

**SET - 3**

**Series : ONS/2**

कोड नं. **66/2/3**  
Code No.

रोल नं. 

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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 **15** 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 **15** 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 घंटे

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 अंक 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 ।

66/2/3

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[P.T.O.]

**General Instructions :**

- (i) Answers to questions carrying **1** marks may be form **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. वित्तीय प्रबन्ध के उस पक्ष का नाम बताते हुए उल्लेख कीजिए जो निवेश एवं वित्तीय निर्णयों के बीच सम्बन्ध प्रदान करता है । 1

Name & state the aspect of financial management that provides a link between investment and financing decisions.

2. 'बैस्ट बल्ब्स प्राइवेट लिमिटेड' अच्छी गुणवत्ता वाले एल.ई.डी. बल्ब्स का निर्माण कर रही थी और स्थानीय बाज़ार की माँग पूरी कर रही थी । कम्पनी की वर्तमान उत्पादन क्षमता प्रति दिन 800 बल्ब की थी । कम्पनी के विपणन प्रबन्धक, सुमित ने बाज़ार की खोज की और यह निर्णय लिया कि वह पाँच-सितारा होटलों को भी बल्ब की आपूर्ति करेगा । चूँकि उसने भविष्य में अधिक माँग का अनुमान लगाया था, अतः उत्पादित बल्बों की गुणवत्ता एवं मात्रा में सुधार के लिए उसने एक परिष्कृत मशीन खरीदने का निर्णय लिया ।

कम्पनी की स्थायी पूँजी आवश्यकताओं को प्रभावित करने वाले तत्त्व को पहचानिए । 1

'Best Bulbs Pvt. Ltd. was manufacturing good quality LED bulbs and catering to local market. The current production of the company is 800 bulbs a day. Sumit, the marketing manager of the company surveyed the market and decided to supply the bulbs to five-star-hotels also. He anticipated the higher demand in future and decided to buy a sophisticated machine to further improve the quality and quantity of the bulbs produced.

Identify the factor affecting fixed capital requirements of the company.

3. मानवेन्द्र सभी उपभोग एवं उपभोगेतर वस्तुओं को खरीदने के लिए हमेशा एक विशेष दुकान पर जाता था । इस दुकान में विभिन्न ब्रांडों के विभिन्न प्रकार के उत्पाद बहुत अच्छी तरह प्रदर्शित होते थे तथा उपस्थित विक्रयकर्ता भी यदि आवश्यकता हो तो अच्छी विक्रय प्रस्तुति देता था । लेकिन यह दुकान उसके घर से बहुत दूर थी । उसके मित्र अनन्त को हमेशा आश्चर्य होता था कि मानवेन्द्र उस दुकान पर जाने में अपना इतना अधिक समय क्यों व्यर्थ गंवाता है जबकि उसके घर के पास बहुत सी बड़े ब्रांड की दुकानें हैं, जिनके पास उपभोग एवं उपभोगेतर वस्तुएँ उपलब्ध होती हैं ।

अनन्त ने मानवेन्द्र से उस विशेष दुकान पर जाने का कारण पूछा । मानवेन्द्र ने बताया कि वह अपने अधिकारों में से एक अधिकार का प्रयोग कर रहा है जिसका प्रयोग वह पास की बड़ी ब्रांड वाली दुकानों में नहीं कर सकता ।

मानवेन्द्र द्वारा प्रयोग किए गए उपभोक्ता अधिकार का उल्लेख कीजिए ।

1

Manvendra always went to a specific shop to buy all consumable and non-consumable goods. In this shop variety of products of different brands were displayed nicely and the sales person available also gave good sales presentation if required. But this shop was quite far off from his residence. His friend Annant always wondered why Manvendra wastes so much time in going to that shop where as there were many big brand shops situated near his residence having consumable and non-consumable goods.

Annant asked Manvendra the reason of going to that particular shop. Manvendra told that he was exercising one of his 'Rights' which he could not exercise in near-by big brand shops.

State the consumer's right which Manvendra had exercised.

4. विपणन के उस कार्य का नाम बताइए जो स्टॉक (इन्वैन्टरी) प्रबन्ध के महत्त्वपूर्ण निर्णय से सम्बन्धित है ।

1

Name the marketing function which is concerned with the important decision of managing inventory.

5. क्या प्रबन्ध का सम्बन्ध लागत-लाभ को ध्यान में न रखते हुए केवल उचित कार्य को करने, क्रियाओं को सम्पन्न करने तथा उद्देश्यों को प्राप्त करने से है ? अपने उत्तर के समर्थन में कारण दीजिए । 1

Is management concerned only with doing the right task, completing activities and achieving goals without taking into consideration the cost-benefit ? Give reason in support of your answer.

6. उस संगठनात्मक ढाँचे का नाम बताइए जो प्रबन्धकीय एवं प्रचालन कुशलता को बढ़ाने में सहायता करता है । 1  
Name the organizational structure which helps in increasing managerial and operational efficiency.

7. 'विकेन्द्रीयकरण' का क्या अर्थ है ? 1  
What is meant by 'Decentralization' ?

8. कार्यात्मक फोरमैनशिप में 'टोली नायक' की भूमिका का उल्लेख कीजिए । 1  
State the role of 'Gang Boss' in functional foremanship.

9. हितैशी एन्टरप्राइजेज लिमिटेड के तीन कर्मचारी – विनोद – मानव संसाधन प्रबन्धक, उमेश – सहायक प्रबन्धक तथा अशोक – विपणन अध्यक्ष ने कम्पनी छोड़ने का निर्णय लिया ।

कम्पनी के मुख्य कार्यकारी प्रबन्धक ने मानव संसाधन प्रबन्धक – विनोद को बुलाया और उससे अनुरोध किया कि वह संगठन छोड़ने से पहले सभी खाली पदों को भर दे । विनोद ने सुझाव दिया कि उसका अधीनस्थ राजेश बहुत ही योग्य एवं विश्वसनीय है । यदि पदानुक्रम में उसे ऊपर कर दिया जाए तो वह सभी आवश्यक कार्य कर देगा । मुख्य कार्यकारी प्रबन्धक इसके लिए सहमत हो गये । राजेश ने 'जैनिथ रिक्रूटर्स' से सम्पर्क किया जिन्होंने 'हितैशी एन्टरप्राइजेज लिमिटेड' के लिए विपणन अध्यक्ष के पद का विज्ञापन दिया । वे कम्पनी के लिए एक उपयुक्त प्रत्याशी की भरती में सफल हुए । उमेश के रिक्त पद को कार्यालय में उपलब्ध अप्रार्थित प्रार्थना-पत्रों की जाँच परख करके भर दिया गया ।

(अ) उपरोक्त रिक्त पदों को भरने के लिए हितैशी एन्टरप्राइजेज लिमिटेड द्वारा प्रयुक्त भर्ती के आन्तरिक/बाह्य स्रोतों के नाम बताइए ।

(ब) उपरोक्त में पहचाने गए भर्ती के प्रत्येक स्रोत के एक-एक लाभ का उल्लेख भी कीजिए । 3

Vinod – The Human Resource Manager, Umesh – The Assistant manager and Ashok – The Marketing Head of Hitashi Enterprises Ltd. decided to leave the company.

