

Series : YWXZ4

SET~3

प्रश्न-पत्र कोड  
Q.P. Code **66/4/3**

रोल नं.  
Roll No. 

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परीक्षार्थी प्रश्न-पत्र कोड को उत्तर-पुस्तिका के मुख-पृष्ठ पर अवश्य लिखें।  
Candidates must write the Q.P. Code on the title page of the answer-book.

| नोट                                                                                                                                                                                                                                                             | NOTE                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (I) कृपया जाँच कर लें कि इस प्रश्न-पत्र में मुद्रित पृष्ठ <b>23</b> हैं।                                                                                                                                                                                        | (I) Please check that this question paper contains <b>23</b> printed pages.                                                                                                                                                                                                 |
| (II) प्रश्न-पत्र में दाहिने हाथ की ओर दिए गए प्रश्न-पत्र कोड को परीक्षार्थी उत्तर-पुस्तिका के मुख-पृष्ठ पर लिखें।                                                                                                                                               | (II) Q.P. Code given on the right hand side of the question paper should be written on the title page of the answer-book by the candidate.                                                                                                                                  |
| (III) कृपया जाँच कर लें कि इस प्रश्न-पत्र में <b>34</b> प्रश्न हैं।                                                                                                                                                                                             | (III) Please check that this question paper contains <b>34</b> questions.                                                                                                                                                                                                   |
| (IV) कृपया प्रश्न का उत्तर लिखना शुरू करने से पहले, उत्तर-पुस्तिका में यथा स्थान पर प्रश्न का क्रमांक अवश्य लिखें।                                                                                                                                              | (IV) <b>Please write down the Serial Number of the question in the answer-book at the given place before attempting it.</b>                                                                                                                                                 |
| (V) 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 परीक्षार्थी केवल प्रश्न-पत्र को पढ़ेंगे और इस अवधि के दौरान वे उत्तर-पुस्तिका पर कोई उत्तर नहीं लिखेंगे।<br># | (V) 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 candidates will read the question paper only and will not write any answer on the answer-book during this period. |



**व्यावसायिक अध्ययन**  
**BUSINESS STUDIES**



निर्धारित समय : 3 घण्टे  
Time allowed : 3 hours

अधिकतम अंक : 80  
Maximum Marks : 80



## **General Instructions :**

*Read the following instructions very carefully and strictly follow them :*

- (i) *This question paper contains **34** questions. **All** questions are **compulsory**.*
- (ii) *Marks are indicated against each question.*
- (iii) *Answers should be brief and to the point.*
- (iv) *Answers to questions carrying **3** marks may be from 50 to 75 words.*
- (v) *Answers to questions carrying **4** marks may be in about 150 words.*
- (vi) *Answers to questions carrying **6** marks may be in about 200 words.*
- (vii) *Attempt all parts of a question together.*

*Questions no. **1** to **20** are Multiple Choice Questions (MCQs), carrying **1** mark each.*

*20×1=20*

**1.** The leadership style in which a leader develops action plans and makes decisions in consultation with his subordinates, is known as :

- (A) Autocratic leadership style      (B) Democratic leadership style
- (C) Free-rein leadership style      (D) None of the above

**2.** Read the following statements carefully :

*Statement I* : While buying electrical appliances, a consumer should buy only ISI mark products.

*Statement II* : It is the responsibility of a consumer to buy only standardised goods as they provide quality assurance.

In the light of the given statements, choose the correct alternative from the following :

- (A) Statement I is true and Statement II is false.
- (B) Statement I is false and Statement II is true.
- (C) Both Statement I and Statement II are true.
- (D) Both Statement I and Statement II are false.



3. From the picture given below identify the promotional tool used by the organisation to achieve its communication objectives :



- (A) Advertising (B) Personal Selling  
(C) Sales Promotion (D) Public Relations

**Note :** The following question is for the **Visually Impaired Candidates** only in lieu of Q. No. 3.

Which of the following functions of marketing gives detailed information to the consumers about the product, ensures safety of product and also serves as a promotional tool ?

- (A) Product designing and development (B) Branding  
(C) Marketing planning (D) Packaging and labelling
4. Which of the following functions of the Stock Exchange gives investors the chance to disinvest and re-invest in securities ?
- (A) Pricing of securities  
(B) Safety of transactions  
(C) Providing liquidity and marketability to existing securities  
(D) Providing scope for speculation
5. The study which refers to the study of movements which are undertaken while doing a typical job, is called :
- (A) Method study (B) Fatigue study  
(C) Motion study (D) Time study



6. Read the following statements carefully :

*Statement I* : A rule reflects a managerial decision that a certain action must or must not be taken.

