Business Studies

Time allowed : 3 hours  
Maximum marks : 80
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. Give the meaning of ‘motivation’ as an element of directing.

2. Differentiate between ‘formal’ and ‘informal’ organisation on the basis of ‘origin.’
3. Why is ‘employment interview’ conducted in the process of selection?

4. Alpha Enterprises is a company manufacturing water geysers. The company has a functional structure with four main functions – Production, Marketing, Finance and Human Resource. As the demand for the product grew, the company decided to hire more employees.

Identify the concept which will help the Human Resource Manager in deciding the actual number of persons required in each department.

5. 1935 से हिना स्वीट्स गुणवत्ता वाली मिठाइयों का एक जाना–पहचाना नाम है। हिना स्वीट्स के मालिक हर्ष मिश्र के तीन मास से बिक्री में कमी के कारण परेशान थे। जब उन्होंने इसके विषय में विक्रय प्रबंधक से पूछताछ की तो विक्रय प्रबंधक ने रिपोर्ट दी कि मिठाइयों की गुणवत्ता के विषय में कुछ शिकायतें हैं। अतः हर्ष ने मिठाइयों की नमूना जांच का आदेश दिया।

हर्ष द्वारा लिए गये उस चरण की उपचार कीजिए जो प्रबंध के एक कार्य से संबंधित है।
Hina Sweets is a renowned name for quality sweets since 1935. Harsh the owner of Hina Sweets was worried as the sales had declined during the last three months. When he enquired from the Sales Manager, the Sales Manager reported that there were some complaints about the quality of sweets. Therefore Harsh ordered for sample checking of sweets.

Identify the step taken by Harsh that is related to one of the functions of management.

6. ‘वित्तीय प्रबंध’ का क्या अर्थ है?

What is meant by ‘financial management’?

7. एक प्रक्त्यात वाहन निर्माता मेका लिमिटेड को अपने व्यवसाय के विस्तार हेतु दस करोड़ रुपये की अतिरिक्त पूँजी की आवश्यकता है। कंपनी का मुख्य कार्यकारी अधिकारी अनुल जालान, समता के माध्यम से वित्त एकन्त्रित करना चाहता था। परन्तु वित्त प्रबंधक निमित सहदेव ने कहा कि विभिन्न अनिवार्य तथा गैरअनिवार्य व्ययों के कारण सार्वजनिक निर्माण महंगा पड़ सकता है। अतः प्रतिभूतियों को संस्थागत निवेशकों को आरंभित करने का निर्णय किया गया।

उस विधि का नाम बताइए जिसके माध्यम से कंपनी ने अतिरिक्त पूँजी जुटाने का निर्णय किया।
Meca Ltd. a reputed automobile manufacturer needs Rupees ten crores as additional capital to expand its business. Atul Jalan, the CEO of the company wanted to raise funds through equity. On the other hand the Finance Manager, Nimi Sahdev said that the public issue may be expensive on account of various mandatory and non-mandatory expenses. Therefore, it was decided to allot the securities to institutional investors.

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

8. सुनीता अपनी भतीजी ऐश्वर्या को उसके जन्म दिवस के अवसर पर एक ड्रेस खरीदने हेतु ‘बेनेटन’ ले गई। वह आश्चर्यचकित हो गई जब ड्रेस का भुगतान करने पर उसे एक प्रस्तावित खानपान की दुकान पर 500 रु. या अधिक का खाना खाने पर 20% की छूट का वाउचर मिला।

उपरोक्त स्थिति में कंपनी द्वारा अपनाई गई विक्रय प्रचार तकनीक की पहचान कीजिए।

Sunita took her niece, Aishwarya for shopping to ‘Benetton’ to buy her a dress on the occasion of her birthday. She was delighted when on payment for the dress she got a discount voucher to get 20% off for a meal of 500 or above at a famous eating joint.

Identify the technique of sales promotion used by the company in the above situation.