The Chief Executive Officer of the company called the Human Resource Manager, Vinod and requested him to fill-up the vacancies before leaving the organization. Vinod suggested that his subordinate Rajesh is very competent and trustworthy. If he could be moved up in the hierarchy, he would do the needful. The Chief Executive Officer agreed for the same. Rajesh contacted ‘Zenith Recruiters’ who advertised for the post of marketing head for ‘Hitashi Enterprises Ltd’. They were able to recruit a suitable candidate for the company. Umesh’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 ‘Hitashi 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. ऐसे किन्हीं तीन दिशा-निर्देशों का उल्लेख कीजिए जो उपभोक्ता कोर्ट द्वारा प्रतिपक्ष के लिए तब जारी किए जाते हैं जब वह शिकायत की यथार्थता के बारे में संतुष्ट होती है ।

3

State any three directions which can be issued by the consumer court to the opposite party if it is satisfied about the genuineness of the complaint.

11. श्री आदित्य गुप्ता ‘वंदन बैंक’ के चेयरमैन थे । बैंक अच्छा लाभ अर्जित कर रहा था । अंशधारी खुश थे क्योंकि बैंक नियमित रूप से लाभांश का भुगतान कर रहा था । उनके अंशों का बाज़ार मूल्य भी लगातार बढ़ रहा था । बैंक ने घोषित किया कि वह ‘करुर बैंक’ का अधिग्रहण करेगा । आदित्य गुप्ता जानते थे कि इस घोषणा से ‘वंदन बैंक’ के अंशों का मूल्य बढ़ेगा । बैंक का एक हिस्सा होने के नाते उन्हें बैंक के अंश खरीदने का अधिकार नहीं था । उसने अपने एक धनी मित्र निमेश को कहा कि वह उसके बैंक के अंशों में 6 करोड़ रुपये विनियोजित करे, साथ ही उसे पूँजीगत लाभ का भी वायदा किया ।

आशानुरूप अंशों का मूल्य 40% बढ़ गया और निमेश के अंशों का बाज़ार मूल्य अब 8.4 करोड़ रुपये हो गया । उसने 2.4 करोड़ रुपये का लाभ अर्जित किया । उसने 1.2 करोड़ रुपये श्री आदित्य गुप्ता को दे दिए और 1.2 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 आदित्य गुप्ता 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. Aditya Gupta was the chairman of 'Vandan 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 announced taking over of 'Karur Bank'. Aditya Gupta knew that the share price of Vandan 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 Nimesh and asked him to invest ₹ 6 crores in the shares of his bank promising him the capital gain.

As expected, the share prices went up by 40% and the market price of Nimesh's shares was now ₹ 8.4 crores. He had earned a profit of ₹ 2.4 crores. He gave ₹ 1.2 crore to Mr. Aditya Gupta and kept ₹ 1.2 crore with him. On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity. SEBI imposed a heavy penalty on Aditya Gupta.

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

12. श्री मोहन कुमार, जेसन्स एन्टरप्राइज के स्वामी हैं और सफाई की वस्तुएँ बनाने का व्यवसाय कर रहे हैं । संगठन में बहुत ही असन्तोष था और लक्ष्य प्राप्त नहीं हो पा रहे थे । उसने अपने बेटे रितेश, जिसने अभी-अभी अपनी एम.बी.ए. पूरी की है, से इसका कारण ढूँढने के लिए कहा ।

रितेश ने पाया कि उसके पिता को अपने कर्मचारियों की योग्यता में विश्वास नहीं था और वह उनका परामर्श व राय नहीं ले रहे थे । साथ ही व्यवसाय के संचालन में पारदर्शिता की कमी थी । अतः कर्मचारी खुश नहीं थे ।

(अ) ऐसी किन्हीं दो सम्प्रेषण बाधाओं की पहचान कीजिए जिनके कारण जेसन्स एन्टरप्राइज 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. Mohan Kumar, is the owner of Jason's Enterprises, carrying on the business of manufacturing sanitary items. There is a lot of discontentment in the organization and the targets are not being met. He asked his son Ritesh, who has recently completed his MBA, to find out the reason.

Ritesh found that his father did not have confidence in the competency of employees and was not seeking their advice or opinion. There was also lack of transparency in the operations of the business. Thus, the employees were not happy.

- (a) Identify any two communication barriers because of which 'Jason's Enterprises' was not able to achieve its targets.
- (b) State one more barrier each of the type identified in part (a) above.

13. 'नियोजन' प्रक्रिया के प्रथम तीन चरणों को समझाइए । 3

Explain the first three steps in the process of 'Planning'.

14. समन्वय की किन्हीं चार विशेषताओं को समझाइए । 4

Explain any four features of co-ordination.

15. 'के.एस. एनर्जी लिमिटेड' एक ऊर्जा कुशलता परामर्शदाता कम्पनी 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 टीम नेता हवाई जहाज़ 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 मज़बूर होना पड़ता था ।

इसके परिणामस्वरूप, अधीनस्थ संगठनात्मक उद्देश्यों की प्राप्ति के लिए उस प्रकार से कार्य नहीं कर पाते थे जैसा उनसे अपेक्षित 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 की चर्चा में करेंगे । इसका सकारात्मक प्रभाव पड़ा और टीम के प्रत्येक सदस्य ने टीम नेता द्वारा अपेक्षित तरीके से कार्य करना प्रारंभ कर दिया ।

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

4

'K.S. Energy Ltd.' was a energy efficiency consultancy company. 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 team leader used to travel by air, whereas his team travelled by road/train. It was not only time consuming but also at times forced female team members to travel alone.

