

-Strictly Confidential: (For Internal and Restricted Use Only)
Senior School Certificate Examination
March -----2018-19
Marking Scheme---Business Studies 66/4/1, 66/4/2, 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. Small mistakes 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. Evaluation is a 10-12 days mission for all of us. Hence, it is desired from you too give your best in this process.
2. 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 innovative may be assessed and marks be awarded to them.
3. The head examiner has to go through the first five answer scripts evaluated by each evaluator to ensure that evaluation has been carried out as per instructions given in the marking scheme. The remaining answer scripts meant for evaluation shall be given only after ensuring that there is no significant variation in the marking and encircled.
4. 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 totalled up and encircled in the left hand margin.
5. If a question does not have any parts marks must be awarded in the left hand margin and encircled.
6. If a student has attempted an extra question ,answer of the question deserving more marks should be retained and other answer scored out
7. In a question, if two features/ characteristics/ points are asked but an examinee writes more than two features/ characteristics/ points, say, five, of which first is correct, second is incorrect, the first two should be assessed and the remaining should be ignored.
8. The examiners should acquaint themselves with the instructions given in the Guidelines for Spot Evaluation before starting the actual evaluation.
9. Every examiner should stay full working hours i.e. 8 hours every day and evaluate 25 answer books.

10. It is expected that the marking scheme should be followed objectively to ensure quality evaluation. For instance, if an examinee scores 24 marks, then the marks should not be inflated to 27 simply to pass him/ her.

11. Avoid the following common type of errors committed by the examiners in the pat-

- Leaving answers or parts thereof unassessed in the answer script.
- Giving more marks for an answer than assigned to it or deviation from the marking scheme.
- Wrong transference of marks from the inside pages of the answer books to the title page.
- Wrong question wise totaling on the title page.
- Wrong totaling of marks of the two columns on the title page.
- Wrong grand total.
- Marks in words and figures not tallying.
- Wrong transference of marks from answer books to award list.
- Answer marked as correct but marks not awarded.
- Half or a part of answer marked correct and the rest as wrong but no marks awarded.

12. Marks should be awarded keeping in view the total marks of a particular question and not the total marks of the question paper. For example, if one mark is given to a 3 marks question even if nothing is correct, then that one mark constitutes 33% of the total marks for this answer.

13. The examiner shall also have to certify in the answer book that they have evaluated the answer book strictly in accordance with the value points given in the marking scheme and correct set of question papers.

14. While evaluating the answer scripts, if the answer is found to be totally incorrect, it should be marked as (x) and awarded zero (0) marks.

15. A full scale of marks 0-80 has to be used. Please do not hesitate to award full marks if the answer deserves it. Similarly, wherever an examinee writes an answer upto the mark, his/ her marks should not be deducted unnecessarily.

16. As per the orders of Hon'ble Supreme Court, the candidates would now be permitted to obtain photocopy of the Answer Book on request on payment of the prescribed fee. All 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.

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			MARKING SCHEME – 2018-19 BUSINESS STUDIES	
66 /4 /1	66 /4 /2	66 /4 /3	66/4/3 EXPECTED ANSWERS / VALUE POINTS	MARKS
			SECTION A	
		1	<p>Q. State any two reliefs available to the consumer if the consumer court is satisfied about the genuineness of the complaint.</p> <p>Ans. Reliefs available to a consumer under the provisions of Consumer Protection Act, 1986 (Any two):</p> <p>(i) To <u>remove</u> the defect in goods or the deficiency in service.</p> <p>(ii) To <u>replace</u> the defective product with a new one, free from any defect.</p> <p>(iii) To <u>refund the price</u> paid for the product.</p> <p>(iv) To pay a <u>reasonable amount of compensation</u> for any loss or injury suffered by the consumer due to negligence of the opposite party.</p> <p>(v) To pay <u>punitive damages</u> in appropriate circumstances.</p> <p>(vi) To <u>discontinue the unfair/ restrictive trade practice</u> and not to repeat the same in future.</p> <p>(vii) <u>Not to offer hazardous goods for sale.</u></p> <p>(viii) To <u>withdraw hazardous goods from sale.</u></p> <p>(ix) To <u>cease manufacture of hazardous goods.</u></p> <p>(x) To <u>pay any amount</u> (not less than 5% of the value of the defective goods) to be credited to the Consumer Welfare Fund or</p>	<p>½ mark for each point = ½ x 2 1 mark</p>