9. ‘आदेश की एकता’ तथा ‘समता’ को प्रबंध के सामान्य सिद्धांतों के रूप में संकेष्ठ में समझाए।

Explain ‘unity of command’ and ‘equity’ as principles of general management.
10. Statement any three points of importance of planning function of management.

11. Explain briefly any three functions performed by a supervisor.

12. The limited company was established in the context of a joint venture. In the initial stage, the company was able to achieve its growth at the expense of the local market. The company had to face various challenges, including competition, market saturation, and regulatory issues. The company had to adapt its strategy to meet the changing market conditions and to remain competitive. The company had to focus on its core product and to diversify its portfolio to reduce risk. The company had to invest in research and development to keep its products competitive. The company had to build strong relationships with its customers and to provide excellent customer service. The company had to invest in its employees to develop their skills and to retain them.

The company had to be aware of the changing market conditions and to adapt its strategy accordingly. The company had to be proactive in identifying new opportunities and to take advantage of them. The company had to be responsive to customer feedback and to improve its products and services accordingly. The company had to be innovative and to be able to think outside the box. The company had to be able to implement new ideas and to execute them effectively. The company had to be able to manage its resources efficiently and to reduce costs. The company had to be able to manage its risk and to deal with adverse situations. The company had to be able to manage its reputation and to maintain a positive image in the market. The company had to be able to manage its relationships with other companies and to build strong partnerships. The company had to be able to manage its financial resources and to maintain a healthy financial position. The company had to be able to manage its legal and regulatory issues and to stay compliant.
Somnath Ltd. is engaged in the business of export of garments. In the past, the performance of the company had been upto the expectations. In line with the latest technology, the company decided to upgrade its machinery. For this, the Finance Manager, Dalmia estimated the amount of funds required and the timings. This will help the company in linking the investment and the financing decisions on a continuous basis. Dalmia therefore, began with the preparation of a sales forecast for the next four years. He also collected the relevant data about the profit estimates in the coming years. By doing this, he wanted to be sure about the availability of funds from the internal sources of the business. For the remaining funds he is trying to find out alternative sources from outside.

Identify the financial concept discussed in the above para. Also state the objectives to be achieved by the use of financial concept, so identified.

13. गिनीता, तनाव तथा रोहित कॉलेज के दिनों के दोस्त थे तथा अब वे अलग-अलग प्रकार के व्यवसाय में लगे हुए थे। वे निरंतर मिलते हैं तथा उपभोक्ता संतुष्टि, विपणन प्रयासों, उत्पाद डिजाइन, विक्रय तकनीक, सामाजिक चिन्ताओं इत्यादि पर अपने व्यावसायिक विचारों तथा टिप्पणियों का आदान-प्रदान करते हैं।

ऐसी ही एक सभा में गिनीता ने तनाव तथा रोहित का ध्यान उपभोक्ता शोषण की तरफ आकर्षित किया। उसने कहा कि बहुत से विक्रेता विभिन्न तरीकों से उपभोक्ताओं का शोषण कर रहे हैं तथा विपणन के सामाजिक, नैतिक तथा पर्यावरणीय पहलुओं पर ध्यान नहीं दे रहे हैं, जबकि वह ऐसा नहीं कर रही थी।
Ginika, Tanish and Rohit were friends from college days and now they are doing different kinds of business. They regularly meet and discuss their business ideas and exchange notes on customer satisfaction, marketing efforts, product designing, selling techniques, social concerns etc.

In one of such meetings, Ginika drew the attention of Tanish and Rohit towards the exploitation of consumers. She told that most of the sellers were exploiting the consumers in various ways and were not paying attention towards the social, ethical and ecological aspects of marketing, whereas she was not doing so.

Tanish told that they were under pressure to satisfy the consumers, but stated that the consumers would not buy or not buy enough unless they were adequately convinced and motivated for the same.
Rohit stressed that a company cannot achieve its objectives without understanding the needs of the customers. It was the duty of the businessmen to keep consumer satisfaction in mind because business is run by the resources made available to them by the society. He further stated that he himself was taking into consideration the needs of the customers.

