SET – 1

Series : SGN/C

Roll No. 

ब्यांवसायिक अध्ययन
BUSINESS STUDIES

निर्धारित समय : 3 घंटे
Time allowed : 3 hours

अधिकतम अंक : 80
Maximum Marks : 80

सामान्य निर्देशः
(i) 1 अंक वाले प्रश्नों के उत्तर एक शब्द से एक वाक्य तक हों ।
(ii) 3 अंकों वाले प्रश्नों के उत्तर 50-75 शब्दों के हों ।
(iii) 4-5 अंकों वाले प्रश्नों के उत्तर लगभग 150 शब्दों के हों ।
(iv) 6 अंकों वाले प्रश्नों के उत्तर लगभग 200 शब्दों के हों ।
(v) एक प्रश्न के सभी भाग साथ-साथ ही हल कीजिए ।
General Instructions:

(i) Answers to questions carrying 1 mark may be from one word to one sentence.
(ii) Answer to questions carrying 3 marks may be from 50-75 words.
(iii) Answer 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. एक संगठन के ‘कार्यात्मक ढाँचे’ का क्या अर्थ है ?
What is meant by ‘functional structure’ of an organisation?

2. नियोजन किस प्रकार अनिश्चितता के जोखिम को कम करता है ?
How does planning reduces the risks of uncertainty?

3. जेम्सन लिमिटेड पुणे में स्थित इलेक्ट्रॉनिक्स उत्पादों के एक निर्माणी कंपनी है। यह एक ओर पुस्तकों, संगीत-उपकरणों, बीडीवीडियोप्यूस आदि वस्तुओं में तथा दूसरी ओर लैपटॉप व मोबाइल फोन आदि में व्यापार करती है।
कंपनी का कार्यात्मक ढाँचा था जिसमें उत्पादन, विपणन एवं वित्त के भिन्न-भिन्न अध्यक्ष थे। सभी कार्यात्मक अध्यक्ष उत्पादों की देखरेख करते थे परन्तु समय-समय पर उनकी गतिविधियों की पुनरावृत्ति हो जाती थी। इस कारण समन्वय से समबलित कठिनाइयाँ तथा अन्तर्विभागीय विवाद बढ़ गए। विश्वस्तता को बढ़ावा देने के लिए कंपनी के मुख्य कार्यकारी अधिकारी, रमित ने पुस्तकों, संगीत-उपकरणों, बीडीवीडियोप्यूस इत्यादि को ‘मीडिया’ तथा लैपटॉप व मोबाइल फोन को ‘उपभोक्ता इलेक्ट्रॉनिक्स’ के अंतर्गत वर्गीकृत करने का निर्णय लिया। ऐसा करके रमित ने प्रबन्ध के एक कार्य की प्रक्रिया के एक चरण का निष्पादन किया। इस चरण की पहचान कीजिए।

Zamon Ltd. is manufacturer of electronics goods based in Pune. On one hand it deals in items like books, music instruments, videotapes etc., and on the other hand it deals in laptops and mobile phones.

The company had a functional structure with separate heads for production, marketing and finance. All the functional heads were looking after the products, but at times their activities overlapped. This led to problems related to coordination and inter-departmental conflicts. To facilitate specialisation Ramit, the CEO of the company decided to group books, music instruments, videotapes etc. under ‘Media’ and laptops and mobile phones under ‘consumer electronics’. While doing so Ramit has performed a step in the process of one of the functions of management. Identify the step.
VXL Ltd. is a company dealing in dairy products. It procures these products from Rajasthan and sells them to various parts of Delhi. A month before ‘Merio Ltd.’, a Haryana based company entered Delhi market with a similar range of products. State the impact of entry of Haryana based ‘Merio Ltd.’ on the working capital requirements of VXL Ltd. Also, name the factor affecting the working capital requirements of VXL Ltd.

5. ‘Vani Oil Refinery’ is a large company, engaged in processing crude oil and refining it into more useful products like Petroleum, Kerosene, LPG etc. It has build good reputation over the years. It has been consistently earning profits and paying regular dividend to its shareholders. It needs additional working capital immediately to finance a project. It expects to return this amount after seven to eight months. Ashish Batra, the Finance Manager of the company does not want to get into procedural requirements of securing finance from a Commercial Bank.

Suggest how the company can raise the required finance for meeting its additional working capital requirements.
6. **विपणन-मिश्र का अर्थ दीजिए।**  
Give the meaning of Marketing Mix.