			<p>any other organisation/person, to be utilised in the prescribed manner.</p> <p>(xi) To issue corrective advertisement to neutralize the effect of misleading advertisement.</p> <p>(xii) To <u>pay adequate costs</u> to the appropriate party.</p>	
6	8	2	<p>Q.Koby Ltd. is an 87-year-old reputed consumer goods company. It is known for offering good quality electronic products at reasonable prices. It has branches all over India. It has a large shareholder base. The shareholders desired that some dividend is paid every year on their investments. Company's management understands that it is important to keep the shareholders happy and satisfied. As a matter of policy, they declare a certain amount of dividend every year out of profits rather than reinvesting the whole as retained earnings.</p> <p>Identify the factor affecting dividend decision being highlighted in the above situation.</p> <p>Ans. Shareholders preference</p>	1 mark
7	1	3	<p>Q. Mahima Jain is the Senior Manager in the Advisory Services Department of Kodes Ltd. She regularly prepares performance reports of her subordinates as a part of the appraisal.</p> <p>Identify the step of the controlling process performed by her.</p> <p>Ans. Measurement of actual performance</p>	1 mark
8	2	4	Q.Ravi Jain was the Chief Executive	

			<p>Officer of Nath Traders. He was worried about the heavy expenditure on advertising. He asked his Finance Manager, MohitVerma to know the views of the Sales Manager and his team regarding this expenditure. MohitVerma was thinking of calling a meeting of the Sales Manager and his team after tea-break. But by chance at the time of tea-break, MohitVerma met with the Sales Manager and his team in the canteen. They all discussed about this expenditure and finalised to give suggestion to reduce this expenditure.</p> <p>Identify the type of organisation which helped the Finance Manager MohitVerma, the sales Manager and his team in finalising the suggestion</p> <p>Ans. Informal Organisation</p>	1 mark
1	3	5	<p>Q. Principles of management equip the managers to foresee the cause and effect relationships of their decisions and actions so that the wastages associated with a trial and error approach can be overcome.</p> <p>Identify the point of significance of principles of management highlighted here.</p> <p>Ans. Optimum utilization of resources and effective administration.</p>	1 mark
2	4	6	<p>Q. How are ‘Policies’ and ‘Procedures’ interlinked?</p> <p>Ans. ‘Policies’ and ‘Procedures’ are interlinked as procedures are steps to be carried out within a broad policy framework to enforce a policy.</p> <p style="text-align: center;">OR</p>	<p>1 mark</p> <p style="text-align: center;">OR</p>

			<p>Q. What is meant by ‘Developing Premises’ in the process of planning?</p> <p>Ans. ‘<u>Developing Premises</u>’ in the process of planning means making certain assumptions about future conditions which are considered to be the base upon which plans are to be drawn.</p>	1 mark
3	5	7	<p>Q. Why is it said that Controlling is a continuous activity?</p> <p>Ans. <u>Controlling</u> is said to be a <u>continuous activity</u> as it involves a constant review of actual performance to ensure that organizational activities are performed as per the plans.</p> <p style="text-align: center;">OR</p> <p>Q. Why is Controlling called a forward looking function?</p> <p>Ans. <u>Controlling</u> is called a <u>forward looking function</u> because controlling seeks to improve the future performance on the basis of past experience.</p>	<p>1 mark</p> <p style="text-align: center;">OR</p> <p>1 mark</p>
		8	<p>Q. Define ‘Sales Promotion’.</p> <p>Ans. Sales Promotion refers to the use of short term incentives to persuade potential buyers to purchase products immediately.</p> <p style="text-align: center;">OR</p> <p>Q. What is meant by ‘Public Relations’?</p> <p>Ans. Public relations means a tool of promotion which involves a variety of programmes designed to promote or protect a company’s image and its individual products in the eyes of the public.</p>	<p>1 mark</p> <p style="text-align: center;">OR</p> <p>1 mark</p>

