भव्याबाधक अध्ययन

BUSINESS STUDIES

निर्धारित समय : 3 घंटे

Time allowed : 3 hours

अध्यक्षतम अंक : 80

Maximum Marks : 80

सामान्य निर्देशों :

(i) 1 अंक वाले प्रश्नों के उत्तर एक शब्द से एक बाक्श 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 ।

परीक्षार्थी कोड को उत्तर–पुस्तिका के मुख–पृष्ठ पर अवश्य लिखें ।

Candidates must write the Code on the title page of the answer-book.
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. ‘**VieksaL Ltd.**’ की बाजार में लागी एक कंपनी है। यह इन उत्पादों को जयसंथ से प्राप्त करती है तथा इन्हें दिल्ली के विभिन्न भागों में बेचती है। एक माह पूर्व एक हरियाणा आधारित कंपनी ‘**Merio Ltd.**’ ने ऐसी ही वस्तुओं की श्रेणी के साथ दिल्ली के बाजार में प्रवेश किया। हरियाणा आधारित ‘**Merio Ltd.**’ के प्रवेश से ‘**VieksaL Ltd.**’ की कार्यशील पूंजी की आवश्यकताओं पर पड़ने वाले प्रभाव का उल्लेख किया। साथ ही ‘**VieksaL Ltd.**’ की कार्यशील पूंजी की आवश्यकताओं को प्रभावित करने वाले घटक का नाम दीजिए।

   **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.

2. एक बिस्कुट निर्माता कंपनी ‘**My Bakery**’ ने गुणवत्ता व विशेषताओं पर आधारित विभिन्न स्वादों के बिस्कुट बाजार में प्रस्तुत किए। जैसे ‘क्राँची बिस्कुट’, ‘स्वीट पॉटेटो’, ‘कॉफी जॉली’ इत्यादि।

   बिस्कुट के पैकेट के लेबल चित्रों व विभिन्न रंगों में थे तथा बिस्कुटों के विभिन्न स्वादों व अन्वर्तनों को इंगित कर रहे थे।

   उपरोक्त चर्चित लेबलिंग के दो कार्यों 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.
3. **What is meant by ‘functional structure’ of an organisation?**

4. **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.

5. **How does planning reduce the risks of uncertainty?**
6. '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.

7. विपणन–मिश्र का अर्थ दीजिए।

Give the meaning of Marketing Mix.

8. यदि कंपनी के पास पर्याप्त कोष है तथा प्रबन्धन यह भी चाहता है कि शृंखला सदस्यों पर अधिक नियंत्रण रहे तो कंपनी चित्रण की बौन सी शृंखला 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.
9. वित्तीय प्रबंध के क्षेत्र में विशेषज्ञ लखन ने, अपने अधीनस्थ थोमस को, एक नई परियोजना के लिए जिसका प्रारंभ प्रारंभ में है, एक ई-मेल भेजी। यद्यपि मेल अंग्रेज़ी में थी, एक ऐसी भाषा जिसे थोमस जानता था, लेकिन फिर भी वह मेल में प्रयुक्त बहुत से शब्दों के वास्तविक अर्थ को नहीं समझ सका। वह वित्तीय प्रबंध के क्षेत्र में विशेषज्ञ भी नहीं था। इसलिए, लखन के कुछ भागों का अनुवाद फ्रेंच से अंग्रेजी में इस प्रकार से किया गया था कि इसमें बहुत-सी असुगठियाँ आ गई जिसके कारण संदेश का अर्थ भिन्न हो गया।

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

(ब) लखन द्वारा भविष्य में अपने सम्प्रेषण को प्रभावशाली बनाने हेतु उपयोग (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.

10. उपभोक्ताओं के दृष्टिकोण से उपभोक्ता-संरक्षण के महत्त्व के किन्हीं तीन बिंदुओं को समझाए।

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

11. गोखेंस लिमिटेड के वित्त प्रबंधक ‘नीलाम सरीन’ तथा प्रबंध निदेशक ‘अतुल चोपड़ा’ अपने वर्तमान संस्थापक के आधुनिकीकरण हेतु वित्त एकजित करने के लिए संस्थापक के विषय में चर्चा कर रहे थे। ‘सेंसेक्स दिनियाँ में 5078 अंक बढ़ गए हैं’ को उद्धुक्त करते हुए नीलाम सरीन ने सुझाव दिया कि समता को प्राथमिकता दी जाए जबकि अतुल चोपड़ा रण का विकल्प चाहता था।

कंपनी की उच्च प्रवास लागतों को ध्यान में रखते हुए वर्तमान संस्थापक के आधुनिकीकरण हेतु उपयोग किए जाने वाले वित्त-योग का सुझाव दीजिए। यह निष्पादन लेने के लिए ध्यान में रखे जाने वाले उन दो कारकों को भी समझाए जिन पर उपरोक्त में प्रकाश दला गया है।

Neelabh Sarin, the Finance Manager and Atul Chopra, the Managing Director of Ghokems 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, Neelabh Sarin suggests that equity should be preferred while Atul Chopra 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.
12. ‘अन्तरण’ व ‘विक्रेत्रीकरण’ में निम्न आधारों पर अन्तर्भूत कीजिए:
   (i) कार्य की स्थिति तथा (ii) उद्देश्य

Distinguish between ‘delegation’ and ‘decentralization’ on the basis of
(i) Freedom of action; (ii) Status and (iii) Purpose.

