• 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 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 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 घण्टे
Time allowed : 3 hours

अधिकतम अंक : 80
Maximum Marks : 80
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. ‘पूँजी संरचना’ का क्या अर्थ है?
   What is meant by ‘Capital Structure’?

2. चयन प्रक्रिया में ‘कौशल परीक्षा’ क्यों ली जाती है?
   Why is ‘Aptitude Test’ conducted in the process of selection?

3. मानसी अपनी भतीजी, रिधिमा, को उसके जन्म-दिन के लिए एक बैग खरीदने के लिए ‘मेगा स्टोर्स’ ले गई। वह बहुत हर्षित हुई जब बैग के भुगतान के साथ उसे मुफ्त में एक पेंसिल बॉक्स मिला।
   Mansi took her niece, Ridhima, for shopping to ‘Mega Stores’ to buy her a bag for her birthday. She was delighted when on payment of the bag she got a pencil box along with the bag free of cost.
   Identify the technique of sales promotion used by the company.
4. Sika Ltd., a reputed industrial machines manufacturer, needs Rupees twenty crores as additional capital to expand the business. Mr. Amit Joshi, the Chief Executive Officer (CEO) of the company wants to raise funds through equity. The Finance Manager, Mr. Narinder Singh, suggested that the shares may be sold to investing public through intermediaries, as the same will be less expensive.

Name the method through which the company decided to raise additional capital.

5. ‘औपचारिक’ तथा ‘अनौपचारिक’ संगठन में ‘संग्रहण प्रवाह’ के आधार पर अन्तर स्पष्ट कीजिए।

Differentiate between ‘formal’ and ‘informal’ organisation on the basis of ‘flow of communication’.

6. निदेशण के एक तत्व के रूप में ‘पर्यवेक्षण’ का अर्थ दीजिए।

Give the meaning of ‘supervision’ as an element of directing.

7. भगवती इंटरप्राइजेज एक प्रसिद्ध ब्रांड के वातानुकूलन संयंत्रों के विपणन में लगी एक कंपनी है। कंपनी के चार मुख्य कार्यों — क्रय, विक्रय, वित्त तथा निर्यातकरण वाला एक कार्यालय बाँचा है। उत्पाद की मांग बढ़ने पर कंपनी ने अधिक कर्मचारियों की भर्ती का निर्णय लिया।

उस अवधारणा की पहचान कीजिए जो मानव संसाधन प्रबंधक को उपलब्ध कर्मचारियों की संख्या तथा प्रकार का पता लगाने में सहायक होगी ताकि वह प्रत्येक विभाग के लिए आवश्यक व्यक्तियों की संख्या के बारे में निर्णय ले सके तथा उनकी भर्ती कर सके।
Bhagwati Enterprises is a company engaged in the marketing of air-conditioners of a famous brand. The company has a functional structure with four main functions — Purchase, Sales, Finance and Staffing. As the demand for the product grew, the company decided to recruit more employees.

Identify the concept which will help the Human Resource Manager to find out the number and type of personnel available so that he could decide and recruit the required number of persons for each department.

8. ईशा मशीन्स 1960 से गुणवत्ता वाली सिलाई मशीनों का एक प्रसिद्ध नाम था। पिछले तीन महीनों में उत्पादन घटने के कारण ईशा मशीन्स के स्वामी, श्री सुरेश, व्याकुल थे। उन्होंने उत्पादन प्रबंधक को इसके कारण का पता लगाने का निर्देश दिया। उत्पादन प्रबंधक ने विभिन्न पर्यवेक्षकों को उनके अधीन कार्य करने वाले कर्मचारियों का निष्पादन प्रतिवेदन तैयार करने का आदेश दिया।

उत्पादन प्रबंधक द्वारा लिए गए उस चरण की पहचान कीजिए जो प्रबंध के एक कार्य से सम्बन्धित है।

Isha Machines was a renowned name for quality sewing machines since 1960. Mr. Suresh, the owner of Isha Machines, was worried as the production had declined during the last three months. He directed the Production Manager to find out the reason. The Production Manager ordered the different supervisors to prepare a performance report of the workers working under them.

Identify the step taken by the Production Manager that is related to one of the functions of management.

9. ‘पहल’ तथा ‘सहयोग की भावना’ को प्रबंध के सामान्य सिद्धांतों के रूप में संक्षेप में समझाइए।

Explain briefly ‘Initiative’ and ‘Esprit de Corps’ as principles of general management.

10. नियोजन के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए।

State any three points of importance of planning.

11. संप्रेषण की किन्हीं तीन संगठनात्मक बाधाओं को संक्षेप में समझाइए।

Explain briefly any three organisational barriers to communication.
Hemant, Guddu and Toshita were friends from college days and presently they were doing different kinds of business. They regularly meet and discuss their business ideas, and exchange notes on customer satisfaction, marketing efforts, product designing, selling techniques, social concerns, etc.