			SECTION B	
10	12	9	<p>Q.KavitaGhai was the Managing Director of a restaurant in Lucknow called ‘Healthy Kitchen’. The restaurant was doing well and the volume of work started increasing slowly and steadily. KavitaGhai was not able to manage all the work on her own. The increasing magnitude of work made it impractical for her to handle it all by herself. Moreover her objective is to open more branches of this restaurant at different places. She appointed Nikhil Gupta, as a General Manager of ‘Healthy Kitchen’, Lucknow and gave him the right to command his subordinates and to take action within the scope of his position. For smooth running of the restaurant she also gave him authority to hire and train the staff as per the requirements. KavitaGhai was satisfied with the work of Nikhil Gupta and was able to open other branches of the restaurant in Agra and Kanpur also.</p> <p>(a)Identify the concept followed by KavitaGhai which helped her to open the new branches of the restaurant.</p> <p>(b)Also, explain briefly the two points of importance of the concept identified in (a) above</p> <p>Ans. (a) Delegation of authority</p> <p>(b) Importance of Delegation of authority : (any two)</p> <p>(i) Effective management (ii) Employee development (iii) Motivation of employees (iv) Facilitation of growth</p>	<p>1 mark + ½ mark for heading + ½ mark for</p>

			<p>(v) Basis of management hierarchy (vi) Better coordination.</p> <p>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</p>	<p>explanation 1x2 =2 marks = 1+2 =3 marks</p>
11	13	10	<p>Q.Explain with the help of any three points how proper Financial Planning enables the companies to tackle the uncertainty in respect of availability and timings of funds and helps in smooth functioning of the organisation.</p> <p>Ans. <u>Financial planning enables the management to tackle the uncertainty in respect of availability and timing of funds and helps in smooth functioning of the organization by: (any three)</u></p> <p>(i)Helping in forecasting what may happen in future, it makes the firm better prepared to face the future situations.</p> <p>(ii) Helping in avoiding business shocks and surprises and prepares the company for it.</p> <p>(iii) Helping in co-ordinating various business functions by providing clear policies and procedures.</p> <p>(iv) Detailed plans of action reduce waste, duplication of efforts and gaps in planning.</p> <p>(v) Financial plan serves as a control technique by making the evaluation of actual performance easier.</p> <p>(vi)Linking the present with the future.</p>	<p>1 mark for each point =1 x 3</p> <p>=3 marks</p>

		<p>(vii) Providing a link between investment and financing decisions.</p> <p style="text-align: center;">OR</p> <p>Q.How do debt and equity differ in their costs and risks involved? Explain.</p> <p>Ans.Debt and Equity differ in their costs and risks involved</p> <p>Cost</p> <ul style="list-style-type: none"> • <u>The cost of debt is lower than the cost of equity</u> for a firm because the lender requires a lower rate of return as his risk is lower than the equity shareholder. • Moreover, interest paid on debt is a tax deductible expense whereas dividends are paid out of after-tax profits. <p>Risk</p> <p><u>Debt is more risky</u> for a business because the payment of interest and the return of principal amount are obligatory for the business which increases the financial risk of a company whereas there is no such compulsion in case of equity, making it riskless for the company.</p>	<p style="text-align: center;">1 ½ marks</p> <p style="text-align: center;">+</p> <p style="text-align: center;">1 ½ marks</p> <p style="text-align: center;">=</p> <p style="text-align: center;">3 marks</p>
	11	<p>Q. Does planning guarantee success? Explain.</p> <p>Ans. No, planning does not guarantee success as:</p> <ul style="list-style-type: none"> • Managers have a tendency to rely on <u>previously tried and tested plans</u>. But a plan that has worked before may not work again. • While planning, many unknown 	3 marks

