SET – 2

Series : SSO/C

कोड नं.
Code No. **66/2**

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) *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. दीवाली के अवसर पर कल्पना ने कोयल स्वीट्स से दो किलो मिठाई खरीदी । मिठाइयों को खाने पर उसके दो बच्चे तथा पति बीमार पड़ गये तथा उन्हें अस्पताल में भर्ती करना पड़ा । कल्पना उपभोक्ता फोरम में शिकायत दर्ज करना चाहती थी परन्तु कोयल स्वीट्स से मिठाई खरीदने का कोई सबूत न होने के कारण वह ऐसा नहीं कर सकी । उपभोक्ता फोरम में शिकायत दर्ज करने के लिए कल्पना को क्या सबूत प्राप्त करना चाहिये था ? **1**

   On the eve of Diwali Kalpana purchased two kilograms of sweets from Koyal sweets. On consumption of sweets her two children and husband fell sick and were to be hospitalized. Kalpana wanted to file a case in the consumer forum but could not do so because she did not have any proof of buying sweets from Koyal sweets. What proof could Kalpana had obtained for filing the claim in the consumer court ?

2. एक उपभोक्ता उत्पादों की निर्माता कम्पनी बहुत सारे उपभोक्ता उत्पाद बेचती है जैसे शृंगार प्रसाधन, डिटरजेंट पाउडर, खाद्य उत्पाद आदि । यहाँ पर संदर्भित विपणन मिश्र के तत्त्व की पहचान कीजिए । **1**

   A consumer products manufacturing company is offering a number of consumer products like toiletries, detergent powder, food products etc. Identify the element of marketing mix referred here.

3. एक स्टील उत्पादन कम्पनी थर्मल पावर प्लांट लगाकर विविधीकरण करना चाहती है । कम्पनी की स्थायी पूँजी आवश्यकताओं पर विविधीकरण के प्रभाव का कारण सहित उल्लेख कीजिए । **1**

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

4. लाभांश निर्णय के अतिरिक्त वित्तीय निर्णय दो और विस्तृत निर्णयों से सम्बन्धित है । इन निर्णयों के नाम बताइए । **1**

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

5. विद्यालय के क्रीड़ा दिवस को सफल बनाने के लिए विद्यालय के हैडमास्टर ने सभी गतिविधियों को कार्य समूहों में बाँट दिया । प्रत्येक समूह को एक विशिष्ट क्षेत्र जैसे खेल कराना, पदकों का प्रबंध करना, जलपान इत्यादि की देखरेख करनी थी । प्रत्येक समूह को एक वरिष्ठ अध्यापक के पर्यवेक्षण में रखा गया । शारीरिक-शिक्षा अध्यापक को खेलकूद कराने की, गृह विज्ञान अध्यापक को जलपान की तथा गणित अध्यापक को पदकों का प्रबंधन करने की जिम्मेदारी दी गई । ऐसा करने में हैडमास्टर द्वारा प्रबंध के जिस कार्य का निष्पादन किया गया उसकी पहचान कीजिए । **1**

To make the sports day of the school successful the Headmaster of the school divided all the activities into task groups each dealing with a specific area like holding of events, arrangement of medals, refreshments etc. Each group was placed under the overall supervision of a senior teacher. The physical education teacher was made responsible for holding different events, the home science teacher for refreshments and the Maths teacher for medals.

Identify the function of management performed by the Headmaster in doing so.

6. 'नियोजन' को परिभाषित कीजिए । **1**

Define 'Planning'.

7. किस स्तर के प्रबंधक समन्वय के लिए जिम्मेदार होते है ? उल्लेख कीजिए । **1**

Which level Managers are responsible for coordination ? State.

8. प्रबंध को एक अदृश्य शक्ति क्यों कहा जाता है ? उल्लेख कीजिए । **1**

Why is management called an intangible force ? State.

9. अनौपचारिक संगठन की सीमाओं का उल्लेख कीजिए । **3**

State the limitations of informal organization.

