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Pre-Board Sample Papers

CBSE EXAM 2024



20 Sets

Class : 12th

Sub : Business Studies

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Sample Paper 1

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
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Section : A

1. SEBI recently called for information and issued a show cause notice to NSE and its 14 officials seeking explanation on the Preferential Access allegations at the Exchange's Co-location facility. State the function that SEBI performed by doing so.
 - (a) Developmental function
 - (b) Protective function
 - (c) Regulatory function
 - (d) None of these
2. _____ is the process of influencing people to strive willingly for group objectives.
 - (a) Leadership
 - (b) Motivation
 - (c) Direction
 - (d) Selection
3. Which standardisation mark should be checked by Ms Vinita while buying mustard oil ?
 - (a) FPO
 - (b) Hallmark
 - (c) ISI
 - (d) AGMARK

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4. Which selection test aims at measuring the individual's potential to learn new skills?
- (a) Personality test
 - (b) Intelligence test
 - (c) Interest test
 - (d) Aptitude test
5. Which of the following statements is not true for stock exchange?
- (a) It helps the company to float new issues.
 - (b) It provides liquidity and marketability to securities.
 - (c) It spreads equity cult.
 - (d) It contributes to economic growth.
6. The function(s) of stock exchange is/are:
- (a) Contributes to economic growth
 - (b) Pricing of securities
 - (c) Safety of transaction
 - (d) All of these
7. Sonam bought a packet of chips from a local shopkeeper and found that the ingredients given on the label were not legible. She complained about it to the company. The company sent a written apology stating that they will make sure that existing packets are withdrawn from the market and new packets with legible labels are soon made available.
- State the consumer right which Sonam exercised.
- (a) Right to be heard
 - (b) Right to seek redressal
 - (c) Right to consumer education
 - (d) Right to safety
8. _____ refers to a situation when a company is not able to meet its fixed financial obligations.
- (a) Financial planning
 - (b) Financial leverage
 - (c) Financial risk
 - (d) None of these
9. **Statement I :** A company wants to establish a new unit in which a machinery of worth ₹ 50 lakh is involved. Here in this case, investment decision is involved.
- Statement II:** Working capital involves the allocation of firm's capital to long-term assets or projects.
- Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false

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- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

10. Statement I: A Stock Exchange contributes to capital formation and economic growth.

Statement II: 'Prohibition of fraudulent and unfair trade practices in securities market' is a development function of Securities and Exchange Board of India (SEBI).

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

11. What does capital market consist of?

- (a) Depository participants
- (b) Stock market
- (c) Stock brokers
- (d) All of these

12. Identify the communication which may take place between a superior and subordinate, a subordinate and superior or among same cadre employees or managers.



- (a) Formal communication
- (b) Grapevine
- (c) Informal communication
- (d) Horizontal communication

13. The advantage of differential pricing accrue to the marketer due to:

- (a) Packaging
- (b) Labelling
- (c) Branding
- (d) Grading

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14. To set up and run a successful business it is not only essential to lay down the clear cut objectives but it is also necessary to identify the different activities to be performed and develop relationship between the physical and human resources.

Which function of Management is being referred to?

- (a) Planning
 - (b) Directing
 - (c) Training
 - (d) Organising
15. Future Production Private limited, all the activities were divided into seven departments as Purchase, Production, Marketing, Personnel, Finance, Accounting and Correspondence. The General Manager, Saurabh Sharma, analysed and concluded that Marketing, Production and Finance were the departments on which success of the business is dependent. Shortcomings in other departments would not affect much success of the business. He also decided deviation tolerance limits to these three main departments. If deviation goes beyond tolerance limits then only the same would be brought to the notice of Saurabh Sharma.

Identify the relevant concepts of the function of management discussed above.

- (a) Management by exception
 - (b) Critical point control
 - (c) Only (a)
 - (d) Both (a) and (b)
16. Samy started his business and focused mainly on customer's demand and enriching their quality life. The marketing philosophy being followed by him is:
- (a) Production concept
 - (b) Product concept
 - (c) Societal concept
 - (d) Selling concept

17. Match the marketing philosophies in Column I with their main focus in Column II and choose the correct.

	Column I		Column II
A.	Product concept	(i)	Production on a large scale
B.	Production concept	(ii)	Enhancing quality of product
C.	Marketing concept	(iii)	Customer satisfaction

- (a) A - (ii), B - (iii), C - (i)
- (b) A - (ii), B - (i), C - (iii)
- (c) A - (i), B - (ii), C - (iii)
- (d) A - (iii), B - (ii), C - (i)

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18. The source of recruitment which brings a flood of response is:
- (a) Advertisement
 - (b) Labour contractor
 - (c) Employment exchange
 - (d) Placement consultant
19. Under _____ method of training, a trainee is put under the guidance of a master worker.
- (a) Vestibule training
 - (b) Apprenticeship programme
 - (c) Job rotation
 - (d) Internship training
20. _____ function of management ensures that actual activities conform to planned activities.
- (a) Controlling
 - (b) Planning
 - (c) Staffing
 - (d) Directing

Section : B

21. Mr. Harsith, a social activist, was concerned with the pollution caused by the use of polythene bags. These bags are non-biodegradable and are a great threat for the water bodies and also adversely affect the quality of soil. To ban the use of these bags, he filed a writ petition in the court. The court also identified the threats caused by these bags and passed an order banning the use of these bags as these bags are creating many environmental problems which affect the life of people in general and society in general is more concerned about quality of life. The government decided to give subsidy to jute industry to promote this business and innovative techniques are being developed to manufacture jute bags at low rates with more innovation and better technology, GDP of country is expected to rise. Identify the different dimensions of business environment by quoting the lines from the above particulars.
22. What is meant by the Functional Organisation Structure? Discuss its suitability.

OR

“Authority can be delegated but accountability cannot.” Explain the statement.

23. Mr. Pachouri is the General Manager of Fast Life, a company manufacturing and selling speakers and amplifiers. He manages 15 Departmental Managers who further handles around 200 employees each. Mr. Pachouri allows all his managers to take their operative decisions but in some cases like if there is a conflict between two departmental managers or there is an accident, then Mr. Pachouri immediately takes control of the situation to ensure prompt and coordinated effort.

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- (a) At which level of management is Mr. Pachouri working?
- (b) State any two functions he would perform at that level.

24. Explain how management by exception helps in controlling process.

OR

Explain the importance of interview in selection process.

Section : C

25. Name and discuss any four techniques of Scientific Management through which the best practices can be kept and further refined to develop a standard that is to be applied throughout the organisation.

OR

What is meant by coordination? Why is coordination important in an organisation?

26. How is training in an organisation beneficial 'for employees'? State by giving any four reasons.

or

Distinguish between the term 'training' and 'development'.

27. Goal Group of companies has three divisions namely Shoes, Garments and Home Decor items each headed by their Divisional Managers respectively. It has the plans to enter a new venture that is related to the Hospitality Industry. The company has done the SWOT Analysis and found that the business environment seems favourable for this industry as the government is offering huge incentives for setting up of hotels in the remote hilly areas to promote tourism there. The Chief Executive also knew that the company is having sufficient funds to finance the project; they just need to add one more division, Hospitality, with a new set of employees, to their existing structure to start the venture.

- (a) What does the Chief Executive's decision tell about the importance of Organising?
- (b) Also, discuss three others points highlighting the importance of Organising.

28. Explain how principles of management:

- (a) provides useful insight into reality
- (b) helps in thoughtful decision-making

29. Identify and state the various elements of communication highlighted in the following cases

- (i) Department 'A' has sent an encoded message to department 'B' through internet. What is the role of internet here?
- (ii) Shiny is making gestures so that she can send a message to Romil. What is Shiny doing here?
- (iii) Romil is trying to understand the message sent by Shiny by reading his gestures. What is Romil doing here?
- (iv) Prakash picks up his phone and finds a message on it. He reads the message carefully. What is the role of Prakash here?

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30. Somnath Export Private Limited, is engaged in the business of export of garments. In the past, the performance of the company had been upto the expectations. In line with the latest technology, the company decided to upgrade its machinery. For this, the Finance Manager, Raheja estimated the amount of funds required and the timings. This will help the company in linking the investment and the financing decisions on a continuous basis. Raheja therefore, began with the preparation of a sales forecast for the next four years. He also collected the relevant data about the profit estimates in the coming years. By doing this, he wanted to be sure about the availability of funds from the internal sources of the business. For the remaining funds he is trying to find out alternative sources from outside. Identify the financial concept discussed in the above para. Also state the objectives to be achieved by the use of financial concept, so identified.

Section : D

31. Briefly discuss the Planning process.

OR

With the help of any four points, explain the crucial role that organising plays in an enterprise.

32. Explain any four functions of Stock Exchange.

or

Explain the recent Capital Market reforms in India.

33. Read the statements given in point (i) and (ii), answer the questions that follow

- (i) Reena is the manager of the western division of a large corporate house.
 - (a) At what level does she work in the organisation?
 - (b) Explain any two functions performed by her.
- (ii) Kunal supervise and control the workers. He ensures the proper arrangement of material and tools to start the process.
 - (a) At which level does Kunal work in the organisation?
 - (b) Explain any two functions performed by him.

34. Samir Gupta started a telecommunication company, 'Donira Ltd.' to manufacture economical mobile phones for the Indian rural market with 15 employees. The company did very well in its initial years. As the product was good and marketed well, the demand of its products went up. To increase production the company decided to recruit additional employees. Samir Gupta, who was earlier taking all decisions for the company had to selectively disperse the authority. He believed that subordinates are competent, capable and resourceful and can assume responsibility for effective implementation of their decisions. This paid off and the company was not only able to increase its production but also expanded its product range.

- (a) Identify the concept used by Samir Gupta through which he was able to steer his company to greater heights.
- (b) Also explain any three points of importance of this concept.

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Sample Paper 2

Business Studies

Class XII Session 2022-23

Time: 3 Hours

Max. Marks: 80

General Instructions:

- Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - Section A – From question 1 to 20 are MCQs of 1 mark each.
 - Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - Attempt all parts of the questions together.
-

Section : A

- Which of these indicate 'status' given to a manager?
 - Recognition
 - Prestige of job
 - Salary
 - Both (a) and (b)
- Roshni runs a factory wherein she manufactures shoes. The business has been doing well and she intends to expand by diversifying into leather bags as well as western formal wear thereby making her company a complete provider of corporate wear. This will enable her to market her business unit as the one stop for working women. Which type of structure would you recommend for her expanded organisation?
 - Divisional structure
 - Functional structure
 - Both (a) and (b)
 - None of the above
- Match the following on the basis of concepts of marketing.

	Column I		Column II
A.	Production concept	(i)	Integrated marketing
B.	Selling concept	(ii)	Product's availability
C.	Societal marketing concept	(iii)	Promotional efforts

- A-(iii), B-(ii), C-(i)

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- (b) A-(i), B-(iii), C-(ii)
 - (c) A-(i), B-(ii), C-(iii)
 - (d) A-(ii), B-(iii), C-(i)
4. Roshni Electricals Private Limited started the product offering with ACs. They have now started to sell other appliances as well including audio systems, TVs, washing machines, water purifiers, etc. The company also handles complaints and offer after-sale services. But later on, it somehow ignored after-sales services leading to a tarnished image of company. The top management quickly took the rectifying measures and protected as well as promoted the favourable image in eyes of public. Which element of promotion mix is highlighted in the lines, “The top management quickly took the rectifying measures and protected as well as promoted the favourable image in eyes of public”?
- (a) Sales promotion
 - (b) Public relation
 - (c) Advertising
 - (d) Both (b) and (c)
5. Nisha was suffering from hair loss problem. She wanted hair oil which would help her with this problem. She went to a departmental store and picked up Sun’s hair grow oil with a tagline ‘Bhulo balon ka Girna’. Then she read the price, read the instructions for use, its expiry date and other details. Identify the elements of product mix performed by oil selling company.
- (a) Promotion
 - (b) Packaging
 - (c) Branding
 - (d) Labelling
6. Assertion (A) Finance is the life blood of business.
Reason (R) Finance is very essential for the smooth running of the business.
Alternatives
- (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
7. How many rights does a consumer have under the Consumer Protection Act?
- (a) Five
 - (b) Eight
 - (c) Six
 - (d) Four

8. Shobhit, an architect, highly influenced by Swachh Bharat Abhiyan decided to clean the surrounding of his area. He formed a team of his friends. Various options were suggested, such as taking help of school or college students, local residents or while-collar workers, etc. It was finally decided to take help of local residents.
- They all then enlisted various activities such as purchase of equipments, collection and disposal of garbage etc. which are required to complete the process. The work was divided among different members. All the members liked working with each other as the flow of communication was in all the directions leading to faster spread of information as well as quick feedback.
- Which function of management is highlighted in the lines, “They all then enlisted various activities such as purchase of equipments, collection and disposal of garbage etc. which are required to complete the process. The work was divided among different members”?
- (a) Staffing
 - (b) Organising
 - (c) Controlling
 - (d) Directing
9. Identify the correct sequence of steps involved in the communication process
- (i) Sender
 - (ii) Message
 - (iii) Encoding
 - (iv) Media
 - (v) Decoding
 - (vi) Feedback
 - (vii) Receiver
- (a) (i), (ii), (iii), (v), (iv), (vi), (vii)
 - (b) (i), (ii), (iii), (iv), (v), (vii), (vi)
 - (c) (i), (v), (iv), (iii), (ii), (vii), (vi)
 - (d) (ii), (i), (iii), (v), (iv), (vi), (vii)
10. How planning reduces overlapping and wasteful activities?
- (a) It serves as the base for coordination by avoiding confusion and misunderstanding.
 - (b) It enables a manager to look ahead and anticipate changes.
 - (c) It helps the manager to look into the future and choose amongst the various alternatives.
 - (d) None of the above
11. In which function of marketing, products are divided into different groups?
- (a) Standardisation
 - (b) Grading
 - (c) Market planning
 - (d) Product development

12. Which of the following is incorrect about assumption of Maslow's theory?
- (a) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.
 - (b) A satisfied need can no longer motivate a person, only the next higher level need can motivate him.
 - (c) Satisfaction of such needs influences their behaviour.
 - (d) People's behaviour is not based on their needs.
13. For delegation to be effective, it is essential that responsibility is accompanied with necessary _____.
- (a) incentives
 - (b) promotions
 - (c) authority
 - (d) manpower
14. Aryan Agrawal purchased a premium car for ₹ 25.5 lakhs from an automobile company. Later on, he found defects in its engine. Suggest to him the appropriate authority, where he could file a complaint under Consumer Protection Act.
- (a) National Commission
 - (b) Supreme Court of India
 - (c) District Commission
 - (d) State Commission
15. Raj Private Limited wants to establish a new unit in which a machinery worth ₹ 16.5 lakh is involved. Which type of decision is involved here?
- (a) Investment decision
 - (b) Financing decision
 - (c) Dividend decision
 - (d) Both (b) and (c)
16. Ishita took her niece, Maanvee for shopping to Shopper Stores to buy her a dress on the occasion of her birthday. She was delighted when on payment for the dress, she got a discount voucher to get 30% off for a meal of ₹ 1,499 or above at a famous eating point.
Identify the technique of sales promotion used by the company in the above said case.
- (a) Lucky draw
 - (b) Quantity gift
 - (c) Usable benefit
 - (d) Discount
17. Which of the following is incorrect feature of the controlling?
- (a) It boosts worker motivation.
 - (b) It prevents coordination
 - (c) It maintains order and discipline
 - (d) It aids in the evaluation of standard of accuracy.

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18. Analyse the picture in which the incharge of all the departments are in chaos and unable to work properly. Which function of management is missing here?