In one of such meetings, Hemant drew the attention of Guddu and Toshita towards the exploitation of consumers. He told that most of the sellers were exploiting the consumers in various ways and were not paying attention towards the social, ethical and ecological aspects of marketing, whereas he was not doing so. Guddu told that they were under pressure to satisfy the consumers but stated that the consumers would not buy or not buy enough unless they were adequately convinced and motivated for the same.

Toshita stressed that a company cannot achieve its objectives without satisfying the needs of the customers. It was the duty of the businessmen to keep consumer satisfaction in mind, because business is run by the resources made available by the society. She further stated that she herself was taking into consideration the needs of the customers.

Identify the various types of thinking that guided Hemant, Guddu and Toshita in the marketing efforts of their business. Also, state one more feature each of the various types of thinking identified that is not given in the above paragraph.
Ramnath Ltd. is dealing in import of organic food items in bulk. The company sells the items in smaller quantities in attractive packages. Performance of the company has been up to the expectations in the past. Keeping up with the latest packaging technology, the company decided to upgrade its machinery. For this, the Finance Manager of the company, Mr. Vikrant Dhull, estimated the amount of funds required and the timings. This will help the company in linking the investment and the financing decisions on a continuous basis.

Therefore, Mr. Vikrant Dhull began with the preparation of a sales forecast for the next four years. He also collected the relevant data about the profit estimates in the coming years. By doing this, he wanted to be sure about the availability of funds from the internal sources. For the remaining funds he is trying to find out alternative sources.

Identify the financial concept discussed in the above paragraph. Also, state any two points of importance of the financial concept, so identified.
Sanket, after completing his entrepreneurship course from U.S.A. returned to India and started a coffee shop ‘Fioma Coffee’ in a famous mall in Mumbai. The speciality of the coffee shop was the special aroma of coffee and a wide variety of flavours to choose from. Somehow, the business was neither profitable nor popular. Sanket was keen to find out the reason. He appointed Riya, an MBA from a reputed management institute as a manager to find out the causes of the business not doing well.

Riya, took a feedback from the clients and found out that though they loved the special unique aroma of coffee but were not happy with the long waiting time being taken to process the order. She analysed and found out that there were many unnecessary obstructions which could be eliminated. She fixed a standard time for processing the order. She also realised that there were many flavours whose demand was not enough. So, she also decided to discontinue the sale of such flavours. As a result, within a short period Riya was able to attract the customers.

Identify and explain any two techniques of scientific management used by Riya to solve the problem.
Rishitosh Mukerjee has recently joined AMV Ltd, a company manufacturing refrigerators. He found that his department was under-staffed and other departments were not cooperating with his department for smooth functioning of the organisation. Therefore, he ensured that his department has the required number of employees and its cooperation with other departments is improved.

(a) Identify the level at which Rishitosh Mukerjee was working.

(b) Also, state three more functions required to be performed by Rishitosh Mukerjee at this level.

16. Give the meaning of ‘Policy’ and ‘Budget’ as types of plans.

17. Aajkal kisi desh kevikas ko iski pranali, jaiske dravavrit kevitt kaa atithik ke ksetraa se un ksetraa mein sthanantar jaha iski swarvik ahavishkata hai, se bhi aaka jataa hai. 

Arthvyavasthaa ko mazbuat karne ke liye sabei pounji bajaraa kevikas ke liye upay karaa hai.

Iskii aatritika, ek anay bajaraa hai jisma prakriti atityaii tatha alpavishik rna prapatii Ka prabhaapurnaa tardike se vyapaaar hotaa hai. 

Ek saath ye bajaraa bacht karne walee tatha niyayak haanii paas ulavvadh vitt ki iske atityik utpadak niyay akshar Ka tarka nirdeshit karne mein sahayak hotee hai.

(k) Upayyukt sthiti me bajaraa dravava nispaadit kiye jaane walee karya ka name dijiye.

(ka) Pounji bajaraa khanda ke aatritika uas bajaraa khanda ka name bataaye jisma aarshik tatha alpavishik rna prapatii Ka vyapaaar hotaa hai. 

Doonii ke medhay anantar ke koii tine bindu bhaa dijiye.
These days, the development of a country is also judged by its system of transferring finance from the sector where it is in surplus to the sector where it is needed the most. To give strength to the economy, SEBI is undertaking measures to develop the capital market. In addition to this, there is another market in which unsecured and short-term debt instruments are actively traded every day. These markets together help the savers and investors in directing the available funds into their most productive investment opportunity.

(a) Name the function being performed by the market in the above case.

