

**Series ONS/1**

**Set 3**

कोड नं.

Code No.

**66/1/3**

रोल नं.

Roll No.

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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 **16** 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 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 **16** 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 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 ]

Time allowed : 3 hours ]

[ अधिकतम अंक : 80

[ 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।

[P.T.O.]

- (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. विपणन के उस कार्य का नाम बताइए जो उपभोक्ताओं को फर्म के उत्पादों की सूचना देने से सम्बन्धित है।

Name the marketing function which is concerned with informing the customers about the firm's products.

2. राधिका एवं वानी जो कि युवा फैशन-डिजाइनर हैं, ने अपनी 'फैशनेट प्राइवेट लिमिटेड' कम्पनी स्थापित करने के लिए एक प्रसिद्ध फैशन डिजाइनर शृंखला से नौकरी छोड़ दी। उन्होंने निर्णय किया कि वे दिन में एक बुटिक चलाएंगे तथा शाम को राष्ट्रीय फैशन डिजाइनिंग संस्थान की प्रवेश परीक्षा के लिए कोचिंग कक्षाओं का आयोजन करेंगे। कोचिंग सेन्टर के लिए उन्होंने पास के भवन का प्रथम तल किराए पर लिया। उनका मुख्य खर्चा उनके विद्यार्थियों को नोट्स की प्रतिलिपियाँ प्रदान करने में होता था। यह पूर्णरूप से जानते हुए कि उनका व्यवसाय संचालन का स्तर इतना नहीं है कि वे फोटोकॉपीअर की क्षमता का पूर्ण उपयोग कर पाएंगे, वे फोटोकॉपी मशीन खरीदने के बारे में विचार कर रहे थे।

'फैशनेट प्राइवेट लिमिटेड' के भवन के तहखाने में प्रवीन तथा रमेश 'नीओ प्रिंट्स प्राइवेट लिमिटेड' के नाम से अपना प्रिंटिंग तथा स्टेशनरी का व्यवसाय चला रहे थे। राधिका ने

प्रवीन से सम्पर्क किया और यह प्रस्ताव रखा कि अलग-अलग विनियोग किए बिना वे दोनों मिलकर एक फोटोकॉपी मशीन खरीदें जिसका प्रयोग दोनों के द्वारा किया जाएगा। प्रवीन इससे सहमत हो गया।

‘फैशनेट प्राइवेट लिमिटेड’ की स्थायी पूँजी आवश्यकताओं को प्रभावित करने वाले घटक को पहचानिए।

1

Radhika and Vani who are young fashion designers left their job with a famous fashion designer chain to set-up a company ‘Fashionate Pvt. Ltd.’ They decided to run a boutique during the day and coaching classes for entrance examination of National Institute of Fashion Designing in the evening. For the coaching centre they hired the first floor of a nearby building. Their major expense was money spent on photocopying of notes for their students. They thought of buying a photocopier knowing fully that their scale of operations was not sufficient to make full use of the photocopier.

In the basement of the building of ‘Fashionate Pvt. Ltd.’ Praveen and Ramesh were carrying on a printing and stationery business in the name of ‘Neo Prints Pvt. Ltd.’ Radhika approached Praveen with the proposal to buy a photocopier jointly which could be used by both of them without making separate investment, Praveen agreed to this.

Identify the factor affecting fixed capital requirements of ‘Fashionate Pvt. Ltd.’

3. वित्तीय निर्णयों में से किसी एक निर्णय द्वारा वित्तीय प्रबन्ध में परिसम्पत्तियों का आकार लाभप्रदता एवं प्रतियोगिता प्रभावित होती है। निर्णय का नाम बताते हुए इसका उल्लेख कीजिए।

1

The size of assets, the profitability and competitiveness are affected by one of the financial decisions. Name and state the decision.

4. 'प्रबन्ध काम करवाने की प्रक्रिया है।' इस कथन में प्रयुक्त 'प्रक्रिया' शब्द के अर्थ का उल्लेख कीजिए। 1

'Management is the process of getting things done.' State the meaning of the term 'process' used in this statement.

5. मनुज ने एक स्थानीय दुकानदार से चिप्स का एक पैकेट खरीदा तथा पाया कि उसके लेबल पर दिए गए अवयव स्पष्ट रूप से नहीं पढ़े जा सकते थे। उसने इसकी शिकायत कम्पनी में की। एक लिखित क्षमायाचना भेजते हुए कम्पनी ने यह उल्लेख किया कि वे यह निश्चित करेंगे कि बाजार से विद्यमान पैकेटों को उठा लिया जाए तथा जल्द ही सुपाठ्य लेबलों के साथ बाजार में नए पैकेट उपलब्ध करा दिए जाएँ।

मनुज ने जिस उपभोक्ता अधिकार का प्रयोग किया उसका उल्लेख कीजिए। 1

Manuj bought a packet of chips from a local shopkeeper and found that the ingredients given on the label were not legible. He complained about it to the company. The company sent a written apology stating that they will make sure that existing packets are withdrawn from the market and new packets with legible labels are soon made available.

State the consumer right which Manuj exercised.

6. उस 'संगठनात्मक ढांचे' का नाम बताइए जो मानव-शक्ति के उपयोग की कार्यकुशलता को बढ़ावा देता है। 1

Name the type of 'organisational structure' which promotes efficiency in utilisation of manpower.

7. अधिकार अन्तरण के एक तत्व के रूप में 'जवाबदेही' का अर्थ बताइए। 1
- Give the meaning of 'accountability' as an element of delegation.

8. 'कार्यात्मक फोरमैनशिप' में 'निरीक्षक' की भूमिका का उल्लेख कीजिए। 1
- State the role of 'inspector' in 'functional foremanship.'

9. 'सेनोर एन्टरप्राइजेज लिमिटेड' के विपणन अध्यक्ष- आशीष, उप प्रबन्धक - रमन तथा मानव संसाधन प्रबन्धक-ज्योति ने कम्पनी छोड़ने का निर्णय लिया।

कम्पनी के मुख्य कार्यकारी प्रबन्धक ने मानव संसाधन प्रबन्धक ज्योति को बुलाया और उससे अनुरोध किया कि वह संगठन छोड़ने से पहले खाली पदों को भरें। यह सूचित करते हुए ज्योति ने सुझाव दिया कि उसकी अधीनस्थ कुमारी अलका पंडित बहुत ही योग्य एवं विश्वसनीय है। यदि पदानुक्रम में उसे ऊपर कर दिया जाए तो वह सभी आवश्यक कार्य कर देगी। मुख्य कार्यकारी प्रबन्धक इसके लिए सहमत हो गये। कुमारी अलका पंडित ने 'कीथ रिक्रूटर्स' से सम्पर्क किया जिन्होंने 'सेनोर एन्टरप्राइजेज लिमिटेड' के लिए विपणन अध्यक्ष के पद का विज्ञापन दिया। वे कम्पनी के लिए एक उपयुक्त प्रत्याशी की भरती में सफल हुए। रमन के रिक्त पद को कार्यालय में उपलब्ध अप्रार्थित प्रार्थनापत्रों की जाँच-परख करके भर दिया गया।

(अ) उपरोक्त रिक्त पदों को भरने के लिए 'सेनोर एन्टरप्राइजेज लिमिटेड' द्वारा प्रयुक्त भर्ती के स्रोतों के नाम बताइए।

(ब) उपरोक्त पहचाने गए भर्ती के प्रत्येक स्रोतों के एक-एक लाभ का उल्लेख भी कीजिए।

3

Ashish, the Marketing Head, Raman, the Assistant Manager and Jyoti, the Human Resource Manager of 'Senor Enterprises Ltd.' decided to leave the company.

