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 जाएगा। 10.15 बजे से 10.30 बजे तक छात्र केवल प्रश्न-पत्र को पढ़ने और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखें।
- 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.
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. प्रबन्ध के एक कार्य के रूप में “निदेश” की परिभाषा दीजिए।
   Define ‘Directing’ as a function of management.

2. ओपचारिक तथा अनौपचारिक संगठन में ‘अधिकार’ के आधार पर अन्तर्भंद कीजिए।
   Differentiate between formal and informal organisation on the basis of ‘authority’.
3. Why is ‘Trade Test’ conducted in the process of selection?

4. Vegatech Enterprises was a company manufacturing refrigerators. The company had a functional structure with four main functions — Production, Marketing, Finance and Human Resource. As the demand for the products grew, the company decided to hire more employees. Identify the concept which will help the Human Resource Manager in identifying the types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives.

5. Whirlwind Enterprises was a renowned name for manufacturing quality washing machines since 1965. When the profit of the last year declined, Mr. Ahmed, the owner of Whirlwind Enterprises, asked the General Manager to prepare a profitability report of the company including Gross Profit Ratio, Net Profit Ratio, etc. besides using other techniques to assess the company’s performance. Identify the step taken by Mr. Ahmed which is related to one of the functions of management.
6. ‘समता पर व्यापार’ का क्या अर्थ है?

What is meant by ‘Trading on Equity’?

7. अपने व्यवसाय का विस्तार करने के लिए एक प्रसिद्ध ट्रक उत्पादन कम्पनी वरुणिका लिमिटेड को बीस करोड़ रुपए की अतिरिक्त पूंजी की आवश्यकता है। कम्पनी के मुख्य कार्यकारी अधिकारी, श्री अलिंद जिंदल, समता के माध्यम से कोष इकट्ठा करना चाहते हैं। वित्त प्रबंधक, श्री निकिल सच्चेवा, ने सुझाव दिया कि कम्पनी की शरीरों के अनुसार चर्चामन अंशधारियों को नए अंशों के निर्माण के अभियोजन हेतु प्रस्ताव का विशेषधिकार दिया जाए। इसके लिए श्री अलिंद जिंदल सहमत हो गए।

उस विधि का नाम बताइए जिसके माध्यम से कम्पनी ने अतिरिक्त पूंजी एकत्रित करने का निर्णय लिया।

Varunica Ltd., a reputed truck manufacturing company, needs rupees twenty crores as additional capital to expand its business. Mr. Alind Jindal, the CEO of the company, wants to raise funds through equity. The Finance Manager, Mr. Nikhil Sachdeva, suggests that the existing shareholders be offered the privilege to subscribe to new issue of shares as per the terms and conditions of the company which was agreed by Mr. Alind Jindal.

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

8. शहर में आने-जाने के लिए वंशिका ‘कुबेर कैब्स’ का उपयोग करती है। उसे यह लिखित संदेश प्राप्त हुआ कि “₹ 222 केटीएम में जमा कीजिए तथा न्यूनतम दस ट्रिप्स पर 15 अप्रैल, 2017 तक 20% नकद वापस ग्राहक कीजिए।”

कम्पनी द्वारा उपयोग की गई विविध प्रतिवर्तन की तकनीक की पहचान कीजिए।

Vanshika uses ‘Kuber Cabs’ for travelling in the city. She received a text message “Add ₹ 222 on Kaytm and get 20% cash back on having minimum ten trips till 15th April, 2017.”

Identify the technique of sales promotion used by the company.

9. प्रबंध के सामान्य सिद्धांतों के रूप में ‘कर्मचारियों के प्रतिफल’ तथा ‘सोपान श्रृंखला’ को संक्षेप में समझाइए।

Explain briefly ‘Remuneration of Employees’ and ‘Scalar Chain’ as general principles of management.
10. **State any three limitations of planning function of management.**

11. **Explain briefly any three psychological barriers to effective communication.**

12. Microgarments Ltd. is dealing in export of garments. The performance of the company has been upto the expectations in the past. Keeping up with the latest technology, the company decided to upgrade their machinery. For this, the Finance Manager, David, estimated the quantitative requirements of funds and their timings. This will help him in linking the investment and the financing decisions on a continuous basis.