10. सुलतान पिछले आठ वर्षों से 'होमली प्रोडक्ट्स लिमिटेड' में एक संभागीय प्रबंधक था । विपणन प्रबंधक के सेवानिवृत्त होने पर सुलतान ने इस पद के लिए आवेदन किया क्योंकि वह बहुत महत्त्वाकांक्षी था तथा उसने अपनी सारी शक्ति विपणन प्रबंधक का पद प्राप्त करने में लगा दी थी । लेकिन उच्च प्रबंधन ने कम्पनी के बाहर से एक बेहतर व्यक्ति द्वारा इस पद को भरने का निर्णय लिया । इसके कारण सुलतान का दिल टूट गया तथा उसका निष्पादन घट गया । **3**

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

नये विपणन प्रबंधक को कोई तीन अवित्तीय अभिप्रेरक सुझाइए जिनके उपयोग से सुलतान को अभिप्रेरित किया जा सकता है ।

Sultan was a regional Manager in 'Homely Products Ltd.' for the last eight years. On the retirement of the Marketing Manager, Sultan applied for the same post because he was extremely ambitious and had dedicated all his energies to obtain the post of Marketing Manager. However, the top management decided to fill the position by selecting a better person from outside the company. Because of this Sultan was heart-broken and his performance declined.

When the new Marketing Manager joined, one of his major problems was how to motivate and inspire Sultan to his former level of performance.

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

11. भारत में प्रतिभूति बाज़ार की उभरती प्रकृति को ध्यान में रखते हुए भारतीय प्रतिभूति एवं विनिमय बोर्ड को विनिमयन तथा प्रतिभूति बाज़ार का विकास – दोनों कार्य सौंपे गये थे । इनमें से भारतीय प्रतिभूति एवं विनिमय बोर्ड के विकासपूर्ण कार्यों का उल्लेख कीजिए । **3**

Keeping in mind the emerging nature of the securities market in India, Securities and Exchange Board of India (SEBI) was entrusted with the twin task of regulation and development of securities market. Out of this, state the developmental functions of Securities and Exchange Board of India (SEBI).

12. उस प्रक्रिया का नाम बताइए तथा उसे परिभाषित कीजिए जो किसी कार्य के लिए बहुत से भावी प्रत्याशियों में से सबसे उत्तम के चुनाव में सहायता करती है । **3**

Name and define the process that helps in choosing the best person out of a number of prospective candidates for a job.

13. पैकेजिंग के तीन विभिन्न स्तर हो सकते हैं । उनमें से किन्हीं दो को समझाइए । **3**

There can be three different levels of packaging. Explain any two of them.

14. एक कम्पनी स्वचालित कारों में उपयोग किये जाने वाले संवेदनशील स्विच गियरों का उत्पादन करती है । इसके लिए कम्पनी उच्च प्रौद्योगिकीय मशीनों का उपयोग करती है । अधिकतर समय फैक्ट्री के कामगार बेकार बैठे रहते हैं क्योंकि उनमें इन उच्च प्रौद्योगिकीय मशीनों के उपयोग सम्बन्धी ज्ञान की कमी है । इन्जीनियरों द्वारा बार-बार दौरा करने तथा फोरमेनों द्वारा सतत् पर्यवेक्षण के कारण उपरिव्यय अधिक हो जाते हैं । ऐसे किसी उपाय को समझाइए जिसके द्वारा इस समस्या का निदान किया जा सकता है । यह भी उल्लेख कीजिए कि यह कर्मचारियों की किस प्रकार सहायता करेगा । **4**

A company manufacture very sophisticated switch gears used in automatic cars. For this the company uses hi-tech machines. Most of the times the workers of the factory remain idle because of lack of knowledge regarding the use of these hi-tech machines. The frequent visits by the engineers and constant supervision of the foreman results into high overhead charges. Explain the way by which this problem can be overcome. Also state how this help the employees.

15. यह एक प्रबंधक को उसके कार्यक्षेत्र की वृद्धि करने में सहायता करता है क्योंकि इसके बिना उसके क्रियाकलाप केवल स्वयं के द्वारा किये जा सकने वाले कार्यों तक ही सीमित रह जाएँगे ।

उपरोक्त कथन में दी गई गतिविधि की पहचान कीजिए तथा इसके तत्त्वों का उल्लेख कीजिए । **4**

It helps a manager to extend his area of operations as without it, his activities would be restricted to only what he himself can do.

Identify the activity referred to, in the above statement and state its elements.