(b) Name the market segment other than the capital market segment in which unsecured and short-term debt instruments are traded. Also, give any three points of difference between the two.

18. अवधेश, डेल्टा लिमिटेड का प्रबंध निदेशक है। कम्पनी ने एक अच्छा नाम अर्जित किया है तथा इसका निष्पादन अच्छा है। यह आदेशों को समय पर पूरा करने के लिए जानी जाती थी। उत्पादन प्रबंधक, सुश्री प्रियंका, आदेशों के प्रक्रियाओं की देखरेख कुशलतापूर्वक कर रही थी तथा उसके अधीन दस प्रेरित कर्मचारी कार्यरत थे। सभी काम सुचारू रूप से चल रहे थे। दुर्भाग्यवश, प्रियंका का एक्सीडेंट हो गया। अवधेश जानता था कि प्रियंका की अनुपस्थिति में कम्पनी समय सीमा का पालन नहीं कर पाएगी। उसे यह भी जानता था कि समय सीमा का पालन नहीं करने पर ग्राहक असंतुष्ट हो सकते थे जिससे व्यवसाय की हानि तथा खर्च की हानि का जोखिम था। अतः, उसने अपने कर्मचारियों के साथ एक बैठक की जिसमें आदेशों के सही तथा गतिशील प्रक्रियाओं का नियोजन किया गया। प्रयोक्ता एक टीम की तरह कार्य करने के लिए सहमत था, क्योंकि संगठन के कर्मचारियों के प्रति अवधेश का व्यवहार सकारात्मक था। सभी ने अतिरिक्त समय दिया तथा प्रयास किए और लक्ष्यों की समय पर प्राप्ति हो गई। यही नहीं अवधेश, प्रियंका से मिलने गया तथा उसे आवश्यक विश्राम की सलाह दी।

(क) अवधेश की नेतृत्व शैली की पहचान कीजिए तथा इस शैली को दर्शाने वाला एक चित्र बनाए।

(ख) अवधेश के व्यवहार द्वारा उजागर किए गए किन्हीं दो मूल्यों की भी पहचान कीजिए।
Avdhesh is the Managing Director of Delta Ltd. The company had established a good name for itself and had been doing well. It was known for timely completion of orders. The Production Manager, Ms. Priyanka was efficiently handling the processing of orders and had a team of ten motivated employees working under her. Everything was going on well. Unfortunately, Priyanka met with an accident. Avdhesh knew that in the absence of Priyanka, the company may not be able to meet the deadlines. He also knew that not meeting the deadlines may lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with his employees in which accurate and speedy processing of orders was planned. Everybody agreed to work as a team because the behaviour of Avdhesh was positive towards the employees of the organisation. Everyone put in extra time and efforts and the targets were met on time. Not only this, Avdhesh visited Priyanka and advised her to take adequate rest.

(a) Identify the leadership style of Avdhesh and draw a diagram depicting the style.

(b) Also, identify any two values highlighted by the behaviour of Avdhesh.

19. भर्ती के बाद छोटों के रूप में ‘प्रतीक्षा सूची’ तथा ‘मज़दूर ठेकेदारों’ को संख्या में समझाएं।

Explain briefly ‘Casual Callers’ and ‘Labour Contractors’ as external sources of recruitment.

20. अपने सदस्यों में सामाजिक कार्य करने की आदत डालने के लिए ‘आर.ओ. यूथ क्लब’ ने एक वृद्ध आश्रम में अपने सदस्यों की यात्रा का आयोजन किया। यात्रा से पता चला कि वृद्ध आश्रम के सहवासियों की रहने की अवस्था स्वास्थ्यकारक नहीं थी। इसलिए, आर.ओ. यूथ क्लब के सदस्यों ने परिसर की सफाई का निर्णय लिया। सफाई अभियान के मध्य उन्हें यह भी महसूस हुआ कि वृद्ध आश्रम को नाशक कीट नियंत्रण की भी आवश्यकता थी। परन्तु वृद्ध आश्रम के कुछ सहवासी इसके लिए अनिच्छुक थे क्योंकि उनका विश्वास था कि नाशक कीट नियंत्रण उनके लिए स्वास्थ्य सम्बन्धी परेशानियाँ पैदा कर सकता है। अतः, आर.ओ. यूथ क्लब ने नैतिक, सुरक्षित तथा गणराज्यीय नाशक कीट नियंत्रण प्रदान करने का निर्णय लिया। उन्होंने वृद्ध आश्रम के सहवासियों को प्रस्तावित नाशक कीट नियंत्रण उपादान का एक पेप्परलेट दिखाया जो आसान, संगठित और समय तक असर रखने वाला नाशक कीट नियंत्रण था। सहवासी सहर्ष तेज़ रहे थे तथा नाशक कीट नियंत्रण कर दिया गया। पनजह दिनों के पश्चात नाशक कीट नियंत्रण का असर कम होने लगा। आर.ओ. यूथ क्लब ने नाशक कीट नियंत्रण कम्पनी से सम्बन्ध स्थापित किया। परन्तु वे अपने आगमन को ठालते रहे। एक मह प्रतीक्षा करने के पश्चात आर.ओ. यूथ क्लब ने उपभोक्ता न्यायालय में शिकायत दर्ज करा दी।
‘RO Youth Club’ organised a visit of its members to an Old Age Home to inculcate the habit of social work among them. The visit revealed that the living conditions of the inmates of the Old Age Home were not hygienic. So, the RO Youth Club members decided to clean the premises. During their cleanliness drive, they realised that the Old Age Home also required pest control. But some of the inmates of the Old Age Home were reluctant for it because they believed that the pest control may create health problems for them. RO Youth Club, therefore, decided to provide ethical, safe and odourless pest control. They showed to the inmates of the Old Age Home a pamphlet of the proposed pest control product which promised easy, inexpensive and long-lasting pest control. The inmates happily agreed and the pest control was carried out. The effect of the pest control started wearing off after a fortnight. RO Youth Club contacted the pest control company which kept on postponing their visit. After waiting for a month, RO Youth Club filed a case in the consumer court.