Identify the various types of thinking that guided Ginika, Tanish and Rohit in the marketing efforts of their business. Also, state one more feature of the various types of thinking identified that is not given in the above para.

Ashutosh Goenka was working in ‘Axe Ltd.’, a company manufacturing air purifiers. He found that the profits had started declining from the last six months. Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline.
(a) Identify the level of management at which Ashutosh Goenka was working.

(b) State three other functions being performed by Ashutosh Goenka.

15. स्वीडन से अपनी उद्यमिता की पढ़ाई पूर्ण करने के पश्चात भारत वापसी पर संचित ने नई दिल्ली के एक प्रसिद्ध माल में ‘अरोमाकॉफीकेन’ नामक दुकान खोली। कॉफी शॉप की विशिष्टता कॉफी की विशेष सुगंध तथा चयन करने हेतु खुशालूओं की विभिन्न प्रकार थी। कुछ कारणवश व्यवसाय न तो लोकप्रिय हुआ तथा न ही लाभप्रद। संचित इसका कारण जानने के लिए उत्सुक था। इसके कारण का पता लगाने के लिए उसने संध्या को एक प्रबंधक नियुक्त किया जिसने एक प्रसिद्ध कॉलेज से एम.बी.ए. की थी। संध्या ने ग्राहकों की प्रतिपुष्टि प्राप्त की तथा पाया कि उन्हें कॉफी की लाजवाब सुगंध तो प्रिय थी परन्तु वे आईर को पूरा करने में लिए जाने वाले लम्बे समय से प्रसन्न नहीं थे। उसने विश्लेषण किया तथा पता लगाया कि इसमें बहुत सी अनावश्यक अड़चनें थीं जिन्हें दूर किया जा सकता था। उसने आईर को पूरा करने के लिए एक मानक समय निर्धारित कर दिया।

उसे यह भी अनुभव हुआ कि कुछ ऐसी खुशालू भी थीं जिनकी मांग अच्छी नहीं थी। अतः उसने ऐसी खुशालूओं के विक्रय को रोक दिया। परिणामस्वरूप बहुत अल्प समय में संध्या ग्राहकों को आकर्षित करने में सफल हो गई।

समस्या को सुलझाने के लिए संध्या द्वारा उपयोग की गई वैज्ञानिक प्रबंध की किन्हें दो तकनीकों की पहचान कीजिए तथा समझाइए।
Sanchit, after completing his entrepreneurship course from Sweden returned to India and started a coffee shop ‘AromaCoffeeCan’ in a famous mall in New Delhi. The speciality of the coffee shop was the special aroma of coffee and a wide variety of flavours to choose from. Somehow, the business was neither profitable nor popular. Sanchit was keen to find out the reason. He appointed Sandhya, an MBA from a reputed college, as a Manager to find out the causes for the same.

Sandhya took feedback from the clients and found out that though they loved the special 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 obstructions in between which could be eliminated. She fixed a standard time for processing the order.

She also realised that there were some flavours whose demand was not enough. So, she also decided to stop the sale of such flavours. As a result within a short period Sandhya was able to attract the customers.

Identify and explain any two techniques of scientific management used by Sandhya to solve the problem.

16. नियोजन के प्रकार के रूप में ‘उदेश्यों’ तथा ‘बजट’ का अर्थ दीजिए।

Give the meaning of ‘objectives’ and ‘budget’ as types of plans.