16. एक पर्यावरण जागरुक कम्पनी, जी.वी.एन. लिमिटेड का व्यवसाय देश के सभी भागों में फैला हुआ है । कम्पनी कुछ भली-भाँति परिभाषित व्यावसायिक सिद्धान्तों का पालन करती है, जिसके फलस्वरूप श्रम आवर्त दर कम हो जाती है । **4**

जी.वी.एन. लिमिटेड द्वारा पालन किये जाने वाले कुछ पर्यावरण सम्बन्धी कारक निम्नलिखित है :

(1) देश के तथा जिन राज्यों में कम्पनी परिचालन करती है उनके कानूनों का पालन कीजिए ।

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

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

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

उपरोक्त से (i) प्रबंध के किसी एक सामान्य सिद्धान्त तथा किसी एक पर्यावरण सम्बन्धी आयाम की पहचान करते हुए उसका उल्लेख कीजिए । (ii) ऐसे किन्हीं दो मूल्यों की भी पहचान कीजिए जिन्हें उपरोक्त दिशा-निर्देश सिद्धान्त तथा पर्यावरण सम्बन्धी कारक समाज को संप्रेषित करते हैं ।

An environmental conscious company 'GVN Ltd.' has its business in all parts of the country. The company follows certain well – defined business principles that result to minimize the employee turnover.

Following are some of the environmental factors followed by GVN Ltd. :

(1) Honour the law of the country as well as that of the states in which it operates.

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

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

(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.

17. व्यावसायिक पर्यावरण की समझ प्रबंध को निम्न में किस प्रकार सहायता करती है ? **4**

(क) खतरे की पहचान तथा समय से पहले चेतावनी में

(ख) निष्पादन में सुधार में ।

How does the understanding of business environment help the management in the following ?

(a) Identification of threats and early warning signals

(b) Improving performance.

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

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

19. आपकी कम्पनी ने नारियल केश तेल की 100 मिली लीटर वाली बोतल की 10,000 बोतलें प्रतिदिन बनाने की क्षमता रखने वाले कारखाने की स्थापना केरल के एक तटीय क्षेत्र में की । कम्पनी केश तेल का विपणन 'काले केश' के ब्राण्ड नाम से करना चाहती है । केश तेल बोतल के लिए एक लेबल का डिज़ाइन तैयार कीजिए । **4**

Your company has setup a coconut hair-oil factory in Coastal Kerala, with a production capacity of 10,000 bottles of 100 milli-litre per day. The company plans to market the hair-oil with the brand name 'Kale Kesh'. Design a label for the hair oil bottles.

20. एक कम्पनी ₹ 400 करोड़ की अधिकृत अंश पूँजी के साथ कम्पनी अधिनियम के अन्तर्गत पंजीकृत है । इसका पंजीकृत कार्यालय मुम्बई में तथा इसकी उत्पादन इकाई कर्नाटक के एक पिछड़े जिलें में स्थिति है । इसका विपणन विभाग हैदाराबाद में स्थित है । कम्पनी उपभोक्ता वस्तुओं का उत्पादन करती है ।

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

(ii) इस संगठन ढाँचे की किन्हीं तीन सीमाओं का उल्लेख कीजिए । **5**

A company has been registered under the Companies Act with an authorized share capital of ₹ 400 crores. Its registered office is situated in Mumbai and manufacturing unit in a backward district of Karnataka. Its marketing department is situated in Hyderabad. The company is manufacturing consumer goods.

(i) With the help of a diagram suggest a suitable organization structure for the company.

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

21. सम्प्रेषण की किन्हीं पाँच सांकेतिक बाधाओं को समझाइए । **5**

Explain any five semantic barriers to communication.

22. 'जॉनी इण्डिया लिमिटेड' बड़े आकार के वक्रिय टेलिविज़न की निर्माता है । कम्पनी ने जर्मनी के एक अत्याधुनिक प्रशिक्षण केन्द्र पर अपने इंजीनियर्स को प्रशिक्षण दिया है । यह अपने टेलिविजन सेट पूरे देश में बेचती है । अपने उत्पादों की गुणवत्ता के कारण कम्पनी का बाज़ार के काफी बड़े भाग पर नियन्त्रण था तथा इसके ग्राहक निष्ठावान व अनुगामी थे । पिछले वित्तीय वर्ष से बाज़ार में प्रतिस्पर्धा के कारण कम्पनी अपने लक्ष्य प्राप्त नहीं कर पा रही थी । कम्पनी की योजना अपनी नियन्त्रण प्रणाली का जीर्णोद्धार करने की है । **5**