The Chief Executive Officer of the company called Jyoti the Human Resource Manager and requested her to fill up the vacancies before leaving the organisation. Informing that her subordinate Miss Alka Pandit was very competent and trustworthy, Jyoti suggested that if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Alka Pandit contacted 'Keith Recruiters' who advertised for the post of marketing head for 'Senor Enterprises Ltd.' They were able to recruit a suitable candidate for the company.

Raman's vacancy was filled up by screening the database of unsolicited applications lying in the office.

- (a) Name the internal / external sources of recruitment used by 'Senor Enterprises Ltd.' to fill up the above stated vacancies.
- (b) Also state any one merit of each of the above identified source of recruitment.

10. श्री संजय नेहरा 'तरण बैंक' के चेयरमैन थे। बैंक अच्छा लाभ अर्जित कर रहा था। अंशधारी बहुत खुश थे क्योंकि बैंक नियमित रूप से लाभांश का भुगतान कर रहा था। उनके अंशों का बाजार मूल्य भी नियमित रूप से बढ़ रहा था। बैंक 'वेना बैंक' का अधिग्रहण करने की घोषणा करने वाला था। संजय नेहरा जानते थे कि इस घोषणा से 'तरण बैंक' के अंशों का मूल्य बढ़ेगा। बैंक का एक हिस्सा होने के नाते उन्हें बैंक के अंश खरीदने का अधिकार नहीं था। उन्होंने अपने एक धनी मित्र सुधीर को बुलाया और उसे अपने बैंक के अंशों में 5 करोड़ रुपये विनियोजित करने के लिए कहा, साथ ही उसे पूँजीगत लाभ का भी वायदा किया।

आशानुरूप अंशों का मूल्य 40% बढ़ गया और सुधीर के अंशों का बाजार मूल्य ₹ 7 करोड़ हो गया। उसे 2 करोड़ रुपये का लाभ हुआ। उसने 1 करोड़ रुपये संजय नेहरा को दे दिए और 1 करोड़ रुपये स्वयं रख लिए। भारतीय प्रतिभूति एवं विनियमन बोर्ड (सेबी) द्वारा संलिप्त दलालों से पूछताछ एवं नियमित जाँच के बाद इस अनियमितता का खुलासा हुआ। सेबी ने संजय नेहरा पर भारी जुर्माना लगाया।

उपरोक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए सेबी द्वारा निष्पादित किन्हीं दो कार्यों को पहचानिए एवं उनका उल्लेख कीजिए।

3

Mr. Sanjay Nehra was the Chairman of 'Taran Bank.' The bank was earning good profits. Shareholders were happy as the bank was paying regular dividends. The market price of their shares was also steadily rising. The bank was about to announce taking over of 'Vena Bank.' Mr. Sanjay Nehra knew that the share price of 'Taran Bank' would rise on this announcement. Being a part of the bank, he was not allowed to buy shares of the bank. He called one of his rich friends Sudhir and asked him to invest ₹ 5 crores in shares of his bank promising him the capital gains.

As expected the share prices went up by 40% and the market price of Sudhir's shares was now ₹ 7 crores. He earned a profit of ₹ 2 crores. He gave ₹ 1 crore to Mr. Sanjay Nehra and kept ₹ 1 crore with himself. On regular inspection and by conducting enquiries of the brokers involved,

Securities and Exchange Board of India (SEBI) was able to detect this irregularity. The SEBI imposed a heavy penalty on Mr. Sanjay Nehra.

By quoting the lines from the above para identify and state any two functions that were performed by SEBI in the above case.

11. उपभोक्ता संरक्षण के लिए गैर-सरकारी संगठनों द्वारा सम्पन्न किए जाने वाले किन्हीं तीन कार्यों का उल्लेख कीजिए।

3

State any three functions performed by non-governmental organisations for consumer protection.

12. श्री शुभेन्दु बोस 'बिकमैक एन्टरप्राइजेज' के स्वामी हैं और विभिन्न प्रकार के बिस्कुट बनाने का व्यवसाय कर रहे हैं। संगठन में बहुत ही असन्तोष था और लक्ष्य प्राप्त नहीं हो पा रहे थे। उसने अपने पुत्र नवल, जिसने अभी-अभी अपनी एम.बी.ए. पूरी की है, से इसका कारण ढूँढने के लिए कहा।

नवल ने पाया कि उद्यम में सभी प्रकार के निर्णय लेने के अधिकार उसके पिता के पास थे। उसके पिता अपने कर्मचारियों में विश्वास नहीं रखते थे। इसके परिणामस्वरूप नियोक्ता एवं कर्मचारी दोनों एक-दूसरे के संदेशों को समान रूप में नहीं समझ पाते थे। इसके कारण कर्मचारी खुश नहीं थे तथा लक्ष्यों की प्राप्ति नहीं हो पा रही थी।

(अ) ऐसी किन्हीं दो सम्प्रेषण बाधाओं की पहचान कीजिए जिनके कारण बिकमैक एन्टरप्राइजेज अपने लक्ष्यों को प्राप्त नहीं कर पा रही थी।

(ब) उपरोक्त (अ) भाग में पहचाने गए प्रत्येक बाधा के प्रकार की एक और बाधा का उल्लेख कीजिए।

3

Mr. Shubhendu Bose is the owner of 'Bikmac Enterprises' carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason.

Naval found that all decision making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result both the employer and the employees were not able to understand each others messages in the same sense. Thus, the employees were not happy and targets were not met.

- (a) Identify any two communication barriers because of which Bikmac Enterprises was not able to achieve its target.
- (b) State one more barrier each of the types identified in (a) above.

13. नियोजन के महत्त्व के किन्हीं तीन बिन्दुओं को समझाइए।

3

Explain any three points of importance of planning.

14. 'अल्फा लिमिटेड' अक्षय ऊर्जा के क्षेत्र में कार्य कर रही थी। व्यवसाय हेतु उनकी टीम व टीम नेता अपने ग्राहकों को प्रस्तुति देने के लिए विभिन्न राज्यों की यात्रा करते थे। कम्पनी की नीति के अनुसार नेता हवाई जहाज द्वारा यात्रा करता था, जबकि उसकी टीम सड़क/रेल द्वारा यात्रा करती थी। इसमें न केवल अधिक समय लगता था अपितु कभी-कभी टीम की महिला सदस्यों को अकेले भी यात्रा करने के लिए मजबूर होना पड़ता था।

इसके परिणामस्वरूप, अधीनस्थ संगठनात्मक उद्देश्यों की प्राप्ति के लिए उस प्रकार से कार्य नहीं कर पाते थे जैसा उनसे वांछित था। कम्पनी के मुख्य कार्यकारी अधिकारी को इसके बारे में पता चला। उसने टीम नेता को बुलाया, इस विषय में उसके साथ चर्चा की तथा कम्पनी की यात्रा नीति बदल दी। यह निर्णय लिया गया कि भविष्य में नेता सहित सभी सदस्य एक साथ यात्रा करेंगे और यात्रा के समय का सदुपयोग अधीनस्थों के साथ ग्राहकों को दी जाने वाली प्रस्तुति चर्चा में लगाएंगे। इसका सकारात्मक प्रभाव पड़ा और टीम के प्रत्येक सदस्य ने टीम नेता द्वारा वांछित तरीके से कार्य करना प्रारम्भ कर दिया।

मुख्य कार्यकारी अधिकारी द्वारा प्रयुक्त प्रबन्ध के कार्य के तत्व की विशेषताओं का उल्लेख कीजिए।

4



‘Alfa Ltd.’ was dealing in renewable energy. To get the business, the team leader and his team used to travel to different states to give presentation to their clients. As per the policy of the company, the leader used to travel by air, whereas his team travelled by road / train. It was not only time consuming but also at time forced female team members to travel alone.