			factors have to be considered. The <u>false sense of security</u> created by planning may actually lead to failure instead of success.	
13	10	12	<p>Q. Indian equity markets are going through a phase of boom. There is a huge growth potential for innovative technologies. This has resulted in lots of new ventures vying for a market share and old enterprises trying to keep up with the pace with which changes are taking place in the economy. This technological innovation has helped even smaller businesses to compete on a global scale.</p> <p>Identify and explain the three factors highlighted above which affect the working capital requirements of such enterprises.</p> <p><u>Ans. Factors affecting Working Capital Requirements:</u></p> <p>(i) Business Cycle (ii) Growth Prospects (iii) Level of competition</p>	<p>$\frac{1}{2}$ mark for identifying the factor + $\frac{1}{2}$ mark for its explanation =1 x 3 =3 marks</p>
		13	<p>Q. Describe any three personal barriers to effective communication.</p> <p>Ans. Three personal barriers to effective communication(any three) (i) Fear of challenge to authority. (ii) Unwillingness to communicate. (iii) Lack of proper incentives (iv) Lack of confidence of superior on his subordinates.</p>	<p>$\frac{1}{2}$ mark for naming the barrier + $\frac{1}{2}$ mark for its explanation</p>

			<p>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</p> <p style="text-align: center;">OR</p> <p>Q Describe ‘Autocratic style of leadership’</p> <p>Ans.(i) An autocratic leader gives orders and expects his subordinates to obey those orders.</p> <p>(ii) There is one-way communication with the subordinates who act according to the command given by the manager.</p> <p>(iii) Autocratic style is effective in ensuring labour productivity and quick decision making is facilitated.</p>	<p>=1 x 3 =3 marks</p> <p style="text-align: center;">OR</p> <p>1 x 3 = 3 marks</p>
			SECTION C	
19	16	14	<p>Q. Financial market is a market for creation and exchange of financial assets. It helps to link the savers with the investors and directs available funds into their most productive investment opportunity. It also facilitates easy purchase and sale of financial assets through the stock exchange. The stock exchange not only facilitates buying and selling of existing securities but also educates public about how their investments in the financial market can yield good returns.</p> <p>(a) State two functions performed by financial market in the above case.</p> <p>(b) Explain two more functions of the</p>	

		<p>stock exchange, other than those stated in the above case.</p> <p>Ans. (a) <u>Functions performed by Financial market:</u></p> <p>(i) It <u>mobilises savings and channelises</u> them into most productive use.</p> <p>(ii) It provides <u>liquidity to financial assets</u> by facilitating easy purchase and sale of securities through stock exchanges.</p> <p>(b) <u>Functions of stock exchange, other than those stated in the above case(any two):</u></p> <p>(i) Pricing of securities (ii) Ensures safety of transactions (iii) Contributes to economic growth (iv) Provides scope for speculation</p> <p>(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)</p>	<p>1 mark for each function = 1 x 2 = 2 marks</p> <p>+ ½ mark for naming the function + ½ mark for its explanation = 1 x 2 = 2 marks</p> <p>= 2 + 2 = 4 marks</p>
14	17	15	<p>Q.In an environment of rising petroleum prices and a large middle class population in India, KV Motors Ltd. recognized the need for small cars in India. It created a product far superior than their competitors not only in terms of quality but also in terms of overall driving experience. It soon became the leader in the small car market. As the Indian government was encouraging foreign investment, MNCs having a big name in car manufacturing entered the Indian market.</p>