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

(ii) जीर्णोद्धार के लिए नियन्त्रण प्रक्रिया के उन चरणों का उल्लेख कीजिए जिनके द्वारा 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 ।

'Jony India Ltd.' is the manufacturer of large sized curved televisions. The company imparted training to its engineers at an advanced training centre at Germany. It sells its television sets throughout the country. The company had a substantial market share and had a loyal customer following because of the quality products. 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. कमल, खान तथा डेविड एक फर्म में साझेदार हैं जो मध्य प्रदेश में डेयरी उत्पादों के वितरण का कार्य करती है । कमल केंद्रीय माध्यमिक शिक्षा बोर्ड से व्यावसायिक अध्ययन के एक वैकल्पिक विषय के साथ उच्चतम माध्यमिक विद्यालय प्रमाण-पत्र का धारक है । खान ने हिन्दी साहित्य में तथा डेविड ने डेयरी कृषि में स्नातकोत्तर किया हुआ है । एक दिन खान तथा डेविड में 'प्रबंध एक विज्ञान है' को लेकर गंभीर चर्चा हुई । खान का तर्क था कि प्रबंध एक विज्ञान नहीं है जबकि डेविड का मत था कि प्रबंध एक विज्ञान है । कमल ने हस्तक्षेप किया तथा अपने व्यावसायिक अध्ययन के ज्ञान के आधार पर खान तथा डेविड को विज्ञान के रूप में प्रबंध कि प्रकृति के सम्बन्ध में समझाया । समझाइए की कमल ने खान तथा डेविड को किस प्रकार संतुष्ट किया । **6**

Kamal, Khan and Devid are partners in a firm engaged in the distribution of dairy products in Madhya Pradesh. Kamal is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Khan had done his post-graduation in Hindi literature and Devid in Dairy Farming. One day there was a serious discussion between Khan and Devid regarding the nature of 'Management as a Science'. Khan argued that Management was not a science whereas Devid was of the opinion that Management was a science. Kamal intervened and corrected both Khan and Devid about the nature of Management as a Science with the help of his knowledge of Business Studies. Explain, how Kamal would have been able to satisfy both Khan and Devid.

24. उपभोक्ता के निम्न अधिकारों का वर्णन कीजिए : **6**

(क) सूचना का अधिकार

(ख) क्षतिपूर्ति का अधिकार

(ग) चयन का अधिकार

Describe the following rights of a consumer :

(a) Right to be informed

(b) Right to seek redressal

(c) Right to choose

25. वित्तीय बाज़ार के कार्यों को समझाइए । **6**

Explain the functions of Financial Market.

Q. SET No.			MARKING SCHEME-2014-15 BUSINESS STUDIES OUTSIDE DELHI (comptt)-66/1-2-3 EXPECTED ANSWERS / VALUE POINTS	DISTRI-BUTION OF MARKS
66/1	66/2	66/3		
8	**1**	**5**	**Q. On the eve of Diwali Kalpana purchased two kilograms of sweets from Koyal sweets. On consumption of sweets her two children and husband fell sick and were to be hospitalized. Kalpana wanted to file a case in the consumer forum but could not do so because she did not have any proof of buying sweets from Koyal sweets. What proof could Kalpana had obtained for filing the claim in the consumer court?** **Ans.** Cash memo.	**1 mark**
7	**2**	**4**	**Q. A consumer products manufacturing company is offering a number of consumer products like toiletries, detergent powder, food products etc. Identify the element of marketing mix referred here.** **Ans.** Product/ product mix.	**1 mark**
6	**3**	**3**	**Q. A Steel manufacturing company is diversifying and starting a thermal power 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**
5	**4**	**2**	**Q. Besides the dividend decision the finance function is concerned with two other broad decisions. Name these decisions.** **Ans.** Two other broad decisions are: (i) Investment decision (ii) Financing decision	**½ x 2 =** **1 mark**
4	**5**	**1**	**Q. To make the sports day of the school successful the Headmaster of the school divided all the activities into task groups each dealing with a specific area like holding of events, arrangement of medals, refreshments etc. Each group was placed under the overall supervision of a senior teacher. The physical education teacher was made responsible for holding different events, the home science teacher for refreshments and the Maths teacher for medals.**	**1 mark**