As a result, the subordinates were not acting in a desired manner to achieve organizational goals. The CEO came to know about it. He called the team leader, discussed the matter with him and changed the travel policy of the company. It was decided that all the members including the leader would travel together in future and would usefully utilize the travelling time in discussion with the subordinates about the 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.



16. दीक्षा लिमिटेड 'बर्तन धोने वाली मशीन' का विपणन कर रही थी, तथा उसकी गुणवत्ता और ग्राहकों को प्रदान की जाने वाली विक्रय-उपरान्त सेवाओं के कारण बहुत प्रसिद्ध थी। कम्पनी बाज़ार 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 सम्बन्ध खराब हो गए तथा जनता की नज़रों 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 नज़रों में अपनी छवि को संरक्षित करने एवं इसका सुधार करने के लिए सभी संभव उपाय अपनाए। इसके परिणामस्वरूप समाज में कंपनी की ख्याति में सुधार आया।

(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

Diksha Ltd. was marketing 'Dish-Washers' which were very popular due to their quality and after-sale 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 its after-sale services. As a result its relations with the customers got spoiled and the image of the company was damaged in the eyes of the public. Top management became concerned when the profits for the current quarter fell steeply. On analysis it was revealed that ignoring after-sale services was its reason. Therefore, the company took all possible measures to protect and promote its image. 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 images.

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

17. 'एसेंट इलेक्ट्रॉनिक्स लिमिटेड' अपने व्यवसाय का प्रचालन मलेशिया में कर रही थी । प्रधानमंत्री के इलेक्ट्रॉनिक वस्तुओं के आयात कर पर रियायत की घोषणा के पश्चात् कम्पनी ने भारत को अपने उत्पादों का निर्यात प्रारंभ कर दिया । कम्पनी ने भारत में फुटकर विक्रेताओं को नियुक्त किया जिनका पूर्तिकर्ताओं के साथ प्रत्यक्ष ऑन-लाइन सम्बन्ध था ताकि जब आवश्यकता हो स्टॉक की पुनः पूर्ति की जा सके ।

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

4

'Accent Electronics Ltd.' was operating its business in Malaysia. The company started exporting its products to India when the Prime Minister announced relaxation in import duties on electronic items. The company appointed retailers in India who had direct on-line links with the suppliers to replenish stocks when needed.

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

18. 'पंडा ट्रक्स लिमिटेड' ने बिहार के एक पिछड़े क्षेत्र में जहाँ कार्य के बहुत कम अवसर उपलब्ध थे, अपनी ट्रक निर्माण की एक नई फैक्ट्री स्थापित करने का निर्णय लिया । उस क्षेत्र के लोगों ने 'पंडा ट्रक्स लिमिटेड' 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, बाज़ार इत्यादि जैसी बहुत सी सुविधाएँ भी उपलब्ध कराई जाएँगी ।

'पंडा ट्रक्स लिमिटेड' ने अत्यधिक लाभ अर्जित करना प्रारंभ कर दिया । एक दूसरी प्रतियोगी कम्पनी ने अपने उत्पादन प्रबन्धक 'संजय' को 'पंडा ट्रक्स लिमिटेड' द्वारा अर्जित किए जा रहे अत्यधिक लाभ के कारणों का पता लगाने के लिए कहा ।

संजय 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 उसके संगठन में संप्रेषण सोपान श्रृंखला के माध्यम से ही होता है । जबकि 'पंडा ट्रक्स लिमिटेड' संप्रेषण 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 अनुमति 'पंडा ट्रक्स लिमिटेड' को प्रदान करता है ।
- (ब) भाग (अ) में पहचाने गए संगठन के प्रकार के एक लाभ का उल्लेख कीजिए ।
- (स) ऐसे दो मूल्यों का उल्लेख कीजिए जो 'पंडा ट्रक्स लिमिटेड' समाज को सम्प्रेषित करना चाहती है । 4

'Panda Trucks Ltd.' decided to set-up its new truck manufacturing factory in the backward area of Bihar where very less job opportunities were available. People of that area welcomed this effort of 'Panda Trucks 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.

'Panda Trucks Ltd.' started earning huge profits. Another competing company asked its production manager 'Sanjay' to investigate the reasons of earning huge profits by 'Panda Trucks Ltd'.

Sanjay found out that in both the companies there was systematic co-ordination among the various activities to achieve organizational goals. Every employee knew who was responsible and accountable to whom. The only difference was that in his organization communication took place only through the scalar chain, whereas 'Panda Trucks 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 organization which permits 'Panda Trucks Ltd.' the flow of communication in all the directions.
- (b) State an advantage of the type of organization identified in (a) above.
- (c) State any two values which 'Panda Trucks Ltd.' wanted to communicate to the society.

19. वित्तीय बाज़ार के किन्हीं चार कार्यों का उल्लेख कीजिए । 4  
State any four functions of financial market.

20. नियन्त्रण के महत्त्व पर प्रकाश डालने वाले किन्हीं पाँच बिन्दुओं का उल्लेख कीजिए । 5  
State any five points that highlight the importance of controlling.

21. दो वर्ष पूर्व निशांत ने टेक्सटाइल प्रौद्योगिकी में अपनी डिग्री पूरी की। उसने कुछ समय तक बने बनाए कपड़ों की निर्माणी कम्पनी में कार्य किया। वह इस कम्पनी में खुश नहीं था। उसने यह निर्णय लिया कि वह बने बनाए कपड़ों की स्वयं की एक निर्माणी इकाई स्थापित करेगा। उसने कुछ उद्देश्य एवं लक्ष्य निर्धारित किए और उन्हें प्राप्त करने की कुछ कार्य-योजनाएँ बनाई।

उसका एक उद्देश्य प्रथम वर्ष में विनियोजित राशि पर 80% लाभ अर्जित करना था। यह निर्णय लिया गया कि कच्चा माल जैसे कपड़ा, धागे, बटन इत्यादि दो महीने की उधार पर खरीदे जाएँगे। उसने यह भी निर्णय लिया कि अपनी दुकानों के माध्यम से उत्पादों के विपणन के लिए सभी आवश्यक चरणों का पालन किया जाएगा। उसने उत्पादन प्रबन्धक के रूप में रितेश को नियुक्त किया जिसने उत्पादन क्रियाओं को निष्पादित करने के निर्धारित तरीकों का भी निर्णय लिया। रितेश ने वर्ष भर में फैक्ट्री में कर्मचारियों की आवश्यकता को प्रदर्शित करने वाला विवरण भी तैयार किया। आने वाली त्रैमासिकी के लिए निशांत ने रितेश को क्षेत्रानुसार विभिन्न उत्पादों के अपने लक्ष्यों के बारे में भी सूचित किया।

फैक्ट्री परिसर में धूम्रपान करते हुए पाए जाने वाले कर्मचारियों पर ₹ 200 प्रति दिन के जुर्माने की घोषणा भी की गई।

सम्बन्धित योजना की पंक्तियों को उद्धृत करते हुए उपरोक्त चर्चित विभिन्न योजना के प्रकारों को पहचानिए एवं समझाइए।

5

Two years ago Nishant, completed his degree in Textile Engineering. He worked for sometime in a company manufacturing readymade garments. He was not happy in the company and decided to have his own readymade garments manufacturing unit. He set the objectives and the targets and formulate action plan to achieve the same.