As a result, the subordinates were not acting in a desired manner to achieve organisational goals. The CEO came to know about it. He called the team leader, discussed the matter with him and decided to change the travel policy of the company. It was decided that all the members including the leader would travel together in future and would usefully utilise the travelling time in discussion with the subordinates about presentation to be given to the clients. This made a positive impact and every member of the team started acting in a manner as desired by the team leader.

State the features of the element of the function of management used by the CEO.

15. एक कम्पनी ‘जल शुद्धिकरण यंत्रों’ का विपणन कर रही थी, जो इसकी गुणवत्ता और ग्राहकों को प्रदान की जाने वाली विक्रय उपरान्त सेवाओं के कारण बहुत प्रसिद्ध थे । कम्पनी बाजार में एक अग्रणी कम्पनी थी और अत्यधिक लाभ अर्जित कर रही थी । अत्यधिक लाभ के कारण कम्पनी ने विक्रय-उपरान्त सेवाओं पर ध्यान देना बंद कर दिया । इसके परिणामस्वरूप ग्राहकों के साथ कम्पनी के संबंध खराब हो गए तथा जनता की नजरों में कम्पनी की छवि खराब हो गई । वर्तमान त्रैमासिकी के लाभ अत्यधिक कम होने पर उच्च प्रबन्धन इसके बारे में चिन्तित हुआ । विश्लेषण पर यह पता चला कि विक्रयोपरान्त सेवाओं को ध्यान में नहीं रखना इसका कारण था । अतः कम्पनी ने जनता की नजरों में अपनी अनुकूल छवि को संरक्षित करने एवं इसका सुधार करने के लिए सभी संभव उपाय अपनाए । इसके परिणामस्वरूप समाज की दृष्टि में कम्पनी की ख्याति सुधर गई ।

(अ) उपरोक्त वर्णित स्थिति में विपणनकर्ता द्वारा कम्पनी की छवि को सुधारने के लिए प्रयुक्त सम्प्रेषण के साधन का नाम बताते हुए उसका उल्लेख कीजिए।

(ब) भाग (अ) में पहचाने गए साधन की भूमिका भी समझाइए।

4

A company was marketing 'water purifiers' which were very popular due to their quality and after sales services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits the company ignored the after sales services. As a result its relations with the customers got spoiled and the image of the company was damaged in the public. Top management became concerned when the profits for the current quarter fell steeply. On analysis it was revealed that ignoring the after sales services was its reason. Therefore the company took all possible measures to protect and promote its favourable image in the eyes of the public. As a result the goodwill of the company improved in the society.

(a) Name and state the communication tool used by the marketer in the above case to improve its image.

(b) Also explain role of the tool as identified in part (a).

16. बैंकों द्वारा हाल ही में घोषित ऋणों पर ब्याज दरों में कटौती से उत्साहित होकर अमित, जो कि प्रोग्रेसिव विद्यालय का विज्ञान का एक विद्यार्थी है, ने स्टेट बैंक ऑफ इंडिया से ऋण लिया। जिसके द्वारा वह कूड़े-कचरे से उत्पादित ईंधन का उपयोग करने वाली कारों पर अनुसंधान करेगा एवं उनका विकास करेगा। उसने एक ऐसी ही कार का विकास किया तथा इसे शिक्षा निदेशालय द्वारा आयोजित विज्ञान मेले में प्रदर्शित किया। इस अनुसंधान के लिए उसे प्रथम पुरस्कार से सम्मानित किया गया।

उपरोक्त स्थिति में चर्चित व्यावसायिक पर्यावरण के आयामों को पहचानिए एवं समझाइए।

4

A recent rate cut in the interest on loans announced by the Banks encouraged Amit, a science student of Progressive School to take a loan

from State Bank of India to experiment and develop cars to be powered by fuel produced from garbage. He developed such a car and exhibited it in the Science Fair organised by Directorate of Education. He was awarded first prize for his invention.

Identify and explain the dimensions of business environment discussed in the above case.

17. 'स्टीलोलिमिटेड' ने उड़ीसा के एक पिछड़े क्षेत्र में, जहाँ कार्य के बहुत कम अवसर उपलब्ध थे, स्टील निर्माण की एक फैक्ट्री स्थापित करने का निर्णय लिया। उस क्षेत्र के लोगों ने 'स्टीलोलिमिटेड' के इस प्रयास का स्वागत किया। फैक्ट्री में लोगों को काम के लिए आकर्षित करने के लिए कम्पनी ने यह भी निर्णय लिया कि फैक्ट्री परिसर में स्कूल, अस्पताल, बाजार इत्यादि जैसी बहुत सी सुविधाएँ भी उपलब्ध कराई जाएँगी।

'स्टीलोलिमिटेड' ने अत्यधिक लाभ अर्जित करना प्रारम्भ कर दिया। एक अन्य प्रतियोगी कम्पनी ने अपने उत्पादन प्रबन्धक 'असलम' को 'स्टीलोलिमिटेड' द्वारा अर्जित किए जा रहे अत्यधिक लाभ के कारणों का पता लगाने के लिए कहा।

असलम ने पाया कि दोनों ही कम्पनियों में संगठनात्मक उद्देश्यों की प्राप्ति के लिए विभिन्न क्रियाओं के बीच व्यवस्थित समन्वय है। प्रत्येक कर्मचारी को यह ज्ञात है कि कौन किसके प्रति उत्तरदायी एवं जवाबदेह है। केवल अंतर इतना है कि उनके संगठन में सम्प्रेषण सोपान शृंखला के माध्यम से ही होता है। जबकि 'स्टीलोलिमिटेड' सम्प्रेषण को आवश्यकतानुसार सभी दिशाओं में प्रवाहित होने की अनुमति प्रदान करती है, जिससे सूचनाओं का शीघ्र प्रवाह होता है और प्रत्युत्तर भी तुरंत प्राप्त हो जाता है।

(अ) संगठन के उस प्रकार को पहचानिए जो सम्प्रेषण को सभी दिशाओं में प्रवाहित करने की 'स्टीलोलिमिटेड' को अनुमति प्रदान करता है।

(ब) भाग (अ) में पहचाने गए संगठन के प्रकार के एक अन्य लाभ का उल्लेख कीजिए।

(स) ऐसे दो मूल्यांकन का उल्लेख कीजिए जो 'स्टीलोलिमिटेड' समाज को सम्प्रेषित करना चाहती है।

4

‘Steelo Ltd.’ decided to set-up its steel manufacturing factory in the backward area of Orissa where very less job opportunities were available. People of that area welcomed this effort of ‘Steelo Ltd.’ To attract people to work in its factory it also decided to provide many other facilities like school, hospital, market etc. in the factory premises.

‘Steelo Ltd.’ started earning huge profits. Another competing company asked its production manager ‘Aslam’ to investigate the reasons of earning huge profits by ‘Steelo Ltd.’

Aslam found that in both the companies there was systematic co-ordination among the various activities to achieve organisational goals. Every employee knew who was responsible and accountable to whom. The only difference was that in his organisation communication took place only through the scalar chain whereas ‘Steelo Ltd.’ was allowing flow of communication in all the directions as per the requirement which lead to faster spread of information as well as quick feedback.

- (a) Identify the type of organisation which permits ‘Steelo Ltd.’ the flow of communication in all the directions.
- (b) State another advantage of the type of organisation identified in (a) above.
- (c) State any two values which ‘Steelo Ltd.’ wanted to communicate to the society.

18. ऐसे चार बिन्दुओं को समझाइए जो प्रबन्ध के सिद्धान्तों की प्रकृति पर प्रकाश डालते हैं। 4

Explain any four points that highlight the nature of principles of management.

19. प्राथमिक बाज़ार में नये पूँजी निर्गमन की किन्हीं चार विधियों का उल्लेख कीजिए। 4

State any four methods of floatation of new issues in the primary market.