So, he began with the preparation of a sales forecast for the next four years. He also collected all possible data about the profit estimates in the coming years. By doing this he wanted to be sure about the availability of funds within the business. For the remaining funds he is trying to find out the viable sources from outside.

Identify the financial concept discussed in the above para. Also, state the objectives to be fulfilled by the financial concept, so identified.
13. Nishtha, Vasvi and Radhika were friends from college time and now they are engaged in different types of businesses. They regularly meet and discuss their business ideas, exchange notes on customer satisfaction, marketing efforts, product designing, selling techniques and social concerns, etc.

Nishtha, drew the attention of her friends towards the exploitation of consumers in the market. She said that the sellers were exploiting the consumers in many ways and were not paying attention towards the social, ethical and ecological aspects of marketing.

Vasvi said that they were under pressure of consumer satisfaction but observed that the consumers would not buy or not buy enough unless they are adequately convinced and motivated to do the same.

Radhika, stressed that it was the duty of the businessmen to keep consumer satisfaction in mind because business was run by the resources made available by the society. Thus, a company cannot achieve its objectives without understanding the needs of the customers.

The thinking of the three friends were different. These thoughts were guiding the marketing efforts of their business and were known with different names. Identify these names. Also, state one more feature of each of these thoughts.
14. Chandrika Bhattacharya is working in Olax Ltd., a company manufacturing room heaters. She is responsible for all the activities of the business and for its impact on the society. Her job demands long hours and commitment to the organisation.

(a) Identify the level at which Chandrika Bhattacharya is working.

(b) State three more functions required to be performed by Chandrika Bhattacharya at this level.

15. Australia is a country of multiculturalism. The diverse communities that make up Australia see themselves as separate entities with their own customs, languages, and traditions. However, they also work together to create a harmonious society. This balance between diversity and unity is what makes Australia such a unique place.

Usman visited Australia and was impressed by the food. He decided to cook a traditional Australian meal to share with his family.

(a) What is the name of the dish Usman cooked?

(b) What ingredients did Usman use in his meal?
After completing his entrepreneurship course from Australia, Sanket came back to India and started a coffee shop ‘Premium Cold Coffee’ in a famous mall in Delhi. Its speciality 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 college, as a manager to find out why the business was not doing well. Riya took a feedback from the clients and found out that though they loved the 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 stoppages in between which could be eliminated. She set up a standard time for processing the order. She also analysed that there were many flavours of coffee available for which the demand was very less. So she also decided to discontinue some of them.

Within a short period Riya was able to attract the customers.

Identify and explain the management techniques used by Riya to solve the problem.

16. नियोजन के प्रकारों के रूप में ‘प्रक्रिया’ एवं ‘विधि’ का अर्थ बताइए ।

Give the meaning of ‘Procedure’ and ‘Method’ as types of plans.

17. ‘सीधी भर्ती’ एवं ‘विज्ञापन’ को भर्ती के बाहर स्रोतों के रूप में समझाइए ।

Explain ‘Direct Recruitment’ and ‘Advertisement’ as external sources of recruitment.

18. आजकल किसी देश के विकास का आकलन इसके वित्त को ऐसे क्षेत्र से, जहाँ वह आधिक्य में है, से ऐसे क्षेत्र में, जहाँ इसकी अत्यधिक आवश्यकता है, हस्तान्तरण की प्रणाली से भी किया जाता है। अर्थव्यवस्था को सुदृढ़ करने के लिए सेबी (SEBI) पूँजी बाजार के विकास के लिए उपयोग कर रही है। इसके अतिरिक्त एक अन्य बाजार भी है जिसमें अनाजकित अल्पव्याप्ति ऋण प्रदेशों का सक्रियता से प्रतिदिन व्यापार होता है। एक साथ ये बाजार बचत करने वाले तथा निवेशकों को उपलब्ध कोषों को अत्यधिक उत्पादक की विनियोजन से अवसरों में आवंटित करने में सहयोग होते हैं।

(अ) उपर्युक्त स्थिति में बाजार द्वारा निष्पादित किए गए कार्य की पहचान कीजिए।

(ब) इस बाजार द्वारा निष्पादित किए जाने वाले अन्य तीन कार्यों को भी समझाइए।
Today, 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 allocating the available funds into their most productive investment opportunity.