One of his objectives was to earn 80% profit on the amount invested in the first year. It was decided that raw materials like cloth, thread, buttons etc. will be purchased on two months credit. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Ritesh as a production manager, who decides the exact manner in which the production activities are to be carried out. Ritesh also prepared a statement showing the requirement of workers in the factory throughout the year. Nishant informed Ritesh about his sales target for different products areawise for the forthcoming quarter.

A penalty of ₹ 200 per day was announced for the workers who found smoking in the factory premises.

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

22. यश, नोएडा की एक बहुराष्ट्रीय कम्पनी में कार्यरत है। पिछले काफी दिनों से उसे बुखार था। जब उसके रक्त की जाँच की गई, तो पता चला कि उसे चिकनगुनिया है। उसकी स्थिति बहुत नाजुक थी, अतः उसे अस्पताल में भर्ती किया गया और डॉक्टरों ने उसे रक्ताधान की सलाह दी। उसके एक साथी ने उसके बॉस 'विनीत' को एक लिखित सूचना भेजी। विनीत ने तुरंत ही संगठन के सभी कर्मचारियों को 'यश' के लिए रक्त दान करने की प्रार्थना करते हुए एक लिखित सूचना दी। जब महाप्रबंधक को इस बारे में ज्ञात हुआ, तब उसने कम्पनी के अंदर धूम्रकीरण और इसके आस-पास की सफाई का आदेश दिया।

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

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

(स) 'विनीत' द्वारा समाज को सम्प्रेषित किए जाने वाले किन्हीं दो मूल्यों की पहचान कीजिए।

5

Yash is working in a multinational company in Noida. He was running temperature for the last many days. When his blood was tested, he found positive for chickengunia. He was admitted in the hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his immediate superior 'Vineet'. Vineet immediately sent a text message to the employees of the organization requesting them to donate blood for Yash. 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 by Vineet to the society.

23. साक्षी लिमिटेड एक इलेक्ट्रॉनिक वस्तुओं की निर्माणी कम्पनी है। इसकी अंश पूँजी ₹ 120 लाख है। पिछले वर्ष इसकी प्रति अंश आय ₹ 0.5 थी। विविधीकरण के लिए कम्पनी को ₹ 80 लाख की और आवश्यकता थी। इसके लिए कम्पनी ने 10% ऋणपत्र निर्गमित करके वित्त एकत्रित किया। चालू वर्ष में कम्पनी ने विनियोजित पूँजी पर ₹ 16 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 या हानि हुई। अपनी गणनाओं को स्पष्ट रूप से दर्शाइए।

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

6

Sakshi Ltd. is a company manufacturing electronic goods. It has a share capital of ₹ 120 lakhs. The earning per share in the previous year was ₹ 0.5. For diversification, the company requires additional capital of ₹ 80 lakhs. The company raised funds by issuing 10% debentures for the same. During the current year the company earned profit of ₹ 16 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.

24. पूजा ने स्थानीय पंसारी की दुकान से जूस का एक पैकेट खरीदा। पैकेट पर दी गई सूचना स्पष्ट नहीं थी। इसका उपयोग करके वह बीमार हो गई। उपभोक्ता संरक्षण अधिनियम के अन्तर्गत उसने जिला फोरम में 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

Pooja purchased a packet of juice from the local grocery shop. The information provided on the packet 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.

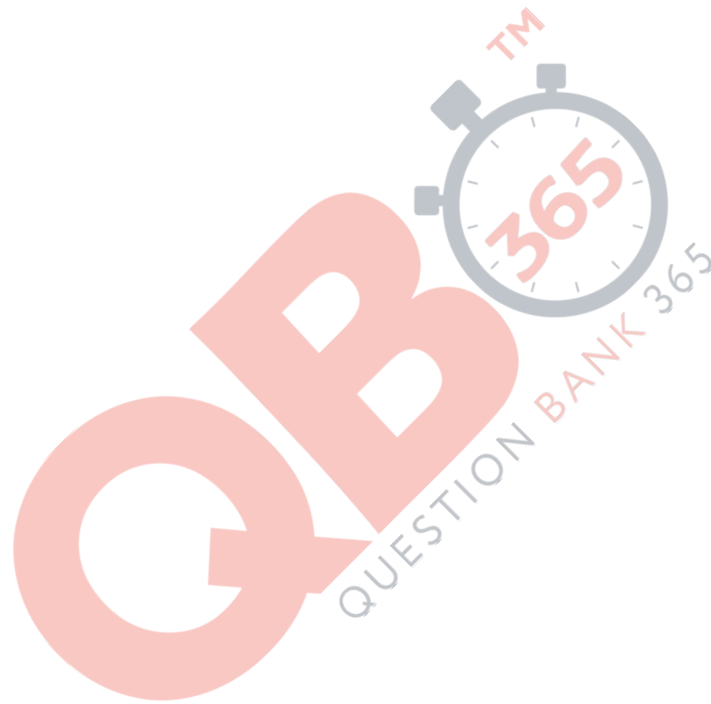
(a) Identify the important aspect which has been neglected by the marketer in the above case.