20. अरुण गुडगाँव की एक बहुराष्ट्रीय कम्पनी में कार्यरत है। पिछले काफ़ी दिनों से उसे बुखार था। जब उसके रक्त की जाँच की गई तो पता चला कि उसे डेंगू है और उसके प्लेट्लैट की गिनती भी बहुत कम हो गई है। अतः उसे अस्पताल में भर्ती करवाया गया तथा डाक्टरों ने उसको रक्त चढ़ाने की सलाह दी। उसके एक साथी ने उसके अधिकारी 'श्री नारायण' को इसकी एक लिखित सूचना दी। 'श्री नारायण' ने तुरंत ही संगठन के सभी कर्मचारियों को अरुण के लिए रक्त-दान करने की प्रार्थना करते हुए एक लिखित सूचना दी। जब मुख्य प्रबन्धक को इस विषय में पता चला तो उसने कम्पनी परिसर के अंदर धूम्रीकरण तथा आसपास के क्षेत्र की सफाई का आदेश दिया।

(अ) उपरोक्त अनुच्छेद से उद्धृत करते हुए औपचारिक एवं अनौपचारिक सम्प्रेषण से सम्बन्धित पंक्तियों को इंगित कीजिए।

(ब) अनौपचारिक सम्प्रेषण की किन्हीं दो विशेषताओं का उल्लेख कीजिए।

(स) उपरोक्त परिस्थिति में समाज को सम्प्रेषित किए जाने वाले किन्हीं दो मूल्यों की पहचान कीजिए।

5

Arun is working in a multinational company in Gurgaon. He was running temperature for the last many days. When his blood was tested, he was found positive for dengue with a very low platelet count. Therefore, he was admitted in the hospital and a blood transfusion was advised by the doctors. One of his colleagues sent a text message about it to his immediate superior 'Mr. Narain'. 'Mr. Narain' in turn sent a text message to the employees of the organisation requesting them to donate blood for Arun. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.

(a) From the above para quote lines that indicate formal and informal communication.

(b) State any two features of informal communication.

(c) Identify any two values that are being communicated to the society in the above case.

21. दो वर्ष पूर्व मधु ने खाद्य प्रौद्योगिकी में अपनी डिग्री पूरी की। उसने कुछ समय तक चटनी, अचार व मुरब्बा बनाने वाली एक कम्पनी में काम किया। वह इस कम्पनी में खुश नहीं थी और उसने यह निर्णय लिया कि वह इसी प्रकार की अपनी एक जैविक खाद्य प्रौद्योगिकी प्रक्रमण इकाई स्थापित करेगी। उसने उद्देश्य एवं लक्ष्य निर्धारित किए और उन्हें प्राप्त करने की कार्य-योजनाएँ बनाई।

उसका एक उद्देश्य प्रथम वर्ष में विनियोजित राशि पर 10% लाभ अर्जित करना था। यह निर्णय लिया गया कि कच्चा माल जैसे फल, सब्जियाँ, मसाले इत्यादि तीन महीने की उधार पर केवल जैविक फसल उगाने वाले किसानों से ही खरीदे जाएंगे। उसने यह भी निर्णय लिया कि स्वयं की दुकानों के माध्यम से उत्पादों के विपणन के लिए सभी आवश्यक चरणों का पालन किया जाएगा। उसने उत्पादन प्रबन्धक के रूप में मोहन को नियुक्त किया जिसने उत्पादन क्रियाओं को निष्पादित करने के निर्धारित तरीकों का भी निर्णय लिया। मोहन ने वर्ष भर में फैक्ट्री में लगाए जाने वाले कर्मचारियों की संख्या को प्रदर्शित करने वाला विवरण भी तैयार किया। आने वाली त्रैमासिकी के लिए मधु ने मोहन को क्षेत्रानुसार विभिन्न उत्पादों के अपने लक्ष्यों के बारे में भी सूचित किया। उत्पादन मेज पर कार्य करते समय टोपी, दस्ताने तथा एप्रैन न पहनने पर ₹ 100 प्रतिदिन के जुर्माने की घोषणा भी की गई।

उपरोक्त अनुच्छेद से पंक्तियों को उद्धृत करते हुए इसमें वर्णित विभिन्न योजनाओं के प्रकार की पहचान कीजिए तथा इन्हें समझाइए।

5

Two years ago Madhu completed her degree in food technology. She worked for sometime in a company manufacturing chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated action plan to achieve the same.

One of her objective was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices etc. will be purchased on three months credit from farmers cultivating organic crops only. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as a Production Manager who decides the exact

manner in which the production activities are to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her sales target for different products, area wise for the forthcoming quarter. While working on the production table a penalty of ₹ 100 per day for not wearing the caps, gloves and apron was announced.

Quoting lines from the above para identify and explain the different types of plans discussed.

22. प्रबन्ध के नियन्त्रण एवं नियोजन कार्यों के मध्य सम्बन्ध को समझाइए। 5

Explain the relationship between controlling and planning functions of management.

23. आशिमा ने स्थानीय पंसारी की दुकान से टमाटर सॉस की एक बोतल खरीदी। बोतल पर दी गई सूचना स्पष्ट नहीं थी। उसका उपयोग करके वह बीमार हो गई। उपभोक्ता संरक्षण अधिनियम के अन्तर्गत उसने जिला फोरम में एक याचिका दर्ज की और उसे राहत मिल गई।

(अ) उपरोक्त स्थिति में उस महत्वपूर्ण पहलू को पहचानिए जिसकी विपणनकर्ता द्वारा अवहेलना की गई है।

- (ब) उपरोक्त (अ) में पहचाने गए पहलू के कार्यों का संक्षेप में वर्णन कीजिए। 6

Ashima purchased a bottle of tomato-sauce from the local grocery shop. The information provided on the bottle was not clear. She fell sick on consuming it. She filed a case in the District Forum under Consumer Protection Act and got the relief.

(a) Identify the important aspect neglected by the marketer in the above case.

(b) Explain briefly the functions of the aspect identified in (a) above.

24. 'वायो लिमिटेड' एक टैक्सटाइल निर्माणी कम्पनी है। इसकी अंश पूँजी ₹ 60 लाख है। पिछले वर्ष इसकी प्रति अंश आय ₹ 0.50 थी। विविधीकरण के लिए कम्पनी को ₹ 40 लाख अतिरिक्त पूँजी की आवश्यकता थी। इसके लिए कम्पनी ने 10% ऋणपत्र निर्गमित करके वित्त एकत्रित किया। चालू वर्ष में कम्पनी ने विनियोजित पूँजी पर ₹ 8 लाख लाभ अर्जित किया। इसने 40% की दर से कर भुगतान किया।

(अ) उल्लेख कीजिए कि विविधीकरण पर अंशधारियों को प्रति अंश आय से लाभ हुआ अथवा हानि हुई। अपनी गणनाओं को स्पष्ट रूप से दर्शाइए।

(ब) साथ ही इसके पूँजी ढांचे के भाग के रूप में कम्पनी द्वारा ऋणपत्रों के निर्गमन के पक्ष में किन्हीं तीन कारकों का उल्लेख भी कीजिए।

6

'Viyo Ltd.' is a company manufacturing textiles. It has a share capital of ₹ 60 lakhs. The earning per share in the previous year was ₹ 0.50. For diversification, the company requires additional capital of ₹ 40 lakhs. The company raised funds by issuing 10% debentures for the same. During the current year the company earned profit of ₹ 8 lakhs on capital employed. It paid tax @ 40%.

(a) State whether the shareholders gained or lost, in respect of earning per share on diversification. Show your calculations clearly.

(b) Also, state any three factors that favour the issue of debentures by the company as part of its capital structure.

25. प्रबन्ध के महत्त्व के किन्हीं चार बिन्दुओं को समझाइए।

6

Explain any four points of importance of management.