			Identify the function of management performed by the Headmaster in doing so. **Ans**. Organising.	
3	**6**	**8**	**Q. Define 'Planning'.** **Ans.** Planning refers to 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 definition)** **OR** Planning is deciding in advance what is to be done, why it is to be done, when it is to be done and how it is to be done.	**1 mark**
2	**7**	**7**	**Q. Which level Managers are responsible for coordination? State.** **Ans.** All levels. **(if an examinee has given any of the three levels, full credit is to be given)**	**1 mark**
1	**8**	**6**	**Q. Why is management called an intangible force? State.** **Ans.** Management is called an intangible force as it cannot be seen but its presence can be felt in the way the organisation functions.	**1 mark**
-	**9**	**-**	**Q. State the limitations of informal organization.** **Ans.** Limitations of informal organisation: (i) It may spread rumours which may work against the interest of the formal organisation. (ii) It may resist changes which may delay or restrict growth. (iii) It pressurizes members to conform to group expectations. **(If an examinee has given only the heading, ½ mark for each heading should be awarded)**	**1 mark for each statement = 1 x 3 = 3 marks**
13	**10**	**11**	**Q. Sultan was a regional Manager in 'Homely Products Ltd.' for the last eight years. On the retirement of the**	

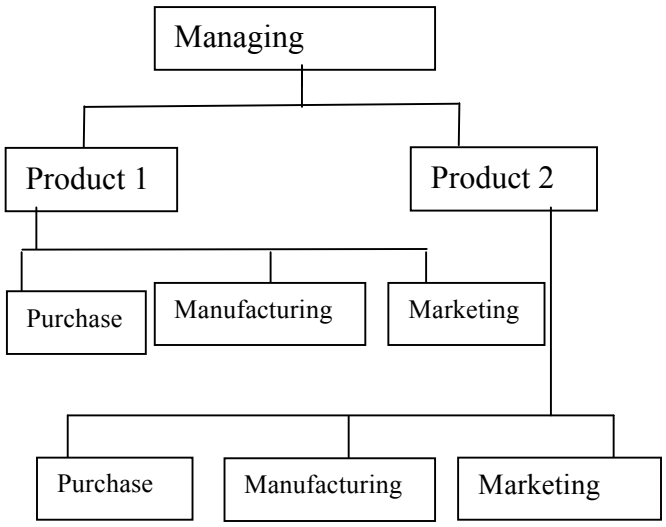
			Marketing Manager, Sultan applied for the same post because he was extremely ambitious and had dedicated all his energies to obtain the post of Marketing Manager. However, the top management decided to fill the position by selecting a better person from outside the company. Because of this Sultan was heartbroken and his performance declined. **When the new Marketing Manager joined, one of his major problems was how to motivate and inspire Sultan to his former level of performance.** **Suggest any three non-financial benefits that the new marketing manager may use to motivate Sultan.** **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 recognition which means acknowledgement with a show of appreciation. (iii) Employee participation which means involving employees in decision making of issues related to them. (iv) Employee empowerment which means giving more autonomy and powers to subordinates. (v) Job security which 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)**	**½ mark for suggesting the incentive + ½ mark for stating the incentive = 1 x 3 = 3marks**
12	**11**	**10**	**Q. Keeping in mind the emerging nature of the securities market in India, Securities and Exchange Board of India (SEBI) was entrusted with the twin task of regulation and development of securities market. Out of this, state the developmental functions of Securities and Exchange Board of India (SEBI).** **Ans.** Developmental functions of SEBI**:** 1. It trains intermediaries of the securities market. 2. It conducts research and publishing information useful to all market participants. 3. It undertakes measures to develop the capital markets by adapting a flexible approach.	**1 mark for each statement = 1 x 3 = 3 marks**