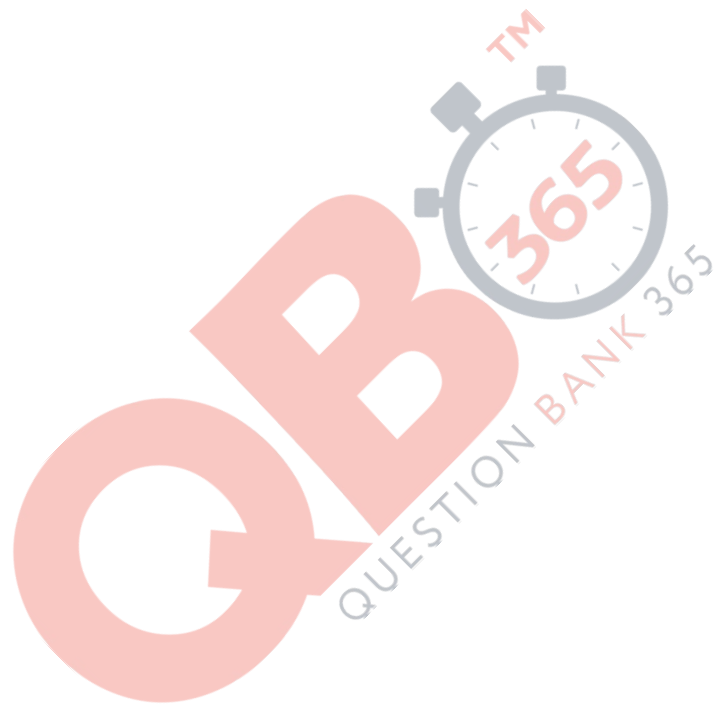
(b) Explain briefly the functions of the aspect identified in (a) above.

25. समझाइए कि ऐसा क्यों कहा जाता है कि प्रबन्ध के सिद्धान्त मुख्यतः 'व्यावहारिक' एवं 'अनिश्चित' होते हैं । साथ ही यह भी समझाइए कि प्रबन्ध के सिद्धान्त किस प्रकार 'प्रबन्धकों को वास्तविकता का उपयोगी सूक्ष्म ज्ञान प्रदान करते हैं' तथा 'विचारपूर्ण निर्णयन में सहायता करते हैं' ।

**6**

Explain why is it said that principles of management are 'mainly behavioural' and 'contingent' in nature. Also explain how principles of management 'provides managers with useful insights into reality' and 'helps in thoughtful decision-making'.







66/2/3	<p align="center"><b>MARKING SCHEME – 2015-16 BUSINESS STUDIES FOREIGN – 66/2/3</b></p>	DISTRIBUTION OF MARKS
<p align="center"><b>EXPECTED ANSWERS / VALUE POINTS</b></p>		
1	<p><b>Q. Name and state the aspect of financial management that provides a link between investment and financing decisions.</b></p> <p>Ans. Financial planning.</p>	1 mark
2	<p><b>Q. 'Best Bulbs Pvt. Ltd. was manufacturing good quality LED bulbs and catering to local market. The current production of the company is 800 bulbs a day. Sumit, the marketing manager of the company surveyed the market and decided to supply the bulbs to five-star-hotels also. He anticipated the higher demand in future and decided to buy a sophisticated machine to further improve the quality and quantity of the bulbs produced. Identify the factor affecting fixed capital requirements of the company.</b></p> <p>Ans. Growth prospects.</p>	1 mark
3	<p><b>Q. Manvendra always went to a specific shop to buy all consumable and non-consumable goods. In this shop variety of products of different brands were displayed nicely and the sales person available also gave good sales presentation if required. But this shop was quite far off from his residence. His friend Annant always wondered why Manvendra wastes so much time in. going to that shop where as there were many big brand shops situated near his residence having consumable and non-consumable goods. Annant asked Manvendra the reason of going to that particular shop. Manvendra told that he was exercising one of his 'Rights' which he could not exercise in nearby big brand shops. State the consumer's right which Manvendra had exercised.</b></p> <p>Ans. Right to choose which states that the consumer has the freedom to chose from a variety of products at competitive prices.</p>	1 mark
4	<p><b>Q. Name the marketing function which is concerned with the important decision of managing inventory.</b></p> <p>Ans. Physical distribution.</p>	1 mark
5	<p><b>Q. Is management concerned only with doing the right task, completing activities and achieving goals without taking into consideration the cost-benefit? Give reason in support of your answer.</b></p> <p>Ans. No, management is not only concerned with doing the right task, completing activities and achieving goals but also has to take into consideration the cost benefit i.e. doing the task correctly and with minimum cost.</p>	<p align="center">½ mark + ½ mark = 1 mark</p>
6	<p><b>Q. Name the organizational structure which helps in increasing managerial and operational efficiency.</b></p>	

	<p><b>Ans.</b> Functional structure.</p>	<b>1 mark</b>
7	<p><b>Q. What is meant by Decentralization?</b></p> <p><b>Ans.</b> Decentralisation refers to systematic delegation of authority through all the levels of management and in all the departments except that which can be exercised only at central points. <b>(or any other correct meaning)</b></p>	<b>1 mark</b>
8	<p><b>Q. State the role of 'Gang Boss' in functional foremanship.</b></p> <p><b>Ans.</b> The role of 'gang boss' as a foreman in functional foremanship is to keep the machines and tools ready for operation by workers.</p>	<b>1 mark</b>
9	<p><b>Q. Vinod - The Human Resource Manager, Umesh - The Assistant manager and Ashok - The Marketing Head of Hitachi Enterprises Ltd. decided to leave the company. The Chief Executive Officer of the company called the Human Resource Manager. Vinod and requested him to fill-up the vacancies before leaving the organization. Vinod suggested that his subordinate Rajesh is very competent and trustworthy. If he could be moved up in the hierarchy, he would do the needful. The Chief Executive Officer agreed for the same. Rajesh contacted 'Zenith Recruiters' who advertised for the post of marketing head for 'Hitachi Enterprises Ltd'. They were able to recruit a suitable candidate for the company. Umesh'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 'Hitachi 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) Sources of recruitment used to fill up the vacancies are:</b></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. (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. (iii) It is a more reliable way of recruitment since the candidates are known to the organisation. (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><b>½ x 3</b></p> <p><b>=</b></p> <p><b>1 ½ marks</b></p> <p><b>+</b></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. (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"> <math>\frac{1}{2} \times 3</math>  <math>=</math>  <b>1 ½ marks</b> </p> <p align="center"> <math>=</math> </p> <p align="center"> <math>1 \frac{1}{2} + 1 \frac{1}{2}</math> </p> <p align="center"> <math>=</math> </p> <p align="center"><b>3 marks</b></p>
<p><b>10</b></p>	<p><b>Q. State any three direction which can be issued by the consumer court to the opposite party if it is satisfied about the genuineness of the complaint.</b></p> <p><b>Ans.</b> If the Consumer Court is satisfied with the genuineness of the complaint, it can issue one or more of the following directions to the aggrieved party as reliefs: <b>(Any three)</b></p> <p>(i) To <u>remove</u> the defect in goods or the deficiency in service. (ii) To <u>replace</u> the defective product with a new one, free from any defect. (iii) To <u>refund the price paid for the product</u>. (iv) To pay a <u>reasonable amount of compensation</u> for any loss or injury suffered by the consumer due to negligence of the opposite party. (v) To pay <u>punitive damages</u> in appropriate circumstances. (vi) To <u>discontinue the unfair/ restrictive trade practice</u> and not to repeat the same in future. (vii) <u>Not to offer hazardous goods for sale</u>. (viii) To <u>withdraw hazardous goods from sale</u>. (ix) To <u>cease manufacture of hazardous goods</u>. (x) To <u>pay any amount</u> (not less than 5% of the value of the defective goods to be credited <u>to the Consumer Welfare Fund</u> or any other organisation/person, to be utilised in the prescribed manner. (xi) To issue corrective advertisement to neutralize the effect of misleading advertisement. (xii) To <u>pay adequate costs</u> to the appropriate party.</p> <p><b>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</b></p>	<p align="center"> <math>1 \times 3</math>  <math>=</math>  <b>3 marks</b> </p>
<p><b>11</b></p>	<p><b>Q. Mr. Aditya Gupta was the chairman of Vandan 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 announced taking over of `Karur Bank'. Aditya Gupta knew that the share price of Vandan Bank would rise on this announcement. Being a part of the hank, he was not allowed to buy shares</b></p>	