- (a) Coordination
(b) Directing
(c) Planning
(d) Controlling
19. **Statement I:** Planning is pre-requisite for controlling.
Statement II: Planning does not look into the future.
Choose the correct option from the options given below:
(a) Statement I is true and Statement II is false
(b) Statement II is true and Statement I is false
(c) Both the statements are true
(d) Both the statements are false
20. **Statement I :** The process of communication gets completed only when the receiver understands the message.
Statement II : By becoming a good listener, a manager can control the communication barrier to a great extent.
Choose the correct option from the options given below:
(a) Statement I is true and Statement II is false
(b) Statement II is true and Statement I is false
(c) Both the statements are true
(d) Both the statements are false

Section : B

21. Mr. Raveesh is a sales representative in a popular DTH company. He is required to personally assist and persuade the prospective buyers to buy the product. Mr. Raveesh is involved in which element of the promotion mix? Give any two features of that element as well.

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22. What do you understand by organisation structure? Enumerate the need for creating organisation structure.

OR

Distinguish between 'method' and 'budget' as types of plans.

23. Uma purchased a bottle of soya-souce from the local grocery shop. The information provided on the bottle was not clear. She fell sick on consuming it.
She filed a case in the District
Commission under Consumer Protection Act and got the relief.
(i) Identify the important aspect neglected by the marketer in the above case.
(ii) Explain briefly any two functions of the aspect identified in (i) above.

24. A stock exchange is an institution which provides a platform for buying and selling of existing securities. SEBI, as a watch dog performs various functions which protects the investors. Name and explain any two functions.

OR

'Money market is essential market for short-term funds'. Discuss.

Section : C

25. Explain the concept of Democratic leadership and state its features.

OR

Write a short note on any four types of employment tests.

26. Best Decor Home is a furniture manufacturing company. The company has been able to earn substantial profit, yet they did not share their profits with the workers. This led to growing unrest among them leading to fall in productivity and also the quality of their work.
Due to this, the company started facing the problem of falling revenues. Their HR manager Mr Revanth advised the management to follow the principle of mental revolution. Is the advice of HR manager appropriate? Elucidate.

OR

"It can be said that management has some characteristics of profession, but it is still not a full fledged profession." Comment whether this statement is true or false. Also give three reasons in support of your answer.

27. BestFab Pvt Ltd is a garment company. Its garment are very popular in middle class society. As a result, the employees in the marketing department are always racing against time as they have to work overtime and on holidays as well to cater to the demand. The work stress has led to dissatisfaction among the employees of the marketing department.
(i) Name and explain the step of staffing process which has not been performed properly.
(ii) Also, explain the immediate next step in the process of staffing.

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28. 'Planning and Controlling are inseparable twins of management.' How?
29. In the rainy season, the level of impurities in the water bodies tend to rise, leading to an increase in the number of cases of jaundice and hepatitis. Keeping this in mind, the court passed an order that all schools must have water purifiers for the school children, keeping in view the below stated reasons
- (i) Society in general is more concerned about the quality of life.
 - (ii) Innovative techniques are being developed to manufacture water purifier at competitive rates.
 - (iii) Incomes are rising and children at home are also drinking purified water.
 - (iv) The government is also showing positive attitude towards the water purifier business.
- Identify the different dimensions of business environment by quoting lines from the above para.
30. EVE Auto Limited is a manufacturing company who manufactures electric two wheelers for domestic Indian market as well as for export. It had enjoyed a substantial market share and also had a loyal customer base. But, now it is experiencing issue as it is unable to meet its targets with regard to sales and customers satisfaction. Also, automobile industry in India has grown tremendously and many new players have come with better technology and pricing, which has increased the problems for the company. It is now planning to revamp its controlling system and take other steps necessary to rectify the problems it is facing.
- You are required to identify and explain the benefits that the organisation will drive from a good control system.

Section : D

31. Explain by giving any five reasons why understanding of Business Environment is important for managers.

OR

Explain the various ways in which companies responded to changes in the business environment.

32. Explain the importance of consumer protection from the point of view of a business.

OR

Consumer rights allow customers to have the required information about goods and services while purchasing them. Explain the rights of consumer?

OR

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Roto Foods Pvt Ltd earned a net profit of ₹78 crores. Ritesh, the financial advisor, of company wants to decide how to appropriate these profits.
 - (a) Identify the type of financial decision involved in this case.
 - (b) Explain two factors affecting such decision.
 - (ii) RKV Udyod Pvt Ltd is planning to replace existing machinery with modern machinery of higher production capacity in order to cater to international markets.
 - (a) Identify the type of financial decision highlighted in this case.
 - (b) Explain any two factors affecting such decision.

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34. Jaya, Mahi and Meera have decided to start a business of manufacturing shoes. They identified the following main activities which they have to perform viz. purchase of raw materials; machinery; production of shoes; arrangement of finance; sale of shoes and selection of employees. In order to facilitate the work, they thought that four managers should be appointed to look after production, finance, marketing and personnel.
- (i) Identify the function of management involved in above mentioned para.
 - (ii) Quote the lines from above para which help you in identifying this function.
 - (iii) State the steps followed in the process of this function of management.

□□□□□□

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Sample Paper 3

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
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 - vi. Attempt all parts of the questions together.
-

Section : A

1. Which marketing function deals in classification of products into different groups on the basis of their important characteristics?
 - (a) Product designing
 - (b) Marketing planning
 - (c) Grading
 - (d) Standardisation
2. Within two years of its inception, STG Solutions Limited has created a positive image about itself and its products in the eyes of general public by participating extensively in various social welfare programs. Identify the component of promotion mix described here.
 - (a) Public relations
 - (b) Sales promotion
 - (c) Personal selling
 - (d) Advertising
3. A company dealing in a diversified range decided to group its activities on the basis of the products it is dealing in. Which step of the process of Organizing is being performed?
 - (a) Assignment of duties
 - (b) Identification and division of work
 - (c) Departmentalisation
 - (d) Establishing authority and reporting relationships

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4. A consumer products manufacturing company is offering a number of products like toiletries, detergent powder, food products etc. Identify the element of marketing mix referred here.
- (a) Place mix
 - (b) Promotion mix
 - (c) Product mix
 - (d) Price mix
5. Name the concept of Financial Management which increases the return to equity shareholders due to the presence of fixed financial charges.
- (a) Trading on Equity
 - (b) Financial Leverage
 - (c) Optimal Capital Structure
 - (d) Wealth Maximization
6. Expenditure incurred by companies on acquisition, expansion, modernisation and replacement are the types of _____.
- (a) Capital structure decision
 - (b) Working capital decision
 - (c) Dividend decision
 - (d) Capital budgeting decision
7. It can be defined as a process that initiates implementation of plans by clarifying jobs and working relationships and effectively deploying resources for attainment of identified and desired results. The process is:
- (a) Directing
 - (b) Controlling
 - (c) Planning
 - (d) Organizing
8. From time to time SEBI (The Securities and Exchange Board of India) undertakes the steps for controlling insider trading and imposing penalties for such practices.
Which function of SEBI is being referred to?
- (a) Development Function
 - (b) Protective Function
 - (c) Regulatory Function
 - (d) Both (a) and (b)
9. Looking into the shift taking place in the markets where consumers are now becoming more vocal, more demanding and, above all, more global and as middle-class demand for products and services grows, smart businesses are now looking beyond their organisations and industries, recognising that partnering

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and engagement with global suppliers and customers are key to future success.

Which steps of Planning are being referred to?

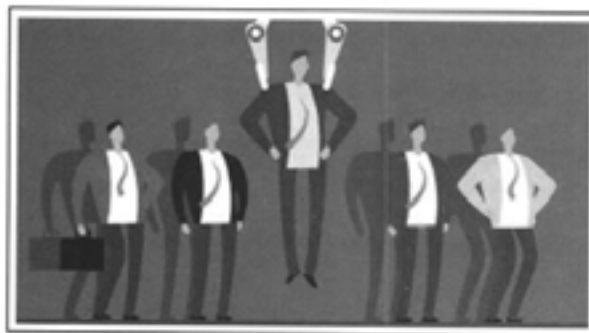
- (a) Implementation of plan; Follow up
- (b) Laying down objectives; Planning premises
- (c) Planning premises; Selecting the best alternative
- (d) Identifying the alternatives; Evaluating the alternatives

10. Assertion (A) Even a small production activity like loading pigs of iron into boxes can be scientifically planned and managed.

Reason (R) Taylor believed that there was only one best method to maximise efficiency.

Alternatives

- (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
11. This is a process where securities held by the investor in the physical form are cancelled and the investor is given an electronic entry or number so that she/he can hold it as an electronic balance in an account.
This is:
- (a) Mutualisation
 - (b) Dematerialisation
 - (c) Depositories
 - (d) Any of these
12. Identify the function of management being highlighted in the picture given below.



- (a) Directing
- (b) Controlling
- (c) Organising
- (d) Staffing

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13. Match the level of management given in Column I with function performed by them in Column II:

	Column I		Column II
A.	Top Level Management	(i)	They are responsible for all the activities of first line managers.
B.	Middle Level Management	(ii)	Through their efforts quality of output is maintained
C.	Supervisory Management	(iii)	They analyse the business environment and its implications for the survival of the firm

- (a) (i), (ii), (iii)
 (b) (iii), (i), (ii)
 (c) (iii), (ii), (i)
 (d) (ii), (i), (iii)
14. In one of the monthly interdepartmental meeting, the Managing Director stated that there are still many opportunities in the market that they are yet to explore. The Departmental heads need to identify the new markets, any additional revenue streams, etc. They have to think about their customer base and put more focus on their marketing strategies and online presence.
 Which function of Management is being referred to?
 (a) Directing
 (b) Controlling
 (c) Planning
 (d) Organizing
15. Amitabh Bachchan, the legendary bollywood actor is often seen in a television advertisement of Gujarat tourism. In this particular advertisement he encourages people to visit Gujarat and spend some time there by quoting a punch line 'Kuchh Din Toh Guzaro Gujarat Mein'.
 Identify what is being marketed by Mr. Amitabh Bachchan in the above case.
 (a) Place
 (b) Idea
 (c) Services
 (d) Information
16. Management decisions taken on the basis of principles are free from bias and prejudice. They are based on the objective assessment of the situation. What does this statement tell about the significance of Management Principles?
 (a) Scientific decisions
 (b) Fulfilling social responsibility
 (c) Meeting changing environment requirements
 (d) Providing managers with useful insights into reality
17. In case the aggrieved party is not satisfied with the order of the State Commission, he can appeal before the National Commission _____.

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- (a) After 30 days of the passing of the order
- (b) Within 40 days of the passing of the order
- (c) After 40 days of the passing of the order
- (d) Within 30 days of the passing of the order

18. While going through the newspaper, Sachin who had recently completed her MBA (Finance), came across the Situation Vacant section. On going through it, he found the following:

RK Enterprises require a Finance Manager
Qualification: Master's Degree in Finance
Competency: Knowledge of finance and commercial activities
Experience: Minimum four years' experience of working in the same field
Salary commensurate with qualification and experience.
Apply to Jatin, the HR manager, RK Enterprises, Sector 18, Noida within 7 days.

By giving the details of the requirements in the Situation Vacant section, which function of management is performed by RK Enterprises?

- (a) Planning
- (b) Staffing
- (c) Recruitment
- (d) Directing

19. **Statement II :** Planning is closely connected with creativity and innovation.
Statement II : Before doing something, the manager must formulate an idea of how to work on particular project.
Alternatives
- (a) Statement I is true and Statement II is false
 - (b) Statement I is false and Statement II is true
 - (c) Both the statements are true
 - (d) Both the statements are false

20. **Statement I:** Employees become lethargic when an organization uses internal sources of recruitment.
Statement II: Internal sources of recruitment lead to dissatisfaction among existing staff.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false

Section : B

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21. GK Goenka started a Publishing house named 'Entire' signifying the wide range of books it will offer ranging from comic series for children to novels and documentaries for serious readers. As a part of its marketing strategy, it decided to organise a mega reading event for which it even opened a facebook page through which it invited people to come, attend and like the event. The event gave special invitation to the underprivileged children and to the orphanages who do not have access to such facilities. Prabhakar wanted to gain a lot of publicity through this.

Do you think the brand name 'Entire' is relevant in context of the publishing house started by GK Goenka.

Give any two reasons to justify your answer.

22. What is meant by 'Financial Management'? State its objective.

OR

It is that component of Financial market, in the absence of which the primary market will become unattractive as there will be no liquidity. Identify the type of Financial market and list its two functions.

23. Mr. Thukral and his wife had booked business class tickets for AirLift Flight from New York to Mumbai on 15th November, 2023 and paid a total of ₹152,456. The complainants had paid for business class seats, but had been provided defective seats. As a result, they had to bear physical discomfort and mental harassment. Air Lift was found guilty of deficiency in service.

District Commission, Delhi allowed Mr. and Mrs. Thukral to file a complaint by Consumer Education and Research Society (CERS), Delhi, against the Regional Manager of AirLift, Delhi and the Commercial Director of AirLift, Mumbai.

It was observed by the Commission that the airline was guilty of deficiency in service and directed it to refund Mr. Thukral's ₹152,456 along with 9% interest from the date of complaint.

(i) Is the step taken by them appreciable or not?

(ii) What are the other possible relief they could ask for? State any four.

24. Explain any three elements of process of communication other than sender and receiver.

OR

What is meant by recruitment of employees?

Section : C

25. Explain any three features of planning.

OR

Explain any three points highlighting the importance of planning.

26. Decentralisation is an optional policy. Explain why an organisation would choose to be decentralised.

OR

You are a manager in a toy manufacturing company. How will you perform the job of 'grouping of activities' as a step towards process of organisation?

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27. Lavanya purchased 1 litre tetra pack milk from online grocery store. After drinking the milk, she felt irritation, rashes and tiny bumps all over her body. Her sister, Tania saw the tetra pack milk and realised that product has already expired. Tania rushed to the store to inquire about the same. Salesman informed her to contact to the customer care for the reason that they supplied them milk on daily basis. Tania connected with their customer care who refused to take her complaint. Now, Tania wants to file complaint in district commission and wants to seek compensation for the treatment of her sister.
- Identify the responsibility neglected by Lavanya and the rights violated by the company.
 - Can Tania file complaint in District Commission on behalf of her sister? Also, state who can file a complaint?
28. ‘The right people can help to take a business to the top; the wrong people can break the business’. Identify the management function indicated in the statement and explain its importance.
29. In the rainy season, the level of impurities in the water bodies tend to rise, leading to an increase in the number of cases of jaundice and hepatitis. Keeping this in mind, the court passed an order that all schools must have water purifiers for the school children, keeping in view the below stated reasons
- Society in general is more concerned about the quality of life.
 - Innovative techniques are being developed to manufacture water purifier at competitive rates.
 - Incomes are rising and children at home are also drinking purified water.
 - The government is also showing positive attitude towards the water purifier business.
- Identify the different dimensions of business environment by quoting lines from the above para.
30. Ms. Sushma recently completed her Post Graduate Diploma in Human Resource Management. A few months from now, a large steel manufacturing company appointed her as its Human Resource Manager. As of now, the company has 800 persons as employees and has an expansion plan in hand which may require 80 persons more for various types of additional requirements. Ms. Sushma has been given complete charge of the company’s Human Resource Department. Ms. Sushma designed rigorous selection procedure to ensure right person is placed on different posts. Explain various steps Ms. Sushma needs to perform during selection of an employee after a candidate cleared the employment interview and reference checking.

Section : D

31. How are shareholders likely to gain with a loan component in the capital employed? Explain with a suitable example.

OR

Explain any four factors affecting financial decision which determines the amount of profit earned to be distributed and to be retained in the business.

