BUSINESS STUDIES

Time allowed : 3 hours  
Maximum Marks : 80

(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. ‘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.

2. 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.

3. Give the meaning of Marketing Mix.
4. एक बिस्कुट निर्माता कंपनी ‘माई बेकरी’ ने गुणवत्ता व विशेषताओं पर आधारित विभिन्न स्वादों के बिस्कुट बाजार में प्रस्तुत किए जैसे ‘रंगी क्रिस्टल’, ‘स्पेशल पॉटेटो’, ‘कॉफी जॉली’ इत्यादि।

बिस्कुट के पैकेटों के लेबल चित्रों व विभिन्न रंगों में थे तथा बिस्कुटों के विभिन्न स्वादों व अन्तर्वेदनों को दर्शाने के लिए प्रयोग किए गए थे।

उपरोक्त चर्चित लेबलिंग के दो कार्य को 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.

5. एक संगठन के ‘कार्यात्मक हाथ’ का क्या अर्थ है?

What is meant by ‘functional structure’ of an organisation?

6. जेम्सन लिमिटेड पुणे में स्थित इलेक्ट्रॉनिक्स उत्पादों की एक निर्माणी कंपनी है। यह एक ओर पुस्तकों, संगीत-उपकरणों, वीडियोटेस्प्स आदि बनाया था व इसके अतिरिक्त लैपटॉप और मोबाइल फोन आदि में व्यापार करती है।

कंपनी का कार्यात्मक ठोंचा था जिसमें उत्पादन, विपणन एवं वित्त के भिन्न-भिन्न अध्यक्ष थे। सभी कार्यात्मक अध्यक्ष उत्पादों की देखरेख करते थे परंतु समय-समय पर उनकी गतिविधियों की पुनर्व्यवस्था हो जाती थी। इस कारण में समन्वय से समबन्धित कठिनाइयों तथा अन्तर्विभागीय विचार बढ़ गए। विश्वास को बढ़ावा देने के लिए कंपनी के मुख्य कार्यकारी अधिकारी, रमित ने पुस्तकों, संगीत-उपकरणों, वीडियोटेस्प्स इत्यादि को ‘मीडियां’ तथा लैपटॉप और 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.
7. **नियोजन किस प्रकार अनिश्चितता के जोखिम को कम करता है?**

How does planning reduces the risks of uncertainty?

8. ‘वीएसएल लिमिटेड’ डेवरी उत्पादों के व्यापार में लगी एक कम्पनी है। यह इन उत्पादों को राजस्थान से अपार करती है तथा इन्हें दिल्ली के विभिन्न भागों में बेचती है। एक माह पूर्व एक हरियाणा स्थित कम्पनी ‘मेरियो लिमिटेड’ ने ऐसी ही वस्तुओं की श्रेणी के साथ दिल्ली के बाज़ार में प्रवेश किया। हरियाणा आधारित ‘मेरियो लिमिटेड’ के प्रवेश से ‘वीएसएल लिमिटेड’ की वर्तमान भूमिका की आवश्यकताओं पर पड़ने वाले प्रभाव का उल्लेख किये जाएं। साथ ही ‘वीएसएल लिमिटेड’ की वर्तमान भूमिका 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.

9. **उपभोक्ताओं के दृष्टिकोण से उपभोक्ता-संरक्षण के महत्व के किन्हीं तीन बिंदुओं को समझाए।**

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

10. ‘बेतन एवं महत्’ के अतिरिक्त कर्मचारियों को अभिमानित 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. ‘अन्तर्व’ व ‘बिबेन्द्रीकरण’ में निम्न आधारों पर अन्तर्वेद कीजिए:

(i) कार्य की स्थानन्तर; (ii) स्थिति तथा (iii) उद्देश्य

Distinguish between ‘delegation’ and ‘decentralization’ on the basis of

(i) Freedom of action; (ii) Status and (iii) Purpose.
12. In the project, the expert in 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 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.

13. Neelabh Sarin, the Finance Manager and Atul Chopra, 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, 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.
14. Explain the steps to be followed in the process of controlling function of management after ‘Setting Standards.’

15. ‘सारा’ अपनी स्वाभाविक उपाधि के लिए अध्ययनरत् थी। वह प्रतिदिन देखती थी कि अपने कार्य-स्थल से वापस आकर उसकी माँ घर पर बिना थके निरन्तर कार्य करती रहती है। अपनी परिवारीक आय को बढ़ाने के लिए उसने एक टिफिन-सेवा प्रारंभ करने का निर्णय लिया। सूचना में उसने केवल पत्रों में ही टिफिन की सूचना करना आरंभ किया। अपनी माँ से विचार-विमर्श के परस्पर वह प्रतिदिन भोजन की व्यवस्था सूची तैयार करती थी। अपनी सेवाओं के विषय में लोगों को सूचित करने के लिए उसने एक अति-सूचनात्मक पैम्पलेट तैयार किया, इसे छपवाया तथा इसे दैनिक समाचार-पत्रों के माध्यम से बांटना आरंभ किया। उसने टिफिन के निर्णय हेतु दो वितरण करने वाले टिकटों की भी सूचना की।

आरंभ में व्यवसाय धीमा था, परंतु 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 प्रवर्तन-विधि की पहचान कीजिए।

(ख) वस्तुओं एवं सेवाओं के विवरण 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.
16. 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.

