BUSINESS STUDIES

निर्धारित समय : 3 घण्टे] [अधिकतम अंक : 80

Time allowed : 3 hours ] [Maximum marks : 80

[P.T.O.}
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 ‘employment interview’ conducted in the process of selection?
2. 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.

3. Give the meaning of ‘motivation’ as an element of directing.

4. ‘Financial management’ is a term used to describe the management of financial resources. What is meant by ‘financial management’?
5. 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.

6. एक प्रश्नानल बाहन निर्माता मेका लिमिटेड को अपने व्यवसाय के विस्तार हेतु दस करोड़ रुपये की अतिरिक्त पूँजी की आवश्यकता है। कम्पनी का मुख्य कार्यकारी अधिकारी अनुल जालान, समता के माध्यम से वित्त एक्स्टेंशन करना चाहता था। परन्तु वित्त प्रबंधक निमी सहदेव ने कहा कि विभिन्न अनिवार्य तथा गैरअनिवार्य व्ययों के कारण सार्वजनिक निर्माण महंगा पड़ सकता है। अतः प्रतिभूतियों को संस्थागत निवेशों को आवंटित करने का निर्णय किया गया।

उस विधि का नाम बताइए जिसके माध्यम से कम्पनी 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.

7. ‘उद्गम’ के आधार पर ‘औपचारिक’ तथा ‘अनौपचारिक’ संगठन में अंतर दीजिए।

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

8. अल्प एंट्रप्राइज़ पानी के गीज़र उत्पादन करने वाली एक कम्पनी है। कम्पनी का चार मुख्य कार्यों – उत्पादन, विपणन, वित्त तथा मानव संसाधन वाला एक क्रियात्मक ढाँचा है। उत्पाद की मांग बढ़ने के कारण कम्पनी ने अधिक कर्मचारियों की भर्ती का निर्णय लिया।

उस अवधारणा की पहचान कीजिए जो मानव संसाधन प्रबंधक को विभिन्न विभागों के लिए आवश्यक लोगों की संख्या का निर्णय लेने में सहायक होगी।
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.

9. 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.
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.

11. ‘आदेश’ तथा ‘पहल’ को प्रबन्ध के सामान्य सिद्धांतों के रूप में समझाएं।

   Explain ‘order’ and ‘initiative’ as principles of general management.

12. ‘नियोजन’ की किन्हीं तीन विशेषताओं का उल्लेख कीजिए।

   State any three features of ‘planning.’

13. संप्रेषण बाधाओं को दूर करने के किन्हीं तीन उपायों को संक्षेप में समझाएं।

   Explain briefly any three measures to overcome the communication barriers.

14. ‘नीति’ तथा ‘रणनीति’ को नियोजन के प्रकारों के रूप संक्षेप में समझाएं।

   Give the meaning of ‘policy’ and ‘strategy’ as types of plans.
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.
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 with in 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.

17. आग्रहत किसी देश के विकास को उस प्रणाली द्वारा भी जाना जाता है जिसमें किसी एक खण्ड में उपलब्ध आधिक्य वित्त को उस खण्ड में स्थानान्तरित किया जाता है जहाँ पर इसकी अत्यधिक आवश्यकता होती है। अर्थव्यवस्था को मजबूत करने के लिये सेबी छूँजी बाजार को विकसित करने के उपाय कर रही हैं। इसके अतिरिक्त एक दूसरा बाजार भी है, जिसमें, अनाधिकृत तथा लघुकालीन ऋण प्रलेखों का प्रतिदिन सक्रिय रूप से क्रय-विक्रय होता है। ये बाजार संयुक्त रूप से उपलब्ध वित्त की बचत करने वालों तथा निवेशकों को, अत्यधिक उत्पादक कार्य अवसरों में निवेश करने में निर्देशित करते हैं।

(क) उपरोक्त स्थिति में बाजार द्वारा निष्पादित कार्य की पहचान कीजिए।

(ख) इस बाजार द्वारा निष्पादित किये जाने वाले तीन अन्य कार्यों को भी संक्षेप में समझाइए।
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.

18. सेबी द्वारा 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 तथा उसके अधीन चौथे प्रेरित कर्मचारियों की एक टीम कार्य कर रही थी। सभी काम सुचारू रूप से चल रहे थे। दुर्भाग्यवश एक दिन उसका एक्स्प्रेस्ट छोटा गया। उम्में को यह पता था कि सुश्री कान्ता की अनुपस्थिति में कम्पनी को अपनी निर्धारित तिथियों तक 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 असंतुष्ट 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 प्रक्रियाण की योजना बनाई। उम्में गुमा का व्यवहार संगठन के कर्मचारियों के प्रति सकारात्मक था, अतः
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.

19. भर्ती के अंतरिक खोलों ‘स्थानांतरण’ तथा ‘पदोन्नति’ को संक्षेप में समझाएं।

Explain briefly ‘transfers’ and ‘promotions’ as internal sources of recruitment.