66/1/3	MARKING SCHEME-2015-16 BUSINESS STUDIES <b>DELHI-66/1/3</b> EXPECTED ANSWERS / VALUE POINTS	DISTRIBUTION OF MARKS
1	<b>Q. Name the marketing function which is concerned with informing the customers about the firm's products.</b>  Ans. Promotion.	1 mark
2	<b>Q. Radhika and Vani who are young fashion designers left their job with a famous fashion designer chain to set-up a company 'Fashionate Pvt. Ltd.' They decided to run a boutique during the day and coaching classes for entrance examination of National Institute of Fashion Designing in the evening. For the coaching Centre they hired the first floor of a nearby building. Their major expense was money spent on photocopying of notes for their students. They thought of buying a photocopier knowing fully that their scale of operations was not sufficient to make full use of the photocopier. In the basement of the building of 'Fashionate Pvt. Ltd.' Praveen and Ramesh were carrying on a printing and stationery business in the name of 'Neo Prints Pvt. Ltd.' Radhika approached Praveen with the proposal to buy a photocopier jointly which could be used by both of them without making separate investment, Praveen agreed to this. Identify the factor affecting fixed capital requirements of 'Fashionate Pvt. Ltd.'</b>  Ans. Level of Collaboration.	1 mark
3	<b>Q. The size of assets, the profitability and competitiveness are affected by one of the financial decisions. Name and state the decision.</b>  Ans. Investment decision/ Capital budgeting decision.  Investment decision refers to how the firm's funds are invested in different assets so as to earn the highest possible return to the investors.	$\frac{1}{2}$ mark for naming + $\frac{1}{2}$ mark for stating = $\frac{1}{2} + \frac{1}{2}$ = 1 mark
4	<b>Q. 'Management is the process of getting things done.' State the meaning of the term 'process' used in this statement.</b>  Ans. 'Process' means series of primary functions or activities that management performs to get things done.	1 mark
5	<b>Q. Manuj bought a packet of chips from a local shopkeeper and found that the ingredients given on the label were not legible. He complained about it to the company. The company sent a written apology stating that they will make sure that existing packets are withdrawn from the</b>	

	<p><b>market and new packets with legible labels are soon made available. State the consumer right which Manuj exercised.</b></p> <p><b>Ans.</b> <u>Right to be informed</u> which states that a consumer has a right to have complete information about the product he intends to buy such as, ingredients, date of manufacture, price, quantity etc.</p> <p style="text-align: center;"><b>OR</b></p> <p><u>Right to be heard</u> which states that a consumer has right to file a complaint and to be heard in case of dissatisfaction with a product or a service.</p>	<b>1 mark</b>
<b>6</b>	<p><b>Q. Name the type of ‘organisational structure’ which promotes efficiency in utilisation of manpower.</b></p> <p><b>Ans.</b> Functional structure.</p>	<b>1 mark</b>
<b>7</b>	<p><b>Q. Give the meaning of ‘accountability’ as an element of delegation.</b></p> <p><b>Ans.</b> Accountability as an element of delegation means the answerability for the final outcome of the assigned task.</p>	<b>1 mark</b>
<b>8</b>	<p><b>Q. State the role of inspector in functional foremanship.</b></p> <p><b>Ans.</b> The role of ‘inspector’ as a foreman in functional foremanship is to check the quality of work.</p>	<b>1 mark</b>
<b>9</b>	<p><b>Q. Ashish, the Marketing Head, Raman, the Assistant Manager and Jyoti the Human Resource Manager of ‘Senor Enterprises Ltd.’ decided to leave the company.</b></p> <p><b>The Chief Executive Officer of the company called Jyoti the Human Resource Manager and requested her to fill up the vacancies before leaving the organisation. Informing that her subordinate Miss Alka Pandit was very competent and trustworthy, Jyoti suggested that if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Alka Pandit contacted ‘Keith Recruiters’ who advertised for the post of marketing head for ‘Senor Enterprises Ltd., They were able to recruit a suitable candidate for the company.</b></p> <p><b>Raman’s vacancy was filled up by screening the database of unsolicited applications lying in the office.</b></p> <p><b>(a) Name the internal/external sources of recruitment used by ‘Senor Enterprises Ltd.’ to fill up the above stated vacancies.</b></p> <p><b>(b) Also state any one merit of each of the above identified source of recruitment.</b></p> <p><b>Ans. (a)</b> <u>Sources of recruitment used to fill up the vacancies are:</u></p> <p>(i) Promotion (ii) Placement Agencies and Management Consultants (iii) Casual Callers</p> <p><b>(b) Merit of each of the above identified source of recruitment:</b></p> <p><b>Promotion: (Any one)</b></p> <p>(i) It helps to improve motivation, loyalty and satisfaction level of employees.</p>	<b>½ x 3</b>

	<p>(ii) It has a great psychological impact over the employees because a promotion at a higher level may lead to a chain of promotions at lower levels in the organisation.</p> <p>(iii) It is a more reliable way of recruitment since the candidates are known to the organisation.</p> <p>(iv) It is a cheaper source of recruitment.</p> <p><b>Placement Agencies and Management Consultants: (Any one)</b></p> <p>(i) They recommend suitable names to their clients.</p> <p>(ii) It helps in enticing the needed top executives from other companies by making the right offers.</p> <p><b>Casual Callers: (Any one)</b></p> <p>(i) It reduces the cost of recruiting workforce in comparison to other sources.</p> <p>(ii) It saves time.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>	<p align="center">=</p> <p align="center"><b>1 ½ marks</b></p> <p align="center">+</p> <p align="center">½ x 3</p> <p align="center">=</p> <p align="center"><b>1 ½ marks</b></p> <p align="center">=</p> <p align="center"><b>1 ½ + 1 ½</b></p> <p align="center">=</p> <p align="center"><b>3 marks</b></p>
<p><b>10</b></p>	<p><b>Q. Mr. Sanjay Nehra was the Chairman of ‘Taran bank.’ The bank was earning good profits. Shareholders were happy as the bank was paying regular dividends. The market price of their shares was also steadily rising. The bank was about to announce taking over of ‘Vena Bank.’ Mr. Sanjay Nehra knew that the share price of ‘Taran Bank’ would rise on this announcement. Being a part of the bank, he was not allowed to buy shares of the bank. He called one of his rich friends Sudhir and asked him to invest ₹5 crores in shares of his bank promising him the capital gains.</b></p> <p><b>As expected the share prices went up by 40% and the market price of Sudhir’s shares was now ₹7 crores. He earned a profit of ₹2 crores. He gave ₹1 crore to Mr. Sanjay Nehra and kept ₹1 crore with himself. On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity. The SEBI imposed a heavy penalty on Mr. Sanjay Nehra.</b></p> <p><b>By quoting the lines from the above para identify and state any two functions that were performed by SEBI in the above case.</b></p> <p><b>Ans.</b> Functions that were performed by SEBI in the above case were:</p> <p><b>(i) Regulatory function</b></p> <p><i>‘On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity.’</i></p>	