32. Reena went to the market and purchased 2 litre fruit juice in tetrapack. She did not checked the information provided on the pack. She fell sick on consuming it as the juice has expired. She wanted to file a case in the district forum under the Consumer Protection Act but was denied as she did not fulfilled her responsibilities. Explain different consumer responsibilities as per the Act.

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OR

Arjun, after working as a chef in a reputed restaurant, started his business of catering. He gave the name Dana Pani to his concern and is very particular about the quality of his products. He advertised his products on different TV channels to make people aware about the services. He wants to fix prices for his products and services.

Explain the major factors affecting the price mix of a product to him.

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) ReaTech Earth Pvt Ltd is a construction firm which has provisions to lease earthmoving equipment and bulldozers.
 - (a) Comment on the fixed capital requirement in this industry.
 - (b) Briefly explain any two factors affecting requirement of fixed capital.
 - (ii) Tanuja is running a 'transport service' and earning good returns by providing this service to industries.
 - (a) Comment on the working capital requirement for this business.
 - (b) Briefly explain any two factors affecting working capital requirements.
34. A company was marketing 'water purifiers' which were very popular due to their quality and after sales services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits, the company ignored the after sales services. As a result, its relations with the customers got spoiled and the image of the company was damaged in the public. Top management became concerned when the profits for the current quarter fell steeply. On analysis, it was revealed that ignoring the after sales services was its reason. Therefore, the company took all possible measures to protect and promote its favourable image in the eyes of the public. As a result, the goodwill of the company improved in the society.
- (a) Name and state the communication tool used by the marketer in the above case to improve its image.
 - (b) Also explain role of the tool as identified in part (a).

□□□□□□

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Sample Paper 4

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Narula Food Private Limited provided incentive scheme to its employees. The employees are offered company's shares at a set price which is lower than the market price. What is the incentive?
 - (a) Co-partnership
 - (b) Retirement benefit
 - (c) Perquisites
 - (d) Productivity linked wage incentives
2. The health and fitness trend has become popular among large number of urban people. This created a demand for products like organic food, diet soft drinks, gyms, food supplements etc. Identify the dimension of business environment being reflected here.
 - (a) Technological environment
 - (b) Social environment
 - (c) Economic environment
 - (d) Political environment
3. Standards should be set in _____ terms for effective controlling.
 - (a) Quantitative
 - (b) Qualitative
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)

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4. Which marketing philosophy focuses on existing product rather than on quality and quantity of product or customer need?
- (a) Selling concept
 - (b) Production concept
 - (c) Marketing concept
 - (d) Product concept
5. A manager believes in making the job more challenging for the employees by giving them higher targets that need the use of variety of skills and providing more autonomy to achieve them. The incentive given by the manager is:
- (a) Job enrichment
 - (b) Status
 - (c) Employee empowerment
 - (d) Organisational climate
6. Which of the following is not a feature of planning?
- (a) Planning is the primary function of management.
 - (b) Planning is a mental exercise.
 - (c) Planning involves huge cost and time.
 - (d) Planning is continuous and pervasive.
7. Which of the following statements is incorrect?
- (a) Planning is done for a given time frame.
 - (b) Planning is an exclusive function of the top level management.
 - (c) Planning involves making a choice from alternative courses of action.
 - (d) Planning is deciding in advance what to do and how to do.
8. The dispersal of decision-making authority among all the levels of organisation is:
- (a) Scalar Chain
 - (b) Decentralisation of authority
 - (c) Authority and Responsibility
 - (d) Delegation of authority
9. A consumer buys a new refrigerator and pays full price for it. Later he discovered that its compressor was second hand. He approaches the dealer, but he did not listen to him. Which right of consumer has been violated by the dealer here?
- (a) Right to be heard
 - (b) Right to seek redressal
 - (c) Right to safety
 - (d) Right to education

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10. Identify the type of the organisation structure adopted by the company as it leads to occupational specialisation, minimal duplication of effort which results in economies of scale and lowers the cost.



- (a) Divisional Structure
 - (b) Functional structure
 - (c) Informal organisation
 - (d) Formal organisation
11. Assertion (A) Finance is the life blood of business.
Reason (R) Finance is very essential for the smooth running of the business.
Alternatives
 - (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
12. After completing his PGDBM course from IIM, Daksh took over the business of his father. Now he started making a practical use of his theoretical knowledge of management. But right from the very beginning, he was faced with one problem. For the last three years continuously, he had been observing that whatever the sales target he would fix, he never succeeded to achieve it fully. He studied this problem thoroughly and found that it so happened because in the first year (of his taking over the business) the government at the centre changed; in the second year, there was a change in fashion and in the third year, several competing firms entered the market. Now he realised that planning does not foresee everything and that several problems come in the way of effective planning.
Identify the 'limitation of planning' in the event discussed above.
 - (a) Planning reduces creativity
 - (b) Planning involves huge costs
 - (c) Planning leads to rigidity
 - (d) Planning may not work in a dynamic environment
13. What is the other name of long-term decision?
 - (a) Capital budgeting

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- (b) Working capital
 - (c) Gross working capital
 - (d) Financial management
14. All the trading in securities is now done through computer terminals instead of open outcry system. This is:
- (a) Electronic trading system
 - (b) Dematerialisation of securities
 - (c) Demutualisation of stock exchange
 - (d) None of these
15. Manufacturer send goods to the retailers in corrugated boxes containing many units is:
- (a) Transportation packaging
 - (b) Primary packaging
 - (c) Secondary packaging
 - (d) None of these
16. Motivation is a complex process because _____.
(a) it may not have uniform effect on all the members.
(b) it is an internal feeling.
(c) it can be either positive or negative.
(d) it produces goal-directed behaviour.
17. Surana Papers Ltd is a paper manufacturing company in India. It is enjoying buoyant demand for its papers as economic growth is about 8 to 9 percent and demand for steel is growing. The company has decided to set up a new plant to cash on the increase demand. It is estimated that it will require about ₹ 4,000 crores to set up and about ₹ 500 crores of working capital to start the new plant. Identify the decision taken by the financial manager in the above case?
(a) Financial decision
(b) Investment decision
(c) Dividend decision
(d) Capital structure decision
18. Violation of which of the following principle increases the recruitment, selection and training cost of employees?
(a) Initiative
(b) Espirit de Corps
(c) Unity of Command
(d) Stability of Personnel

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- 19. Statement I :** Social marketing concept is followed generally by marketers, in present time.
Statement II : Production concept is used where demand is more than supply.
Alternatives
(a) Statement I is true and Statement II is false
(b) Statement I is false and Statement II is true
(c) Both the statements are true
(d) Both the statements are false
- 20. Statement I:** Formal communication follows the officially established line of command and of communication.
Statement II: Informal communication carries the message at a faster pace.
Choose the correct option from the options given below:
(a) Statement I is true and Statement II is false
(b) Statement II is true and Statement I is false
(c) Both the statements are true
(d) Both the statements are false

Section : B

- 21.** Procter and Gamble's (P and G) philosophy is that it should lead the industry in implementing a global environmental programme. P&G is one of the first companies in the world to actively study the influence of consumer products on the environment and introduce concentrated products, recycled plastic bottles, and refill packages to the industry. P&G contributes to sustainable development and addresses environmental and social issues connected with its products and services.
Which Marketing Management philosophy is applied by Procter and Gamble. Elaborate.
- 22.** Discuss the elements of Delegation.
- or**
- Discuss the importance of Decentralization.
- 23.** While analyzing their Financial Statements, for the year ended March 31, 2019, Gopal and Nirmala the partners, discovered that in the current year, operating expenses increased by 5% against the expected rate of 3%. The investigations revealed that it was due to the increase in the cost of raw material. They immediately directed their Purchase Manager to find out the alternative sources of raw material.
(a) Which function of management is being performed?
(b) Discuss any two of its features.
- 24.** Explain any three determinants of working capital requirements.

OR

Briefly explain any two money market instruments available for private companies.

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Section : C

25. Define the concept of Financial Planning and list any three points highlighting its importance for an organization.

OR

Discuss any four factors affecting the dividend decision of a firm.

26. Name and discuss the concept of the two functions of Marketing that are also called the pillars of marketing.

OR

Ragini received an e-mail from HiFi Pvt Limited, an online retail fashion brand, offering a discount voucher of ₹999 on purchases of above ₹4,000 made before 20th December, 2022.

- (a) State the promotional tool used by HiFi Pvt Limited.
 - (b) Also discuss other tools of promotion.
27. Soly Tiles Private Limited having a strong base in India, aims to expand its area of operation overseas in the next two years. For this, it will need an investment of ₹5,000 crores, half of which will be met through retained earnings and the rest to be arranged from other sources. To decide the most suitable source of finance, the Vice-President (Finance) called for a meeting of his team. Considering the stock market conditions and the recession in the economy, the team knew that it would be difficult to raise funds through equity. Hence, they decided to fulfill it through the borrowings from financial institutions and issuing of debentures.
- (a) State the function of management being performed.
 - (b) State the steps of the process of the function identified above in part (a) being performed.
28. Explain how principles of management:
- (a) provides useful insight into reality
 - (b) helps in thoughtful decision-making
29. State the type of barrier mentioned in the following statements.
- (i) These are concerned with encoding/decoding of messages.
 - (ii) A worried person cannot communicate properly.
 - (iii) Authority relationships and rules and regulations obstruct communication.
 - (iv) Personal factors of both sender and receiver.
30. The Hotel and Lodging Industry across the world are focused on meeting leisurely needs of their guests, rather than basic ones, as they are well aware that majority of their guests avails their facilities to refresh themselves physically and mentally. In doing so, the hotels offer a wide range of facilities that includes gourmet dining, luxury spas, full-service health clubs with personal trainers, golf courses, tennis centers, cultural activities and children's day camps. While this sector can take the vacation of an individual to a totally different level, but it comes at a price. Therefore, before finalizing their bookings, the customer

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always compares the sacrifice they make in terms of the amount charged by a hotel for the facilities offered by it.

By quoting the lines, identify the features of Marketing.

Section : D

31. Discuss any four points highlighting the importance of that managerial function which is concerned with filling and keeping filled the positions in the organisation structure.

OR

Discuss the process of that activity through which the best candidates are chosen out of a pool of applicants for a particular position in an organization.

32. Differentiate between primary and secondary market on any four basis.

OR

In the backdrop of growing crimes against women, Gaonkar has just floated a private company by the name of Suraksha' to provide female bodyguards for women, while travelling or commuting between work and home. Being new to business, he appointed Mr. Thukral as his finance manager and asked him to assess the finance needs of his company.

- (i) In which two categories, the finance needs of a firm can be categorised into?
 - (ii) Explain any five factors that Mr Thukral have to consider while determining the working capital requirement for the company.
33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Roto Foods Pvt Ltd earned a net profit of ₹78 crores. Ritesh, the financial advisor, of company wants to decide how to appropriate these profits.
 - (a) Identify the type of financial decision involved in this case.
 - (b) Explain two factors affecting such decision.
 - (ii) RKV Udyod Pvt Ltd is planning to replace existing machinery with modern machinery of higher production capacity in order to cater to international markets.
 - (a) Identify the type of financial decision highlighted in this case.
 - (b) Explain any two factors affecting such decision.
34. Buti Cosmetics Pvt Ltd manufacturing cosmetics, which enjoyed a pre-eminent position in business, has grown in size. Its business was very good till 2015. But after that, entry of new online player in this segment the market share of Buti Cosmetics Pvt Ltd has declined.
- The company followed a very centralised business model with directors and divisional heads making even minor decisions.
- Before 2015, this business model had served the company very well as consumers has no choice. But now, the company is under pressure to reform and decentralise.
- (i) What do you understand by decentralisation? Can an organisation in general, be fully centralised or fully decentralised?
 - (ii) Explain any three advantages of decentralisation.

□□□□□□

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Sample Paper 5

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. SolarTop Power Private Limited set up a factory for manufacturing solar lanterns in a remote village as there was no reliable supply of electricity in rural areas. The revenue earned by the company was sufficient to cover the costs and the risks. The demand of lanterns was increasing day-by-day, so the company decided to increase production to generate higher sales. For this, they decided to employ people from the nearby villages as very few job opportunities were available in that area. The company also decided to open schools and crèches for the children of its employees.
Identify the objectives of management discussed above.
 - (a) Social objective
 - (b) Organisational objective
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)
2. Heeralal who was unwell, called his son Suresh and gave him a gift packet. Suresh opened the packet and saw many crumpled share certificates inside. His grandfather told him that they had been left behind by his late father. As no trading is now done in physical form, Suresh wants to know the process by adopting which he is in a position to deal with these certificates. Identify the process :
 - (a) Dematerialisation
 - (b) Demutualisation
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)

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3. Manahis Sharma works readymade garments factory. in an production manager. He was shifted sales department without any substantial change in the responsibility and status.
Which type of recruitment is done in this case?
- (a) Horizontal recruitment
 - (b) External recruitment
 - (c) Internal recruitment
 - (d) None of these
4. A company earned a profit @12% last year. Debts are available in the market @15%. If the company issue debt for its financial needs, it will be _____.
(a) Unlevered
(b) Unfavourable levered
(c) Favourable levered
(d) Cannot decide
5. Identify the right of consumers being promoted in the given picture.



- (a) Right to be heard
 - (b) Right to seek redressal
 - (c) Right to be informed
 - (d) Right to consumer education
6. Which of the following principle of equity does not imply ?
- (a) Equal pay to everyone
 - (b) Fair treatment to all employees
 - (c) Stern action against the lazy personnel
 - (d) No discrimination against anyone on the basis of gender, religion, language, caste, belief, etc.

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7. A new packaging machine is to be installed in a fast food factory. Which type of decision is taken while deciding about its installation?
- (a) Working capital decision
 - (b) Capital budgeting decision
 - (c) Financing decision
 - (d) All of these
8. Match the work performed by specialist foremen under functional foremanship in Column I with job assigned to them in Column II.

	Column I		Column II
A.	Ensures discipline	(i)	Inspector
B.	Check quality of work	(ii)	Instruction card clerk
C.	Draft instructions to workers	(iii)	Disciplinary

- (a) (iii), (ii), (i)
 - (b) (i), (iii), (ii)
 - (c) (iii), (i), (ii)
 - (d) (ii), (iii), (i)
9. PS Fabric Company is planning to measure potential of each employee for learning new skills to know their capacity to develop.
Which type of test will cater company's aim?
- (a) Aptitude test
 - (b) Intelligence test
 - (c) Trade test
 - (d) Interest test
10. Which of the following is the first and largest depository presently operational in India.
- (a) Central Depository Services Limited (CDSL)
 - (b) National Securities Depository Limited (NSDL)
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)
11. Familiarising the selected employees with the rules and policies of the organisation and introducing the selected employees to other employees is the process of:
- (a) Induction training
 - (b) Performance appraisal
 - (c) Employment interview
 - (d) None of these

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12. 'The human resource manager assessed the number and type of human resources necessary for the performance of various jobs under an electronic division, and found it to be understaffed.'
Which type of analysis has been done by human resource manager?
- (a) Workload analysis
 - (b) Workforce analysis
 - (c) Human resource analysis
 - (d) None of these
13. Assertion (A) Management is concerned with efficient use of resources.
Reason (R) For management, both efficiency and effectiveness need to be balanced.
Alternatives
- (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
14. A manager should replace 'I' with 'We' in all his conversations with workers to foster team spirit. Which principle of management is being highlighted here?
- (a) Order
 - (b) Equity
 - (c) Discipline
 - (d) Espirit de Corps
15. Arrange the following steps involved in the staffing process in correct sequence:
- (i) Estimating the Manpower Requirements
 - (ii) Selection
 - (iii) Recruitment
 - (iv) Performance Appraisal
 - (v) Training and Development
 - (vi) Placement and Orientation
 - (vii) Compensation
 - (viii) Promotion and career planning
- (a) (i), (iii), (ii), (iv), (vi), (v), (vii), (viii)
 - (b) (i), (ii), (iii), (v), (vi), (vii), (viii), (iv)
 - (c) (i), (ii), (iii), (vii), (v), (viii), (iv), (vi)
 - (d) (i), (iii), (ii), (vi), (v), (iv), (viii), (vii)

Continue on next page.....