13. ‘बेतन एवं भलो’ के अनुसार कर्मचारियों को अभिप्रेरित करने के लिए दिए जाने वाले किन्हीं तीन वित्तीय

प्रेरणों का उल्लेख कीजिए।

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

14. ‘मानक निर्धारण’ के परस्पर प्रबन्ध के नियंत्रण कार्य की प्रक्रिया में लिए जाने वाले चरणों को समझाए।

Explain the steps to be followed in the process of controlling function of management
after ‘Setting Standards.’

15. ए.वी.एम. लिमिटेड ने हिमाचल प्रदेश के एक पिछड़े क्षेत्र में जहाँ सरकार द्वारा आर्थिक सहायता प्रदान की

जाती है तथा श्रम सस्ती दरों पर उपलब्ध है, एक इलेक्ट्रिक उपकरणों के निर्माण का कारखाना स्थापित
किया।

प्रथम वर्ष में ही ए.वी.एम. लिमिटेड अपने उत्पादों को कम लागत पर उत्पादित करके पर्याय लाभ
अर्जित करने में सफल हुई। इसका कारण था कर्मचारियों के अधिकारों एवं उत्तरदायित्वों की सीमाओं को
स्पष्ट रूप से परिभाषित करना तथा संगठन के निर्बाध संचालन हेतु विभिन्न विभागों की गतिविधियों को
समन्वित एवं एकीकृत करना। कम्पनी के उत्पादन प्रबन्ध को कम मूल्यों पर कच्चे माल की उपलब्धता
हेतु एक आपूर्तिकर्ता का भी पता चला। इसके अनुसार हेतु उसने कम्पनी के प्रबन्ध-निदेशक को एक पत्र
लिखा। लेकिन इसे अनुमोदित करने तथा वित्त प्रबन्ध से वित्त प्राप्त करने के कार्यविधिक बिलाबों के
कारण आदेश नहीं दिया जा सका।

(क) संगठन के उस प्रकार की पहचान कीजिए जिसके कारण कार्यविधिक विलास हुए तथा कम्पनी
कम मूल्यों पर कच्चे माल प्राप्त करने का लाभ नहीं उठा सकी।

(ख) उपरोक्त (क) में पहचान एवं संगठन के प्रकार के एक लाभ का उल्लेख कीजिए जिसकी चर्चा
उपरोक्त स्थिति में नहीं की गई है।

(ग) ए.वी.एम. लिमिटेड द्वारा समाज को समर्पित किए गए किन्हीं दो मूल्यों का भी उल्लेख कीजिए।
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.

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.

18. ‘*Sara*’ अपनी स्नातक उपाधि के लिए अध्ययनरत थी। वह प्रतिदिन देखती थी कि अपने कार्य-स्थल से वापिस आकर उसकी माँ घर पर बिना थे के निरन्तर कार्य करती रहती है। अपनी परिवारिक आय को बढ़ाने के लिए उसने एक टिफ्न-सेवा प्रारंभ करने का निर्णय लिया। शुरू में उसने केवल पढ़ोस में ही टिफ्न की सज्जाई करना आरंभ किया। अपनी माँ से विचार-विमर्श के परवाह के प्रतिदिन भोजन की व्यवस्था सूची तैयार करती थी। अपनी सेवाओं के विषय में लोगों को सूचित करने के लिए उसने एक अति-संदर्भ सूचनात्मक पैपरलेट तैयार किया, इसे छपवाया तथा इसे दैनिक समाचार-पत्रों के माध्यम से बॉट्टा आरंभ किया। उसने टिफ्न के वितरण हेतु दो वितरण करने वाले लड़के की भी नियुक्ति की।

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

(क) *उपभोक्ताओं को अपनी टिफ्न सेवाओं के बारे में समर्पित करने के लिए सारा द्वारा उपयोग में लाई गई प्रवर्तन-विधि की पहचान कीजिए।*

(ख) *वस्तुओं एवं सेवाओं के विपणन के लिए उपरोक्त (क) में पहचानी गई प्रवर्तन-विधि 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.*
19. 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.

20. The method of training discussed in the above para. is called as 'on-the-job training'. This method involves learning by doing. The trainee is engaged in actual work under the supervision of an experienced worker or mentor. The trainee is gradually introduced to the work and is given tasks that increase in complexity over time. This method is effective because it provides immediate feedback and allows the trainee to apply what they have learned in real-world situations.

(a) What are the advantages of on-the-job training?
(b) What are the disadvantages of on-the-job training?

(c) How can on-the-job training be improved?
Deewan Ltd. 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 Ltd. 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.

21. 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.

22. State any five characteristics of co-ordination.

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