		<p>KV Motors further expanded its service network and quality creating an entry barrier for the competitors. It depicted its strengths through various brand-building activities. As a result, the market share of KV Motors is refusing to go down in spite of all major automakers as its competitors.</p> <p>(a) Identify the economic reforms highlighted in the above case.</p> <p>(b) Quoting the lines, explain any two points of importance of Business Environment being highlighted in the above case.</p> <p>Ans. (a) Liberalisation and Globalisation</p> <p>(b) <u>Importance of Business Environment (any two)</u></p> <p>(i) <u>It helps the firm to identify opportunities and get the first mover advantage.</u></p> <p><i>“KV Motors Ltd. recognized the need for small cars in India.”</i></p> <p>(ii) It helps the firm in improving performance.</p> <p><i>“It created a product far superior than their competitors not only in terms of quality but also in terms of overall driving experience. It soon became the leader in the small car market.</i></p> <p>(iii) <u>It helps the firm in planning and policy formulation.</u></p> <p><i>“KV Motors further expanded its service</i></p>	<p>½ mark for each reform = 1 mark</p> <p>+</p> <p>½ mark for quoting the line</p> <p>+</p> <p>½ mark for naming the point of importance</p> <p>+</p> <p>½ mark for explanation = 1 ½ x 2 = 3 marks</p> <p>=1 +3 marks</p> <p>=4 marks</p>
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			<p><i>network and quality creating an entry barrier for the competitors. It depicted its strengths through various brand-building activities.”</i></p> <p>(Full credit is to be given only if the examinee has given the correct explanation also in the answer)</p>																
15	18	16	<p>Q. Differentiate between Money Market and Capital Market on the following basis:</p> <p>(a) Expected return</p> <p>(b) Safety</p> <p>(c) Liquidity</p> <p>(d) Instruments</p> <p>Ans. Difference between Money Market and Capital Market</p> <table border="1"> <thead> <tr> <th>Basis</th> <th>Money Market</th> <th>Capital Market</th> </tr> </thead> <tbody> <tr> <td>(a) Expected Return</td> <td>Money market securities yield comparatively less return.</td> <td>Generally capital market securities yield a higher return than money market instruments.</td> </tr> <tr> <td>(b) Safety</td> <td>Money market securities are comparatively safer.</td> <td>Capital market securities are riskier than money market instruments.</td> </tr> <tr> <td>(c) Liquidity</td> <td>Money market securities are comparatively more liquid.</td> <td>Capital market securities are comparatively less liquid.</td> </tr> <tr> <td>(d) Instruments</td> <td>Instruments like treasury bill, commercial</td> <td>Instruments like shares, debentures and</td> </tr> </tbody> </table>	Basis	Money Market	Capital Market	(a) Expected Return	Money market securities yield comparatively less return.	Generally capital market securities yield a higher return than money market instruments.	(b) Safety	Money market securities are comparatively safer.	Capital market securities are riskier than money market instruments.	(c) Liquidity	Money market securities are comparatively more liquid.	Capital market securities are comparatively less liquid.	(d) Instruments	Instruments like treasury bill, commercial	Instruments like shares, debentures and	<p>1 mark for each correct difference =1 x 4 = 4 marks</p>
Basis	Money Market	Capital Market																	
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					of securities.		
			(c) Location	No fixed geographical location.	Located at specified places.		
			(d) Capital Formation	Directly promotes Capital formation.	Indirectly promotes Capital formation.		
16	19	17	<p>Q.Mudit Gupta set up ‘Healthy Biscuits’, a company manufacturing various kinds of biscuits like oat biscuits, soya biscuits, ragi biscuits and wholewheat biscuits. He knew that a customer would only pick up a small quantity of the product, so he did not want to invest in starting his own retail outlets. He planned to market the product at the ‘In and Out’ stores at various petrol pumps in the city though the other biscuit manufacturers were using other channels of distribution.</p> <p>(a) Give the meaning of ‘Channels of Distribution’.</p> <p>(b) Name the factors that affected the determination of choice of channels and state how they will affect the determination of choice of channels of distribution in the above case.</p> <p>Ans. (a) Channels of Distribution mean a set of individuals and firms that take title, or assist in transferring title to particular goods or services as it moves from the producers to the consumers.</p> <p>(b) <u>Factors affecting determination of choice of channels</u></p> <p>(i)Product related factors: Since the product is a consumer product, its unit value</p>				<p>1 mark</p> <p>+</p> <p>½ mark for naming the factor</p> <p>+</p> <p>½ mark for</p>

		<p>is low and is standardized, longer channels should be used.</p> <p>(ii)Market related factor: Since the size of order of biscuits for ‘Healthy Biscuits’ was small, large number of intermediaries were used.</p> <p>(iii)Competitive factor: The company decided to be different from the choice of channel selected by the competitors, so it decided to market the product at the ‘In and Out’ stores at various petrol pumps in the city.</p>	<p>stating the effect = 1 x 3 =3 marks =1+ 3 =4 marks</p>
	18	<p>Q. Explain the following rights of a consumer:</p> <p>(a) Right to Choose; and (b) Right to Consumer Education</p> <p>Ans.</p> <p>(a)Right to choose</p> <ul style="list-style-type: none"> • The consumer has the freedom to choose from a variety of products at competitive prices. • Marketers should offer a wide variety of products in terms of quality, price, size etc. to enable the consumer to make the choice. <p>(b)Right to consumer education:</p> <ul style="list-style-type: none"> • Right to acquire knowledge and to be a well informed consumer. • Be aware about the rights and the reliefs available to him in case of a product or service falling short of his expectations. <p style="text-align: center;">OR</p> <p>Q. What is meant by ‘Consumer Protection’? Explain any three points of</p>	<p>2 marks</p> <p style="text-align: center;">+</p> <p>2 marks</p> <p>=4 marks</p> <p style="text-align: center;">OR</p>