	<p>of the bank. He called one of his rich friends Nimesh and asked him to invest Rs.6 crores in the shares of his bank promising him the capital gain.</p> <p>As expected, the share prices went up by 40% and the market price of Nimesh's shares was now ₹8.4 crores Rupees. He had earned a profit of ₹2.4 crores Rupees. He gave ₹1.2 crore Rupees to Mr. Aditya Gupta and kept ₹1.2 crore Rupees with him. On regular inspection and by conducting enquiries of the brokers involved, Securities and Exchange Board of India (SEBI) was able to detect this irregularity. SEBI imposed a heavy penalty on Aditya Gupta.</p> <p>By quoting the lines from the above para identify and state any two function, that were performed by SEBI in the above case.</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 = 3 marks</p>
<p>12</p>	<p><b>Q. Mr. Mohan Kumar, is the owner of- Jason's Enterprises, carrying on the business of manufacturing sanitary items. There is a lot of discontentment in the organization and the targets are not being met. He asked his son Ritesh, who has recently completed his MBA, to find out the reason.</b></p> <p><b>Ritesh found that his father did not have confidence in the competency of employees and was not seeking their advice or opinion. There was also lack of transparency in the operations of the business. Thus, the employees were not happy.</b></p> <p><b>(a) Identify any two communication barriers because of which 'Jason's Enterprises' was not able to achieve its targets.</b></p> <p><b>(b) State one more barrier each of the type identified in part (a) above.</b></p> <p><b>Ans.</b> (a) Two communication barriers are: (i) Personal barrier/ Lack of confidence of superior on his subordinates.</p>	<p align="center">½ x 2 = 1 mark</p> <p align="center">+</p> <p align="center">1 mark</p> <p align="center">+</p>

	<p>(ii) Organisational barrier/ Organisational facilities.</p> <p>(b) <u>Personal barrier: (Any one)</u></p> <p>(i) <u>Fear of challenge to authority</u> may make the superior withhold communication.</p> <p>(ii) <u>Unwillingness to communicate</u> on the part of the subordinates may arise if they perceive that the communication may adversely affect their interests.</p> <p>(iii) <u>Lack of proper incentives</u> may hinder the initiative of the subordinates to communicate.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p> <p><u>Organisational barrier: (Any one)</u></p> <p>(i) <u>Organisational policy</u> may not be supportive to free flow of communication.</p> <p>(ii) <u>Rigid Rules and regulations</u> may delay communication.</p> <p>(iii) <u>Status</u> of the superior may not allow his subordinates to express their feelings freely.</p> <p>(iv) <u>Complexity in organization structure</u> leads to delayed and distorted 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"><b>1 mark</b></p> <p align="center">=</p> <p align="center"><b>1+1+1</b></p> <p align="center">=</p> <p align="center"><b>3 marks</b></p>
<p><b>13</b></p>	<p><b>Q. Explain the first three steps in the process of ‘Planning’.</b></p> <p><u>First two steps in the process of planning are: (With explanation)</u></p> <p>(i) Setting objectives</p> <p>(ii) Developing premises</p> <p>(iii) Identifying alternative courses of action</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>½ mark for each heading</b></p> <p align="center">+</p> <p align="center"><b>½ mark for its explanation</b></p> <p align="center">=</p> <p align="center"><b>1 x 3</b></p> <p align="center">=</p> <p align="center"><b>3 marks</b></p>
<p><b>14</b></p>	<p><b>Q. Explain any four features of co-ordination.</b></p> <p><u>Ans. Characteristics of co-ordination are: (Any four with description)</u></p> <p>(i) Integrates group efforts.</p> <p>(ii) Ensures unity of action.</p> <p>(iii) Continuous process.</p> <p>(iv) Pervasive function.</p> <p>(v) Responsibility of all managers.</p> <p>(vi) Deliberate function.</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"><b>½ mark for heading</b></p> <p align="center">+</p> <p align="center"><b>½ mark for explanation</b></p> <p align="center">=</p> <p align="center"><b>1 x 4</b></p> <p align="center">=</p> <p align="center"><b>4 marks</b></p>
<p><b>15</b></p>	<p><b>Q. K.S. Energy Ltd. was an energy efficiency consultancy company. To</b></p>	

