

Strictly Confidential: (For Internal and Restricted Use Only)
Senior School Certificate Examination
March --2025
Marking Scheme---Business Studies (054)
Paper code- 66/4/3

General Instructions:

1	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
2	“Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, Evaluation done and several other aspects. Its’ leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in News Paper/Website etc may invite action under various rules of the Board and IPC.”
3	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one’s own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them. In class -XII, while evaluating two competency-based questions, please try to understand given answer and even if reply is not from marking scheme but correct competency is enumerated by the candidate due marks should be awarded.
4	The Marking scheme carries only suggested value points for the answers. These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
5	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
6	Evaluators will mark(√) wherever answer is correct. For wrong answer CROSS ‘X’ be marked. Evaluators will not put right (✓)while evaluating which gives an impression that answer is correct and no marks are awarded. This is most common mistake which evaluators are committing.
7	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
8	If a question does not have any parts, marks must be awarded in the left-hand margin and encircled. This may also be followed strictly.
9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note “Extra

	Question”.
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks 0-80 as given in Question Paper has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
13	Ensure that you do not make the following common types of errors committed by the Examiner in the past:- • Leaving answer or part thereof unassessed in an answer book. • Giving more marks for an answer than assigned to it. • Wrong totalling of marks awarded on an answer. • Wrong transfer of marks from the inside pages of the answer book to the title page. • Wrong question wise totalling on the title page. • Wrong totalling of marks of the two columns on the title page. • Wrong grand total. • Marks in words and figures not tallying/not same. • Wrong transfer of marks from the answer book to online award list. • Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) • Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously
16	The Examiners should acquaint themselves with the guidelines given in the “Guidelines for spot Evaluation” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totalled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme

66 /4/ 3	MARKING SCHEME-2025 BUSINESS STUDIES (054) - 66/4/3 EXPECTED ANSWERS/ VALUE POINTS	MARKS
1	Q. 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 Ans. (B) Democratic leadership style	1 Mark
2	Q. 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. Ans. (C) Both Statement I and Statement II are true.	1 Mark
3	Q. 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 Ans. (C) Sales Promotion	1 Mark

	Note: The following question is for the Visually Impaired Candidates only in lieu of Q. No. 8. 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 Ans. (D) Packaging and labelling	
4	Q. 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 Ans. (C) Providing liquidity and marketability to existing securities	1 Mark
5	Q. 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 Ans. (C) Motion study	1 Mark
6	Q. 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. Ans. (C) Statement I is true and Statement II is false	1 Mark

7	Q. 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 Ans. (A) Decrease the fixed capital requirements.	1 Mark
8	Q. '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 <i>Notice Board</i>, 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 Ans. (C) Direct Recruitment	1 Mark
9	Q. '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 Ans. (A) Preliminary Screening	1 Mark
10	Q. 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 Ans. (B) Menon	1 Mark
11	Q. '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) Ans. (A) Regulatory Function	1 Mark
12	Q. 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 Ans. (B) Performance appraisal	1 Mark
13	Q. 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 Ans. (C) Evaluating alternatives courses.	1 Mark										
14	Q. 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 Ans. (C) Right to consumer education	1 Mark										
15	Q. Match the following functions of Production In-charges stated in Column-II with their names in Column-1 <table><tr><th>Column-I</th><th>Column-II</th></tr><tr><td>1. Speed Boss</td><td>(i) To ensure proper working conditions of machines and tools</td></tr><tr><td>2. Gang Boss</td><td>(ii) To check the quality of work</td></tr><tr><td>3. Repair Boss</td><td>(iii) To keep machines and tools, etc. ready for operation by workers</td></tr><tr><td>4. Inspector</td><td>(iv) To ensure timely and accurate completion of job</td></tr></table> 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) Ans. (D) 1-(iv), 2-(iii), 3-(i), 4-(ii)	Column-I	Column-II	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	1 Mark
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16	Q. '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 Ans. (C) Organisational barrier	1 Mark
17	Q. 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 Ans. (B) Secondary Market	1 Mark
18	Q. 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). Ans. (C) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).	1 Mark
19	Q. 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.	