*Statement II* : A rule allows flexibility or discretion.

In the light of the given statements, choose the correct alternative from the following :

- (A) Both Statement I and Statement II are true.
- (B) Both Statement I and Statement II are false.
- (C) Statement I is true and Statement II is false.
- (D) Statement I is false and Statement II is true.

7. 'KJ Ltd.' is a tile manufacturing company in Udaipur having its own stores in various cities of Rajasthan. Instead of having its own trucks, the company decides to use trucks on lease to transport its tiles to various stores. Identify how the company's decision to lease trucks will affect its capital requirements.

- (A) Decrease the fixed capital requirements
- (B) Increase the fixed capital requirements
- (C) Will not affect the fixed capital requirements
- (D) Decrease the working capital requirements

8. 'Dhruv Ltd.' is in need of two drivers on regular basis to transport the goods to different states. To fill the post of drivers, the company decides to put the information on the *Notice Board*, placed near the main gate of the company, asking interested persons to meet the manager on a particular date and time.

From the following, identify the source of recruitment used by 'Dhruv Ltd.' for filling the post of drivers :

- (A) Campus Recruitment
- (B) Casual Callers
- (C) Direct Recruitment
- (D) Advertisement

9. 'TA Ltd.' rejected the applications of twelve candidates based on the information supplied by them in their application forms. These candidates did not have the required five years of experience and the Masters in Business Administration (MBA) degree in Finance, both of which were pre-requisites for the post of Finance Manager.

From the following, identify the step of 'Selection Process' discussed in the above case.

- |                           |                        |
|---------------------------|------------------------|
| (A) Preliminary Screening | (B) Selection Test     |
| (C) Employment Interview  | (D) Selection Decision |



10. Menon, a worker in 'Superior Toys Company' was given a task by his superior to produce 100 toys in a week. Menon delegated this task to his subordinates, Rohan and Farhan. Farhan met with an accident and was hospitalised. Rohan could not complete this task even after working more hours than allotted. Who is answerable to Menon's superior for this task ?
- (A) Farhan (B) Menon  
(C) Both Menon and Rohan (D) Both Rohan and Farhan
11. 'Calling for information by undertaking inspection, conducting enquiries and audits of stock exchanges and intermediaries' is \_\_\_\_\_ of Securities and Exchange Board of India.
- (A) Regulatory Function (B) Development Function  
(C) Protective Function (D) Both (B) and (C)
12. Evaluating an employee's current and/or past performance as against certain pre-determined standards, is known as :
- (A) Selection decision (B) Performance appraisal  
(C) Compensation (D) Preliminary screening
13. A leading newspaper company decided to increase its market share by 10%. After developing the premises, the company identified the following alternative courses of action to be adopted :
- (i) To have eco-friendly newspapers  
(ii) To introduce specific sections for children  
(iii) To have columns for increasing general awareness for competitive exams  
(iv) To have international news on a daily basis
- After identifying the above alternatives, a board meeting was called. Identify from the following, the next step in the planning process which is to be taken in the board meeting.
- (A) Follow-up action  
(B) Implementing the plan  
(C) Evaluating alternatives courses  
(D) Selecting an alternative
14. To promote awareness among consumers, the government is running a campaign 'Jago Grahak Jago'. This campaign is a part of which of the following right ?
- (A) Right to be informed (B) Right to safety  
(C) Right to consumer education (D) Right to be heard



15. Match the following functions of Production In-charges stated in Column-II with their names in Column-I.

| <i>Column-I</i> | <i>Column-II</i>                                                      |
|-----------------|-----------------------------------------------------------------------|
| 1. Speed Boss   | (i) To ensure proper working conditions of machines and tools         |
| 2. Gang Boss    | (ii) To check the quality of work                                     |
| 3. Repair Boss  | (iii) To keep machines and tools, etc. ready for operation by workers |
| 4. Inspector    | (iv) To ensure timely and accurate completion of job                  |

Choose the correct option from the following :