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

(b) Also, explain three other functions performed by this market.

19. आरब गुप्ता के.डी.एस. लिमिटेड का प्रबन्धन निदेशक था। कम्पनी ने अपना अच्छा नाम स्थापित किया हुआ था तथा अच्छा कार्य कर रही थी। यह आदेशों को समय पर पूरा करने के लिए जानी जाती थी। उत्तराधिकारी, सुश्री चारु, उसके अधीन कार्य करने वाले बीस प्रेरित कर्मचारियों की सहायता से आदेशों के प्रक्रिया का कुशलतापूर्वक रख-रखाव कर रही थी। चारु के ऐक्सीडेंट से पूर्व सभी कुछ ठीक-ठाक चल रहा था। आरब गुप्ता ने देखा कि सुश्री चारु की अनुपस्थिति में कम्पनी अपनी समय-सीमाओं का पालन नहीं कर पाएगी। वह जानता था कि इस सम्बन्ध में कोई भी दूसरी ग्राहकों में असंतुष्टि उत्पन्न करेगी जिससे व्यवसाय तथा ख्याति को क्षति पहुँचाने का जोखिम है। अतः उन्होंने अपने कर्मचारियों के साथ एक बैठक की जिसमें उन्होंने आदेशों के उचित तथा दृष्टिकोण से प्रक्रिया की योजना बनाई। सभी एक टीम के रूप में कार्य करने के लिए सहमत हुए व्यक्ति आरब गुप्ता का दृष्टिकोण तथा व्यवहार संगठन के सभी कर्मचारियों के प्रति बहुत अच्छा था। सभी ने अतिरिक्त समय दिया तथा प्रयत्न किए तथा समय पर लक्ष्यों की प्राप्ति हो गई।

इतना ही नहीं, आरब गुप्ता सुश्री चारु से मिलने भी गए तथा उन्हें उपयुक्त आराम करने की सलाह भी दी।

(अ) आरब गुप्ता की नेतृत्व शैली की पहचान कीजिए तथा इस शैली को दर्शाती हुए एक आरेख बनाइए।

(ब) आरब गुप्ता के व्यवहार से परिलक्षित किन्हीं दो मूल्यों का उल्लेख कीजिए।
Aarav Gupta was the Managing Director of KDS Ltd. The company had established a good name for itself and was doing well. It was known for timely completion of orders. The Production Manager, Ms. Charu, was efficiently handling the processing of orders with a team of twenty motivated employees working under her. Everything was going on well till Ms. Charu met with an accident. Aarav Gupta noticed that due to the absence of Ms. Charu, the company may not be able to meet the deadlines. He knew that any delay in this regard may lead to consumer dissatisfaction with the danger of loss of business and goodwill. So, he had a meeting with his employees where they planned for accurate and speedy processing of orders. Everybody agreed to work as a team as the attitude and behaviour of Aarav Gupta was very good towards the employees of the organisation. All put in extra time and efforts and the targets were met on time.

Not only this, Aarav Gupta visited Ms. Charu and advised her to take the required rest.

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

(b) State any two values highlighted in the behaviour of Aarav Gupta.
Infotech Networks Ltd. was an innovation leader in technology in Canada, creating products and solutions for a connected world. It had a large Research and Development team which invented the first smart watch, T-12, 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 removal of unnecessary control over the economy and trade liberalisation through rationalisation of the tariff structure and reforms with respect to foreign exchange. It set up an office in Kolkata 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 reduced prices thereby benefitting the customers.

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

(b) Also, explain any three impacts of these concepts on Indian business and industry.

21. नियंत्रण तथा नियोजन के मध्य सम्बन्ध का वर्णन कीजिए।

Describe the relationship between controlling and planning.