17. The demand for trained electricians in the electrical industry has increased due to the rapid pace of industrialization and urbanization. The electrical sector requires skilled professionals to meet the growing demand for electrical installations and repairs.

The electrical industry is vital for the smooth functioning of industries and homes. It provides a safe and reliable source of energy to power various appliances, machinery, and systems. Skilled electricians play a crucial role in ensuring that electrical systems operate efficiently and safely. They design, install, and maintain electrical systems, ensuring that they comply with the latest safety standards and regulations.

A qualified electrician is competent in various aspects of electrical work, including wiring, troubleshooting, and repairing electrical systems. They use a variety of tools and equipment to perform their tasks efficiently. Their skills are in high demand across various industries, including residential, commercial, and industrial sectors.

The demand for skilled electricians is expected to grow in the future, driven by the expansion of the electrical infrastructure and the increasing use of technology. This provides ample opportunities for those interested in pursuing a career in this field.
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.

Describe any four functions of Financial Market.
20. 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.

21. State any five characteristics of co-ordination.

22. दीवान लिमिटेड एक बहुप्रकारी प्रामाण्य कंपनी है जिसका मुख्यालय वाशिंगटन डि.सी. में है। यह विश्व के विभिन्न देशों के नींवजारों को रोजगार प्रदान करती है। यह एक ऐसी कंपनी है जिसमें इसके कार्यकारी परम्परा, वेतन तथा विकास की संभावनाओं के कारण लोग कार्य करने के स्थान देखते हैं। कंपनी की मुक्त-सम्प्रेषण-संस्कृति है तथा विभिन्न देशों के लोग भेदभाव छोड़कर वातावरण में साथ-साथ कार्य करते हैं। दीवान लिमिटेड के प्रबन्धक द्वारा तथा न्याय पर जोर देते हैं जिसके द्वारा कर्मचारियों में स्वामित्व तथा निष्ठा सुनिश्चित होती है।

यह सभी के सदस्यों में पारस्परिक विश्वास एवं अपेक्षा की भावना को भी प्रोत्साहित करती है। इस प्रकार समूह कार्य को प्रोत्साहित करके दीवान लिमिटेड अपने उद्देश्यों को प्राप्त करने में सफल हुई है। ऐसा करके दीवान लिमिटेड के प्रबन्धक प्रबन्ध के कुछ सिद्धांतों का निर्बाध कर रहे हैं।

ऐसे किसीं दो सिद्धांतों को पहचानाए हुए समझाए।
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.

23. ‘ज्ञान इलेक्ट्रिक्स प्राइवेट लिमिटेड’ में सहायक प्रबंधक के दो पद रिक्त थे। मानव संसाधन प्रबंधक ‘पार्थ’ ने सौगात के अंदर से ही एक उपयुक्त प्रार्थी ‘विश्वास’ की पहचान की तथा उसे सहायक प्रबंधक के पद पर पदोन्नत कर दिया। दूसरे पद के लिए प्रबंधक पार्थ ने एक स्थायी एजेंसी की सहायता ली तथा ‘सलीम’ का चयन किया। छ: माह परिचाल ‘पार्थ’ ने देखा कि ‘विश्वास’ का निर्णायक ‘सलीम’ के निर्णायक से बेहतर था, यद्यपि ‘विश्वास’ की योग्यता सलीम से कम थी। अत: पार्थ’ ने निर्णय लिया कि भविष्य में वह किसी बाहरी स्रोत से कोई नियुक्ति नहीं करेगा।

ऐसे किन्हीं 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.
24. ‘नव-निर्ममन-बाज़ार’ का क्या अर्थ है? इस बाज़ार में नई प्रतिभूतियाँ के निर्ममन की विभिन्न विधियाँ को समझाइए।

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

25. मानवीय कार्यों को मशीनों द्वारा करने के क्षेत्र में तेजी से हुई प्रगति के साथ ‘सुजान’ नामक एक रोबोट का आविष्कार एवं विकास किया गया है तथा इससे अपने उद्यान राष्ट्र की नागरिकता प्राप्त होने वाली है।

इससे मनुष्यों के स्थान पर मशीनों के उपयोग की स्थिति उत्पन्न हो गई है। ‘सुजान’ टैमिक एवं खतरनाक सभी प्रकार के कार्य करता है तथा लोगों के प्रश्नों के उत्तर भी देता है। परंतु उत्पाद नव-प्रवर्तनों की ओर उपभोक्ताओं के दृष्टिकोण, बेरोजगारी की समस्या तथा जीवन की गुणवत्ता पर इसके प्रभाव के दृष्टिगत इस विषय को सावधानीपूर्वक उल्लिखित होगा। केंद्र, राज्य या स्थानीय स्तर पर विभिन्न कमीशनों तथा एजेंसियों के आदेशों तथा विभेदों के माध्यम से भारत सरकार मानव तथा मशीनी शक्ति के उपयोग में संतुलन हेतु एक अत्यधिक महत्त्वपूर्ण भूमिका का निर्वाह कर रही है।

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.