	<p>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 team leader used to travel by air. whereas his team travelled by road/train. It was not only time consuming but also at times forced female team members to travel alone.</p> <p>As a result. the subordinates were not acting in a desired manner to achieve organizational goals. The CEO came to know about it. He called the team leader. discussed the matter with him and changed the travel policy of the company. It was decided that all the members including the leader would travel together in future and would usefully utilize the travelling time in discussion with the subordinates about the 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.</p> <p>State the features, of the element of the function of management used by the CEO.</p> <p><b>Ans.</b> Features of motivation:</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>1 x 4 = 4 marks</p>
16	<p><b>Q. Diksha Ltd. was marketing 'Dish-Washer' which were very Popular due to their quality and after-sale 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 its after-sale services. As a result its relations with the customers got 'Toiled and the image of the company was damaged in the eyes of the public. Top management became concerned when the profits for the current quarter fell steeply. On analysis it was revealed that ignoring after-sale services was its reason. Therefore, the company took all possible measures to protect and promote its image. As a result the goodwill of the company improved in the society.</b></p> <p>(a) Name and state the communication tool used by the marketer in the above case to improve its images.</p> <p>(b) Also explain role of the tool as identified in part (a).</p> <p><b>Ans.</b> (a) <u>Public Relations.</u> 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><b>(or any other correct meaning)</b></p> <p>(b) Role of Public Relations: <b>(any three points with explanation)</b></p>	<p>½ mark for naming the tool</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><b>(If an examinee has not given the headings but has given the correct explanation, full credit should be given)</b></p>	<p align="center">+  <b>½ mark for stating</b>                  =  <math>\frac{1}{2} + \frac{1}{2}</math>                  =  <b>1 mark</b></p> <p align="center">+  <b>½ mark for heading</b>                  +  <b>½ mark for its explanation</b>                  =  <b>1 x 3</b>                  =  <b>3 marks</b>                  =  <b>1+3</b>                  =  <b>4 marks</b></p>
<p><b>17</b></p>	<p><b>Q. 'Accent Electronics Ltd.' was operating its business in Malaysia. The company started exporting its products to India when the Prime Minister announced relaxation in import duties on electronic items. The company appointed retailers in India who had direct online links with the suppliers to replenish stocks when needed. Identify and explain the dimensions of business environment discussed in the above case.</b></p> <p><b>(i) Political environment</b></p> <p>Political environment includes political conditions such as general stability and peace in the country and specific attitudes that elected government representatives hold towards business.</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></p> <p align="center">+</p> <p align="center"><b>1 mark for its explanation</b></p> <p align="center">=</p> <p align="center"><b>2 + 2</b></p> <p align="center">=</p> <p align="center"><b>4 marks</b></p>
<p><b>18</b></p>	<p><b>Q. 'Panda Trucks Ltd.' decided to set-up its new truck manufacturing factory in the backward area of Bihar where very less job opportunities were available. People of that area welcomed this effort of 'Panda Trucks 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.</b></p>	

	<p>'Panda Trucks Ltd.' started earning huge profits. Another competing company asked its production manager 'Sanjay' to investigate the reasons of earning huge profits by 'Panda Trucks Ltd'.</p> <p>Sanjay found out that in both the companies there was systematic co-ordination among the various activities to achieve organizational goals. Each employee knew who was, responsible and accountable to whom. The only difference was that in his organization communication took place only through the scalar chain, whereas 'Panda Trucks Ltd: was allowing flow of communication in all the directions as per the requirement which lead 10 faster spread of information as well as quick feedback.</p> <p>(a) Identify the type of Organization which permits 'Panda Trucks Ltd.' the flow of communication in all the direction.</p> <p>(b) State an advantage of the type of organization identified in (a) above.</p> <p>(c) State values which 'Panda Trucks Ltd.' wanted to communicate to the society.</p> <p><b>Ans.</b> (a) Informal organisation.</p> <p>(b) <u>Advantage of informal organisation: (Any one)</u></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>(c) <u>Values which 'Panda Trucks Ltd.' wanted to communicate to the society are: (Any two)</u></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">1 mark for advantage</p> <p align="center">+</p> <p align="center">1 mark for each value</p> <p align="center">=</p> <p align="center">1 x 2</p> <p align="center">=2 marks</p> <p align="center">=</p> <p align="center">1+1+2</p> <p align="center">=</p> <p align="center">4 marks</p>
<p><b>19</b></p>	<p><b>Q. State any four functions of financial market.</b></p> <p><b>Ans.</b> <u>Functions of financial market:</u></p> <p>(i) It <u>mobilises savings</u> and <u>channelises</u> them into most productive use by facilitating transfer of savings from savers to investors.</p> <p>(ii) It <u>facilitates price discovery</u> for financial assets by interaction of forces of demand and supply.</p> <p>(iii) It <u>provides liquidity</u> to financial assets as the securities can be easily converted into cash.</p> <p>(iv) It <u>helps to save time, effort</u> and money that both buyers and sellers of a financial asset would have to otherwise spend to try and find each other.</p> <p><b>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</b></p>	<p align="center">1 x 4</p> <p align="center">=</p> <p align="center">4 marks</p>



<p>20</p>	<p><b>Q. State any five points that highlight the importance of controlling.</b></p> <p><b>Ans. Importance of controlling (any five):</b></p> <p>(a) It helps in <u>accomplishing organisational goals</u> by bringing to light, deviations if any and indicating corrective action.</p> <p>(b) It helps in <u>making efficient use of resources</u> by ensuring that each activity is performed in accordance with pre-determined standards.</p> <p>(c) It <u>ensures order and discipline</u> among employees by keeping a close check on their activities.</p> <p>(d) It <u>improves employee motivation</u> as the employees' know well in advance the standards of performance on the basis of which they will be appraised.</p> <p>(e) It helps in <u>judging accuracy of standards</u> in the light of changes taking place in the organisation and in the environment.</p> <p>(f) It <u>facilitates coordination</u> in action as each department is governed by pre-determined standards which are well coordinated with one another.</p> <p><b>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</b></p>	<p><b>1 mark for each statement</b> = <b>1 x 5</b> = <b>5 marks</b></p>
<p>21</p>	<p><b>Q. Two years ago Nishant, completed his degree in Textile Engineering. He worked for sometime in a company manufacturing readymade garments. He was not happy in the company and decided to have his own readymade garments manufacturing unit. He set the objectives and the targets and formulate action plan to achieve the same. One of his objectives was to earn 80% profit on the amount invested in the first year. It was decided that raw materials like cloth, thread, buttons etc. will be purchased on two months credit. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Ritesh as a production manager, who decides the exact manner in which the production activities are to be carried out. Ritesh also prepared a statement showing the requirement of workers in the factory throughout the year. Nishant informed Ritesh about his sales target for different products areawise for the forthcoming quarter. A penalty of ₹200 per day was announced for the workers who found smoking in the factory premises. 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 his objectives was to earn 80% 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 cloth, thread, buttons etc. will be purchased on two months credit.'</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>'He also decided to follow the steps required for marketing the products through his own outlets.'</i></p> <p align="center">OR</p> <p><i>'He appointed Ritesh 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>'Ritesh also prepared a statement showing the requirement of workers in the factory throughout the year.'</i></p> <p align="center">OR</p> <p><i>'Nishant informed Ritesh about his 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>'A penalty of ₹200 per day was announced for the workers who found smoking in the factory premises.'</i></p> <p>A rule is a statement that specifies what is to be done or not to be done.</p>	<p>½ mark for identifying the type of plan and quoting it + ½ mark for its explanation = 1 x 5 = 5 marks</p> <p>5 marks</p>
<p>22</p>	<p><b>Q. Yash is working in a multinational company in Noida. He was running temperature for the last many days. When his blood was tested, he found positive for chickengunia. He was admitted in the hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his immediate superior 'Vineet'. Vineet immediately sent a text message to the employees of the organization requesting them to donate blood for Yash. 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 by Vineet to the society.</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</i></p>	<p>½ mark for indicating type of communication</p>