		<p>importance of consumer protection from the business point of view.</p> <p>Ans. Meaning of Consumer Protection: Consumer protection means the act of providing adequate protection to consumers against the unscrupulous, exploitative and unfair trade practices of manufacturers and service providers.</p> <p><u>Importance of consumer protection for business: (Any three):</u> (i) Long-term interest of business. (ii) Business uses society's resources. (iii) Social responsibility (iv) Moral Justification (v) Government intervention.</p> <p>(If an examinee has given only the heading, ½ mark for each heading should be awarded)</p>	<p>1 mark</p> <p>+</p> <p>½ mark for naming each point</p> <p>+</p> <p>½ mark for its explanation = 1 x 3 = 1+3 = 4 marks</p>
18	15	<p>19</p> <p>Q.Vandana Public School had a vacancy of a Maths teacher. They were looking for a smart and creative teacher having a drive for excellence. An advertisement was given in all leading dailies. Since the response was huge, the school examined all the application forms and rejected the candidates who did not have the necessary qualifications. Thereafter, a test was conducted to measure the existing skills of the candidates. After that it was followed by a formal in-depth conversation with the Principal of the school and a panel of Maths experts.</p> <p>(a) Explain the steps that have been performed by Vandana Public School in</p>	

		<p>the process of identifying and choosing the best candidate.</p> <p>(b) Give the name and also the meaning of the test which was conducted by the school.</p> <p>Ans. <u>(a) Steps performed by Vandana Public School</u> in the process of identifying and choosing the best candidate:</p> <p>(i) Preliminary Screening</p> <p>(ii) Selection Tests</p> <p>(iii) Employment Interview</p> <p><u>(b) Trade test</u> was conducted by the school to measure the existing skills possessed by the candidates.</p>	<p>½ mark for naming the step + ½ mark for its explanation =1 x 3 =3 marks + ½ mark for naming the test + ½ mark for its meaning =1 mark = 3+ 1 marks 4 marks</p>
		SECTION D	
	20	<p>Q. Management seeks to achieve various objectives. Explain these objectives.</p> <p>Ans. Management seeks to achieve various objectives. These are:</p> <p>(i) Organisational objectives: The main objective of any organization should be to utilize human and material resources to the maximum possible advantage to fulfill the economic objectives of a business</p> <p>(a) <u>Survival</u>- Management must strive to earn enough revenues to cover cost for the survival of the business.</p>	<p>2 marks</p> <p>+</p>

			<p>3. Functions of organization are divided into departments /divisions of finance, production, marketing or human resources. All these departments are dependent on each other. Coordination links the activities of various departments to focus on attainment of common goals.</p> <p>4. Coordination is the force that binds all the functions of management. The process of coordinating the activities of an organization begins at the planning stage and continues till controlling.</p> <p>5. Modern organizations have high degree of specialization and employ a number of specialists. This leads to conflict as some specialists do not like to take advice or suggestions from others. Coordination is required to reconcile their differences.</p> <p>(If the examinee has stated all the above points in the following three headings (i) Growth in size; (ii) Functional differentiation (iii) Specialisation, full credit is to be given.)</p>	
22	20	21	<p>Q.‘Newrange’ is a chain of departmental stores in India with 56 outlets. It sells the best products at the lowest price. The Human Resource department takes care to select, train, motivate and retain the employees. Currently, it has 170 full time employees and 30 part time employees.</p> <p>For top-level management, employees are recruited through private consultants. These professional recruiters can entice the needed top executives from other companies by making the right offers. Employees appointed at the entry level are recruited through walk-in. For that, a</p>	