17. भर्ती के अंतरिक स्रोतों ‘स्थानांतरण’ तथा ‘पदोन्नति’ को संक्षेप में समझाइए।

Explain briefly ‘transfers’ and ‘promotions’ as internal sources of recruitment.
These days, 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 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 everyday. These markets together help the savers and investors in directing 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 briefly three other functions performed by this market.
19. उमंग गुमा दनवेर लिमिटेड के प्रबंध निदेशक हैं। कम्पनी ने अपने लिए अच्छा नाम
कमाया तथा अच्छा प्रदर्शन कर रही थी। यह समय पर आईर पूरा करने के लिए जानी
जाती थी। उत्पादन प्रबंधक सुश्री कान्ता आईरों के संसाधन की देखरेख कर रही थी
tथा उसके अधीन चौथ प्रेरित कर्मचारियों की एक टीम कार्य कर रही थी। सभी काम
सुचारू रूप से चल रहे थे। दुर्भाग्यवश एक दिन उसका एक्सीडेंट हो गया। उमंग को
यह पता था कि सुश्री कान्ता की अनुपस्थिति में कम्पनी को अपनी निर्धारित तिथियों
tक आईरों को पूरा कर पाना संभव नहीं हो पायेगा। वे यह भी जानते थे कि समय पर
आईर पूरा नहीं कर पाने का परिणाम ग्राहकों को असंतृप्त कर सकता है तथा
इससे व्यापार तथा ख्याति को नुकसान का जोखिम भी था। अतः उसने अपने
कर्मचारियों के साथ एक बैठक की जिसमें आईरों को सही तथा गतिपूर्वक
प्रक्रिया की योजना बनाई। उमंग गुमा का व्यवहार संगठन के कर्मचारियों के प्रति
सकारात्मक था, अतः सभी एक टीम के रूप में कार्य करने को सहमत हो गये।
अतएव सभी ने अतिरिक्त समय दिया तथा प्रयत्न किए व समय पर लक्ष्यों को पूरा
कर लिया गया।

यही नहीं उमंग, सुश्री कान्ता से मिलने भी गये तथा उन्हें उपयुक्त आराम करने का
परामर्श दिया।

(क) उमंग गुमा की नेतृत्व शैली की पहचान कीजिए तथा इसको दर्शाने के लिए एक
चित्र बनाइए।

(ख) उमंग गुमा के व्यवहार द्वारा दर्शाए गये किन्हीं दो मूल्यों का उल्लेख
कीजिए।
Umang Gupta is the Managing Director of Denver Ltd. The company had established a good name for itself and had been doing well. It was known for timely completion of orders. The Production Manager, Ms. Kanta was efficiently handling the processing of orders and had a team of fourteen motivated employees working under her. Everything was going on well. Unfortunately she met with an accident. Umang knew that in the absence of Ms. Kanta, the company may not be able to meet the deadlines. He also knew that not meeting the deadlines may lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with his employees in which accurate and speedy processing of orders was planned. Everybody agreed to work as team because the behaviour of Umang Gupta was positive towards the employees of the organisation. Hence everyone put in extra time and efforts and the targets were met on time.

Not only this, Umang visited Ms. Kanta and advised her to take sufficient rest.

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

(b) State any two values highlighted by the behaviour of Umang Gupta.
20. मेटलप नेटवर्क्स एंड टेक्नोलॉजिज लिमिटेड, संसुक्र राज्य में तकनीक नवप्रवर्तन की एक अग्रणी कंपनी है तथा विश्व को जोड़ने हेतु उत्पादों तथा समाधानों का सृजन करती है। इसकी एक बहुत बड़ी शोध एवं विकास टीम है जिसने डब्ल्यू-7 नाम की स्मार्ट घड़ी का पहली बार आविष्कार किया है। समय दर्शाने के अतिरिक्त, घड़ी कुछ स्वास्थ्य समक्ष्य पैरामीटर जैसे हृदय गति, रक्तचाप इत्यादि का परिवीक्षण भी करती है।

इससे देशों में बाजार तलाशने पर कंपनी ने पाया कि भारत में आर्थिक विकास की गति को बढ़ाने हेतु सुधार प्रक्रिया चल रही है। सरलीकृत निर्यात प्रणाली तथा मात्रात्मक एवं कर प्रतिबंधों के हटने के कारण कंपनी ने भारत में इसका लाभ उठाने का निर्णय लिया।

इसने भारतीय बाजार पर निवंत्रण को दृष्टिगत रखते हुए, जामनगर में अपना कार्यालय स्थापित किया। योग्य ही समय में कंपनी बाजार ने तृतीय वाली कंपनी बन गई। कंपनी की सफलता से बहुत सी कंपनियाँ बाजार में प्रवेश के लिए आकर्षित हुई। प्रतिस्पर्धा के कारण मूल्यों में कम हुई जिससे उपभोक्ताओं को लाभ हुआ।