20. मेटलप नेटवर्क्स एण्ड टेक्नोलॉजिज लिमिटेड संस्थापक, राज्य में तकनीक नवप्रवर्तन की एक अग्रणी कम्पनी 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 अंतरिक्ष, घड़ी कुछ स्वास्थ्य सम्बन्धी पैमाने। जैसे हदय गति, रक्तचाप इत्यादि का परिवीक्षण भी करती है।

दूसरे देशों में बाज़ार तलाशने पर कम्पनी ने पाया कि भारत में आर्थिक विकास की गति को बढ़ाने हेतु सुधार प्रक्रिया चल रही है। सरलीकृत निर्माण प्रणाली तथा मानवात्मक एवं कर प्रतिबंधों के हट जाने के कारण कम्पनी ने भारत में इसका लाभ उठाने का निर्णय लिया।
Metrapp 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. “इंडियन यूथ आगेनाइजेशन” (आई.वाइ.ओ.) 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.वाइ.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 सहारसी इसके लिए अनिच्छुक थे क्योंकि उनका मानना था कि इससे उनके लिए स्वास्थ्य सम्बन्धी कठिनाइयाँ उत्पन्न हो सकती थीं। इसलिए, आई.वाइ.ओ. ने उनके लिए नीतिपर्य, सुरक्षित तथा गृह्यहीन नाशक कीट नियन्त्रण प्रदान करने का निर्णय किया। उन्होंने वृद्ध आश्रम सहारसीयों को प्रस्तावित नाशक कीट नियन्त्रण उत्पाद का एक पैम्पलेट दिखाया जो आसान, कम खर्चीला तथा ज्यादा चलने वाला था। सहारसी इसके लिए
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.

22. प्रबंध के ‘नियंत्रण’ कार्य के महत्व पर प्रकाश डालने वाले किन्हीं पाँच बिन्दुओं का उल्लेख कीजिए।

State any five points that highlight the importance of ‘controlling’ function of management.

23. एक कंपनी की स्थायी पूंजी की आवश्यकताओं को प्रभावित करने वाले किन्हीं चार कारकों को संक्षेप में समझाइए।

Explain briefly any four factors that affect the fixed capital requirements of a company.
24. मेडीकियप लिमिटेड 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।

बैठक में नार्थ जोन के प्रमुख संदीप ने सुझाव दिया कि, क्योंकि मशीन परिष्कृत है,
उन्हें उन अस्पताल कर्मचारियों को जो इनका उपयोग करेंगे, मशीनों के उपयोग को
समझाने के लिए व्यक्तिगत रूप में अस्पतालों में जाना चाहिए। उसने यह भी सुझाव
dिया कि इसके लिए अतिरिक्त कर्मचारियों की नियुक्ति भी की जानी चाहिए।

एक अन्य क्षेत्रीय प्रमुख हिमांशु ने कहा कि, क्योंकि मशीनों के आयात पर बहुत राशि
व्यय की जा चुकी है अतः कम्पनी के पास धन की कमी है तथा वह अतिरिक्त
kर्मचारियों को भुगतान करने की स्थिति में नहीं है, जैसा कि संदीप ने सुझाव
dिया है।

dक्षणी क्षेत्र के एक नर्मनियुक्त क्षेत्रीय प्रमुख राहुल ने सुझाव दिया कि, क्योंकि आदेश
का आकार बहुत बड़ा नहीं है अतः वितरण माध्यम का उपयुक्त चयन करने से पूर्व इसे
प्रभावित करने वाले विभिन्न कारकों का विस्तृत अध्ययन करने की आवश्यकता है।

(क) बैठक में विचार किये गये वितरण के विभिन्न माध्यमों के चयन को प्रभावित
kरने वाले कारकों की पहचान कीजिए।

(ख) भाग (क) में पहचान किये गये प्रयोक्त कारक के दूसरे पहलुओं को भी संक्षेप में
समझाए जिन्हें ध्यान में रखा जाना चाहिए।
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).
25. व्यवसाय को साइबर सुरक्षा समाधान प्रदान करने हेतु अमन चढ़ड़ा ने ‘बुलस आई’
नामक कंपनी की स्थापना की। इसका उद्देश्य साइबर आतंकवाद को रोकना, इसका
पता लगाना तथा इन पर कार्यवाही करना एवं समीक्षात्मक आंकड़ों को सुरक्षा प्रदान
करना है। वह एक परिश्रमी साफ्टवेयर इंजीनियर है तथा साइबर सुरक्षा का विशेषज्ञ है।
उसकी प्रतिष्ठा दिनों-दिन बढ़ी क्योंकि न केवल वह सत्यनिष्ठ था, परंतु 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 निर्माण किया। कंपनी ने एक स्थानीय इंजीनियरिंग महाविद्यालय के साथ
युनियन संपर्क किया हुआ था। एक परिसर नौकरी नियुक्ति के समय ईशान तथा वृंदा
की परियोजना के लिए नियुक्ति हुई।

उसने नये कर्मचारियों को योग्य, उत्साही तथा विश्वास योग्य पाया। अतः अमन चढ़ड़ा
ने केवल उद्देश्यों पर केन्द्रित किया तथा ईशान एवं वृंदा की सहायता से परियोजना को समय
पर पूरा कर पाया। यहीं नहीं अमन चढ़ड़ा अपने प्रचालनों के क्षेत्र का भी विस्तार
कर पाया। इसके अतिरिक्त ईशान तथा वृंदा को विकास तथा पहल करने के भी
अवसर भी प्राप्त हुए।

(i) उस अवधारणा की पहचान कीजिए तथा संक्षेप में समझाइए जिससे उपरोक्त
स्थिति में अमन चढ़ड़ा को उद्देश्यों पर केन्द्रित करने में सहायता प्राप्त हुई।

(ii) उपरोक्त (i) में पहचानी गयी अवधारणा के महत्व के किन्हीं चार बिंदुओं का भी
उद्देश्य कीजिए।
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.