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SOLUTIONS

16. A element/dimension of business environment involves improvements and innovations which provide new ways of producing goods and services and new methods and techniques of operating a business? Select the above element :
- (a) Technological
 - (b) Political
 - (c) Economic
 - (d) Social
17. Which of the following is not an advantage of functional structure?
- (a) Minimum duplication of work
 - (b) Coordination across departments
 - (c) Ease in training of employees
 - (d) Control and coordination within departments
18. GSV Steel Ltd. is a steel manufacturing company located in India. It is enjoying buoyant demand for its products as economic growth is about 9 to 10 percent and demand for steel is growing. The company has decided to set up a new plant to cash on the increase demand. It is estimated that it will require about ₹ 5,000 crores to set up and about ₹ 1,000 crores of working capital to start the new plant. Identify the decision taken by the financial manager in the above case?
- (a) Financial decision
 - (b) Investment decision
 - (c) Dividend decision
 - (d) Capital structure decision
19. **Statement I:** For products requiring long-term storage like agricultural products, the warehouses are located near to the market.
Statement II: Higher the level of inventory, higher will be the level of service to customers but the cost of carrying the inventory will also be high.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
20. **Statement I:** Working capital requirements of a company is affected by inflation.
Statement II: 'Choice of technique' affects the requirement of fixed capital of a company.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false

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Section : B

1. Mr. Mukesh is a sales representative in a popular DTH company. He is required to personally assist and persuade the prospective buyers to buy the product. Mr. Mukesh is involved in which element of the promotion mix? Give any two features of that element as well.
2. Rajesh was working as a First Line Manager. At which level of management was he working? State any two functions performed at that level.

OR

Nowadays the market offers a lot of opportunities to the marketers as the customer income is rising. People have developed a taste for better quality products even though they may have to pay more. Their aspiration levels have increased.

- (a) Which dimension of business environment is being referred to?
 - (b) Explain one more dimension of business environment with example.
3. What is meant by 'Financial Management'? State its objective.

OR

It is that component of Financial market, in the absence of which the primary market will become unattractive as there will be no liquidity. Identify the type of Financial market and list its two functions.

4. Pranav and Ramu are working in same organisation but in different departments. One day, at lunch time, Pranav came to Ramu and informed him that many people are going to be retrenched soon from the organisation due to computerisation.
 - (i) Which type of communication is this?
 - (ii) State any two limitations of this type of communication.

Section : C

1. Explain the concept of Democratic style of leadership and state its any two features.

OR

'An ideal controlling technique is the one that checks each and every stage in the process of production.' Comment.

2. "Management is regarded as an Art by some, as Science or as an inexact Science by others. The truth seems to be somewhere in between." In the light of this statement, explain the nature of management.

OR

Describe any four reasons for the growing importance of management day-by-day.

3. In an organisation the morale of the employees is very low in spite of the different financial incentives offered to them. The organisation does not provide any developmental opportunities to them. Neither they are involved in the decision making nor their work appreciated by the top level management.

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- (a) Why is the morale of employees low?
 - (b) State the different incentives that the organisation should offer by giving reference to the relevant lines.
4. State and explain any four points of importance of planning.
5. Identify the dimension of business environment, in each of the following cases, and explain them.
- (i) The project of Nano car re-established in Gujarat.
 - (ii) Decrease in the repo rate to overcome recession.
 - (iii) Increase in the number of working women.
 - (iv) Prohibition of advertisement of alcoholic beverages on Doordarshan.
6. In an organisation different workers completed the same task by adopting different methods, involving different movements and took different amount of time. This led to a lot of variation in the type of work performed and the output produced. To do away with this, Rakesh, the manager decided to eliminate unnecessary diversity of products and find out the best way of doing the job. Various studies were undertaken to determine standard way and time of doing a work. Explain any two techniques of Taylor used by Rakesh.

Section : D

1. After laying down the plans, a function is initiated to lay down the organisational structure. Explain the importance of this function in management.

OR

Planning is deciding in advance the future course of action. Explain briefly what all needs to be done to make effective and efficient plans.

2. A company wants to replace its old machinery with new hi tech machines available in the market. For this, it will have additional funds requirement of at least ₹ 50 Crores. As a Finance Manager, help the company in deciding the right source for raising the money by explaining the different factors that impact such a decision.

OR

Market 'A' involves the sale of securities by the new companies or further issue of securities by the existing companies to the investors, whereas Market 'B' involves the purchase and sale of existing securities.

Identify the Market 'A' and Market 'B' highlighted here and differentiate between the two on any five basis.

3. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Varsha, a school bag manufacturer, decided to improve the product for profit maximisation and thus, added a water bottle holder to the existing design.
 - (a) Identify the marketing management philosophy adopted by Varsha.

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SOLUTIONS

- (b) Explain this philosophy on the basis of main focus and means and ends.
 - (ii) Ritu, a copy manufacturer for school students, decided to maximise her profit by producing and distributing at large scale and thereby, reducing the average cost of production.
 - (a) Identify the marketing management philosophy adopted by Ritu.
 - (b) Explain this philosophy on the basis of main focus and means and ends.
4. Roza has been running a successful business of manufacturing traditional Indian wear for women including sarees and lehengas. Her friend Tanvi, who provides web designing solutions to her clients, suggests him to explore the option of selling her products online. Roza agrees to her suggestion and decides to venture into online business, keeping in view the various e-commerce regulations in order to avoid imposition of any penalty. In order to facilitate sale of products, she offers multiple payment options such as cash on delivery, net banking, etc.
- (i) Identify one importance of planning in the given case.
 - (ii) Also, mention any other three points of importance of planning.

□□□□□□

Sample Paper 6

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Varsha, a home science graduate from a reputed college, has recently done a cookery course. She wished to start her own venture with a goal to provide 'health food' at reasonable prices. She discussed her idea with her teacher (mentor) who encouraged her. After analysing various options for starting her business venture, they shortlisted the option to sell readymade and 'ready to make' vegetable shakes and sattus milk shakes. Then, they weighed the pros and cons of both the shortlisted options.
Name the function of management being discussed above.
 - (a) Controlling
 - (b) Organising
 - (c) Planning
 - (d) Directing
2. The principles of management are flexible. Select appropriate reason :
 - (a) they are dependent upon the prevailing situation.
 - (b) they aim at influencing the behaviour of human beings.
 - (c) they apply to all types of organisations.
 - (d) they can be modified by a manager as per the situation.
3. Which of the following helped to eliminate the use of share certificate in physical form?
 - (a) Depository Trust Company
 - (b) Securities Exchange Commission
 - (c) Dematerialisation of securities
 - (d) Federal Depository Insurance Corporation

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4. Newtech company has shifted workforce from surplus departments to those where there is shortage instead of laying them off. Which stage of staffing reveal the surplus/shortage of workforce?
- (a) Training and development
 - (b) Recruitment
 - (c) Performance appraisal
 - (d) Estimating manpower requirement
5. Which of the following statements is not correct about recruitment?
- (a) External sources of recruitment gives satisfaction to the existing employees.
 - (b) Internal sources of recruitment motivates the employees to improve their performances.
 - (c) Process of recruitment proceeds selection.
 - (d) Recruitment is a positive process.
6. The financial incentive offered over and above the wage/salary to an employee is_____.
- (a) Bonus
 - (b) Productivity-linked wage incentive
 - (c) Profit sharing
 - (d) Perquisites

7. Match the type of tests in Column I with their meanings in Column II.

	Column I		Column II
A.	Intelligence Test	(i)	Measures an individual's potential for learning new skills
B.	Aptitude Test	(ii)	Measures the existing skills of an individual
C.	Trade Test	(iii)	Measures the level of intelligence of an individual

- (a) (iii), (i), (ii)
 - (b) (i), (ii), (iii)
 - (c) (ii), (i), (iii)
 - (d) (ii), (iii), (i)
8. Which of the following is not a function of stock exchange?
- (a) Safety of transaction
 - (b) Pricing of securities
 - (c) Providing liquidity and marketability to existing securities
 - (d) Holding securities in electronic form
9. Safex BioScience Private Limited, a pharmaceuticals company, has introduced mosquito repellent bands under the brand name '*Jaddu*' in the wake of outbreak of dengue in various parts of the country. The product attracted many people from all age groups, especially kids. However, the company failed to provide adequate guidance for the users on the label of the product in terms of time period of the effectiveness of the repellent band once its seal is opened. Because of this ambiguity, many buyers faced problems.

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Identify the consumer right which has been overlooked by the company.

- (a) Right to be informed
- (b) Right to safety
- (c) Right to be heard
- (d) Right to be assured

10. **Statement I:** Electronic holdings can be converted into physical certificates with the process of dematerialisation.

Statement II: There is no danger of theft, loss or forgery of share certificates in dematerialisation.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

11. **Statement I:** Management is called an inexact science.

Statement II: Management deals with complex human behaviour, which cannot be determined with accuracy.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

12. 'To get the benefit of the hi-tech consumers who made use of computer more in their lives, TATA Sons even launched a website for e-greetings.' Which dimension of business environment is reflected here?

- (a) Social environment
- (b) Economic environment
- (c) Political environment
- (d) Technological environment

13. "Management principles are not as rigid as principles of pure science." Which of the following best describes the given statement?

- (a) Principles of management are formed after research in work situations, which are technical in nature.
- (b) Principles of management contribute towards the development of management both as a science and as an art.
- (c) Management principles deal with human behaviour and thus, are to be applied creatively given the demands of the situation.
- (d) None of these

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14. Consider the following Image :



People's behaviour is affected by rumours and sometimes may hamper work environment.

Name the communication used by the managers to transmit information so as to know the reactions of his/her subordinates.

- (a) Informal communication
 - (b) Formal communication
 - (c) Vertical communication
 - (d) Horizontal communication
15. 'Managers at all the levels need to perform the controlling function to keep a check on the activities in their respective areas of operation.' Which feature of controlling is being referred to?
- (a) Controlling is all pervasive
 - (b) Controlling is looking back
 - (c) Controlling is forward looking
 - (d) Controlling is a goal-oriented process
16. Assertion (A) Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.
Reason (R) Objective of recruitment is to create a pool of prospective candidates, for best selection of candidate.
- Alternatives
- (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

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17. In today's dynamic business environment, companies are specialising in their core competency and divesting non-core businesses. In this context, one may cite the decision of Piramal Limited in divesting non-core businesses of chemicals and seeds. Some companies are outsourcing their non-core activities like share-transfer management and advertising to outside agencies. So much so, that even core processes such as R&D, manufacturing and marketing are being outsourced today. Thus, the significance of 'Business Process Outsourcing' (BPO) and 'Knowledge Process Outsourcing' (KPO) has increased. Identify the significance of principles of management highlighted here.
- (a) Meeting changing requirements
 - (b) Optimum utilisation of resources
 - (c) Scientific decisions
 - (d) Providing managers with useful insight into reality
18. Arrange the following needs in the correct sequence of Maslow's Need Hierarchy Theory of Motivation:
- (i) Affiliation/Belongingness Needs
 - (ii) Basic Physiological Needs
 - (iii) Safety/Security Needs
 - (iv) Self-actualisation Needs
 - (v) Esteem Needs
- Choose the correct option:
- (a) (ii), (iii), (i), (v), (iv)
 - (b) (v), (iii), (ii), (i), (iv)
 - (c) (iv), (i), (v), (iii), (ii)
 - (d) (i), (ii), (iv), (iii), (v)
19. Apart from top level managers, placement agencies are suitable for which type of employees?
- (a) Unskilled labours
 - (b) Fresh graduates
 - (c) Technical and professional personnel
 - (d) All of these
20. Using external sources for filling vacant positions:
- (i) gives a wider choice.
 - (ii) simplifies the process of selection.
 - (iii) instils a competitive spirit among the existing employees.
 - (iv) does not infuse fresh talent in the organisation.
- Choose the correct option from the following:
- (a) (i) and (ii)
 - (b) (ii) and (iv)
 - (c) (i), (iii) and (iv)
 - (d) (i) and (iii)

Section : B

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21. Shalvi purchased an electric blender from an authorised dealer of the manufacturer. She checked the ISI mark and took receipt for the same from the dealer. Her friend, Reena got an electric shock while using the same electric blender and had severe injuries in her hand. Reena decided to file a complaint against the manufacturer for a claim of ₹1.5 Lakh.

Can Reena file a complaint against the manufacturer? If yes, suggest her an appropriate forum to file her complaint in the three-tier machinery under the Consumer Protection Act, 2019.

22. Differentiate between Functional and Divisional Structure.

OR

How does planning lead to economy and efficiency? Explain briefly.

23. Mobo Electronics, a smartphone manufacturer, introduced a new model with enhanced processing power, improved camera features and longer battery life to meet the growing demands and preferences of techs-savy consumers.

- (i) Identify the marketing management philosophy adopted by Mobo Electronics.
- (ii) Explain this philosophy on the basis of (a) Main focus (b) Means and ends

24. Explain the type of training that is suitable to train the employees to handle highly sophisticated machinery and equipments.

OR

Identify and explain the importance of a concept of management which aims at distribution of decision making responsibility among various hierarchical levels.

Section : C

25. Explain the concept of Democratic leadership and state its features.

OR

Write a short note on any four types of employment tests.

26. Best Decor Home is a furniture manufacturing company. The company has been able to earn substantial profit, yet they did not share their profits with the workers. This led to growing unrest among them leading to fall in productivity and also the quality of their work.

Due to this, the company started facing the problem of falling revenues. Their HR manager Mr Revanth advised the management to follow the principle of mental revolution. Is the advice of HR manager appropriate? Elucidate.

OR

“It can be said that management has some characteristics of profession, but it is still not a full fledged profession.” Comment whether this statement is true or false. Also give three reasons in support of your answer.

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27. Rajesh bought a car worth ₹ 17,50,000. After driving it, she found that the AC of the car stopped functioning. She approached the dealer who refused to look into the matter.
- (a) Suggest her suitable authority where she can file a complaint under the Consumer Protection Act, 2019.
 - (b) What procedure will be followed by the concerned authority to redress her grievance?
28. What are the functions of packaging?
29. In each of the following cases, identify which principle of Fayol is being violated? Explain them.
- (i) When the manager contracts with his cousin for supply of material, knowing that such materials are defective.
 - (ii) When chalks are kept in library and books in office.
 - (iii) A worker receiving orders from two bosses.
 - (iv) When no department has a separate plan of action.
30. Stock exchange acts as a regulator of the securities market. It creates a continuous market where the securities are bought and sold. It gives investors the chance to disinvest and reinvest. Through this process of disinvestment and reinvestment, savings get channelized into their most productive investment avenues. To ensure that the investing public gets a safe and fair deal in the market, the membership of the stock exchange is well regulated and its dealings are well defined according to the existing legal framework. It also ensures wider share of ownership by regulating new issues, better trading practices and taking effective steps in educating the public about investments. Identify and state any three functions performed by the Stock Exchange discussed in the above para.