		<p>notice is placed on the notice board specifying the details of the jobs available. 'Newrange' also encourages present employees or their friends and relatives to refer candidates. They also visit some of the reputed educational institutions to hire some of the most talented and promising students as its employees.</p> <p>'Newrange' shifts workforce from surplus departments to those where there is shortage of staff instead of laying them off.</p> <p>Explain the various internal and external sources of recruitment used by 'Newrange' to recruit its employees.</p> <p><u>Ans.</u> Sources of recruitment used by 'Newrange'</p> <p><u>(i) Internal</u></p> <ul style="list-style-type: none"> • Transfers <p><u>(ii) External</u></p> <ul style="list-style-type: none"> • Placement Agencies and Management Consultants • Direct Recruitment • Recommendations of Employees • Campus recruitment 	<p>½ mark for identifying + ½ mark for explanation = 1 mark = 1 x 5 = 5 marks</p>
20	21	22	<p>Q. Since childhood Niru and Janak had been watching their grandmother procuring wheat from the market, washing it well drying it and getting it converted into atta. They conducted a survey to collect data to identify whether there is demand for readymade atta and realised that with the growing number of working women, it is the need of the hour to manufacture high quality atta. They</p>

		<p>named their product ‘Srijan’ and set up ‘Srijan Atta Factory’ at Jaunpur Village. To penetrate in the market, they decided to keep the price low. For maintaining smooth flow of their product into the market and avoiding delays in delivery, it was decided to store wheat at SKM Services which had scientific processes and logistics facilitating quick delivery. They also set up an online complaint portal to take care of consumer grievances.</p> <p>By quoting the lines from the above paragraph, state five marketing functions undertaken by Niru and Janak for successful marketing of ‘Srijan’ atta.</p> <p><u>Ans. Marketing functions undertaken by Niru and Janak:</u></p> <p><u>(i) Gathering and analyzing market information</u> is necessary to identify the needs of the customers and take various decisions for successful marketing of products and services.</p> <p><i>“They conducted a survey to collect data to identify whether there is demand for readymade atta and realised that with the growing number of working women, it is the need of the hour to manufacture high quality atta.”</i></p> <p><u>(ii) Branding</u> is the process of giving a name/sign/symbol to the product in order to distinguish the product from that of competitors.</p> <p><i>“They named their product ‘Srijan’”</i></p>	<p>1 mark for each point along with quoting</p> <p>= 1 x 5</p>
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			<p>(iii) <u>Pricing</u> of product involves fixation of price of a product and taking various related decisions like pricing strategies. <i>“To penetrate in the market, they decided to keep the price low.”</i></p> <p>(iv) <u>Storage or warehousing</u> refers to arranging for proper storage of goods to maintain smooth flow of goods in the market and avoid delay in delivery. <i>“For maintaining smooth flow of their product into the market and avoiding delays in delivery, it was decided to store wheat at SKM Services which had scientific processes and logistics facilitating quick delivery. ”</i></p> <p>(v) <u>Customer support Services</u> aim at providing maximum satisfaction to the customers for developing brand loyalty for a product. <i>“They also set up an online complaint portal to take care of consumer grievances.”</i></p>	=5 marks
			SECTION E	
24	25	23	<p>Q. Three friends, Rajat, Raman and Ansh, after completing their MBA from a reputed business school at Mumbai, were discussing about the type of organisation they would like to join. Rajat was very clear that he would like to take up a government job as it gives stability about the future income and work which will help him to work with greater zeal. It will also provide him pension when he will retire from his service. Raman wanted to work in a company,</p>	