7. **यदि कंपनी के पास पर्याप्त कोष है तथा प्रबन्धन यह भी चाहता है कि श्रृंखला सदस्यों पर अधिक नियंत्रण रहे तो कंपनी वितरण की कौन सी श्रृंखला अपनाएगी? अपने उत्तर के समर्थन में कारण दीजिए।**  
If the company has enough funds and the management also wants to have greater control on the channel members, which channel of distribution should the company adopt? Give reason in support of your answer.

8. **एक बिस्कुट निर्माता कंपनी ‘माइ बेकरी’ ने गुणवत्ता एवं विशेषताओं पर आधारित विभिन्न स्वादों के बिस्कुट बाजार में प्रस्तुत किए जैसे ‘क्रूंची बिस्कुट’, ‘स्वीट पोटेटो’, ‘कॉफी जॉली’ इत्यादि।**  
   बिस्कुट के पैकेटों के लेबल चित्रों एवं विभिन्न रंगों में थे तथा बिस्कुटों के विभिन्न स्वादों व अन्तर्वेदनाओं को इंगित कर रहे थे।  
   उपरोक्त चर्चित लेबलिंग के दो कार्य की पहचान कीजिए।  
   ‘My Bakery’, a biscuit manufacturing company, launched biscuits with different flavours based on quality and features like ‘Crunchy biscuits’, ‘Sweet Potato’, ‘Coffee Jolly’ etc.
   The labels on the package of the biscuits are with pictures and different colours indicating and specifying the flavours of the biscuits and their contents.
   Identify the two functions of labelling discussed above.

9. **‘अन्तरण’ व ‘विकेन्द्रीकरण’ में निम्न आधारों पर अन्तर्भेद कीजिए:**  
   (i) कार्य की स्थिति तथा (ii) स्थिति तथा (iii) उदेश्य  
Distinguish between ‘delegation’ and ‘decentralization’ on the basis of  
(i) Freedom of action; (ii) Status and (iii) Purpose.
10. ‘वेतन एवं भत्तां’ के अतिरिक्त कर्मचारियों को अभिमंत्रित करने के लिए दिए जाने वाले किन्हीं तीन वित्तीय 
प्रेरकों का उल्लेख कीजिए।

State any three financial incentives other than ‘Pay and Allowances’ to motivate 
employees.

11. वित्तीय प्रबन्ध के क्षेत्र में विशेषज्ञ लखन ने, अपने अधीनस्थ थांबस को, एक नई परियोजना के लिए 
जिसका ग्राहक प्रांस में है, एक ई-मेल भेजी। यद्यपि मेल अंग्रेजी में थई, एक ऐसी भाषा जिसे थांबस 
जानता था, लेकिन फिर भी वह मेल में प्रयुक्त बहुत से शब्दों के वास्तविक अर्थ को नहीं समझ सका। वह 
वित्तीय प्रबन्ध के क्षेत्र में विशेषज्ञ भी नहीं था। इतना ही नहीं, मेल के कुछ भागों का अनुवाद फ्रेंच से 
अंग्रेजी में इस प्रकार से किया गया था कि इसमें बहुत-सी अशुद्धियाँ आ गई जिसके कारण संदेश का अर्थ 
भिन्न हो गया।

(a) लखन की ई-मेल से सम्प्रेषण की दो विशेष बाधाओं की पहचान कीजिए।

(b) लखन द्वारा भविष्य में अपने सम्प्रेषण को प्रभावशाली बनाने हेतु उपरोक्त (अ) में पहचानी गई 
बाधाओं को दूर करने वाले किन्हीं दो उपायों का उल्लेख कीजिए।

Lakhan, an expert in the area of Financial Management, sent an e-mail to his 
subordinate Thomas about a new project for a client in France. Though, the mail was 
in English, a language known to Thomas, he was not able to understand the actual 
meaning of many words used in the mail. He was also not a specialist in the field of 
Financial Management. Not only this, some portions of the mail were translated from 
French to English in such a manner that many mistakes crept in, causing different 
meaning to the message.

(a) Identify two specific barriers to communication in Lakhan’s e-mail.

(b) State any two measures which can be taken by Lakhan to overcome the barriers 
identified in part (a) above to improve in future the effectiveness of his 
communication.
12. The Finance Manager and the Managing Director of Ghokerns Ltd. were discussing regarding the source of finance to be raised for modernisation of their existing plant. Quoting that ‘Sensex has soared by 5078 points’ in the last three years, the Finance Manager suggests that equity should be preferred while the Managing Director wanted to opt for debt.