Section : D

31. Why is it that organisations are not always able to accomplish all their objectives?

OR

What are the steps taken by management in the planning process?

32. Explain the trading procedure or steps on a stock exchange.

OR

Explain the various Money Market instruments.

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Shalvi is engaged in 'transport business' and transports fruits and vegetables to different states.
 - (a) Identify the working capital requirement of Shalvi.
 - (b) Explain any two factors that will affect her fixed capital requirements.
 - (ii) 'Delhivery Logistics warehousing services help business firms to reduce their overheads, increase efficiency and cut down distribution time.
 - (a) State whether the working capital requirement of 'Delhivery Logistics' will be high or low.
 - (b) Explain any two factors that will affect its working capital requirement.

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34. Nihit approached Thomas Book, a Tour and Travel Company, to inquire about Europe tour packages available during summer vacations. The tour coordinator, Rashmi, mentioned five different packages with different combinations of number of day/night packages. He selected one package of combination of Switzerland and Paris for 6 night/7 days and completed the procedure for the tour by submitting all the necessary documents along with the payment. He also asked about category of hotels (3 star or 4 star), climate of the touring countries, currency of these countries, date of departure, name of the flight, any precaution to be taken, etc.
- (a) Identify and briefly explain the consumer rights which Nihit availed above.
- (b) Mention any three responsibilities that a consumer should always keep in his mind while purchasing any good or availing service.

□□□□□□

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Sample Paper 7

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Good Living Limited has been experiencing growing competition in the market. The company doesn't see any forthcoming viable business expansion opportunities in the near future. So the management of the company has decided to declare high dividends for the current financial year. Identify the factor related to dividend decision being described above.
 - (a) Stability of earnings
 - (b) Cash flow position
 - (c) Stability of dividends
 - (d) Growth opportunities
2. The re-establishment of project Nano car in Gujarat was due to _____.
 - (a) Technological environment
 - (b) Economic environment
 - (c) Legal environment
 - (d) Political environment
3. _____ is the agency that develops standards for goods and services in India.
 - (a) COPRA
 - (b) Consumer Protection Council
 - (c) Bureau of Indian Standards
 - (d) National Consumer Court

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4. Star Ltd. is a shoe manufacturing company. They had a target goal of achieving the sales of 1,00,000 units during the year. This became unachievable due to unfavourable policies of government towards leather products.

Identify the limitation of planning referred here?

- (a) Planning may not work in a dynamic environment.
- (b) Planning leads to rigidity.
- (c) Planning reduces creativity.
- (d) Planning involves huge cost.

5. Match the elements of communication process in Column I with their respective meanings in Column II.

	Column I		Column II
A.	Media	(i)	Obstruction or hindrance to communication
B.	Noise	(ii)	Person who conveys his thoughts
C.	Sender	(iii)	Channel through which message is transmitted

- (a) (ii), (i), (iii)
- (b) (iii), (i), (ii)
- (c) (iii), (ii), (i)
- (d) (ii), (iii), (i)

6. Shalvi has been an outstanding student throughout her life. She did her graduation from a very good college. When the placement started she decided to withdraw her name. A month later she started her own NGO which provided education to poor children. Her NGO sets targets of educating a definite number of poor students and she feels if she is able to achieve a goal of teaching 5,000 students by the end of 5 years she will be very successful. The Maslow's needs applicable here is:

- (a) Self-actualisation Needs
- (b) Basic Physiological needs
- (c) Security needs
- (d) Belongingness needs

7. Assertion (A) Consumers have the freedom to choose products of their choice.

Reason (R) Right to be assured allows consumers to choose from different products available at competitive prices.

Alternatives

- (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

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8. The membership of a stock exchange is well-regulated and its dealings are well defined according to the existing legal framework. This gives investors the advantage of:
- (a) Safety of transaction
 - (b) Liquidity of securities
 - (c) Determination of pricing of securities
 - (d) None of these
9. Right Pharma Private Limited manufactures pain killer tablets. These tablets are packed in strips of 12 tablets each. Each of these strips is packed in a cardboard box, 48 such boxes are then placed in a big corrugated box and delivered to various retailers for sale. State the purpose of packaging the tablets in a corrugated box.
- (a) To facilitate warehousing
 - (b) To facilitate easy identification
 - (c) To facilitate transportation
 - (d) All of these
10. Hiren's grandfather was a broker who had retired 25 years ago. Hiren had also stepped into his shoes. One day while discussing the markets, Hiren told his grandfather that time has changed and hence the way in which the trading is done. He told him that to trade in securities an investor now needs to open an electronic account as all buying and selling of securities is settled through an electronic book entry. This account is opened with an organisation that will hold the securities safely on behalf of the investors allowing him to buy and sell electronically whenever the investor wants.
- Which account(s) is Hiren referring to?
- (a) Current Account
 - (b) Demat Account
 - (c) Savings Account
 - (d) Both (a) and (b)
11. Which of the following incentives involve giving more autonomy to an employee?
- (a) Status
 - (b) Job enrichment
 - (c) Employee empowerment
 - (d) All of these
12. GVS Foods Private Limited is a company involved in the export of indigenous food products like chutneys and pickles. It has tied up with the small farmers in various states for sourcing of fruits and vegetables. In this way, it helps the small farmers to sell their produce at reasonable rates. The company follows a practice where only significant deviations from a budget or plan are brought to the attention of management. The degree of deviations is allowed in different categories in the budget are well-defined in advance, along with the appropriate levels of managements who will respond to the deviations in question. For example, a deviation of ₹20,000 or more in purchase costs will be reported to the

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concerned department manager.

Identify the principle of management control adopted by the company.

- (a) Training and development
- (b) Critical point control
- (c) Management by exception
- (d) None of these

13. Financial transactions in a financial market could be in the form of:

- (i) creation of financial assets such as the initial issue of shares and debentures by a firm.
 - (ii) purchase and sale of existing financial assets like equity shares, debentures and bonds.
 - (iii) investment in the fixed assets, like-Land and Building, Machinery, etc.
 - (iv) declaration of dividend to shareholders.
- (a) (iii) and (iv)
 - (b) (i) and (iii)
 - (c) (i) and (ii)
 - (d) (ii) and (iii)

14. Name the feature of marketing referred to as the essence of marketing.



- (a) Exchange mechanism
 - (b) Needs and wants
 - (c) Creating a market offering
 - (d) Customer value
15. Lata purchased a gold necklace from Shiva Jewellers for ₹2,50,000. The jewellers told her that the necklace was of 22 carat gold purity. She wore the necklace in her brother's marriage and after that kept it in a locker. After two years, she came to know about the X-ray gold testing facility provided by a famous chain of jewellers. Out of curiosity, she took her necklace and other jewellery items for testing. She was shocked to see the results as the necklace turned out to be of 18 carat as against 22 carat as claimed by the Shiva Jewellers.
- Where under the Consumer Protection Act 2019, can she file the complaint?
- (a) Supreme Court
 - (b) State Commission
 - (c) District Commission
 - (d) National Commission

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16. Name the training programme in which a new employee is familiarised with the rules and policies of the company and is introduced to his superiors, subordinates and colleagues.
- (a) Apprenticeship programme
 - (b) Vestibule training
 - (c) Induction training
 - (d) None of these
17. Statement I: Capital market is a market for short-term funds for use upto one year.
Statement II: Some of the participants of capital market are financial institutions, banks, corporate entities, foreign investors, public etc.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
18. Statement I Controlling is an important and an indispensable function of management.
Statement II It aims at managing the managerial actions by setting the standards and identifying the deviations of actual performance as against the set standards.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
19. Arrange the following activities of staffing function in correct sequence:
- (i) Recruitment
 - (ii) Selection
 - (iv) Training
 - (iii) Placement
- (a) (i), (iii), (ii), (iv)
 - (b) (i), (ii), (iii), (iv)
 - (c) (i), (ii), (iv), (iii)
 - (d) (i), (iv), (ii), (iii)
20. Romesh Saxena, the CEO of 'Wellness Hospitals' a leading chain of hospitals, decided to reward the good work of the doctors of his organisation. For this, he instituted two running trophies. A 'Healthcare Achievers Trophy, to acknowledge and appreciate the tireless efforts of the doctors who rendered selfless services to the patients and another 'Beti Bachao Trophy' to recognise the outstanding work done by the doctors in saving the girl child. Identify the incentive provided by 'Wellness Hospitals' to its doctors through running trophies.

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- (a) Job enrichment
- (b) Status
- (c) Perquisites
- (d) Employee recognition programme

Section : B

21. Ramawatar works as superwiser at Rozar electronics Private Limited. He is given the responsibility of meeting a production target of 500 TV sets in a month. The target can be completed by placing 70 workers under him. Presently, only 50 workers are working under him. Ramawatar is not given the authority to employ 20 more workers. As a result, he failed to meet the target. Explain briefly the reasons for the failure and remedy for it.
22. State the steps in the selection procedure, after the employment interview and before the job offer.

OR

State 'Job Enrichment' and 'Employee Participation' as non-financial incentives. How do they motivate employees?

23. Oasis Pharma Furniture Limited is a leading furniture company in India. The company chooses to diversify its operations to capture a wider market. SK Goel, the Managing Director of the company suggests that it should add handicrafts as an additional product line without interrupting the existing operations.
- (a) What kind of organisational framework would you suggest and why?
 - (b) State any two limitations of this framework.

24. Explain the various terms used in relation to stock exchange.

or

Give the meaning of both the parts of Capital Market.

Section : C

25. Why is organising considered as an important function of management?

OR

Explain any four points highlighting the importance of planning function of management.

26. "Management is regarded as an Art by some, as Science or as an inexact Science by others. The truth seems to be somewhere in between." In the light of this statement, explain the nature of management.

OR

Describe any four reasons for the growing importance of management day-by-day.

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27. Anita is a young professional employed in a multinational company. Her annual package is of ₹8 lakh. Since she lives with her parents, therefore she is able to save a major part of her earnings. Her friends are constantly advising her to invest in shares. But, she is not aware about the nitty-gritties regarding the functioning of the stock exchange. So, she decided to invest in equity through the primary market, assuming that this will help her to earn stable dividends. But her father, who was a retired banker told her that even dividends are not stable as they are affected by several factors.
- (i) Is Anita's father right in his assertion?
 - (ii) Explain the following as factors affecting 'dividend decision'.
 - (a) Stability of dividend
 - (b) Legal constraints
 - (c) Access to capital market
28. 'Bending the customer according to the product' and 'Developing the product according to the customer needs' are two important concepts of marketing management. Identify the concepts and differentiate between the two.
29. Identify the functions of management in the following cases
- (i) Conducting interviews for the post of general manager.
 - (ii) Increasing supervision on the workers in a factory.
 - (iii) Grouping of activities to be carried out into departments and creating management hierarchy.
 - (iv) Finding out deficiencies in implementation of plans and taking corrective action.
30. It is heartening that the implementation of compliance requirements of the Companies Act, 2013 has progressed substantially with NIFTY 500 companies. Data shows a significant increase in women's participation in the top management of Indian Companies from 5% few years ago to 13% now. Even companies which are not in NIFTY 500 have undertaken drives to increase women's participation across different areas of work. The government had also announced that it would support such companies. Identify and explain the dimensions of business environment discussed above which brought about the change.

Section : D

31. You are the finance manager of Grover Cloths Private Limited. The Board of directors have asked you to determine the working capital requirements for the company. State four factors that you would take in consideration while determining the requirements of working capital for the company.

OR

How do the following factors affect the fixed capital requirements of a firm?

- (a) Scale of operations
- (b) Choice of technique
- (c) Technology upgradation
- (d) Financing alternative

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32. Name that element of marketing mix which affects the revenue and profits of a firm. Explain any five factors which help in determining this element.

OR

The Consumer Protection Act, 2019 confers certain rights to consumers with a view to empower them and protect their interests. Explain these rights.

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Roto Foods Pvt Ltd earned a net profit of ₹78 crores. Ritesh, the financial advisor, of company wants to decide how to appropriate these profits.
 - (a) Identify the type of financial decision involved in this case.
 - (b) Explain two factors affecting such decision.
 - (ii) RKV Udyod Pvt Ltd is planning to replace existing machinery with modern machinery of higher production capacity in order to cater to international markets.
 - (a) Identify the type of financial decision highlighted in this case.
 - (b) Explain any two factors affecting such decision.
34. Veer Steels Private Limited is a leading manufacturer of iron and steel in north Delhi. Company decided to open up a new branch in remote areas in Uttar Pradesh so that unemployed youth from the rural areas could get the same opportunities as those available in the urban areas. The company also decided to provide these employees with wage incentive plans linked with payment of wages based on output. For recruitment and selection of persons, for different posts, the company gave an advertisement in the local newspaper of that area.
- (a) Which source of recruitment is opted for? State its two benefits.
 - (b) Briefly explain any two other sources of recruitment under same type.

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Sample Paper 8

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. The top management of Realtek Properties Private Limited focuses on maintaining an effective two-way communication with their employees. They aim to keep everyone well informed and involve employees in company's activities and provide opportunities for them to give their feedback. What will the company achieve by following such a network of communication?
 - (a) Managerial efficiency
 - (b) Smooth functioning of the enterprise
 - (c) Both (a) and (b)
 - (d) None of the above
2. Once departments have been formed, each of them is placed under the charge of _____.
 - (a) CEO
 - (b) managing director
 - (c) departmental head
 - (d) general manager
3. In Mumbai, Jairaj found impurities in a bottle of soft drink which he had bought. He approached the redressal forum. Which right is exercised by him?
 - (a) Right to seek redressal
 - (b) Right to consumer education
 - (c) Right to be heard
 - (d) Right to be informed

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4. In Raheja Products Private Limited, the purchase department purchased 20 tonnes of raw material for the production department. However, the production department required only 15 tonnes. Due to this reason, goods were produced beyond required level and were not accepted by sales department. As a result, many goods remained unsold. Identify the aspect of management lacking in the given case.
- (a) Directing
 - (b) Planning
 - (c) Coordination
 - (d) None of these
5. Mr Thakkar, HR Manager of Softu Product company expects his subordinates to work for happiness and pleasure of being in organisation. Which principle of management is being overlooked?
- (a) Remuneration of Employees
 - (b) Unity of Direction
 - (c) Equity
 - (d) Espirit de Corps
6. The process of influencing the behaviour of people by making them strive voluntarily towards the achievement of goals is called as
- (a) coordinating
 - (b) leadership
 - (c) controlling
 - (d) None of these
7. Which of the following is not a part of marketing mix?
- (a) Place mix
 - (b) Labelling and branding
 - (c) Price mix
 - (d) Promotion mix
8. Identify the incorrect option about the benefits of planning.
- (a) Planning is a mental exercise
 - (b) Planning provides directions
 - (c) Planning reduces the risks of uncertainty
 - (d) Planning reduces overlapping and wasteful activities
9. Abhishek works as HR manager a software company. He calculated total sales and revenue earned by each sales executive to conduct appraisals at the end of the year. Which step of controlling is highlighted here?
- (a) Setting performance standards
 - (b) Analysing deviations
 - (c) Measurement of actual performance
 - (d) Comparing actual performance with standards

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10. Assertion (A) Communication acts as a basis of coordination.

Reason (R) We must always clarify the idea before communication.

Alternatives

- (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

11. Match the following on the basis of functions of marketing.

	Column I		Column II
A.	Gathering market information	(i)	Conduct SWOT analysis
B.	Promotion	(ii)	To persuade customers
C.	Product designing	(iii)	Competitive advantage

- (a) A-(iii), B-(ii), C-(i)
- (b) A-(i), B-(iii), C-(ii)
- (c) A-(i), B-(ii), C-(iii)
- (d) A-(ii), B-(iii), C-(i)

12. Naresh Saxena, a fitness trainer, was talking to his friend Mukesh Mittal about a popular consumer durable brand. He said, “Brand X shows lot of advertisements for their products on television. However, when you go to the retail outlets, you can’t find these products there, on enquiry, customers get to know that products are out of stock. It is not right on company’s part to advertise if they cannot meet the demand.”