	Ans. (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).	1 Mark
20	Q. 'A poor telephone connection' is an example of which of the following element of communication process? (A) Message (B) Media (C) Decoding (D) Noise Ans. (D) Noise	1 Mark
21	Q. (a) Explain the following functions of Marketing (i) Standardisation and Grading (ii) Promotion Ans (i) Standardisation and Grading - Standardisation refers to producing goods of predetermined specifications, which helps in achieving uniformity and consistency in the output. - Grading is the process of classification of products into different groups, on the basis of some of its important characteristics such as quality, size, etc. (ii) Promotion - Promotion of products and services involves informing the customers about the firm's product, its features, etc., and persuading them to purchase these products. - The four important methods of promotion include Advertising, Personal Selling, Public Relation/Publicity and Sales Promotion. OR (b) Explain the following features of Marketing (i) Needs and Wants (ii) Creating a market offering Ans (i) Needs and Wants - A need is a state of felt deprivation or feeling of being deprived of	1 ½ Marks + 1 ½ Marks = 3 Marks OR

	something. Wants, on the other hand, are culturally defined objects that are potential satisfiers of needs. • A marketer's job in an organisation is to identify needs and the wants of the target customers and develop product and services that satisfy such needs and wants. (ii) Creating a market offering • Market offering refers to a complete offer for a product or service, having given features like size, quality, taste, etc; at a certain price; available at a given outlet or location • A good 'market offer' is the one which is developed after analysing the needs and preferences of the potential buyers.	1 ½ Marks + 1 ½ Marks = 3 Marks
22	Q. (a) State any three points of importance of consumer protection from the point of view of business. Ans Importance of consumer protection from the point of view of business (any three) i) It is in the <u>long-term interest of business</u> to satisfy their customers who not only lead to repeat sales but also help in increasing the customer base, thereby increasing customer satisfaction. ii) <u>Business uses society's resources</u>, so it has a responsibility to supply products or services which are in public interest. iii) The business sells goods and services to the customers and thus has <u>social responsibility</u> towards them including other stake holders which has to be taken care of. iv) Moral justification implies the <u>moral duty</u> of a business to take care of customer's interest and avoid their exploitation in any form. v) Business engaged in any form of exploitative trade practices would invite <u>government intervention</u> and it is advisable that business organisations voluntarily resort to such practices where the customer needs and interest are taken care of. (If an examinee has given only the headings, ½ mark for each heading should be awarded) OR	1 x 3 = 3 Marks 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 tiers of the enforcement machinery. Ans. (i) Three tiers of the enforcement machinery under Consumer Protection Act, 2019 1) District Commission (District Forum) 2) State Commission 3) National Commission (ii) Jurisdiction of cases that can be filed in each of these tiers of the enforcement machinery 1) <u>District Commission</u> (District Forum) – District commission has a jurisdiction to entertain complaints where value of goods or services paid as consideration <u>does not exceed one crore rupees.</u> 2) <u>State Commission</u> – State Commission has a jurisdiction to entertain complaints where value of goods and services paid as consideration <u>exceeds one crore but does not exceed ten crore rupees.</u> 3) <u>National Commission</u> – National Commission has a jurisdiction to entertain complaints where value of goods or services paid as consideration <u>exceeds ten crores of rupees.</u>	$\frac{1}{2} \times 3 = 1 \frac{1}{2}$ Marks + $\frac{1}{2} \times 3 = 1 \frac{1}{2}$ Marks = 3 Marks
23	Q. 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. Ans (i) Controlling is the process which involves the measurement of accomplishment against the standard and the correction of	