	<p>SEBI can call for information by undertaking inspection, conducting enquiries and audits of stock exchanges and intermediaries.</p> <p><b>(ii) Protective function</b></p> <p><i>'The SEBI imposed a heavy penalty on Mr. Sanjay Nehra.'</i></p> <p>SEBI controls insider trading and imposes penalties for such practices.</p> <p><b>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</b></p>	<p align="center">½ mark for identifying each function + ½ mark for quoting the line + ½ mark for each statement = 1 ½ x 2 = <b>3 marks</b></p>
<p><b>11</b></p>	<p><b>Q. State any three functions performed by non-governmental organisations for consumer protection.</b></p> <p><b>Ans.</b> Functions performed by non-governmental organisations for consumer protection are: <b>(any three)</b></p> <p>(i) <u>Educating the general public</u> about consumer rights.                  (ii) <u>Publishing periodicals and other publications.</u>                  (iii) <u>Carrying out comparative testing of consumer products.</u>                  (iv) <u>Encouraging consumers to strongly protest and take action</u> against unscrupulous, exploitative and unfair trade practices of sellers.                  (v) <u>Providing legal assistance to consumers.</u>                  (vi) <u>Filing complaints</u> in appropriate consumer courts on behalf of the consumers.                  (vii) Taking initiative in <u>filing cases in consumer courts</u> in the interest of the general public.</p> <p><b>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</b></p>	<p align="center"><b>1 x 3</b> = <b>3 marks</b></p>
<p><b>12</b></p>	<p><b>Q. Mr. Shubhendu Bose is the owner of 'Bikmac Enterprise' carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organization and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason.</b></p> <p><b>Naval found that all decision making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result both the employer and the employees were not able to understand each other's messages in the same sense. Thus, the employees were not happy and targets were not met.</b></p> <p><b>(a) Identify any two communication barriers because of which Bikmac Enterprise was not able to achieve its target.</b></p> <p><b>(b) State one more barrier each of the types identified in (a) above.</b></p> <p><b>Ans.</b> (a) <u>Two communication barriers are:</u>                  (i) Organisational barrier/ Organisational policy                  (ii) Psychological barrier/ Distrust.</p> <p>(b) <u>Organisational barrier: (Any one)</u></p>	

	<p>(i) Rigid <u>Rules and regulations</u> may delay communication.</p> <p>(ii) <u>Status</u> of the superior may not allow his subordinates to express their feelings freely.</p> <p>(iii) <u>Complexity in organization structure</u> leads to delayed and distorted communication.</p> <p>(iv) <u>Lack of organizational facilities</u> like frequent meetings, suggestion box etc. may discourage free flow of communication.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p> <p><u>Psychological barrier: (any one)</u></p> <p>(i) <u>Premature evaluation</u> i.e. evaluating the meaning of the message before the completion of the message may lead to prejudices against communication.</p> <p>(ii) <u>Lack of attention</u> i.e. non-listening of the message acts a major psychological barrier.</p> <p>(iii) <u>Loss by transmission and poor retention</u> may act as a barrier to communication.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>	<p align="center">½ x 2 = <b>1 mark</b></p> <p align="center">+</p> <p align="center"><b>1 mark</b></p> <p align="center">+</p> <p align="center"><b>1 mark</b></p> <p align="center">= 1+1+1 = <b>3 marks</b></p>
<p><b>13</b></p>	<p><b>Q. Explain any three points of importance of planning.</b></p> <p><b>Ans. Importance of planning: (Any three points with explanation)</b></p> <p>(i) Provides directions.</p> <p>(ii) Reduces the risk of uncertainty.</p> <p>(iii) Facilitates decision making.</p> <p>(iv) Reduces overlapping and wasteful activities.</p> <p>(v) Promotes innovative ideas.</p> <p>(vi) Establishes standards for controlling.</p> <p><b>(If an examinee has not given the headings as above but have given the correct explanations, full credit should be given)</b></p>	<p align="center">½ mark for the heading + ½ mark for explanation  = <b>1 x 3</b>  = <b>3 marks</b></p>
<p><b>14</b></p>	<p><b>Q. ‘Alfa Ltd.’ was dealing in renewable energy. To get the business, the team leader and his team used to travel to different states to give presentation to their clients. As per the policy of the company, the leader used to travel by air, whereas his team travelled by road/train. It was not only time consuming but also at time forced female team members to travel alone.</b></p> <p><b>As a result, the subordinates were not acting in desired manner to achieve organisational goals. The CEO came to know about it. He called the team leader, discussed the matter with him and decided to change the travel policy of the company. It was decided that all the members including the leaders would travel together in future and would usefully utilize the travelling time in discussion with the subordinates about presentation to be given to the clients. This made a positive impact and every member of the team started acting in a manner as desired by the team leader.</b></p> <p><b>State the features of the element of the function of management used</b></p>	

	<p><b>by the CEO.</b></p> <p><b>Ans. Features of motivation:</b></p> <p>(a) It is an <u>internal feeling</u> as the urges, drives or needs of human beings which influence human behaviour are internal.</p> <p>(b) It <u>produces goal directed behaviour</u> as it stimulates people to accomplish desired goals.</p> <p>(c) It can be <u>positive</u> in the form of positive rewards or <u>negative</u> like punishment, stopping increments etc.</p> <p>(d) It is a <u>complex process</u> as any type of motivation may not have a uniform effect on all the members.</p> <p><b>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</b></p>	<p align="center"><b>1 x 4</b> = <b>4 marks</b></p>
<p><b>15</b></p>	<p><b>Q. A company was marketing ‘water purifiers’ which were very popular due to their quality and after sales services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits the company ignored the after sales services. As a result its relations with the customers got spoiled and the image of the company was damaged in the public. Top management became concerned when the profits for the current quarter fell steeply. On analysis it was revealed that ignoring the after sales services was its reason. Therefore the company took all possible measures to protect and promote its favourable image in the eyes of the public. As a result the goodwill of the company improved in the society.</b></p> <p><b>(a) Name and state the communication tool used by the marketer in the above case to improve its image.</b></p> <p><b>(b) Also explain role of the tool as identified in part (a).</b></p> <p><b>Ans. (a) <u>Public Relations.</u></b> Public Relations refer to a variety of programmes to promote and protect a company’s image or its products in the eyes of the public.</p> <p align="center"><b>(or any other correct meaning)</b></p> <p><b>(b) <u>Role of Public Relations: (any three points with explanation)</u></b></p> <p>(i) Press Relations. (ii) Product Publicity. (iii) Corporate Communication. (iv) Lobbying. (v) Counselling. (vi) Smooth functioning of business. (vi) Image building. (vii) Launching new products. (viii) Facing adverse publicity. (ix) Supplementing advertising. (x) Satisfying interest of different public groups. (xi) Building awareness (xii) Building credibility. (xiii) Stimulating sales force. (xiv) Lowering promotion costs.</p>	<p align="center"><b>½ mark for naming the tool</b> + <b>½ mark for stating</b> = <b>½ + ½</b> = <b>1 mark</b></p> <p align="center">+</p> <p align="center"><b>½ mark for heading</b> + <b>½ mark for its explanation</b> =</p>

	<p>(If an examinee has not given the headings but has given the correct explanation, full credit should be given)</p>	<p align="center"> <b>1 x 3</b>                  =  <b>3 marks</b>                  =  <b>1+3</b>                  =  <b>4 marks</b> </p>
<p align="center"><b>16</b></p>	<p><b>Q. A recent rate cut in the interest on loans announced by the Banks encouraged Amit, a science student of Progressive School to take a loan from State Bank of India to experiment and develop cars to be powered by fuel produced from garbage. He developed such a car and exhibited it in the Science Fair organized by Directorate of Education. He was awarded first prize for his invention. Identify and explain the dimensions of business environment discussed in the above case.</b></p> <p><b>Ans. <u>Dimensions of business environment:</u></b></p> <p><b>(i) Economic environment</b></p> <p>Economic environment refers to factors and forces concerning means of production and distribution of wealth.</p> <p align="center"><b>OR</b></p> <p>Economic environment refers to factors like interest rates, inflation rates and changes in disposable income of people etc. which have an impact on business enterprise.</p> <p><b>(ii) Technological environment</b></p> <p>Technological Environment of business includes forces relating to scientific improvements and innovations which provide new ways of producing goods and services and new methods and techniques of operating a business.</p>	<p align="center"> <b>1 mark for identification of each dimension</b>                  +  <b>1 mark for its explanation</b>                  =  <b>2 + 2</b>                  =  <b>4 marks</b> </p>
<p align="center"><b>17</b></p>	<p><b>Q. ‘Steelo Ltd.’ decided to set-up its steel manufacturing factory in the backward area of Orissa where very less job opportunities were available. People of that area welcomed this effort of ‘Steelo Ltd.’ To attract people to work in its factory it also decided to provide many other facilities like school, hospital, market etc. in the factory premises. ‘Steelo Ltd.’ started earning huge profits. Another competing company asked its production manager ‘Aslam’ to investigate the reasons of earning huge profits by ‘Steelo Ltd.’ Aslam found that in both the companies there was systematic coordination among the various activities to achieve organisational goals. Every employee knew who was responsible and accountable to whom. The only difference was that in his organisation</b></p>	