Mukesh commented, “I went to their store once to purchase a hair oil, the shopkeeper forced me to buy a particular brand of hair oil out of various available brands, irrespective of my willingness. In another case, when my friend purchased a box of cheese from Brand X, she found a piece of stone in the cheese. She reported this to company and later in the week, company apologised and offered her a replacement.” Which consumer right is highlighted in the lines, “In another case, when my friend purchased a box of cheese from Brand X, she found a piece of stone in the cheese. She reported this to company and later in the week, company apologised and offered her a replacement.”?

- (a) Right to consumer education
- (b) Right to safety
- (c) Right to be heard
- (d) Right to seek redressal

13. Aryan is the founder and manager of ‘Port House’ restaurant at Cannaught Place, Delhi. The restaurant has multiple cuisines and is famous for exquisite Chinese cuisine. Aryan, who himself is a good chef, oversees the method of food preparation.

He issues the instruction to them in a very lucid and specific manner thereby ensuring smooth functioning of the restaurant. He keeps all his team members satisfied and motivated by constantly guiding them. He

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politely tells them the improvements in taste and presentation and also encourages them to innovate and be more creative in their work.

During weekends, offer times or other holidays, he also hires extra workers by placing a notice on the notice-board of the restaurant specifying the details of the jobs available.

Which element of directing is highlighted by the line, “Aryan, who himself is a good chef, oversees the method of food preparation”?

- (a) Supervision
- (b) Communication
- (c) Motivation
- (d) Leadership

14. 15. Zara’s grandfather while telling her about the past of Indian economy told her that even after opening up of our economy in 1991, foreign companies found it very difficult to cut through the bureaucratic red tape to get permits for doing business in India. Sometimes it took months to process even their application in process. As a result, these companies were discouraged from investing in India but the situation has improved overtime.

Identify the element of business environment which was the cause for discouragement to foreign companies based on above case.

- (a) Political
- (b) Economical
- (c) Legal
- (d) Social

15. How many principles were given by Henry Fayol?

- (a) 14
- (b) 15
- (c) 12
- (d) 13

16. Mr. Nitin Puri is the chief manager in ‘Puri Publishing Company.

He is fond of continuing to present innovative ideas while planning for his business. His ideas are usually very significant. It has been observed several times that these ideas take the form of concrete plans. This is the reason that Mr. Puri’s contribution to the growth and prosperity of the company continues to be quite great.

Identify the ‘importance of planning’ described above.

- (a) Planning reduces overlapping and wasteful activities
- (b) Planning promotes innovative ideas
- (c) Planning provides direction
- (d) Planning reduces the risk of uncertainty

17. Arrange the correct sequence of staffing process

- (i) Manpower planning
- (ii) Placement
- (iii) Recruitment
- (iv) Training
- (v) Selection
- (a) (i), (v), (iii), (ii), (iv)

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- (b) (i), (iii), (ii), (v), (iv)
- (c) (ii), (iii), (iv), (v), (i)
- (d) (i), (iii), (v), (ii), (iv)

18. Analyse the picture in which Mrs. Suhani is asking about the functions and warranty period of the Mixer from the shopkeeper.



Choose the correct option reflected in picture

- (a) Consumer Awareness
 - (b) Consumer Organisations
 - (c) Both (a) and (b)
 - (d) None of the above
19. Statement I : Management principles are derived after observation and experimentation when certain conditions are present.
Statement II : Principles of management are behavioural in nature and these can be applied to human beings only.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
20. Statement I : Advertising is the impersonal communication in case of promotion.
Statement II : Production cost is the only important component while fixing up the price.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false

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Section : B

21. Mr Khanna purchased a book from a bookseller and took the cash memo of ₹ 650 which he paid for the book. Later, he found that the actual price of the book is ₹ 590, but the bookseller had put a sticker of ₹ 650 on the original price. Can Mr Khanna recover the extra money that he paid? What other options are available to him against bookseller?
22. State any six factors influencing the recruitment, selection and training of employees.

OR

What is meant by business environment? Explain 'dynamic nature' and 'uncertainty' as features of business environment.

23. Pranav and Ramu are working in same organisation but in different departments. One day, at lunch time, Pranav came to Ramu and informed him that many people are going to be retrenched soon from the organisation due to computerisation.
- (i) Which type of communication is this?
 - (ii) State any two limitations of this type of communication.
24. Explain how controlling helps in
- (i) Making efficient use of resources
 - (ii) Improving employee's motivation

OR

What can manufacturers, consumers and government do to remove the evils of advertising?

Section : C

25. A company wants to modify its existing product in the market due to decreasing sales. You can imagine any product about which you are familiar. What decisions/steps should each level of management take to give effect to this decision?

OR

Give the meaning of terms 'efficient utilisation of resources' and 'effectiveness' used in management.

26. 'Companies that fail to adapt to their environment are unlikely to survive in the long run'. Discuss with an example.

OR

Explain 'Increasing Competition' and 'More demanding consumers' as impact of Government policy changes on business and industry.

27. Sameer had opened an cyber cafe in the 90's to cash in on the boom of the internet. In the initial years, he got good profits. This made him carefree and he started taking his success for granted. But lately for the last few years, he is finding it difficult to even bear the expenses of his cafe, leave alone earning profits.

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- (i) Which aspect or feature of business environment has Sameer ignored?
 - (ii) What changes in the macro environment has affected his business?
28. Polaris Solutions Private Limited is a newly established IT company. Company is not having the adequate finance to recruit the persons from outside. In this situation, which source of recruitment would be beneficial and why?
29. Identify the various dimensions of business environment in the following cases.
- (i) Due to a government prohibition, a specific TV channel chooses not to telecast the commercial for a specific product.
 - (ii) A software is in high demand among the industrial buyers as it can connect all the branches of a company as a single integrated unit.
 - (iii) When Holi comes around, a lot of manufacturing companies start producing the colours that are needed to celebrate this vibrant festival.
 - (iv) It is not advisable to open a luxury car showroom in the middle of an economy where per capita income is very low.
30. Rudra Steels Private Limited manufacturing steel at its plant in India. It is enjoying a buoyant demand for its products as economic growth is about 8% to 9% and the demand for steel is growing. Therefore, it is planning to set-up a new steel plant to take benefit of such trends in demand. It is estimated that such an expansion will require about ₹ 6,000 crore to set-up and about ₹ 800 crore of working capital. As the finance manager of the company, state any three factors that would be considered while determining the capital structure for the new venture.

Section : D

31. Sigma Construction Private Limited is constantly engaged in conducting financial literacy programmes for the underprivileged sections of the society. What type of objective is highlighted here? Explain along with the ways of doing so.

OR

Tanmay has just joined a company as its CEO. Advise him, regarding the functions to be performed by him.

32. Differentiate between primary and secondary market on any four basis.

OR

In the backdrop of growing crimes against women, Gaonkar has just floated a private company by the name of Suraksha' to provide female bodyguards for women, while travelling or commuting between work and home. Being new to business, he appointed Mr. Thukral as his finance manager and asked him to assess the finance needs of his company.

- (i) In which two categories, the finance needs of a firm can be categorised into?
- (ii) Explain any five factors that Mr Thukral have to consider while determining the working capital requirement for the company.

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33. Mr. Romesh had started a business of supplying Read the statements given in point (i) and (ii), answer the questions that follows
- (i) A company is manufacturing lunch boxes and diversify its products by manufacturing bottles, bags, etc.
 - (a) Identify and state the organisational structure mentioned above.
 - (b) Explain any two demerits of the same organisational structure.
 - (ii) A company is manufacturing sewing machines from last 28 years and is at the threshold of growth, requiring more employees.
 - (a) Identify and state organisational structure mentioned above.
 - (b) Explain any two demerits of the same organisational structure.
34. Raman, Joginder, John, Iqbal and Shreya are friends. They are operating different business. Each one has his/her own concept regarding operating their business.
- Raman believes in producing products at a large scale. Thereby decreasing the average cost of the products and selling its at a reasonable price.
- Joginder focuses on providing best quality products because he believes that a customer always wishes to buy a good quality product. The price of the product is secondary, John is of the belief that most important aspect of business is sales and so he undertakes aggressive selling & promotional effort.
- Iqbal believes that his firm can achieve its goals only by identifying the needs of the customer & satisfying them better than the competitors.
- Shreya on the other hand feels that her firm has a responsibility towards the society as well. So she provides customer satisfaction along with using techniques which are environmental friendly.
- (a) What are the Marketing concepts followed by each of them?
 - (b) Raman's concept is successful for him because he is into manufacturing and selling iodised salt under the brand 'Healthy salt'. This product has a ready market and vast consumer base, also the product is standardised so he can focus on production at a large to cut down the cost per unit. Write any business which can be successfully run by the others using their concepts.
- Joginder:
John:
Iqbal:
Shreya:

□□□□□□

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SOLUTIONS

Sample Paper 9

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Rajesh works as a salesman in confectionery company. He has an order of 2,000 packets of chocolate immediately. The marketing manager is there but he cannot be approached because the salesman can consult the sales manager only. Which demerit of formal organisation is highlighted here?
 - (a) Procedural delays
 - (b) Lack of initiatives
 - (c) Instability
 - (d) Difficult to understand human relationships
2. Name the process which co-ordinates human efforts, assembles resources and integrates both into a unified form to be utilised for achieving specified objectives.
 - (a) Organising
 - (b) Directing
 - (c) Management
 - (d) Planning
3. Identify the nature of management highlighted in the following statement “Certain management associations like AIMA, have formulated ethical codes for managers, but there is no legal support for it.”
 - (a) Management as a science
 - (b) Management as a profession
 - (c) Management as an art
 - (d) None of the above

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4. Which statement is not correct with respect to 'organisation structure'?
- (a) It specifies relationship between people, work and resources
 - (b) It establishes standards for controlling
 - (c) It ensures coordination among human and physical resources
 - (d) It ensures smooth flow of communication
5. Identify the statement that defines the techniques of management?
- (a) It is a procedure which involves a series of steps to be taken.
 - (b) They are general rules for behaviour of individuals.
 - (c) It is a set of guidelines to take decisions and actions.
 - (d) None of the above
6. 'Welcome Stay' is a well-known resort for organising parties, especially for children. However, in past 6 months its popularity has reduced considerably as a new resort with better ambience and facilities has opened within its vicinity. Name the related feature of business environment which has influenced the business of Welcome Stay adversely.
- (a) Interrelatedness
 - (b) Uncertainty
 - (c) Totality of external forces
 - (d) Dynamic nature
7. Expert Machines Private Limited need ₹ 20 crore as additional capital to expand their business. Mr. Bahal, the CEO of the company wants to raise funds through equity. The finance manager, Mr. Rajes, suggested that the shares may be sold to investing public through intermediaries, as the same will be less expensive. The proposal was accepted. Name the method through which the company decided to raise additional capital.
- (a) Offer for sale
 - (b) Right issue
 - (c) Private placement
 - (d) e-IPOs
8. Which of the following environment belongs to high inflation rate?
- (a) Technological environment
 - (b) Political environment
 - (c) Social environment
 - (d) Economic environment
9. Assertion (A) Even a small production activity like loading pigs of iron into boxes can be scientifically planned and managed.
Reason (R) Taylor believed that there was only one best method to maximise efficiency.
Alternatives

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- (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

10. Match the following.

	Column I		Column II
A.	Overseeing the activities of subordinates	(i)	Motivation
B.	Influencing the behaviour of subordinates	(ii)	Leadership
C.	Making subordinates to act in a desired manner	(iii)	Supervision

- (a) A-(iii), B-(ii), C-(i)
 - (b) A-(i), B-(iii), C-(ii)
 - (c) A-(i), B-(ii), C-(iii)
 - (d) A-(ii), B-(iii), C-(i)
11. _____ refers to process by which skills and abilities of employees to perform specific jobs are increased.
- (a) Development
 - (b) Selection
 - (c) Training
 - (d) Both (a) and (c)
12. “Introducing a scheme of 50% + 40% less by Koutons” is an example of which sales promotion technique?
- (a) Quantity deals
 - (b) Discount
 - (c) Rebate
 - (d) None of these
13. After completing his PGDBM course from IIM, Daksh took over the business of his father. Now he started making a practical use of his theoretical knowledge of management. But right from the very beginning, he was faced with one problem. For the last three years continuously, he had been observing that whatever the sales target he would fix, he never succeeded to achieve it fully. He studied this problem thoroughly and found that it so happened because in the first year (of his taking over the business) the government at the centre changed; in the second year, there was a change in fashion and in the third year, several competing firms entered the market. Now he realised that planning does not foresee everything and that several problems come in the way of effective planning. Identify the ‘limitation of planning’ in the event discussed above.
- (a) Planning reduces creativity
 - (b) Planning involves huge costs

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- (c) Planning leads to rigidity
 - (d) Planning may not work in a dynamic environment
14. Arrange the correct sequence of the following functions of a manager in an organisations.
- (i) Motivation
 - (ii) Controlling
 - (iii) Organising
 - (iv) Planning
- Codes
- (a) (iii) (iv) (ii) (i)
 - (b) (iii) (iv) (i) (ii)
 - (c) (iv) (iii) (i) (ii)
 - (d) (iv) (iii) (ii) (i)
15. Elegant Parts Private Limited is engaged in manufacturing machine components. The target production is 450 units per day. The company had been successfully attaining this target until four months ago. Over the last four months, it has been observed that daily production varies between 350-370 units. Identify the management function to rectify the above situation.
- (a) Directing
 - (b) Planning
 - (c) Coordination
 - (d) Controlling
16. A scientist working in a factory for the betterment of the operational aspect studied all the steps involved in the manufacturing of the product. He very attentively noticed all sorts of movements to arrive at a simpler way of doing all the activities possible. With his hard work, he was able to bring down the number of activities for the manufacturing of the final product from 34 to 22. This work was able to bring down the labour charges and decrease the total time of production. Thus, he gave the organisation an added advantage.
- Which type of scientific technique is discussed here?
- (a) Method study
 - (b) Fatigue study
 - (c) Motion study
 - (d) Functional foremanship
17. According to this principle of scientific management, “Scientific management has for its foundation the firm conviction that true interest of the management and workers are one and the same; the prosperity for the employer cannot exist for a long time unless it is accompanied by prosperity for the employees and vice-versa.” Identify the principle.
- (a) Co-operation, not individualism
 - (b) Harmony, not discord
 - (c) Science, not rule of thumb
 - (d) All of the above

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18. Identify the process illustrated by the picture above in which the superior Mrs. Saloni is providing a part of his authority to Ruhi for making decisions.



- (a) Power
 - (b) Authority
 - (c) Delegation
 - (d) None of these
19. Statement I : Continuity of planning is related with the planning cycle.
Statement II : A plan is framed, implemented and is followed by another plan and so on.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
20. Statement I : Method study means finding the one best way of doing a task.
Statement II : Fatigue study means eliminating the unnecessary movements.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false

Section : B

21. Over the years, Brook Bond Taj Mahal tea has been a choice of millions of customers. The company uses the slogan 'Waah Taj' on its label. Their price range, quality and taste are different and unique from their competitors. What are the advantages of labelling a product highlighted in this case?

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22. Explain any three factors affecting capital budgeting decisions.

OR

Name the process which helps in estimating the future finance requirements of an organisation. Also, give four importance of that process.