	deviations to assure attainment of objectives according to plans. <i>(If an examinee has only identified the function of management correctly ½ mark should be awarded)</i> (ii) Steps of Controlling 1. The <u>standards of performance</u> are set which serve as the criteria against which actual performance will be measured. 2. <u>Measurement of actual performance</u> in an objective and reliable manner in the same units in which the standards are set. 3. <u>Comparison of Actual performance with the standards</u> to reveal the deviations. 4. <u>Analysing deviations</u> through Critical Point Control and Management by Exception to find out the causes of deviation. <i>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</i>	1 mark + $\frac{1}{2} \times 4 =$ 2 marks = 3 marks
24	Q. 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. Ans Investment Decision/Capital budgeting decision Factors affecting capital budgeting decision are: (any two) 1) <u>Cash flows of the project</u> in the form of series of cash receipts and payments should be carefully analysed before considering this decision. 2) <u>Rate of return</u> of the project i.e., the expected returns from each proposal and the assessment of the risk involved should be taken into consideration. 3) <u>Investment criteria</u> involves a number of calculations regarding the	1 mark $1 \times 2 =$ 2 marks

	cash flows, rate of return, amount of investment and interest rate which should be evaluated and applied to each proposal. <i>(If an examinee has given only the headings, ½ mark for each heading should be awarded)</i>	= 3 marks
25	Q. 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. Ans Investment in money market is better due to the following reasons (any two) 1) Liquidity: Money market instruments enjoy a higher degree of liquidity as the Discount Finance House of India(DFHI)has been established for providing a ready market, but in capital market a share may not easily find a buyer. 2) Safety: Money market is generally much safer with a minimum risk of default whereas capital market instruments are riskier both with respect to returns and principal repayment. 3) Duration: Money market instruments have a tenure of single day to one year whereas capital market instruments deals in medium and long-term securities. <i>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</i>	½ mark each for heading and 1 ½ marks each for explanation 2+2 = 4 Marks
26	Q. '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. Ans The two concepts of staffing function of management discussed are: 1) Training for Group - II employees 2) Development for Group – I employees Training • Training refers to a process by which attitudes, skills and abilities of employees to perform specific jobs are increased. • It attempts to improve employees performance on the current job or prepare them for any intended job. Development • Development refers to the learning opportunities designed to help employees grow towards maturity and actualisation of their potential capacities. • It covers not only those activities which improve job performance but also those which bring about growth of the personality. <i>(Marks for identification of the concept are to be awarded only if the Group has been identified correctly)</i>	$\frac{1}{2} \times 2 =$ 1 Mark + 1 $\frac{1}{2}$ Marks + 1 $\frac{1}{2}$ Marks = 4 Marks
27	Q. (a) Explain the following techniques of 'Scientific Management': (i) Standardisation and Simplification of work. (ii) Differential Piece Wage System Ans (i) Standardisation and Simplification of work. • Standardisation refers to the process of setting standards for every business activity. Standardisation can be of process, raw material, time, product, machinery, methods or working conditions. These standards are the benchmarks which must be adhered to. • Simplification refers to eliminating superfluous varieties, sizes and dimensions, thus eliminating unnecessary diversity of products.	2 +

	(ii) Differential Piece Wage System - Differential piece wage system is a technique which differentiate between efficient and inefficient workers. It rewards the efficient workers and motivates the inefficient ones to improve their efficiency. - In this plan ,there is different rate of wage payment for those who performed above standard and for those who perform below standard in order to reward the efficient workers OR (b) Explain the following principles of 'General Management': (i) Unity of Command (ii) Equity Ans (i) Unity of Command - The principle of unity of command states that each employee in an organisation should receive orders from and be responsible to only one superior - There should be one and only one boss for every individual employee. If an employee gets orders from two superiors at the same time the principle of unity of command is violated. (ii) Equity - There should be no discrimination against anyone on account of gender, religion, language, caste, belief or nationality. - This principle emphasises kindness and justice in the behaviour of managers towards workers. This will ensure loyalty and devotion.	2 = 4 Marks OR 2 + 2 = 4 Marks
28	Q. Identify and explain the dimension of business environment in each of the following situations: (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. Ans (i) Technological Environment - It includes forces relating to scientific improvements and innovations which provide new ways of producing goods and services and new methods and techniques of operating a business. (ii) Social Environment - Social Environment includes social forces like custom and traditions, values, social trends and society's expectation from business which have an impact on business enterprise. (iii) Economic Environment - Economic environment refers to factors like interest rates, inflation rates and changes in disposable income of people etc. which have an impact on business enterprise. (iv) Legal Environment – Legal environment includes various legislations passed by the Government administrative orders issued by government authorities, court judgments as well as the decisions rendered by various commissions and agencies at every level of the government— centre, state or local. It is imperative for the management to obey these.	½ mark each for identifying and ½ mark each for explanation 1x4 = 4 Marks
29	Q. (a) Explain the following features of planning: (i) Planning is continuous. (ii) Planning is futuristic. Ans (i) Planning is continuous.	