22. सामाजिक कार्य करने की आदत डालने के लिए ‘हिलिंग हैंड्स ऑफेसोइज़ेशन’ (एच.एच.ओ.) ने अपने सदस्यों के लिए एक वृद्धाश्रम का दौरा करने का आयोजन किया। उन्होंने पाया कि वृद्धाश्रम के सहायकों के रहने की दशा स्वास्थ्यकर नहीं थी। अतः, उन्होंने सर्वप्रथम परिसर की सफाई का निर्णय लिया। सफाई अभियान के मध्य उन्होंने अनुभव किया कि उस जगह को नाशक कीट नियंत्रण की भी आवश्यकता थी। वृद्धाश्रम के कुछ सहायकों इसके लिए अनिच्छुक थे क्योंकि वे सोचते थे कि इससे उन्हें स्वास्थ्य-सम्बन्धी समस्याएँ हो सकती थीं। अतः एच.एच.ओ. ने नाशक कीट नियंत्रण हेतु नैतिक, सुरक्षित एवं गंधर्वित घोल का उपयोग करने का निर्णय लिया। उन्होंने सहायकों को प्रस्तावित आसान, कम खर्चीला एवं लम्बे समय तक प्रभाव रखने वाला नाशक कीट नियंत्रण उत्पाद का एक पैम्पलेट दिखाया। सहायक इसके लिए सहर्ष तैयार हो गए तथा नाशक कीट नियंत्रण कर दिया गया। इस नाशक कीट नियंत्रण का प्रभाव पद्धत ही दिनों तक रहा तथा उन्हें बहुत निराशा हुई क्योंकि
Helping Hands Organisation (HHO) organised a visit of its members to an old age home to inculcate the habit of social work. They found that the living conditions of the old age home inmates were not hygienic. Therefore, they first decided to clean the premises. During their cleanliness drive, they realised that the place also required pest control. Some of the inmates of the old age home were hesitant as they thought that it may create health problems for them. So the HHO decided to use ethical, safe and odourless solution for pest control. They showed to the inmates a pamphlet of the proposed pest control product which promised easy, inexpensive and long lasting pest control. The members happily agreed and the pest control was done. It worked for a fortnight but afterwards to their dismay the effect started wearing off. The HHO contacted the pest control company which kept postponing their visit. After waiting for a month the HHO 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 which could be issued by the court.

(b) Also, identify any two values which are communicated by HHO to the society.

23. व्यवसाय को साइबर सुरक्षा समाधान प्रदान करने, खोजने तथा साइबर आक्रमणों के विरूद्ध प्रतिक्रिया व संवेदनशील आॅक्डों के बचाव हेतु विनोद चांदला ने ‘सनशाइन सिक्योरिटीज’ नामक कंपनी प्रारंभ की। वह एक प्रतिष्ठित सॉफ्टवेयर इंजीनियर तथा साइबर सुरक्षा का विशेषज्ञ था। उसकी लोकप्रियता में दिन दोगुनी रात चौगुनी बढ़ोतरी हुई क्योंकि वह सत्यविनिष्ठ, पूर्ण ईमानदार एवं निष्कपट से कार्य करने वाला व्यक्ति था। दिन-प्रतिदिन व्यवसाय का विकास होता चला गया।
Vinod Chandla started ‘Sunshine Securities’ a company providing cyber security solutions to businesses to prevent, detect and 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 a person of integrity and 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 Corporate Affairs. While working on the project, he found that the volume of work made it impractical for him to handle all the work himself. He decided to expand his team. The company maintained a close liaison with a local engineering college. During a campus placement Anishka and Kavya were appointed to work for the new project. He found the new employees capable, enthusiastic and trustworthy. Vinod Chandla was thus able to focus on objectives and with the help of Anishka and Kavya, the project was completed on time. Not only this Vinod Chandla was also able to extend his area of operations. Anishka and Kavya also got opportunities to develop and exercise initiative.

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

(b) Also, explain any three points of importance of the concept identified in part (a).
24. Explain any four factors that affect the fixed capital requirements of a company.

25. Help equip Ltd. is a company dealing in distribution of medical equipments. The company recently imported 500 units of a diabetes monitoring machine which tests 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, Sanjeev, the North Zone marketing head suggested that they need to visit hospitals to explain personally to the hospital staff who would be using the machine, since the machine is
sophisticated. He also suggested that additional staff may also be recruited for the same.

Rishu, another zonal head, was of this opinion that since large amount of money had been spent on the purchase of the machines, additional funds were not available for recruiting the personnel as suggested by Sanjeev.

Ankur, 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 the other considerations to be taken care of in each factor identified in part (a).