23. Bindu is a dedicated software engineer at a IT company. Despite meeting targets and going above and beyond her job responsibilities, she feels undervalued and unappreciated by her superiors. She looks for recognition and acknowledgment of her hard work, although she is a permanent employee in the organisation.
- (i) Identify the needs which she was able to fulfill through that job by quoting the line. Also, identify the need which remained unfulfilled by quoting the lines.
 - (ii) Name any two other needs as well.
24. “Expenses on training is an investment and not a wastage.” Clarify. Also give any two advantages of training for the organisation.

OR

A car manufacturing company sets a goal that in future they will expand their production by 15%. After measuring the performance, they noticed that the production has declined by 10% and the raw material is wasted by the production department.

Can you find out, to which concept of controlling does it relate? Also explain it.

Section : C

25. Explain any four features of management.

OR

Give any two positive and any two negative effects of the following principles of management

- (i) Equity
- (ii) Stability of personnel

26. Give the various sources of recruitment and differentiate between the two internal sources.

OR

Roza and Zara are working in different departments, but are very close friends. During lunch time, Roza informs Zara that due to the impact of COVID-19 on business organisations, many people have lost their jobs.

Identify the type of communication highlighted in the above said case. Also, state any two advantages and one disadvantage of this type of communication.

27. Tavleen has been running a successful business of manufacturing traditional Indian wear for women including sarees and lehengas. Her friend Zaheer, who provides web designing solutions to his clients, suggests him to explore the option of selling his products online. Tavleen agrees to his suggestion and decides to venture into online business, keeping in view the various

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e-commerce regulations in order to avoid imposition of any penalty. In order to facilitate sale of products, he offers multiple payment options such as cash on delivery, net banking, etc.

- (i) Identify one importance of planning in the given case.
- (ii) Also, mention any other three points of importance of planning.

28. Describe briefly multi-dimensional function of management.

29. In the rainy season, the level of impurities in the water bodies tend to rise, leading to an increase in the number of cases of jaundice and hepatitis. Keeping this in mind, the court passed an order that all schools must have water purifiers for the school children, keeping in view the below stated reasons

- (i) Society in general is more concerned about the quality of life.
- (ii) Innovative techniques are being developed to manufacture water purifier at competitive rates.
- (iii) Incomes are rising and children at home are also drinking purified water.
- (iv) The government is also showing positive attitude towards the water purifier business.

Identify the different dimensions of business environment by quoting lines from the above para.

30. The organic food market in India is growing at 25-30 percent, which reflects a clear shift in consumer tastes and preferences. The current growth in organic food market is driven by multiplicity of factors like rising health consciousness, changing lifestyles, increase in disposable income and growing availability of organic food products in shopping malls, retail outlets and online.

Identify any two features of business environment being referred to here. Also, explain them.

Section : D

31. Timely Watches Limited is a manufacturer of wrist watches and the company is opting a good control system in order to achieve the targets on time. In context of this, give some points of importance of controlling.

OR

“Though planning is an important tool of management, yet it is not a remedy for all types of problems.” In the light of this statement, mention any three internal limitations and three external limitations of planning.

32. Explain how Principles of Management:

- (i) help in optimum utilisation of resources and effective administration, and
- (ii) help the managers in meeting changing environment requirements

OR

Explain the following principles of management:

- (a) Science, not rule-of-thumb.
- (b) Discipline
- (c) Subordination of Individual Interest to General Interest.
- (d) Development of Each and Every Person to His or Her Greatest Efficiency.

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33. Read the statements given in point (i) and (ii), answer the question that follow
- (i) Flip Sales Pvt Ltd announced an incentive of ₹20,000 to employees who do not take leave during the coming Diwali season and show better performance.
 - (a) Identify the type of incentive offered.
 - (b) Explain two more incentives of the same type.
 - (ii) Surya Auto Pvt Ltd assures its employees that in spite of recession, no worker will be retrenched from work.
 - (a) Identify the type of incentive offered.
 - (b) Explain two more incentive of the same type.
34. Madhav Bansal started 'Anti Cure' a company for providing cyber security solutions to businesses. Its objective is to prevent, detect and respond to cyber attacks and protect critical data. He was a hard working software engineer and an expert in cyber security. His business . started growing and he was offered a big project by the Ministry of Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself. He decided to expand the team. For this purpose, he appointed Dhruv and Pranav through campus placement. He found the new employees capable, enthusiastic and trustworthy. He was thus, able to focus on objectives and with the help of Dhruv and Pranav, project was completed on time. Madhav also extended his areas of operations, and both the new employees also got opportunities to develop and exercise initiative.
- (i) Identify and explain the concept in the given case which helped Madhav to focus on objectives.
 - (ii) Also, state any five points of importance of the concept identified in point above.

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Sample Paper 10

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Zoya Fashion Private Limited has, in advance, given targets to all its employees. This has lead to more focused approach resulting in saving of resources. All the employees are, therefore, happy and satisfied. Which importance of planning is highlighted in the given case?
 - (a) Planning provides direction
 - (b) Planning promotes innovative ideas
 - (c) Planning facilitates decision-making
 - (d) Planning reduces the risk of uncertainty
2. Rajkumar purchased the raw material (required by company in which he is purchase manager) at a higher price from a relative. Which principle is violated here?
 - (a) Equity
 - (b) Discipline
 - (c) Order
 - (d) Subordination of individual interest to general interest
3. To conserve tigers, Airexpress started an earnest awareness campaign 'Save our Tigers'. Which objective of management is highlighted here?
 - (a) Personal
 - (b) Organisational
 - (c) Social
 - (d) Both (b) and (c)

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4. Choose the incorrect statement from the following?
- (a) Management is a goal-oriented process
 - (b) Management is a rigid process
 - (c) Management is a dynamic process
 - (d) Management is a continuous process
5. Which of the following statements is incorrect with respect to business environment?
- (a) Business environment is dynamic in nature which keeps on changing
 - (b) Business environment is easy to understand in totality
 - (c) Business environment is the sum total of all the factors external to a business firm
 - (d) Business environment is uncertain as it is difficult to predict the future environmental changes
6. Organisation helps in maintaining_____in working relationships.
- (a) complexity
 - (b) uncertainty
 - (c) ambiguity
 - (d) clarity
7. Uma works as the production manager in a company. Due to excess work, he transfer some of his authority of performance to his subordinate, Rajesh. However, the company did not like this move as most of the decisions are taken by top level management in the organisation. This created rumours in the organisation about the possible termination of Uma. It was later clarified that no such step was taken by the top management. Which type of structure is highlighted in the line, “Uma works as the production manager in a company”?
- (a) Divisional
 - (b) Functional
 - (c) None of the above
 - (d) Both of the above
8. The process of introducing the selected employee to other employees and making him familiar with rules and policies of the organisation is known as
- (a) career planning
 - (b) promotion
 - (c) orientation
 - (d) compensation
9. Assertion (A) The activities of each department need to be linked through coordination.
Reason (R) Specialists usually think that they are only qualified to evaluate, judge and decide according to their professional criteria.
Alternatives
- (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A)

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- (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

10. Match the following on the basis of 'Limitation of Planning'.

	Column I		Column II
A.	Plans are drawn up with heavy expenses	(i)	Rigidity
B.	Plans decided by top level may not be changed by managers	(ii)	Huge cost
C.	Planning leads to delay in action	(iii)	Time consuming

- (a) A-(iii), B-(ii), C-(i)
- (b) A-(i), B-(ii), C-(iii)
- (c) A-(ii), B-(i), C-(iii)
- (d) A-(ii), B-(iii), C-(i)

11. Who gave the concept of scientific management?

- (a) Philip Kotler
- (b) F W Taylor
- (c) Henry Fayol
- (d) Seymour

12. "Management helps in achieving group goals." This is

- (a) an importance of management
- (b) one of the features of management
- (c) meaning of management
- (d) one of the concepts of management

13. Newone Solar Limited was operating its business in London. The company started exporting its products to India when the Prime Minister announced relaxation in import duties on solar products. The company also appointed retailers in India who had a direct on-line links with the suppliers to replenish stocks when needed. Identify the dimension(s) of business environment highlighted in the given case.

- (a) Political environment
- (b) Economic environment
- (c) Both (a) and (b)
- (d) None of the above

14. Arrange the correct sequence of motivation process in order.

- (i) Tension
- (ii) Drives
- (iii) Search Behaviour
- (iv) Unsatisfied need

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- (v) Satisfied need
- (vi) Reduction of tension
- (a) (i), (iv), (ii), (iii), (v), (vi)
- (b) (i), (ii), (iv), (iii), (v), (vi)
- (c) (i), (ii), (iii), (iv), (v), (vi)
- (d) (iv), (i), (ii), (iii), (v), (vi)

15. Ishaan is a sales manager in DC enterprises. He encourages the rest of 10 team members to set their own objectives and takes decision. He respects the opinions of others and supports them in performing their duties.

He interacts with them on personal level about work related issues as well as other topics not related to work or organisation. He doesn't follow a proper chain of command while interacting with them.

Ishaan follows which type of leadership style?

- (a) Laissez-Faire
- (b) Autocratic
- (c) Democratic
- (d) Both (b) and (c)

16. Identify the responsibility of consumers from the picture above in which the doctor is suggesting the surgery to his patient.



- (a) Be honest in your dealings
 - (b) Learn about the risk associated with product and services
 - (c) Respect the environment
 - (d) Assert yourself to ensure that you get a fair deal.
17. Mr. Romesh Bhandari talks to existing employees for information about candidates in their knowledge who can be recruited in organisation.
- Which method of recruitment is highlighted here?
- (a) Casual callers
 - (b) Labour contractors
 - (c) Recommendations from present employees
 - (d) Campus recruitment

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18. 'Developing premises' is a step in which function of management?
- (a) Staffing
 - (b) Controlling
 - (c) Organising
 - (d) Planning
19. Statement I : Social, legal, technological and political conditions are the specific forces of business environment.
Statement II : They have impact on all business enterprises and thus may affect an individual firm only indirectly.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement I is false and Statement II is true
 - (c) Both the statements are true
 - (d) Both the statements are false
20. Statement I : Accountability can be delegated.
Statement II : Responsibility can be delegated completely.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement I is false and Statement II is true
 - (c) Both the statements are true
 - (d) Both the statements are false

Section : B

21. Mr. Devraj, who is a vegetarian, went to a newly opened snacks corner. He asked the waiter for a menu but the waiter informed him that the menu cards are in printing. Then Mr. Devraj specifically asked for the options available for vegetarians.
The waiter informed him about the available options and Mr. Devraj choose a particular sandwich. He again specifically asked the waiter if the sandwich was veg, to which the waiter replied affirmatively. While eating, he found that the snack had non-vegetarian content. The packaging of the product did not display that the product had non-vegetarian content. Will Mr. Devraj be able to claim compensation? Which right of the consumer is violated here?
22. Explain how controlling helps in
- (i) accomplishing organisational goals.
 - (ii) judging accuracy of standards.

OR

Explain any three importance of directing in an organisation.

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23. Anushka, a school bag manufacturer, decided to improve the product for profit maximisation and thus, added a water bottle holder to the existing design.
- (i) Identify the marketing management philosophy adopted by Anushka.
 - (ii) Explain this philosophy on the basis of
 - (a) Main focus (b) Means and ends
24. “Money is not the only motivator”, then what else is required to motivate employees? Explain by giving any two points.

OR

Write the meaning of motivation along-with its process. Also, name the person who gave Need Hierarchy Theory.

Section : C

25. Define stock exchange and explain two features of stock exchange.

OR

Explain the concept of capital structure and state how cost of debt affects it.

26. Describe the concept of Authoritative leadership and state its features.

OR

Explain the concept of Democratic leadership and state its features.

27. Rajesh is a furniture manufacturer and he gets an order of manufacturing 250 chairs. He has six workers, who will do the work.
- Each and every worker is specialised in completing one task only. One is good in cutting, second is good in shaping, third is good in finishing and so on.
- (i) If he wants to complete the target on time, which principle will help him?
 - (ii) What benefit company will have, by opting for this principle?
28. Discuss the importance of marketing in growth of a firm and economy.
29. Identify the functions of the management in the following cases
- (i) Giving instructions and guiding employees about the task assigned.
 - (ii) Transferring an employee from one division to another.
 - (iii) Making assumptions about future business conditions in the economy.
 - (iv) Manager compares the actual performance with the planned performance.
30. SVG Auto Private Limited is setting up a new plant in India, for manufacturing auto components. India has a highly competitive and cost effective production base in this sector. Many reputed car manufacturers source their auto components from here.
- SVG Auto is planning to capture about 40% of the market share in India and also export to the tune

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of at least \$ 5 million in about 2 years of its planned operations. To achieve these targets, it requires a highly trained and motivated work force. You have been asked by the company to advise it in this matter. Which function of management helps in obtaining right people and putting them on the right place/jobs? Explain any two benefits of this function.

Section : D

31. Explain any six factors affecting the decision that determines the amount of profit earned to be distributed and to be retained in the business.

OR

Staffing is one of the most complex and crucial step which ensures success of any business organisation. Staffing requires a lot of time and efforts. Briefly explain first six steps involved in the process of staffing.

32. The first step in the process of planning is setting objectives. After that development of premises is done. Then various alternatives are identified. Explain the further process (steps) required to complete the process.

OR

Distinguish between formal and informal' organisation.

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Hitendra is an owner of a reputed manufacturing company. However in his firm it is difficult to fix responsibility on a particular department.
 - (a) Identify the type of organisation structure in this case.
 - (b) State any two advantages of this organisation structure.
 - (ii) A company's office is situated in Delhi and manufacturing unit in a backward district of Haryana. Its marketing department is situated in Bhopal.
 - (a) Identify the type of organisation structure in this case.
 - (b) State any two disadvantages of this organisation structure.
34. Raj Production House is a company engaged in the production and distribution of films. The company is an established name in Bollywood. Now the company wants to enter in the regional cinemas also and for this, they are now targeting the South Indian Film Industry. They have launched three films in South with leading actors and actresses and even managed to sign Rajnikanth. To fund its projects, the management takes a decision to raise money for long-term capital needs of business from certain sources.
- (i) State the different sources of long-term capital.
 - (ii) Decision to raise money for long-term capital needs is affected by several factors. Discuss any five such factors.