- (A) 1-(iii), 2-(iv), 3-(ii), 4-(i) (B) 1-(ii), 2-(i), 3-(iii), 4-(iv)  
(C) 1-(i), 2-(ii), 3-(iii), 4-(iv) (D) 1-(iv), 2-(iii), 3-(i), 4-(ii)
16. 'Homely Space' is a home decor company providing interior design services. The company lacks facilities like frequent meetings, suggestion box, complaint box, social and cultural gatherings, etc. This causes hindrance in achieving the objectives. Identify the type of communication barrier discussed above from the following :
- (A) Semantic barrier (B) Psychological barrier  
(C) Organisational barrier (D) Personal barrier
17. Radhika wants to sell 20,000 shares of 'Tara Ltd.' held by her. In which of the following market can she sell these shares ?
- (A) Primary Market (B) Secondary Market  
(C) Money Market (D) All of the above markets
18. Read the following statements : Assertion (A) and Reason (R).  
*Assertion (A)* : A good control system motivates employees and helps them to give better performance.  
*Reason (R)* : It ensures that employees know well in advance what they are expected to do and what the standards of performance are, on the basis of which they will be appraised.
- Choose the correct alternative from the options given below :
- (A) Assertion (A) is true, but Reason (R) is false.  
(B) Assertion (A) is false, but Reason (R) is true.  
(C) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).  
(D) Both Assertion (A) and Reason (R) are true, but Reason (R) is **not** the correct explanation of Assertion (A).



19. Read the following statements : Assertion (A) and Reason (R).

*Assertion (A) :* Authority flows downwards from superior to subordinate.

*Reason (R) :* Authority is the right of an individual to command the subordinates and to take action within the scope of his position.

Choose the correct alternative from the options given below :

- (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
- (B) Both Assertion (A) and Reason (R) are true, but Reason (R) is **not** the correct explanation of Assertion (A).
- (C) Assertion (A) is true, but Reason (R) is false.
- (D) Assertion (A) is false, but Reason (R) is true.

20. 'A poor telephone connection' is an example of which of the following element of communication process ?

- (A) Message
- (B) Media
- (C) Decoding
- (D) Noise

21. (a) Explain the following functions of Marketing : 3

- (i) Standardisation and Grading
- (ii) Promotion

**OR**

(b) Explain the following as features of Marketing : 3

- (i) Needs and wants
- (ii) Creating a market offering

22. (a) State any three points of importance of consumer protection from the point of view of business. 3

**OR**

(b) 'The consumer grievances are redressed by the three tier machinery under Consumer Protection Act, 2019.'

- (i) Name the three tiers of the enforcement machinery.
- (ii) Also state jurisdiction of cases that can be filed in each of these three tiers of the enforcement machinery. 3



23. Sameer is a wholesaler, who deals in cricket equipment. He collects cricket equipment like bats, balls, helmets, gloves, stumps, etc. from different manufacturers and assembles them in a kit for the convenience of customers. He sets a standard target to assemble 100 kits a day. During the first week of the month the workers assembled 92 – 96 kits a day, which was lower than the set standard. On investigation, it was found that the variation in assembly of kits was due to an irregular supply of helmets. Workers had to wait for helmets to assemble the kits.

- (i) State the function of management discussed in the above case.
- (ii) State the steps of the function identified in (i) above, which are discussed in the above paragraph.

3

24. Abhinav is working as a production manager in a steel manufacturing plant, 'KPG Ltd.' To compete in the market, he thought of replacing the existing machinery with new high-tech machinery. Abhinav discussed his idea with the Chief Executive Officer who asked him to prepare a proposal for the same and sent it to the finance manager. The finance manager said that this decision had to be evaluated carefully as it involved a huge amount of investment and was irreversible except at a huge cost.

Identify the decision which the finance manager would like to evaluate. State any two factors which may affect this decision.

3

25. Rahul, the Managing Director of 'HariHar Ltd.' and Sahil, the finance manager were discussing about avenues of investing the idle funds of the company. Rahul was of the opinion that money should be invested in the capital market whereas Sahil felt that it would be better if the investment was made in the money market.

Explain with the help of any two points, giving reasons, why Sahil felt that investment in the money market is better.

4



26. 'Amarya Dairy Products' is a fantastic brand offering great quality dairy products. It is not only famous for the quality of its products, but also for retaining its employees in the organisation till their retirement. It believes in growth of its employees by providing them learning opportunities from time to time. For this the company divided the employees in two groups, Group-I and Group-II. Group-I having employees experience of more than 10 years and Group-II have employees who had joined the organisation just one year before.

The learning opportunities provided by the company to Group-II employees would help them in increasing their skills, attitudes and abilities to perform specific jobs, whereas the learning opportunities provided to Group-I employees would help them to grow in all respects. Identify and explain the two concepts of staffing function of management discussed above.