The consumer court was satisfied about the genuineness of the complaint and issued necessary directions to the pest control company.

(a) State any six directions that might have been issued by the court.

(b) Identify any two values that are being communicated by RO Youth Club to the society.
Nandrachal Networks and Technologies Ltd. is a leader in technology innovation in U.S.A. creating products and solutions for a connected world. It has a large Research and Development team which invented the first smart watch W-I, which besides showing the time would also monitor few health parameters like heart beat, blood pressure, etc. While in search of markets abroad, the company found that in India, the reform process was underway with the aim of accelerating the pace of economic growth. The company decided to take advantage of the fact that licensing requirements had been abolished. The company was also aware that there had been increased level of interaction and interdependence among the various nations of the world and India could be made a base for its international trade. It set up its office in Gujarat with a view to capture the Indian market. In a short span of time, the company emerged as a market leader. Success of the company attracted many other players to enter the market. Competition resulted in reduction in prices, thereby benefitting the customers.

(a) In the above paragraph, two major concepts related to government policy have been discussed. Identify and explain those concepts.

(b) Also, explain briefly any three impacts of those concepts on Indian business and industry.
Describe briefly the steps in the process of controlling.

Medi Instruments Ltd. is a company dealing in the distribution of medical instruments. The company recently imported 15000 units of sugar testing machines to test the sugar levels without taking blood samples. For deciding the marketing strategy, the Chief Executive Officer of the company called a meeting of the marketing heads of different zones.
In the meeting, Sanjay, the North Zone Marketing Head, suggested that since the machines were sophisticated they need to visit hospitals personally to explain its working to the hospital staff who would be using the machines. He also suggested that additional trained people may be recruited for the same. Hitesh, another Zonal Head, added that since lot of money had been spent on the import of the machines, the company was short of funds to pay the additional staff, as suggested by Sanjay.

Revansh, a newly appointed Zonal Head of South Zone, suggested that since the size of the order was not large, a detailed study of the factors determining the choice of channels of distribution was required before making the right choice.

(a) Identify the factors influencing the choice of channels of distribution which were discussed in the meeting.

(b) Also, explain briefly the other considerations to be taken care of in each factor identified in part (a).
Anoop Gaur started ‘Cat’s Eye’, a company for providing cyber security solutions to businesses. Its objective is to prevent, detect, respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with utmost honesty and sincerity. The business started growing day by day.

He was delighted when he was offered a big project by the Ministry of Science and Technology. While working on the project he found that the volume of work made it impractical for him to handle all the work by himself. Therefore, he decided to expand the team. The company maintained a close liaison with an engineering college in the State. During a campus placement, Aarav and Pranshi were appointed to work for the new project.

He found the new employees capable, enthusiastic and trustworthy. Anoop Gaur was thus, able to focus on the objectives and with the help of Aarav and Pranshi, the project was completed on time. Not only this, Anoop Gaur was also able to extend his area of operations. On the other hand, Aarav and Pranshi also got opportunities to develop and exercise initiative.

(a) Identify and explain briefly the concept used by Anoop Gaur in the above case which helped him in focussing on the objectives.

(b) Also, explain any four points of importance of the concept identified in part (a).

25. एक कंपनी की स्थायी पूंजी की आवश्यकताओं को प्रभावित करने वाले किन्हीं चार कारकों को संक्षेप में समझाइए।

Explain briefly any four factors that affect the fixed capital requirements of a company.