	<p>communication took place only through the scalar chain whereas ‘Steelo Ltd.’ was allowing flow of communication in all the directions as per the requirement which lead to faster spread of information as well as quick feedback.</p> <p><b>(a) Identify the type of organisation which permits ‘Steelo Ltd.’ the flow of communication in all the directions.</b></p> <p><b>(b) State another advantage of the type of organisation identified in (a) above.</b></p> <p><b>(c) State any two values which ‘Steelo Ltd.’ wanted to communicate to the society.</b></p> <p><b>Ans. (a)</b> Informal organisation.</p> <p><b>(b) Advantage of informal organisation: (Any one)</b></p> <p>(i) It fulfills social needs</p> <p>(ii) It compensates for inadequacies in the formal organisation.</p> <p><b>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</b></p> <p><b>(c) Values which ‘Steelo Ltd.’ wanted to communicate to the society are: (Any two)</b></p> <p>(i) Development of backward regions.</p> <p>(ii) Creating employment opportunities.</p> <p>(iii) Providing basic amenities to employees.</p> <p>(iv) Fulfilling social responsibility.</p> <p align="center"><b>( Or any other correct value)</b></p>	<p align="center">1 mark</p> <p align="center">+</p> <p align="center"><b>1 mark for advantage</b></p> <p align="center">+</p> <p align="center"><b>1 mark for each value</b></p> <p align="center">=</p> <p align="center">1 x 2</p> <p align="center">=</p> <p align="center"><b>2 marks</b></p> <p align="center">=</p> <p align="center">1+1+2</p> <p align="center">=</p> <p align="center"><b>4 marks</b></p>
<p><b>18</b></p>	<p><b>Q. Explain any four points that highlight the nature of principles of management.</b></p> <p><b>Ans. Nature of principles of management: (Any four points with explanation)</b></p> <p>(i) Universal applicability.</p> <p>(ii) General guidelines.</p> <p>(iii) Formed by practice and experimentation.</p> <p>(iv) Flexible.</p> <p>(v) Mainly behavioural.</p> <p>(vi) Cause and effect relationship.</p> <p>(vii) Contingent</p> <p><b>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</b></p>	<p align="center">½ mark for the heading</p> <p align="center">+</p> <p align="center">½ mark for explanation</p> <p align="center">=</p> <p align="center">1 x 4</p> <p align="center">=</p> <p align="center"><b>4 marks</b></p>
<p><b>19</b></p>	<p><b>Q. State any four methods of floatation of new issues in the primary</b></p>	



	<p><b>market.</b></p> <p><b>Ans. <u>Methods of floatation in the primary market:</u> (Any four points)</b></p> <p>(i) <u>Offer through Prospectus</u> is a method of floating new issues by inviting subscriptions from the public through issue of prospectus.</p> <p>(ii) <u>Offer for Sale</u> is a method in which the securities are not issued directly to the public but through intermediaries like issuing houses or stock brokers.</p> <p>(iii) <u>Private Placement</u> refers to the allotment of securities by a company to institutional investors and some selected individuals.</p> <p>(iv) <u>Rights Issue</u> is the privilege given to existing shareholders to subscribe to new issue of shares in proportion to the number of shares they already hold.</p> <p>(v) <u>E-IPO</u> refers to issuing securities through the online system of stock exchange.</p>	<p align="center">1 x 4 = 4 marks</p>
<p><b>20</b></p>	<p><b>Q. Arun is working in a multinational company in Gurgaon. He was running temperature for the last many days. When his blood was tested, he was found positive for dengue with a very low platelet count. Therefore, he was admitted in the hospital and a blood transfusion was advised by the doctors. One of his colleagues sent a text message about it to his immediate superior 'Mr. Narain'. 'Mr. Narain' in turn sent a text message to the employees of the organisation requesting them to donate blood for Arun. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.</b></p> <p><b>(a) From the above para quote lines that indicate formal and informal communication.</b></p> <p><b>(b) State any two features of informal communication.</b></p> <p><b>(c) Identify any two values that are being communicated to the society in the above case.</b></p> <p><b>Ans. (a) <u>Formal communication</u></b></p> <p><i>'When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.'</i></p> <p><b><u>Informal communication</u></b></p> <p><i>'One of his colleagues sent a text message about it to his immediate superior 'Mr. Narain'.'</i></p> <p>OR</p> <p><i>'Mr. Narain' in turn sent a text message to the employees of the organisation requesting them to donate blood for Arun'.</i></p> <p><b>(b) <u>Features of Informal communication:</u> (Any two)</b></p> <p>(i) It takes place without following the formal lines of communication.</p> <p>(ii) It arises out of social needs of the employees</p> <p>(iii) It spreads rapidly.</p>	<p align="center">½ mark for indicating type of communication + ½ mark for quoting the lines = 1 x 2 = 2 marks</p> <p align="center">+</p>

	<p align="center"><b>(or any other correct feature)</b></p> <p>(c) <u>Values being communicated to the society are: (Any two)</u></p> <p>(i) Concern for the environment  (ii) Cleanliness and hygiene  (iii) Concern for safety of human beings  (iv) Sensitivity towards health</p> <p align="center"><b>( Or any other correct value)</b></p> <p><b>(If an examinee has given only the heading, ½ mark for the each heading should be awarded)</b></p>	<p align="center">½ x 2  =</p> <p align="center"><b>1 mark</b></p> <p align="center">+</p> <p align="center">1 x 2  =</p> <p align="center"><b>2 marks</b></p> <p align="center">=</p> <p align="center">2+1+2  =</p> <p align="center"><b>5 marks</b></p>
<p><b>21</b></p>	<p><b>Q. Two years ago Madhu completed her degree in food technology. She worked for sometime in a company manufacturing chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated action plan to achieve the same.</b></p> <p><b>One of her objectives was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices etc. will be purchased on three months credit from farmers cultivating organic crops only. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as a Production Manager who decides the exact manner in which the production activities are to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her sales target for different products, areawise for the about her sales target for different products, areawise for the forthcoming quarter. While working on the production table a penalty of ₹100 per day for not wearing the caps, gloves and apron was announced.</b></p> <p><b>Quoting lines from the above para identify and explain the different types of plans discussed</b></p> <p><b>Ans.</b> The different types of plans are:</p> <p>(i) <u>Objective</u></p> <p><i>‘One of her objective is to earn 10% profit on the amount invested in the first year’.</i></p> <p>An objective is the end which the management seeks to achieve within a given time period.</p> <p>(ii) <u>Policy</u></p> <p><i>‘It was decided that raw materials like fruits, vegetables, spices etc. will be purchased on three months credit from farmers cultivating organic crops</i></p>	<p align="center"><b>½ mark for</b></p>