			(If an examinee has given only the heading, ½ mark for each heading should be awarded)	
11	**12**	**13**	**Q. Name and define the process that helps in choosing the best person out of a number of prospective candidates for a job.** **Ans.** Selection. Selection is the process of choosing from among the pool of prospective job candidates developed at the stage of recruitment.	**1 mark for naming the process** **+** **2 mark for the definition** **=** **1+2** **=** **3 marks**
10	**13**	**12**	**Q. There can be three different levels of packaging. Explain any two of them.** **Ans.** Levels of packaging**: (Any two)** (a) Primary packaging (b) Secondary packaging (c) Transportation packaging	**½ mark for naming the level** **+** **1 mark for its explanation** **=** **1 ½ x 2** **=** **3 marks**
17	**14**	**16**	**Q. A company manufactures very sophisticated switch gears used in automatic cars. For this the company uses hi-tech machines. Most of the times the workers of the factory remain idle because of lack of knowledge regarding the use of these hi-tech machines.** **The frequent visits by the engineers and constant supervision of the foreman results into high overhead charges. Explain the way by which this problem can be overcome.** **Also state how this helps the employees.** **Ans.** This problem can be overcome through training (Vestibule Training). This will help the employees by: (**any three**) (a) Improving their skills and knowledge leading to better career. (b) Enhancing the earning capacity because of better	**1 mark for identifying the method** **+** **1 mark for stating each benefit** **=** **1 x 3** **=** **3 marks** **=** **1+3** **= 4 marks**

			performance. (c) Increasing efficiency. (d) Increasing the satisfaction and morale of employees. (e) Reducing accidents. **(If an examinee has given only the headings, ½ mark for each heading should be awarded)**	
16	**15**	**14**	**Q. It helps a manager to extend his area of operations as without it, his activities would be restricted to only what he himself can do.** **Identify the activity referred to, in the above statement and state its elements.** **Ans.** Delegation. Elements of delegation are: (a) Authority. Authority refers to the right of an individual to command his subordinates and to take action within the scope of his position. It flows from top to bottom. (b) Responsibility. Responsibility refers to the obligation of a subordinate to properly perform the assigned duty. It flows upwards. (c) Accountability. Accountability refers to answerability for the outcome of the assigned task. It flows upwards.	**1 mark for identifying the activity** **+** **1 mark for stating each element** **=** **1 x 3** **=** **3marks** **=** **1 + 3** **=** **4 marks**
15	**16**	**17**	**Q. An environmental conscious company 'GVN Ltd.' has its business in all parts of the country. The company follows certain well - defined business principles that result to minimize the employee turnover.** **Following are some of the environmental factors followed by GVN Ltd.:** **(1) Honour the law of the country as well as that of the states in which it operates.** **(2) Respect the culture and customs of all states.** **(3) Provide clean and safe products to enhance the quality of life throughout the country.** **(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**	**½ mark for identifying the principle** **+** **½ mark for the statement** **= ½ + ½** **= 1 mark** **+** **½ mark for**

			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. **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. (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)**	**identifying the dimension + ½ mark for the statement = ½ + ½ = 1 mark + 1 mark for each value = 1 x 2 = 2 marks** **= 1+1+2 = 4 marks**
14	**17**	**15**	**Q. How does the understanding of business environment help the management in the following?** **(a) Identification of threats and early warning signals** **(b) Improving performance.** **Ans.** (a) Understanding of business environment help the management in identification of threats on time which serves as an early warning signal enabling the firms to prepare themselves to meet the threats. (b) Understanding of business environment help the management in improving performance as the firms can then adopt suitable business practices not only to improve present performance but to continue to succeed in the long run.	**2 marks** **+** **2 marks** **= 4 marks**
18	**18**	**-**	**Q. State any four factors that will affect the 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	**1 mark for each statement = 1 x 4 =**

			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 materials enables 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)**	**4 marks**
19	**19**	**19**	**Q. Your company has setup a coconut hair-oil factory in Coastal Kerala, with a production capacity of 10,000 bottles of 100 milli-litre per day. The company plans to market the hair-oil with the brand name 'Kale Kesh'. Design a label for the hair oil bottles.** **Ans.** The following information is to be PROVIDED ON THE LABEL **IN ANY FORM** (**Any four)**: Name of the product/ Kale Kesh Name of the manufacturer/ Future Oils Ltd. Address of the manufacturer/ 54, Chandni Chowk Net weight when packed/ 100 ml Manufacturing date/ 20th July 2015 Expiry date/ 20th December 2016	**1 mark for each information = 1 x 4 = 4 marks**

