in a firmengaged in the**	

			distribution of dairy products in Maharashtra state. Aman is a holder of Senior Secondary SchoolCertificate from Central Board of Secondary Education with Business Studies as oneof his elective subjects. Ahmad had done his post graduation in History and Ally in dairy farming. One day there was a serious discussion between Ahmad and Allyregarding the nature of management, Ahmad argued that management was aprofession. Whereas Ally argued against it saying that the legal and medicalprofession are the only professions because they fulfill1 all the conditions ofprofession. Aman on the basis of his knowledge of business studies explained the nature ofmanagement as a profession to Ahmad and Ally. Explain, how Aman would have satisfied both Ahmad and Ally **Ans.** Aman would have satisfied both Ahmed and Ally by explaining the following featuresof management as a profession. (i) Well-defined body of knowledge: All professions are based on a well-defined body of knowledge that can be acquired through instruction. Management too is based on a systematic body of knowledge comprising well-defined principles. This feature of profession is present in management. (ii) Restricted entry. The entry to the above stated profession is restricted through a prescribed qualification. But there is no restriction on anyone being appointed as a manager in any business enterprise. So, presently this feature of profession is not present in management (iii) Professional association. Legal and medical professions are affiliated to a professional association like bar council and medical council which regulates entry, grants certificate of practice and formulates and enforces a code of conduct. There are several associations ofpractising managers in India, like the AIMA that has laid down a code of conduct to regulate the activities of their members. There is, however, no compulsion for managers to be members of such an association.So, presently this feature of profession is not present in management (iv) Ethical code of conduct. Legal and medical professions are bound by a code of conduct which guides the behaviour of its members. AIMA has devised a code of conduct for Indian managers but there is no statutory backing for this code. So, presently this feature of profession is not present in management. (v) Service motive. The motive of legal and medical profession is to serve their client's interests by rendering dedicated and committed service. The basic	**½ mark for each heading + ½ mark for its explanation = 1 x 5 = 5 marks** **+** **1 mark for conclusion = 5+1 = 6 marks**

<table>
<tr><td></td><td></td><td></td><td>purpose of management to help the organisation achieve its goals by providing good quality products at reasonable prices, thereby serving the society is being increasingly recognised. So, presently this feature of profession is not fully present in management.

The above discussion shows that management does not satisfy all the criteria of a profession.
Through the above discussion Amanwould have been able to satisfy both Ahmed and Ally by making them understand that
Management is a profession but not a full fledged or a true profession.</td><td></td></tr>
<tr><td>24</td><td>-</td><td>-</td><td>Q. There are a number of factors which affect the fixation of the price of a product. Explain any four such factors.

Ans. Factors that affect the fixation of price of a product are: (Any four)
(a) Product cost
(b) Utility and demand
(c) Extent of competition in the market,
(d) Government and legal regulations.
(e) Pricing objectives.
(f) Marketing methods used.

(If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)</td><td>½ mark each heading
+
1 mark for explanation
=
1 ½ x 4
=
6 marks</td></tr>
<tr><td>25</td><td>-</td><td>-</td><td>Q. Distinguish between money market and capital market on the basis of:
(a) Participants
(b) Instruments
(c) Safety and
(d) Expected return
Ans.Difference between Capital Market and Money Market:
<table>
<tr><td>Basis</td><td>Money Market</td><td>Capital Market</td></tr>
<tr><td>1. Participants</td><td>The participants are RBI, financial institutions, banks, corporates,</td><td>The participants are financial institutions, banks, corporates, foreign investors and retail investors.</td></tr>
<tr><td>2. Instruments</td><td>Instruments traded are treasury bill, commercial paper, certificates of deposit, call money and commercial bill,</td><td>Instruments traded are shares, debentures and bonds.</td></tr>
<tr><td>3. Safety</td><td>Money market securities are comparatively safer.</td><td>Capital market securities are riskier than money market instruments.</td></tr>
<tr><td>4. Expected return</td><td>Money market securities yield comparatively less return.</td><td>Generally yield a higher return than money market instruments.</td></tr>
</table></td><td>1 ½ x 4
=
6 marks</td></tr>
</table>