	<p><i>only</i>’.</p> <p>Policy is a general guideline which brings uniformity in decision making for achievement of predetermined objectives.</p> <p>(iii) <u>Procedure</u></p> <p><i>‘She also decided to follow the steps required for marketing of the products through her own outlets’.</i></p> <p>OR</p> <p><i>‘She appointed Mohan as a Production Manager who decides the exact manner in which the production activities are to be carried out’.</i></p> <p>It consists of sequence of routine steps on how to carry out activities. It details the exact manner in which any work is to be performed.</p> <p>(iv) <u>Budget</u></p> <p><i>‘Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year’.</i></p> <p>OR</p> <p><i>‘Madhu informed Mohan about the sales target for different products, areawise for the forthcoming quarter’.</i></p> <p>A budget is plan which states expected results of a given future period in numerical terms. It may be expressed in time, money or physical units.</p> <p>(v) <u>Rule</u></p> <p><i>‘While working on the production table, a penalty of ₹100 per day for not wearing the caps, gloves and aprons was announced’.</i></p> <p>A rule is a statement that specifies what is to be done or not to be done.</p>	<p><b>identifying the type of plan and quoting it</b> + <b>½ mark for its explanation</b> = <b>1 x 5</b> = <b>5 marks</b></p> <p><b>5 marks</b></p>
<p><b>22</b></p>	<p><b>Q. Explain the relationship between controlling and planning functions of management.</b></p> <p><b>Ans. Relationship between planning and controlling: (With explanation)</b></p> <p>(i) Controlling takes place on the basis of standards developed by planning.                  (ii) Planning without controlling is meaningless.                  (iii) Planning is prescriptive whereas controlling is evaluative.                  (iv) Planning and controlling both are forward-looking.                  (v) Planning and controlling both are looking back.</p> <p><b>(In case the candidate has not given the relationship in the form of points but has explained all the points in his answer, full credit be given)</b></p>	<p><b>½ mark for the heading</b> + <b>½ mark for explanation</b> = <b>1 x 5</b> = <b>5 marks</b></p>
<p><b>23</b></p>	<p><b>Q. Ashima purchased a bottle of tomato-sauce from the local grocery shop. The information provided on the bottle was not clear. She fell sick on consuming it. She filed a case in the District Forum under Consumer Protection Act and got the relief.</b></p> <p><b>(a) Identify the important aspect neglected by the marketer in the</b></p>	

	<p>above case.  <b>(b) Explain briefly the functions of the aspect identified in (a) above.</b></p> <p><b>Ans. (a) Labelling.</b></p> <p><b>(b) Functions of labelling: (any five points with explanation)</b>                  (i) Describes the product and specifies its contents.                  (ii) Identifies the product or brand.                  (iii) Helps in grading of products.                  (iv) Helps in promotion of products.                  (v) Provides information required by law.</p> <p><b>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</b></p>	<p align="center"> <b>1 mark</b>                      +  <b>½ mark for heading</b>                      +  <b>½ mark for explanation</b>                      =  <b>1 x 5</b>                      =  <b>5 marks</b>                      =  <b>1+5</b>                      =  <b>6 marks</b> </p>																				
<p><b>24</b></p>	<p><b>Q. ‘Viyo Ltd.’ is a company manufacturing textiles. It has a share capital of rupees 60 lakhs. The earning per share in the previous year was rupees 0.50. For diversification, the company requires additional capital of rupees 40 lakhs. The company raised funds by issuing 10% debentures for the same. During the current year the company earned profit of rupees 8 lakh on capital employed. It paid tax @40%.</b></p> <p><b>(a) State whether the shareholders gained or lost, in respect of earning per share on diversification. Show your calculations clearly.</b></p> <p><b>(b) Also, state any three factors that favour the issue of debentures by the company as part of its capital structure.</b></p> <p><b>Ans. (a) Earning per share before diversification: ₹0.50</b></p> <p><b>Calculation of Earning per share after issue of Debentures: (assuming face value of ₹100 per share)</b></p> <table border="1" data-bbox="183 1344 1157 1836"> <thead> <tr> <th>Particulars</th> <th>₹</th> </tr> </thead> <tbody> <tr> <td>Share capital</td> <td>60,00,000</td> </tr> <tr> <td>10% debentures</td> <td>40,00,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>1,00,00,000</b></td> </tr> <tr> <td>Profit before interest and tax</td> <td>8,00,000</td> </tr> <tr> <td>Less Interest</td> <td>4,00,000</td> </tr> <tr> <td>Profit before tax</td> <td>4,00,000</td> </tr> <tr> <td>Less tax@ 40%</td> <td>1,60,000</td> </tr> <tr> <td>Profit available to shareholders</td> <td>2,40,000</td> </tr> <tr> <td> Earning per share = 2,40,000/60,000</td> <td>  =₹4</td> </tr> </tbody> </table> <p>This clearly shows that the <u>shareholders have gained</u> after the issue of debentures since the Earning per share has increased from ₹0.50 to ₹4.</p> <p align="center"><b>OR</b></p> <p><b>Calculation of Earning per share after issue of Debentures: (assuming face value of ₹10 per share)</b></p>	Particulars	₹	Share capital	60,00,000	10% debentures	40,00,000	<b>Total</b>	<b>1,00,00,000</b>	Profit before interest and tax	8,00,000	Less Interest	4,00,000	Profit before tax	4,00,000	Less tax@ 40%	1,60,000	Profit available to shareholders	2,40,000	 Earning per share = 2,40,000/60,000	  =₹4	<p align="center"> <b>2 marks for calculating Profit available to shareholders (₹2,40,000)</b>                      +                 </p>
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	<p>This clearly shows that the <u>shareholders have lost</u> after the issue of debentures since the Earning per share has decreased from ₹0.50 to ₹0.40.</p> <p>[<b>Note:</b> In case, a student has calculated Return on Investment as 8% (8,00,000/₹1,00,00,000) and compared it with the rate of interest which is 10% and concluded that the shareholders have lost after the issue of Debentures since the interest rate is greater than the Return of Investment, <b>1 mark is to be awarded</b>]</p> <p>[<b>In case the examinee has assumed any other face value and has shown correct calculations and given the correct conclusion, full credit be given</b>]</p> <p><b>(b) Factors that favour issue of debentures by the company: (Any three)</b></p> <p>(i) A good cash flow position makes debt funding more viable.</p> <p>(ii) <u>High Interest Coverage ratio</u> lowers the risk of company failing to meet its interest payment obligations</p> <p>(iii) <u>High debt service coverage ratio</u> indicates better ability to meet the debt service obligations.</p> <p>(iv) If <u>Return on Investment of the company is higher than the interest rate on debt</u>, its ability to use debt is greater.</p> <p>(v) <u>Lower the cost of debt higher is the ability to employ debt.</u></p> <p>(vi) <u>High tax rate</u> makes debt relatively cheaper.</p> <p>(vii) If the <u>stock market conditions are bearish</u>, a company may be able to easily raise funds through debt.</p> <p>(viii) If the <u>company does not want dilution of control</u>, it will favour debt as a source of finance.</p> <p>(ix) Inclusion of debt in the capital structure makes the capital structure flexible.</p> <p>(x) If the <u>business risk is lower</u>, its capacity to use debt is higher.</p> <p>(xi) Raising funds through debt involves <u>low floatation costs</u>.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>																					
<p><b>25</b></p>	<p><b>Q. Explain any four points of importance of management.</b></p> <p><b>Ans. Importance of management: (any four points with explanation):</b></p> <p>(i) Helps in achieving group goals</p> <p>(ii) Increases efficiency</p> <p>(iii) Helps in achieving personal objectives</p>	<p align="center">½ mark for the heading</p> <p align="center">+</p> <p align="center"><b>1 mark for</b></p>																				

<p>(iv) Helps in the development of the society (v) Creates a dynamic organisation <b>(if an examinee has not given the headings as above but has given the correct explanations, full credit be given)</b></p>	<p><b>explanation</b> = <b>1 ½ x 4</b> = <b>6 marks</b></p>
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