Keeping in mind the high operating costs of the company, suggest the source of finance that should be used for modernisation of existing plant. Also, explain the two factors highlighted above which should be kept in mind for taking this decision.

13. Explain any three points of importance of consumer protection from the point of view of consumers.

14. Vardan Patel started the business of preparation and supplying sweets through home delivery at a production cum show-room ‘Express Sweets’ at Ahmedabad.

He made a plan forecasting the sales of different types of sweets in various localities of Ahmedabad for each month of the year to earn a profit of 20% on Capital employed.

He set a sales target of ₹ 20,00,000 in the current year with a 10% increase every year.

He then set the criteria for selecting suppliers from whom he would make purchases of raw material. The planning paid off and the business was able to achieve its targets.

(a) Identify any two types of plans by quoting the lines from the above.

(b) Also give the meaning of the types of plans identified in part (a) above.
A.V.M. Ltd. set-up its electric appliances manufacturing factory in a backward area of Himachal Pradesh where subsidies are provided by the government and labour is available at cheaper rates.

A.V.M. Ltd. was able to produce its products at low cost thereby generating enough profits in the first year itself. It was because of the fact that the limits of authority and responsibility of the employees were clearly defined and the activities of various departments were co-ordinated and integrated. The Production Manager of the company also came to know about the availability of raw-materials at cheaper rates from a vendor. For this he wrote a letter to the Managing Director of the company for getting sanction. But because of procedural delays in getting this sanction and procuring funds from the Finance Manager, the order could not be placed.

(a) Identify the type of organisation, that led to procedural delays and because of which the company could not get the advantage of procuring raw material at cheaper rates.

(b) State an advantage of the type of organisation identified in (a) above other than those discussed in the above case.

(c) Also, state any two values communicated by A.V.M Ltd. to the society.
16. Explain the steps to be followed in the process of controlling function of management after ‘Setting Standards.’

17. After passing his secondary school examination, David left the school at the age of 15 years and started getting training under his father. His father, a renowned electrician, had worked for many companies. He everyday started accompanying his father on work and watched him carefully while working. David was a good learner and learnt the techniques of work quickly. Now his father started passing on the tricks of the trade to David. With the passage of time David acquired a high level skill and became a well-known electrician at Indore. Big business-houses started calling him for electrical-wiring.

(a) Name the method of training discussed in the above para.
(b) State any three benefits which David could get on being trained.

19. ‘सारा’ अपनी स्नातक उपाधि के लिए अध्ययनरत थी। वह प्रतिदिन देखती थी कि अपने
कार्य-स्थल से बाहर आकर उसकी माँ पर पर बिना थके निरंतर कार्य करती रहती है। अपनी पारिवारिक
आय को बढ़ाने के लिए उसने एक टिफिन-सेवा प्रारंभ करने का निर्णय लिया। शुरू में उसने केवल पड़ोस में
ही टिफिन की सप्ताह रेता आरंभ किया। अपनी माँ से विचार-विमर्श के परवर्त वह प्रतिदिन भोजन की
व्यजन सूची तैयार करती थी। अपनी सेवाओं के विषय में लोगों को सूचित करने के लिए उसने एक
अति-सूदर सूचनात्मक पैपरलेट तैयार किया, इसे छपवाया तथा इसे दैनिक समाचार-पत्रों के माध्यम से
बांटना आरंभ किया। उसने टिफिन के वितरण हेतु दो वितरण करने वाले लड़कों की भी नियुक्ति की।

आरंभ में व्यवसाय धीमा था, परन्तु बाद में वह रफ्तार पकड़ गया। प्रथम माह में वह आगम का
20% लाभ अर्जित करने में सफल हुई।

(क) उपभोक्ताओं को अपनी टिफिन सेवाओं के बारे में समर्पित करने के लिए सारा द्वारा उपयोग में लाई
गई प्रवचन-विवेच की पहचान कीजिए।

(ख) वस्तुओं एवं सेवाओं के विषय के लिए उपरोक्त (क) में पहचान गई प्रवचन-विवेच की किन्हीं तीन
भूमिकाओं का उल्लेख कीजिए।

Sara was pursuing her graduation. Everyday she saw her mother working tirelessly at
home after coming back from her work-place. She decided to start a tiffin service to
increase her family income. To begin with she started supplying tiffin only in the
neighbourhood. Everyday she detailed out the menu after consulting her mother. For
informing the people about her service she designed a beautiful informative pamphlet,
got it printed and started distributing it through the daily newspapers. She also
appointed two delivery boys to deliver tiffins.