4

27. (a) Explain the following techniques of 'Scientific Management' :
- (i) Standardisation and Simplification of work
  - (ii) Differential Piece Wage System

4

**OR**

- (b) Explain the following principles of 'General Management' :
- (i) Unity of Command
  - (ii) Equity

4

28. Identify and explain the dimension of business environment in each of the following situations :

4

- (i) 'Alexa pay my electricity bill' is the latest feature of Alexa App which enables Amazon customers to pay their utility bills with 'Amazon Pay' just by speaking to Alexa.
- (ii) Monika is working in a multi-national company. As an impact of work-from-home regime, she is now in a better position to inculcate moral values and healthy food habits in her children.
- (iii) Atisha purchased a home and for this she took a loan from the bank. Monthly instalment on her loan increased as the banks increased the interest rate on loans.
- (iv) 'Mother's milk is best for babies' is printed on the pack of 'First Bite' baby milk powder, produced by 'MQP Baby Food Ltd.' By doing this, the company is not only protecting the consumers' interests, but also necessarily informing its potential buyers about the importance of mother's milk.



- 29.** (a) Explain the following features of planning : 4
- (i) Planning is continuous.
  - (ii) Planning is futuristic.

**OR**

- (b) Explain the following points of the importance of planning : 4
- (i) Planning reduces overlapping and wasteful activities.
  - (ii) Planning establishes standards for controlling.

- 30.** After seeing an overwhelming response from people for their homes, Arun, the owner of a leading construction company 'Luxury At Home' decided to launch new projects in eight more cities across India. This decision would require additional investment of ₹ 150 crores. Shyam, the finance manager advised Arun that instead of raising the entire amount through equity, it would be better to raise funds with a judicious mix of 40% equity and 60% debt.

Shyam explained that since the company was earning sufficient profits, they could also take advantage of trading on equity to maximise earning per share. He also suggested that raising this debt through a loan from a financial institution would be better as this would involve a lower cost. He further added that debt was also beneficial as it would not dilute the management's holding in the company.

After giving due thought, Arun agreed to Shyam's suggestions.

- (i) State the concept of financial management suggested by Shyam to Arun.
- (ii) State any three factors discussed by Shyam in the above paragraph, affecting the concept identified in (i) above. 4

- 31.** (a) 'There are different objectives in an organisation and management has to achieve all objectives in an effective and efficient manner.' In the light of this statement, explain the organisational, social and personal objectives of management. 6

**OR**



- (b) 'Art is the skillful and personal application of existing knowledge to achieve desired results.'

In the light of this statement, compare the basic features of 'Art' with 'Management' and state whether it is an 'Art' or not.

6

- 32.** Ankita was the Managing Director at 'Tech Smart', an IT company. She was facing problems in retaining the employees in the company. While discussing this problem with her friend, Prachi, who had recently completed her MBA in Human Resource Management, she shared that employees in her company are not motivated enough even though the company was offering them good salaries and stability of income.

Prachi explained to Ankita that all the needs of the employees are not satisfied by money alone. Psychological, social and emotional factors also play an important role in providing motivation.

Explain any four such incentives which may help the company in retaining its employees and provide motivation as suggested by Prachi.

6

- 33.** Due to the increasing demand for healthy food products, Megha launched 'Good Bakers' after completing a culinary course at a reputed institute. Her main focus was on meeting customers' needs. So, she decided to manufacture healthy biscuits and cakes made from millets, without any artificial preservatives.

To capture a wider market and to offer her products, she not only planned to directly take orders from the customers, but also through retailers who would sell them to end consumers. This would ensure that the products are available at a place where the customers would like to buy them. In addition, Megha decided to offer free samples of her cakes and biscuits at stalls in prominent markets and shopping malls. This would increase visibility and attract potential buyers.

Explain the various components of marketing mix discussed in the above paragraph.

6



34. (a) 'While delegation is a pre-requisite for the efficient functioning of an organisation, decentralisation explains the manner in which decision-making responsibilities are divided among hierarchical levels.'

In the light of the above statement, differentiate between 'Delegation' and 'Decentralisation' on the basis of the following :

6

- (i) Meaning
- (ii) Nature
- (iii) Freedom of action
- (iv) Status
- (v) Scope
- (vi) Purpose

**OR**

- (b) ' 'Organising' is the process of defining and grouping the activities of the enterprise and establishing the authority relationships among them.'

In the light of this statement, explain any four points that highlight the importance of organising.

6