			Maximum retail price (MRP)/ 40 Batch number/ D 4567 Directions for use/ For best results, massage with luke warm oil **(Full credit to be given if the examinee has written any specifications with reference to hair oil)**	
20	**20**	**20**	**Q. A company has been registered under the Companies Act with an authorized share capital of Rs. 400 crores. Its registered office is situated in Mumbai and manufacturing unit in a backward district of Karnataka. Its marketing department is situated in Hyderabad. The company is manufacturing consumer goods.** **(i) With the help of a diagram suggest a suitable organization structure for the company.** **(ii) State any three limitations of this organization structure.** **Ans**. Divisional structure  **(Or any other correct diagram)** 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)**	**2 marks for the diagram** **+** **1 mark for each statement** **=** **1 x 3** **=** **2+3** **=** **5 marks**

-	21	-	**Q. State any five semantic barriers to communication.** **Ans.** Semantic barriers to communication: (**Any five)** 1.Badly expressed message in which the intended meaning may not be conveyed on account of inadequate vocabulary, usage of wrong words, omission of needed words etc. 2. Symbols with different meanings where a word may have several meanings and receiver has to perceive one such meaning for the word used by communicator. 3. Faulty translations where the communication drafted in one language is not properly translated in a language understandable to workers. 4. Unclarified assumptions where communication may have certain assumptions which are subject to different interpretations. 5. Technical jargon where the specialists use it to explaining something to persons who are not specialists in the concerned field as a result of which it is not understood clearly by the receiver. 6. Body language and gesture decoding becomes a barrier when there is no match between what is said and what is expressed in body movements. **(If an examinee has given only the heading, ½ mark for each heading should be awarded)**	**1 mark for each statement = 1 x 5 = 5 marks**
22	**22**	**22**	**Q.'Jony India Ltd.' is the manufacturer of large sized curved televisions. The company imparted training to its engineers at an advanced training centre at Germany. It sells its television sets throughout the country. The company had a substantial market share and had a loyal customer following because of the quality products. 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.** **Ans.** (i) Staffing and Controlling. (ii) The two steps which must be followed by the company to solve this problem are: (a) Analysing deviations.	**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**

			(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.	**value** **=** **2+2+1** **=** **5 marks**
23	**23**	**23**	**Q. Kamal, Khan and Devid are partners in a firm engaged in the distribution of dairy products in Madhya Pradesh. Kamal is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Khan had done his post-graduation in Hindi literature and Devid in Dairy Farming. One day there was a serious discussion between Khan and Devid regarding the nature of 'Management as a Science'. Khan argued that Management was not a science whereas Devid was of the opinion that Management was a science. Kamal intervened and corrected both Khan and Devid about the nature of Management as a Science with the help of his knowledge of Business Studies.** **Explain, how Kamal would have been able to satisfy both Khan and Devid.** Ans. Kamal would have been able to satisfy both Khan and Devid by explaining the following features of management as a science: 1. Systematised body of knowledge. 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. Principles based on observation and experimentation 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. Universal validity. 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. Through the above discussion Kamal would have been able to	**½ mark for the heading** **+** **1 ½ marks for its explanation** **=** **2 x 3** **=** **6 marks**

			satisfy both Khan and Devid by making them understand that management is a science but not an exact science.	
-	**24**	-	**Q. Describe the following rights of a consumer:** **(a) Right to be informed.** **(b) Right to seek redressal** **(c) Right to choose** **Ans.** (a) Right to be informed: ▪ The consumer has a right to have complete information about the product he intends to buy such as, ingredients, date of manufacture, price, quantity etc. ▪ It is because of this reason that the legal framework in India requires the manufacturers to provide such information on the package and label of the product. (b) Right to seek redressal: ▪ The consumer has a right to get relief in case the product or service falls short of his expectations. ▪ The Consumer Protection Act provides relief to customers such as replacement of product, removal of defect in the product, compensation for any loss or injury suffered by the consumer. (c) Right to choose ▪ The consumer has the freedom to choose from a variety of products at competitive prices. ▪ Marketers should offer a wide variety of products in terms of quality, price, size etc. to enable the consumer to make the choice.	**2 marks** + **2 marks** + **2 marks** = **2+2+2** = **6 marks**
-	**25**	-	**Q. Explain the functions of Financial Market.** **Ans.** Functions of Financial market: (i) Mobilisation of savings and channelising them into most productive use. (ii) Facilitating price determination/ discovery. (iii) Providing liquidity to financial assets. (iv) Reducing the cost of transactions. **(If an examinee has not given the headings as above but has given the correct explanation, full credit be given)**	**½ mark for the heading** + **1 marks for each explanation** = **1 ½ x 4** = **6 marks**