(क) उपरोक्त अनुच्छेद में सरकारी नीति से संबंधित दो प्रमुख अवधारणाओं की विवेचना की गई है। इन अवधारणाओं की पहचान कीजिए तथा समझाइए।

(ख) भारतीय व्यवसाय तथा उद्योग पर इन अवधारणाओं के किन्हीं तीन प्रभावों को भी संकेत में समझाइए।

5
Metlapp Networks and Technologies Ltd. is a leader in technology innovation in the United States, creating products and solutions for connecting the world. It has a large research and development team which invented the first smart watch, named as W-7. The watch besides showing the time, also monitors 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 simplified export procedure and removal of quantitative as well as tariff restrictions in India.

It set up its office in Jamnagar 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 reduction in prices, thereby benefiting 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 briefly any three impacts of these concepts on Indian business and industry.
21. नियन्त्रण प्रक्रिया के चरणों का उल्लेख कीजिए।

State the steps in the process of controlling.

22. इंडियन यूथ आर्गुनाइजेशन (आई.बाई.ओ.ई.) ने अपने सदस्यों में सामाजिक कार्य करने की आदत डालने के लिए एक वृद्ध आश्रम की यात्रा का आयोजन किया। यात्रा से पता चला कि वृद्ध आश्रम में रहने वाले लोगों की आवासीय दशा स्वास्थ्यकर नहीं थी। अतः आई.बाई.ओ. सदस्यों ने परिसर की सफाई करने का निर्णय किया। सफाई अभियान के समय सदस्यों को यह अनुभव हुआ कि वृद्ध आश्रम में नाशक कीट नियन्त्रण की भी आवश्यकता थी। परन्तु, कुछ वृद्ध आश्रम सहवासी इसके लिए अनिच्छुक थे क्योंकि उनका मानना था कि इससे उनके लिए स्वास्थ्य सम्बन्धी कठिनाइयाँ उत्पन्न हो सकती थीं। इसलिए, आई.बाई.ओ. ने उनके लिए नीतिपरक, सुरक्षित तथा गन्धहीन नाशक कीट नियन्त्रण प्रदान करने का निर्णय किया। उन्होंने वृद्ध आश्रम सहवासियों को प्रस्तावित नाशक कीट नियन्त्रण उत्पाद का एक पैम्फलेट दिखाया जो आसान, कम खर्चीला तथा ज्यादा चलने वाला था। सहवासी इसके लिए खुशी-खुशी तैयार हो गये तथा नाशक कीट नियन्त्रण क्रियान्वित कर दिया गया। यह पन-पन दिनों तक प्रभावी रहा लेकिन उन्हें निराशा हुई कि इसका प्रभाव खत्म होना शुरू हो गया। आई.बाई.ओ. ने नाशक कीट नियन्त्रण कंपनी से सम्बन्ध स्थापित किया जो अपने आगम को बार-बार टालते रहे। एक माह प्रतीक्षा करने के पश्चात् आई.बाई.ओ. ने उपभोक्ता अदालत में मुकदमा दायर कर दिया।

उपभोक्ता अदालत शिकायत के यथार्थ होने के विषय में संतुष्ट थी तथा नाशक कीट नियन्त्रण कंपनी को आवश्यक निर्देश दिये।
Indian Youth Organisation (IYO) organised a visit of its members to an old age home to inculcate the habit of social work among them. The visit revealed that the living conditions of the inmates of the old age home were not hygienic. So, the IYO members decided to clean the premises. During their cleanliness drive, they realised that the old age home also required pest control. But some of the inmates of old age home were reluctant for it because they believed that the pest control may create health problems for them. IYO, therefore decided to provide ethical, safe and odourless pest control. They showed to the inmates of old age home a pamphlet of the proposed pest control product which promised easy, inexpensive and long lasting pest control. The inmates happily agreed and the pest control was carried out. It worked for a fortnight but to their dismay the effect started wearing off. IYO contacted the pest control company which kept on postponing their visit. After waiting for a month, IYO 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 that might have been issued by the court.