<p><i>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 to his immediate superior ‘Vineet’.</i></p> <p align="center">OR</p> <p><i>‘Vineet immediately sent a text message to the employees of the organization requesting them to donate blood for Yash.’</i></p> <p>(b) <b>Features of Informal communication: (Any two)</b></p> <p>(i) It takes place without following the formal lines of communication.          (ii) It arises out of social needs of the employees          (iii) It spreads rapidly.</p> <p align="center"><b>(or any other correct feature)</b></p>	<p align="center">+</p> <p align="center"><b>½ mark for quoting the lines</b></p> <p align="center">=</p> <p align="center"><b>1 x 2</b></p> <p align="center">=</p> <p align="center"><b>2 marks</b></p> <p align="center">+</p> <p align="center"><b>½ x 2</b></p> <p align="center">=</p> <p align="center"><b>1 mark</b></p> <p align="center">+</p> <p align="center"><b>1 x 2</b></p> <p align="center">=</p> <p align="center"><b>2 marks</b></p> <p align="center">=</p> <p align="center"><b>2+1+2</b></p> <p align="center">=</p> <p align="center"><b>5 marks</b></p>																		
<p><b>23 Q. Sakshi Ltd. is a company manufacturing electronic goods. It has a share capital of 120 lakhs. The earning per share in the previous year was 0.5. For diversification, the company require additional capital of 80 lakhs. The company raised funds by issuing 10% debentures for the same. During the current year the company earned profit of 16 lakhs 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 pan 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="175 1562 1182 1934"> <thead> <tr> <th>Particulars</th> <th align="right">₹</th> </tr> </thead> <tbody> <tr> <td>Share capital</td> <td align="right">1,20,00,000</td> </tr> <tr> <td>10% debentures</td> <td align="right">80,00,000</td> </tr> <tr> <td><b>Total</b></td> <td align="right"><b>2,00,00,000</b></td> </tr> <tr> <td>Profit before interest and tax</td> <td align="right">16,00,000</td> </tr> <tr> <td>Less Interest</td> <td align="right">8,00,000</td> </tr> <tr> <td>Profit before tax</td> <td align="right">8,00,000</td> </tr> <tr> <td>Less tax@ 40%</td> <td align="right">3,20,000</td> </tr> <tr> <td><b>Profit available to shareholders</b></td> <td align="right"><b>4,80,000</b></td> </tr> </tbody> </table>	Particulars	₹	Share capital	1,20,00,000	10% debentures	80,00,000	<b>Total</b>	<b>2,00,00,000</b>	Profit before interest and tax	16,00,000	Less Interest	8,00,000	Profit before tax	8,00,000	Less tax@ 40%	3,20,000	<b>Profit available to shareholders</b>	<b>4,80,000</b>	<p align="center"><b>2 marks for calculating Profit available to shareholders (₹4,80,000)</b></p> <p align="center">+</p>
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<p>Earning per share = 4,80,000/1,20,000</p>	<p align="right">=₹4</p>	<p><b>1 mark for correct calculation of Earning per share and conclusion</b></p>																			
<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">=</p>																			
<p align="center"><b>OR</b></p>		<p align="center">=</p>																			
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Particulars	₹																				
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<p>[<b>Note:</b> In case, a student has calculated Return on Investment as 8% (16,00,000/₹2,00,00,000) 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 align="center">=</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 align="center">+</p> <p align="center">1 x 3</p> <p align="center">=</p> <p align="center"><b>3 marks</b></p>																			
<p>(b) <u>Factors that favour issue of debentures by the company: (Any three)</u></p> <p>(i) A <u>good cash flow position</u> 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 <u>flexible</u>.</p>		<p align="center">=</p> <p align="center">3+3</p> <p align="center">=</p> <p align="center"><b>6 marks</b></p>																			

	<p>(x) If the business risk is lower, its capacity to use debt is higher.                  (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>24</b></p>	<p><b>Q. Pooja purchased a packet of juice from the local grocery shop. The information provided on the packet 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 which has been neglected by the marketer in the above case.</b></p> <p><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></p> <p>(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>25</b></p>	<p><b>Q. Explain why is it said that principles of management are ‘mainly behavioral’ and ‘contingent’ in nature. Also explain how principles of management ‘provide managers with useful insights into reality’ and ‘help in thoughtful decision-making.’</b></p> <p><b>Ans. Mainly behavioral</b></p> <ul style="list-style-type: none"> <li>▪ Management principles aim at influencing human behaviour.</li> <li>▪ They enable a better understanding of the relationship between human and material resources in achieving organisational goals.</li> </ul> <p><b>Contingent</b></p> <ul style="list-style-type: none"> <li>▪ Application of principles of management is dependent upon the prevailing situation at a particular point of time.</li> <li>▪ The application of principles of management has to be changed as per the requirements.</li> </ul> <p><b>Provide managers with useful insights into reality</b></p> <ul style="list-style-type: none"> <li>▪ Adherence to the principles adds to their knowledge, ability and understanding of managerial situations and circumstances.</li> <li>▪ They also enable managers to learn from past mistakes and conserve time by solving recurring problem quickly.</li> </ul> <p><b>Help in thoughtful decision-making</b></p> <ul style="list-style-type: none"> <li>▪ Management principles emphasise on logic rather than on blind faith.</li> <li>▪ Management decisions taken on the basis of principles are free from bias.</li> </ul>	<p align="center"> <b>1 ½ x 4</b>                      =  <b>6 marks</b> </p>

