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 दाहिंड़े 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 चित्रण पूर्वांश 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.
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. Why is ‘Trade Test’ conducted in the process of selection?

2. What is meant by ‘Trading on Equity’?
3. 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.

4. प्रबन्ध के एक कार्य के रूप में “निर्देशन” की परिभाषा दीजिए।

Define ‘Directing’ as a function of management.

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

कंपनी द्वारा उपयोग की गई विज्ञय प्रवर्तन 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.

6. अपने व्यवसाय का विस्तार करने के लिए एक प्रसिद्ध ट्रूक उत्पादन कंपनी वर्निका लिमिटेड को बीस कोरोड रुपए की अतिरिक्त पूँजी की आवश्यकता है। कंपनी के मुख्य कार्यकारी अधिकारी, श्री अलिन्द जिंदल, समता के माध्यम से कोष इकट्ठा करना चाहते हैं। वित्त प्रबन्धक, श्री निखिल सचदेवा, ने मुझाब दिया कि कंपनी की शातों के अनुसार वर्तमान
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.

7. औपचारिक तथा अनौपचारिक संगठन में ‘अधिकार’ के आधार पर अन्तर्भेद कीजिए।

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

8. वेगाटेक एन्टरप्राइज़ रेफ्रिजरेटर्स का उत्पादन करने वाली एक कम्पनी है। कम्पनी का उत्पादन, विपणन, वित्त तथा मानव संसाधन — चार मुख्य कार्यों का क्रियात्मक संगठन है। उत्पादकों की मांग बढ़ने के कारण कम्पनी ने और कर्मचारियों की नियुक्ति का निर्णय किया।

उस अवधारणा की पहचान कीजिए जो मानव संसाधन प्रबन्धक को उन मानव संसाधन स्रोतों के प्रकारों की पहचान करने में सहायक होगा जो इसके विभिन्न कार्यों तथा संगठनात्मक उद्देश्यों की प्राप्ति में आवश्यक है।

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.
Microgarments Ltd. is dealing in export of garments. The performance of the company has been up to 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.

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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.

11. Explain briefly ‘Discipline’ and ‘Unity of Command’ as general principles of management.
12. प्रबन्ध के नियोजन कार्य के महत्त्व के किन्हीं तीन बिन्दुओं का उल्लेख कीजिए।

State any three points of importance of planning function of management.

13. प्रभावी सम्प्रेषण में आने वाली किनें तीन व्यक्तिगत बाधाओं को संकेत में समझाए।

Explain briefly any three personal barriers to effective communication.

14. नियोजन के प्रकारों के रूप में ‘बजट’ एवं ‘व्यूहरचना’ का अर्थ बताए।

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

15. चन्द्रिका भट्टाचार्या रूप हींदर्स का उत्पादन करने वाली एक कंपनी, ऑलेक्स लिमिटेड, में कार्यरत है। वह व्यवसाय की सभी गतिविधियों तथा समाज पर इसके प्रभाव के लिए उत्तरदायी है। उसकी नींवों में संगठन के लिए प्रतिबद्धता तथा लंबे समय तक काम करना आवश्यक होता है।

(अ) उस स्तर की पहचान कीजिए जिस पर चन्द्रिका भट्टाचार्या कार्यरत है।

(ब) चन्द्रिका भट्टाचार्या द्वारा इस स्तर पर आवश्यक निष्पादित किए जाने वाले अन्य तीन कार्यों का भी उल्लेख कीजिए।

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.

16. ऑस्ट्रेलिया से उड़ामिता की अपनी पहलूई पूरी करने के पश्चात संकेत भारत वापस आया तथा दिल्ली के एक प्रसिद्ध मॉल में ‘प्रीमियम कोल्ड कॉफ़ी’ नाम की एक दुकान प्रारम्भ की। इसकी विशिष्टता कॉफ़ी की विशेष सुगमता तथा विभिन्न प्रकार की खुशबूओं में से चयन करने की सुविधा थी। किनें दावों से व्यवसाय न तो लाभप्रद हुआ और न ही लोकप्रिय। संकेत इसका कारण भरने के लिए उत्सुक था। व्यवसाय के ठीक प्रकार से न चलने के कारण का पता लगाने के लिए उसने एक लोकप्रिय महाविद्यालय से एम.बी.ए. रिया को एक प्रबन्धक
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.
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.

18. आराव गुप्ता के.डी.एस. लिमिटेड का प्रबन्ध निदेशक था। कंपनी 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। उत्पादन प्रबन्धक, सुधीर चारु, उसके अधीन कार्य करने वाले बीस प्रेमित कर्मचारियों की सहायता से आदेशों के प्रक्रियाओं का कुशलतापूर्वक रख-रखाव कर रही थी। चारु के एक्सीडेंट से पूर्व सभी कुछ ठीक-ठाक चल रहा था। आराव गुप्ता ने देखा कि सुधीर चारु की अनुपस्थिति में कंपनी अपनी समय-सीमाओं का पालन नहीं कर पाएगी। वह जानता था कि इस सम्बन्ध में कोई भी दूसरे ग्राहकों में असंतुष्टि उत्पन्न करेगी जिससे व्यवसाय तथा ख्याति को क्षति पहुँचने का जोखिम है। अतः उसने अपने कर्मचारियों के साथ एक बैठक की जिसमें उन्होंने आदेशों के उचित तथा दृष्टिगत से प्रक्रियाओं की योजना बनाई। सभी एक टीम के रूप में कार्य करने के लिए सहमत हुए व्यापक तथा व्यवहार संगठन के सभी कर्मचारियों के प्रति बहुत अच्छा था। सभी ने अत्यधिक समय दिया तथा प्रत्यन्त किए।
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.

19. ‘सीधी भर्ती’ एवं ‘विज्ञापन’ को भर्ती के बाद से तो के रूप में समझाएँ।

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

20. प्रौद्योगिकी के क्षेत्र में इंफोटेक नेटवर्क्स लिमिटेड कनाडा की एक नवप्रवर्तन वाली अग्रणी कम्पनी थी। यह विश्व को जोड़ने हेतु उत्पादों एवं समाधानों का सृजन करती थी। इसके पास अनुसंधान एवं विकास हेतु एक बड़ी टीम थी जिससे पहली बार टी-12 नाम की एक स्मार्ट घड़ी का आविष्कार किया जो समय दर्शाने के अतिरिक्त कुछ स्वास्थ्य-सम्बन्धी प्राचल जैसे हृदय-गति, रक्त दाब, इत्यादि का अनुमान भी करती है। विदेशों में बाजार की पहचान करने समय कम्पनी ने पाया कि आर्थिक विकास की गति को बढ़ाने हेतु भारत में सूझाव प्रक्रिया चल
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. सामाजिक कार्य करने की आदत डालने के लिए ‘हेल्पिंग हेंड्स ऑग्रेनाइजेशन’ (एच.एच.ओ.) ने अपने सदस्यों के लिए एक वृद्धाश्रम का दौरा करने का आयोजन किया। उन्होंने पाया कि वृद्धाश्रम के सहवासियों के रहने की दशा स्वास्थ्यक स्वाभाविक हो गई थी। अतः, उन्होंने सर्वप्रथम परिसर की सफाई का निर्णय लिया। सफाई अभियान के मध्य उन्होंने अनुभव किया...
'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 on 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.
22. State the steps in the controlling process.

23. Explain any four factors that affect the choice of capital structure of a company.

24. Helpequip 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).
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).