(b) Also identify any two values that are being communicated by IYO to the society.

23. व्यवसाय को साइबर सुरक्षा समाधान प्रदान करने हेतु अमन चढ़ढा ने ‘बुल्स आई’ नामक कंपनी की स्थापना की। इसका उद्देश्य साइबर आक्रमणों को रोकना, इनका पता लगाना तथा इन पर कार्यवाही करना एवं समीक्षात्मक आंकड़ों को सुरक्षा प्रदान करना है। वह एक परिषदी साफटेकर इंजीनियर है तथा साइबर सुरक्षा का विशेषज्ञ है। उसकी प्रतिष्ठा दिनोंदिन बढ़ी क्योंकि न केवल वह सत्यनिष्ठ था, परन्तु अपने कार्य को पूरी ईमानदारी तथा सद्भाव से करता था। दिनों-दिन व्यवसाय का विकास होता गया।

जब उसे रक्षा मन्त्रालय की एक बड़ी परियोजना का प्रस्ताव प्राप्त हुआ तो वह बहुत हर्षित हुआ। परियोजना पर कार्य करते समय उसने पाया कि कार्य अधिकता के कारण सभी गतिविधियों की देखरेख करना उसके लिए व्यावहारिक नहीं था। उसने टीम के विस्तार का निर्णय किया। कंपनी ने एक स्थानीय इंजीनियरिंग महाविद्यालय के साथ यन्त्र संपर्क किया हुआ था। एक परिसर नौकरी नियुक्ति के समय ईशान तथा वृद्ध की परियोजना के लिए नियुक्ति हुई।
Aman Chadha started ‘Bulls Eye’ a company for providing cyber security solutions to businesses. Its objective is 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 not only a person of integrity but also 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 Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself. He decided to expand the team. The company maintained a close liaison with a local engineering college. During a campus placement, Ishan and Vrinda were appointed to work for the new project.
He found the new employees capable, enthusiastic and trustworthy. Aman Chadha was thus, able to focus on objectives and with the help of Ishan and Vrinda, the project was completed on time. Not only this Aman Chadha was also able to extend his area of operations. On the other hand Ishan and Vrinda also got opportunities to develop and exercise initiative.

(i) Identify and briefly explain the concept used by Aman Chadha in the above case which helped him in focusing on objectives.

(ii) Also, state any four points of importance of the concept identified in (i) above.

24. किसी कम्पनी के पूंजी हांचे के चयन को प्रभावित करने वाले किन्हीं चार कारकों को संक्षेप में समझाइए।

Explain briefly any four factors which affect the choice of capital structure of a company.

25. भीमेद्वित्व सिम्बलिक चिकित्सा उपकरणों के वितरण में संलग्न एक कम्पनी है। कम्पनी ने हाल ही में शुगर जांच करने की एक ऐसी मशीन, जो शुगर स्तर की जांच रक्त का नमूना लिए बिना कर सकती है, की 15000 इकाइयों का आयात किया। विपणन रणनीति के निर्धारण के लिए कम्पनी के मुख्य कार्यकारी अधिकारी ने विभिन्न क्षेत्रों के विपणन प्रमुखों की एक बैठक बुलाई।
Mediquip Ltd. is a company dealing in distribution of medical equipments. The company recently imported 15000 units of sugar testing machines to test 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, Sandeep, the North Zone Marketing Head, suggested that since the machines were sophisticated they need to visit hospitals personally, to explain its working to the hospital staff who would be using the machines. He also suggested that additional trained people may be recruited for the same.

Himanshu, another Zonal Head, added that since lot of money had been spent on the import of the machines, the company was short of funds to pay to the additional staff as suggested by Sandeep.

Rahul, a newly appointed Zonal Head of South Zone suggested that since the size of the order is not large, a detailed study of the factors determining the choice of channels of distribution is 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 briefly the other consideration to be taken care of in each factor identified in part (a).