	• A plan is framed, is implemented, and is followed by another plan, and so on. Thus, it is continuous in nature. • Plans are prepared for a specific period of time and at the end of that period a new plan is drawn on the on the basis of new requirements and future conditions. (ii) Planning is futuristic. • Planning involves looking ahead and preparing for the future as the purpose of planning is to meet future events effectively to the best advantage of the organisation. • Planning is regarded as a forward-looking function based on forecasting future events and drawing plans accordingly. OR (b) Explain the following points of the importance of planning: (i) Planning reduces overlapping and wasteful activities. (ii) Planning establishes standards for controlling. Ans (i) Planning reduces overlapping and wasteful activities. • Planning serves as the basis of coordinating the activities and efforts of different divisions, departments, and individuals. It helps in avoiding confusion and misunderstanding. • Since planning ensures clarity in thought and action, work is carried on smoothly without interruptions. (ii) Planning establishes standards for controlling. • Planning provides the goals or standards against which actual performance is measured. • By comparing actual performance with the standard, managers can know whether they have been able to attain the goals. If there is any deviation it can be corrected.	2 + 2 = 4 Marks OR 2 + 2 = 4 Marks
30	Q. 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 Rs.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. Ans (i) The concept of financial management suggested by Shyam to Arun is : Capital Structure which refers to the mix between owners and borrowed funds. (If an examinee has only identified the concept, ½ mark should be awarded) (ii) The three factors discussed by Shyam are: 1) If the <u>Return on Investment</u> (ROI) of the company is higher, it can choose to use Trading on Equity to increase its Earning Per Share (EPS) i.e., its ability to use debt is greater. 2) Public issue of shares and debentures require high <u>floatation cost</u> whereas getting a loan from a financial institution may not cost so much. 3) Debt does not cause dilution of <u>control</u> whereas a public issue of equity may reduce the management's holding in the company.	1 Mark + 1 x 3 = 3 Marks = 4 Marks
31	Q. (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. Ans	

	Management seeks to achieve various objectives. These are: (i) Organisational objectives • The main objective of any organization should be to utilize human and material resources to the maximum possible advantage to fulfil the economic objectives of a business. These are: (a) Survival- For the survival of the business, management must strive to earn enough revenues to cover costs. (b) Profit- Mere survival is not enough, so the management has to ensure that organisation earns a profit which is essential for covering cost and risk of the business. (c) Growth- A business needs to add to its prospects in the long run, hence management must exploit fully the growth potential of the organization to remain in the industry. (ii) Social objectives • It refers to consistently creating economic value for various constituents of society. • This includes using environmental friendly methods of production, giving employment opportunities to the underprivileged sections of society and providing basic amenities like schools and healthcare etc. (iii) Personal objectives • People working in the organisations have diverse needs like financial needs, social needs and higher level needs. • Management aims to reconcile personal goals with organizational objectives for harmony in the organisation 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. Ans Art is the skillful and personal application of existing knowledge to	3marks + 1½ marks + 1 ½ marks = 6 Marks OR
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	achieve desired results. Management is an art because of the following reasons: (i) Existence of theoretical knowledge Art presupposes the existence of theoretical knowledge on the basis of which certain basic principles have been derived. In management too, there is a lot of literature available in various areas of management like marketing, finance and human resources which the manager has to specialise in. (ii) Personalised application Art is personalized application of theoretical knowledge which varies from individual to individual. In management too, a manager applies this acquired knowledge in a personalised and skillful manner in the light of the realities of a given situation. He studies critical situations and formulates his own theories for use in a given situation. This gives rise to different styles of management. (iii) Based on practice and creativity Art involves the practice of existing theoretical knowledge in a creative manner that is entirely the own interpretation of an artist. In management too, a manager, in his own unique manner, works through a combination of practice, creativity, imagination, initiative and innovation and achieves perfection after long practice. As all the criteria of art are satisfied by management, it is an art.	$\frac{1}{2}$ mark each for heading and $1\frac{1}{2}$ marks each for explanation $2 \times 3 = 6$ Marks
32	Q. 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. Ans Incentives which may help the company in retaining its employees and provide motivation as suggested by Prachi. (any four) 1) Status 2) Organisational Climate 3) Career Advancement Opportunity 4) Job Enrichment 5) Employee Recognition Programmes 6) Job Security 7) Employee Participation 8) Employee Empowerment <i>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</i>	½ mark each for heading and 1 mark each for explanation 1 ½ x 4 = 6 Marks
33	Q. 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. Ans. Various components of marketing mix discussed in the above paragraph are: 1) Product Product means goods or services or anything of value which is offered to the market for sale. It relates to decisions regarding planning, designing and developing the right type of products and services for the consumers. It includes branding, labelling and packaging.	½ mark each for heading and