The business was slow to begin with but picked-up well afterwards. She was
able to earn a profit of 20% of the revenue in the first month.

(a) Identify the promotional tool used by Sara to communicate to the customers
about her tiffin service.

(b) State any three roles of the promotional tool identified in (a) above in marketing
of goods and services.

20. समन्वय की किन्हीं पाँच विशेषताओं का उल्लेख कीजिए।

State any five characteristics of co-ordination.
21. **Deewan Limited** is a multinational consulting company with its headquarters at Washington D.C. It hires young people from different countries of the world. It is a company in which people dream to work because of its work-environment, pay and growth prospectus. The company has a culture of open communication and people of various nationalities work together in a discrimination free environment. The behaviour of managers of Deewan Limited emphasises kindliness and justice which ensures loyalty and devotion of workers.

It also promotes mutual trust and belongingness among team members. In this way management of Deewan Ltd. is able to achieve its objectives by promoting team work. By doing so Managers of Deewan Ltd. are following some principles of management.

Identify and explain any two such principles.

22. **Aditi** set-up a company ‘Dantik Ltd.’ to manufacture toothpastes using herbs found in her village instead of chemicals that are hazardous to health. The package of the product was eco-friendly and had details like price, quantity, ingredients, directions for use and other relevant information. It also carries the contact details like address, phone number and e-mail id of ‘Dantik Consumer Services and Grievance Cell’. The toothpaste became very popular and she started getting orders from reputed traders.

(a) Identify and explain any two Rights of Consumers discussed above.
(b) State any two values being communicated by ‘Dantik Ltd.’ to the society.
With rapid advancements in the field of replacing manual work with machines, a robot named ‘Sujan’ has been invented and developed and is likely to get the citizenship of the country of its origin.

It has led to a stage where machines are being used in place of human beings. ‘Sujan’ is doing all types of work whether routine or hazardous and even answering the queries of people. However, this issue has to be carefully looked into keeping in mind the consumer attitude towards product innovations, problem of unemployment and its impact on the quality of life. Through the orders and decisions of various commissions and agencies at Centre, State or local level the Indian Government is playing a very significant role in balancing the use of human and machine power.

Various dimensions of business environment are being discussed in the above para.

By quoting the lines from the above identify and explain any three dimensions.
24. ‘ज्ञान इलेक्ट्रिक्स प्राइवेट लिमिटेड’ में सहायक प्रबन्धक के दो पद रिक्त थे। मानव संसाधन प्रबन्धक ‘पार्थ’ ने संगठन के अंदर से ही एक उपयुक्त प्रार्थी ‘विश्वास’ की पहचान की तथा उसे सहायक प्रबन्धक के पद पर पदोन्नत कर दिया। दूसरे पद के लिए प्रबन्धक पार्थ ने एक स्थापना एजेंसी की सहायता ली तथा ‘सलीम’ का चयन किया। च: माह पर्वात ‘पार्थ’ ने देखा कि ‘विश्वास’ का निष्णादन ‘सलीम’ के निष्णादन से बेहतर था, बदलि ‘विश्वास’ की योग्यता सलीम से कम थी। अत: ‘पार्थ’ ने निर्णय लिया कि भविष्य में वह किसी बाहरी स्रोत से कोई नियुक्ति नहीं करेगा।

एसे किन्हैं चार कारणों को समझाए जिनके आधार पर ‘पार्थ’ ने उपरोक्त निर्णय लिया होगा।

There were two vacancies for the post of Assistant Manager in ‘Gyan Electrics Private Ltd.’. ‘Parth’ the Human Resources Manager identified one suitable candidate ‘Vishwas’ from within the organisation and promoted him to the post of Assistant Manager. For another post, the Manager ‘Parth’ took help of a placement agency and selected ‘Saleem’. After six months, Parth observed that ‘Vishwas’s’ performance was much better than ‘Saleem’s’ performance though ‘Vishwas’ was less qualified than ‘Saleem’. Hence, ‘Parth’ decided that in future he will not make any appointment with the help of an outside source.

Explain any four reasons on the basis of which ‘Parth’ would have taken the above decision.

25. ‘एव-निर्माण-बाजार’ का क्या अर्थ है? इस बाजार में नई प्रतिभूतियों के निर्माण की विभिन्न विधियों को समझाए।

What is meant by ‘New Issue Market’? Explain the various methods of flotation of new securities issues in this market.