		<p>which has appropriate skill development plans for its employees and helps the employees to grow to higher levels in the organisation. In addition to this, the company should also provide facilities like housing, medical aid, etc.</p> <p>Ansh said that he would prefer to work in an organisation, which has the culture of individual autonomy, is considerate to employees and provides the employees with opportunity for personal growth and a meaningful work experience.</p> <p>(a) Identify the various financial and non-financial incentives discussed by the three friends in the above conversation.</p> <p>(b) Explain three other non-financial incentives which were not discussed by any one of them.</p> <p><u>Ans. Financial and non-financial incentives discussed by the three friends in the above conversation.</u></p> <p>(a) Financial incentives</p> <ul style="list-style-type: none"> • Retirement benefits • Perquisites <p>(b) Non- Financial incentives</p> <ul style="list-style-type: none"> • Job security • Career advancement opportunity • Organizational climate • Status <p><u>(b) Other non-financial incentives which were not discussed by any one of them (any three)</u></p> <ul style="list-style-type: none"> • Job enrichment • Employee recognition • Employee participation • Employee empowerment 	<p>½ mark for each incentive = ½ x 6 = 3 marks</p> <p style="text-align: center;">+</p> <p>½ mark for each incentive + ½ mark for its</p>
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				explanation = 1 x 3 = 3marks = 3+3 marks = 6 marks
25	23	24	<p>Q.Vishesh completed his MBA at a reputed business school in Lucknow. He was impressed by the Principles and Techniques of Scientific Management developed by F.W. Taylor. On completing his MBA, he wanted to apply scientific Management in his family’s business of fast food chain of restaurants named ‘Burger Mania’.</p> <p>His main goal was to reduce costs with increased output. To begin with, he wanted to develop a standard method which would be followed throughout the organisation. So, he investigated traditional methods through work study and unified the best practices. The standard method, i.e. the best way of doing the job was then developed taking into account all parameters right from the procurement of raw materials till the delivery of the final product to the customer. Vishesh also believed that each person should not only be scientifically selected but should also be given the required training to increase efficiency. For this, he set up a Special Training Unit called ‘Hamburger’ in Bengaluru where the workers were given the required training to increase efficiency. For this, he set up a workers were given the required training to learn the best method. At the factory, the ingredients making up a burger were strategically</p>	

		<p>placed to reduce the time taken for excess movements. The standard time and other parameters were determined on the basis of work study and Vishesh rewarded the workers for meeting the standard output. Now, ‘Burger Mania’ has standardised processes, raw material, time, machinery, product and working conditions that ensure the food they send out to their customers has the same high standards of excellence and level of quality in every chain or franchise.</p> <p>The application of Scientific Management to every aspect of restaurant operations led to ‘Burger Mania’s’ widespread success.</p> <p>Quoting the lines from the above, explain the Principles and Techniques of ‘Scientific Management’ used by ‘Burger Mania’</p> <p><u>Ans. The Principles and Techniques of ‘Scientific Management’ used by ‘Burger Mania’ are:(Any six)</u></p> <p><u>Principles of scientific management</u></p> <ul style="list-style-type: none"> • <u>Science, not rule of thumb</u> <i>“To begin with, he wanted to develop a standard method which would be followed throughout the organisation. So, he investigated traditional methods through work study and unified the best practices.”</i> • <u>Development of each and every person to his/her greatest efficiency and prosperity</u> <i>“Vishesh also believed that each person should not only be scientifically selected but should also be given the required training to increase efficiency.”</i> 	<p>½ mark for quoting the line + ½ mark for explaining the principle/ technique</p>
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	25	<p>Q. Explain the steps in the planning process after ‘identifying alternative courses of action’.</p>	

		<p>Ans. <u>Steps in the process of planning other than ‘identifying alternative courses of action’:</u></p> <ul style="list-style-type: none"> -Evaluating alternative courses. -Selecting an alternative. -Implementing the plan. -Follow-up action <p>(If the examinee has not followed the sequence of the process ½ mark be deducted)</p> <p style="text-align: center;">OR</p> <p>Q.’ The process of Organising involves a series of steps in order to achieve the desired goals’. Explain these steps.</p> <p>Ans. <u>Steps in the process of Organising:</u></p> <ul style="list-style-type: none"> (i) Identification and division of work. (ii) Departmentalisation. (iii) Assignment of duties. (iv) Establishing reporting relationships <p>(If the examinee has not followed the sequence of the process ½ mark be deducted)</p>	<p>½ mark for naming the step + 1mark for its explanation = 1 ½ x4 = 6 marks</p> <p style="text-align: center;">OR</p> <p>½ mark for naming the step + 1mark for its explanation = 1 ½ x4 =6 marks</p>
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