	2) Place It includes decisions like selection of dealers or intermediaries (channels of distribution), providing support to the intermediaries, managing inventory, storage and warehousing, transportation of goods from the place it is produced to the place it is required by the buyers. 3) Promotion Promotion refers to communicating availability, features, merits etc. of the product and services to the target customers and persuading them to buy it. It uses the combination of promotion tools such as advertising, personal selling and sales promotion techniques.	1 ½ mark each for explanation 2 x 3 = 6 Marks												
34	Q. (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: (i) Meaning (ii) Nature (iii) Freedom of action (iv) Status (v) Scope (vi) Purpose Ans <table border="1"> <thead> <tr> <th>Basis</th><th>Delegation</th><th>Decentralisation</th></tr> </thead> <tbody> <tr> <td>(i) Meaning</td><td>Delegation refers to the downward transfer of authority from a superior to a subordinate.</td><td>Decentralisation refers to delegation of authority throughout all the levels of the organisation.</td></tr> <tr> <td>(ii) Nature</td><td>Delegation is a compulsory act because no individual can perform all tasks on his own</td><td>Decentralisation is an optional policy decision. It is done at the discretion of the top management.</td></tr> <tr> <td>(iii) Freedom of Action</td><td>There is more control by superiors hence less freedom to take own decisions.</td><td>There is less control over executives hence greater freedom of action</td></tr> </tbody> </table>	Basis	Delegation	Decentralisation	(i) Meaning	Delegation refers to the downward transfer of authority from a superior to a subordinate.	Decentralisation refers to delegation of authority throughout all the levels of the organisation.	(ii) Nature	Delegation is a compulsory act because no individual can perform all tasks on his own	Decentralisation is an optional policy decision. It is done at the discretion of the top management.	(iii) Freedom of Action	There is more control by superiors hence less freedom to take own decisions.	There is less control over executives hence greater freedom of action	
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(iv) Status	It is a process followed to share tasks.	It is the result of the policy decision of the top management.	
(v) Scope	It has narrow scope as it is limited to superior and his immediate subordinate	It has wide scope as it implies extension of delegation to the lowest level of management.	
(vi) Purpose	The purpose is to lessen the burden of the manager.	The purpose is to increase the role of the subordinates in the organisation by giving them more autonomy.	1x6 = 6 Marks
OR			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.			
Ans Importance of organising (any four) 1) Benefits of specialisation. 2) Clarity in working relationships. 3) Optimum utilisation of resources. 4) Adaptation to change. 5) Effective administration. 6) Development of personnel. 7) Expansion and growth.			½ mark each for heading and 1 ½ marks each for explanation 1 ½ x 4 = 6 Marks