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Sample Paper 11

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Varsha bought a box of chocolate of a reputed brand from a local shopkeeper. On opening the box, she found small piece of stone in the chocolate. She reported the matter to the shopkeeper who forwarded her complaint to the concerned company. Within a week, the representative of the company visited Varsha's residence with an apology and as a replacement offered her a new chocolate pack with four other varieties of chocolate as compensation for the inconvenience to her.
State the consumer right which Suman exercised.
 - (a) Right to be heard
 - (b) Right to safety
 - (c) Both (a) and (b)
 - (d) Right to seek redressal
2. Element of marketing mix which aims at making the goods and services available to customers at right place, right time and in right quantity is _____.
 - (a) Product mix
 - (b) Place mix
 - (c) Price mix
 - (d) Promotion mix
3. "Harvinder said that his organisation provides a very cordial working environment where the employees can discuss their problems with each other as a result he has made many good friends there too."
Which need of Mahesh, as per Maslow's Need Hierarchy is fulfilled here?
 - (a) Affiliation need
 - (b) Esteem need

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- (c) Self-actualisation need
 - (d) All of these
4. Which of the following is not an assumption of Maslow's Need Hierarchy Theory?
- (a) A satisfied need can no longer motivate.
 - (b) People's behaviour is based on their needs.
 - (c) Self-actualisation is the highest order need.
 - (d) A person moves to the next higher level of the hierarchy only when lower need is satisfied.
5. Taking corrective action is the _____ step in the process of controlling.
- (a) Last
 - (b) Continuous
 - (c) First
 - (d) Both (a) and (b)
6. Arrange the steps involved in process of controlling in correct sequence:
- (i) Comparison of actual performance with standards
 - (ii) Setting performance standards
 - (iii) Taking corrective action
 - (iv) Measurement of actual performance
 - (v) Analysing deviations
- (a) (iii), (i), (iv), (ii), (v)
 - (b) (ii), (iv), (i), (v), (iii)
 - (c) (ii), (v), (iv), (iii), (i)
 - (d) (ii), (i), (v), (iii), (iv)
7. Nitin said that his employer provides him with all types of retirement benefits like pension plans, provident funds, etc. because of which he is not worried about his future financial security.” Which type of incentive has been referred here by Nitin?
- (a) Non-financial incentive
 - (b) Financial incentive
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)
8. Loyola AgroTech Limited has started the business of dairy products. The company is initially marketed its products in Jaipur and Pune. Due to several complaints of adulteration of the products, the company decided to pack milk in a tetra pack sealed with hologram to ensure that the product is not tampered with. Identify the type of decision taken under one of the elements of marketing mix.
- (a) Sales promotion
 - (b) Advertising decision
 - (c) Packaging decision
 - (d) None of there

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9. Rosy purchased a bottle of tomato sauce from the local grocery shop. The information provided on the bottle was not clear. She fell sick on consuming it. She filed a case in the District forum under the Consumer Protection Act and got the relief.

Identify the important aspect of marketing neglected by marketer in the above para.

- (a) Pricing
- (b) Branding
- (c) Labeling
- (d) None of these

10. Assertion (A) People working in the same department can work in good coordination.
Reason (R) Organising promotes effective control and coordination within a department due to similarity of task performed.

Alternatives

- (a) Both Assertion (A) and Reason (R) are incorrect
- (b) Assertion (A) is correct, but Reason (R) is incorrect
- (c) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A)
- (d) Both Assertion (A) and Reason (R) are correct, but Reason (R) is not the correct explanation of Assertion (A)

11. Match the principles of management in Column I with their correct statements in Column II.

	Column I		Column II
A.	Order	(i)	Use of 'We' instead of 'I'
B.	Equity	(ii)	A place for everything and everything at its place
C.	Espirit de Corps	(iii)	Equal wages for similar jobs

- (a) (ii), (iii), (i)
- (b) (i), (iii), (ii)
- (c) (iii), (i), (ii)
- (d) (iii), (i), (ii)

12. Humands Private Limited has been founded in the belief that the first sign of success of a modern nation lies in the ability of its citizen to celebrate. India's young working population and economic growth has led to rising incomes which combined with increasing global exposure, are empowering many latent wants to morph into demands. The company believes, if the quality of goods/services is superior then the customer can easily be attracted. Therefore, the company always direct their marketing efforts towards improving the quality of product.

Identify the marketing management philosophy adopted by the Humands Private Limited.

- (a) Selling concept
- (b) Production concept
- (c) Product concept
- (d) Societal marketing concept

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13. Consider the following image.



Identify the business dimension of the business environment illustrated by the picture given above in which National Green Tribunal banned ten year old diesel cars to protect environment.

- (a) Economic Environment
 - (b) Legal Environment
 - (c) Technological Environment
 - (d) Political Environment
14. As a result of major government initiatives, more and more people are going 'green'. In order to keep in line with the trend, 'Clap away' a carpet cleaning company has advertised that they only use natural cleaners that come from renewable resources and that all their service vehicles are hybrid vehicles that use both gas and electricity. Identify one of the points related to the importance of business environment and its understanding by a manager which is being highlighted in the above case.
- (a) It helps in assisting in planning and policy formulation.
 - (b) It helps in improving performance.
 - (c) It helps in coping with rapid changes.
 - (d) It enables the firm to identify opportunities and getting the first mover advantage.
15. GarmExpo Private Limited is engaged in the business of exports of garments. In the past, the performance of the company had been upto the expectations. In line with the latest technology, the company decided to upgrade its machinery. For this, the Finance Manager, Arvind estimated the amount of funds required and the timings. This will help the company in linking the investment and the financing decision on a continuous basis. Arvind began with the preparation of a sales forecast for the next two years. He also collected the relevant data about the project estimates in the coming years. By doing this, he wanted to be sure about the availability of funds from the internal sources of the business. For the remaining funds, he is trying to find, out alternative sources from outside.
- Identify the financial concept discussed in the above para.
- (a) Procurement of funds
 - (b) Financial planning
 - (c) Allocation of funds
 - (d) All of these

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- 16. Statement I:** Demat Account is the common name of Beneficiary Owner Account.
Statement II: PAN Number is mandatory to be provided by the investor to the broker while filling a client registration form.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
- 17. Statement I:** Method study means finding the one best way of doing a task.
Statement II: Fatigue study means eliminating the unnecessary movements.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
- 18.** Mr. Patel bought four ceiling fans from a shop. He paid ₹ 4,000 for it by cheque. Since he bought these for his newly constructed house, so he asked the shopkeeper to get them installed at his residence. The shopkeeper told him that he will have to pay ₹ 100 to the person who will come to fix them up. Next day, the electrician came and fixed the fans to the ceiling. He asked Mr. Santosh to pay him ₹ 400 as the charges were ₹ 100 per fan and not ₹ 100 for four fans. Which consumer right was violated by the shopkeeper?
- (a) Right to be heard
 - (b) Right to seek redressal
 - (c) Right to be informed
 - (d) Right to consumer education
- 19.** Burger Raja ensured the food they send out to their customers has the same high standards of excellence and level of quality in every chain or franchise. Which technique of scientific management is reflected here?
- (a) Development of each and every person to his/her greatest efficiency and prosperity
 - (b) Standardisation and simplification of work
 - (c) Motion study
 - (d) Time study
- 20.** Lavanya is one of the most successful managers of her company Rose Private limited. She uses her creativity and initiative in handling challenging situations at work. The knowledge gained by her during her student days at a renowned management institute as well as through her observation and experience over the years is applied by Lavanya in a skillful manner in the context of the realities of a given situation. She often reads books and other literature in various fields of management to keep her knowledge

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updated. An aspect of the nature of management is being highlighted in the above description. Identify the aspect.

- (a) Management is a Profession
- (b) Management is an Art
- (c) Management is a Science
- (d) None of these

Section : B

21. Recent years have seen a high rise in the number of fraudulent fund raising operations by different companies. They are making their way into the poor and middle class people by luring them with offers of high interest rates and returns. People are falling prey to such companies and their schemes. They face such risks that extend from loss of personal savings to loss of their jewellery and homes. Such frauds also have a considerable impact on economies and markets by reducing the consumer's trust and confidence in legitimate businesses. Such companies are witty and quick to alter their modus operandi to reduce the risks of law enforcement detection and investigation. Identify and state objective of the organization which has been set up to regulate such companies and their offers.

22. Explain the meaning of 'gathering and analysing market information' as a function of marketing.

OR

What is meant by 'marketing concept'?

23. Sameera and Roshan were both working in a multi-national company. Sameera was a hard worker and was quite proficient in her work. At the time of performance appraisal, the performance of Sameera was judged better than Roshan. Even then, their boss Mr Grover decided to promote Roshan, stating that being a female, Sameera would not be able to handle the complications of a higher post.
- (i) Identify and explain the principle of management which was not being followed by the company.
 - (ii) State two effects of violating the principle.
24. "Authority can be delegated but accountability cannot." Explain the statement.

OR

Taniya is of the view that Planning promotes innovative ideas whereas her colleague Lavanya says that Planning reduces creativity. Who do you think is correct? Give reason.

Section : C

25. Describe the first four steps involved in the process of selection of an employee.

OR

Discuss the importance of the controlling function of management.

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26. What is informal communication ? How is it different from formal communication on the basis of natural relationship among the members and speed of communication ?

OR

‘Supervision is an important element of directing function’. Explain any four reasons in support of the above statement.

27. Harish Sharma set up a small factory manufacturing toys. To begin with he employed 12 people who had the experience of working in small factories. He was a strict task master. He kept all the decision making power with himself. The employees were frequently leaving the job as they were not satisfied about his way of dealing with them and as such Harish faced a lot of problems tackling the employees. He then appointed a Manager who through his experience, creativity and personalized way created an atmosphere of complete co-operation and coordination which led to the achievement of goals.
- (a) Which principles of management were ignored by Harish? Identify by quoting the lines.
- (b) What does the manager’s way of dealing tell about the nature of management? Discuss.
28. Explain the objectives and regulatory functions of the SEBI.
29. Identify the characteristics of management in the following cases
- (i) What managers do in India, the USA, Germany and Japan is the same.
- (ii) KFC, the fast food joint, has made several alterations in its menu in order to survive in Indian markets.
- (iii) Saloni at FabIndia, stock shelves, maintain cleanliness and receives deliveries of new inventory in a single day on regular basis in series.
- (iv) ANI Handicrafts Pvt. Ltd’s objective is to promote the sales of Indian handloom and handicraft products.
30. Ramesh Bikanerwala was running a famous sweet shop in Chandni Chowk in the late seventies. His sweets ranging from barfi and gulab jamuns to jalebi and rabri were famous throughout Delhi. During marriage season, he had no time to close down his shop due to the excessive orders. He produced the sweets with best quality raw material and was totally against the adulteration. He was doing so well that he had to increase his scale of operations. In the nineties, the Government of India announced the policy of LPG. This enabled many foreign brands to enter India that gave the customers more choice by offering them the international sweets and desserts. Ramesh Bikanerwala realised that the customer is no longer going to stick to their traditional sweets. To stay in the market, they now had to study and analyse the market and then decide their new offering.
- What advantages Ramesh Bikanerwala will get by understanding the business environment?

Section : D

31. Training is a life long necessity both for the employees as well as for the organisation. Justify the statement by giving three arguments each in favour of the employees and the organisation.

OR

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Explain 'staffing' as a function of management. Also explain by giving any four reasons why proper staffing is required in an organisation.

32. Discuss the principles of Scientific Management.

OR

Name the concept of management that binds together all the functions of management. Discuss its features.

33. Read the statements given in point (i) and (ii) and answer the questions that follows

- (i) Aramex specialises in courier services. Its 'wide range of express package and parcel service' help business firms to make sure that the goods are made available to the customers at the right place at the right time.
 - (a) State with reason, whether the working capital requirements of Aramex will be high or low
 - (b) Explain briefly any two factors that affect the working capital requirements of a company.
- (ii) Sudeep is planning to open a scissors manufacturing company with his father. For this purpose, he decides to meet a person who owns huge chunk of property, to take a piece of land for his company on lease from him.
 - (a) State giving reason, how much fixed capital will be required for establishing a company mentioned in above case?
 - (b) Explain briefly any two factors that affect the fixed capital requirement of a company.

34. Timed is a leading brand of watch. Recently, it is facing increasing competition in the market. The customer's taste and preferences has also been changing. To cater the market, the company is planning to launch a smart watch that have all the features of a mobile phone. It can be used for viewing notification and sending messages through it. It can track your activities and fitness goal. It is a GPS enabled device which can be used for listening music or giving instruction to Google Assistant. This product will be launched under a new logo. The pricing of the product is also done so as to obtain market share leadership. The company is planning to launch this product with aggressive promotion or newspaper, magazines, television and press releases.

- (a) State and briefly explain the concept discussed in the meeting in the given case.
- (b) Discuss the elements of the above concept discussed in the above passage.

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Sample Paper 12

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. 'The informal communication arises out of needs of employees to exchange their views, which cannot be done through formal channels.'
Which need as per Maslow's Need Hierarchy theory gets satisfied by informal communication?
 - (a) Physiological needs
 - (b) Esteem needs
 - (c) Affiliation needs
 - (d) Safety needs
2. Identify the principle of management, the application of which requires good superiors at all levels, clear and fair agreements and judicious application of penalties.
 - (a) Discipline
 - (b) Equity
 - (c) Scalar Chain
 - (d) Unity of Command
3. The last step in the Trading Procedure on a Stock Exchange is:
 - (a) Settlement of account
 - (b) Selection of a broker
 - (c) Placing an order
 - (d) Executing the order

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4. Match the terms in Column I with their correct meaning in Column II:

	Column I		Column II
A.	Performance appraisal	(i)	It reveals the number and type of workers or employees available
B.	Workload analysis	(ii)	It is an assessment of the number and types of human resources necessary for the performance of various jobs.
C.	Workforce analysis	(iii)	It refers to evaluating an employee's current and/or past performance as against certain predetermined standards.

- (a) (iii), (i), (ii)
- (b) (i), (ii), (iii)
- (c) (iii), (ii), (i)
- (d) (i), (iii), (ii)

5. In the times of the highly developed technological environment where customers depend heavily on online modes of transactions, be it availing of the banking services or just buying the products, the firms that continue to rely on their age old successful traditional practices, may not succeed in future. Which limitation of Planning is referred to?

- (a) It reduces creativity.
- (b) It leads to rigidity.
- (c) It does not guarantee success.
- (d) It may not work in a dynamic environment.

6. 'Consumers are likely to lean towards cars that offer such features and might even be willing to pay extra for their own physical and mental well-being. Companies that incorporate such innovation while staying cost-effective will likely have the upper hand in terms of sales.' What does this tell about the importance of Environmental Scanning?

- (a) It enables the firm to identify opportunities and getting the first mover advantage.
- (b) It helps the firm to identify threats and early warning signals.
- (c) It helps in coping with rapid changes.
- (d) It helps in tapping useful resources.

7. The Production Manager and the Marketing Manager while having tea during the lunch break, discussed about schedule of product delivery, product design, quality, etc. Which type of communication did they have?

- (a) Horizontal Communication
- (b) Vertical Communication
- (c) Informal Communication
- (d) None of these

8. Rohit provided certain details and information to a broker as required by him for opening the demat

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account.' Identify the information that is mandatory to be given.

- (a) PAN number
- (b) Educational qualification and occupation
- (c) Residential status (Indian/NRI)
- (d) Date of birth and address

9. Assertion (A) In any organisation, coordination is required so that production and sales department can work hand in hand.

Reason (R) Coordination integrates group efforts.

Alternatives

- (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

10. _____ is a joint programme of training in which educational institutions and business firms cooperate.

- (a) Apprenticeship training
- (b) Vestibule training
- (c) Induction training
- (d) Internship training

11. Which of the following statements is not true with regard to capital market?

- (a) It consist of primary and secondary market.
- (b) Only equity funds can be raised through it.
- (c) It deals in long-term securities.
- (d) All of these

12. **Statement I:** Transportation helps in creating time utility and warehousing helps in creating place utility.

Statement II: The process of classification of products into different groups on the basis of their important characteristics is known as standardisation.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

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- 13. Statement I:** Business environment is dynamic and constantly adapt itself to these changes.
Statement II: Planning is a blessing in facing a definite situation, but because of its long process, it cannot face sudden emergencies.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
- 14.** Big Dish Ltd., the online retailer of crockery items, aims to reduce its order processing time from 15 days to 10 days. Which step of Controlling is being performed by Big Dish Ltd. ?
- (a) Taking Corrective Action
 - (b) Analysing Deviations
 - (c) Measurement of Actual performance
 - (d) None of these
- 15.** Identify the barriers may prevent a communication or filter part of it or carry incorrect meaning due to which misunderstandings may be created illustrated by the picture given below.



- (a) Organisational barriers
 - (b) Personal barriers
 - (c) Semantic barriers
 - (d) Psychological barriers
- 16.** Arrange the following functions of process of management in correct sequence:
- (i) Planning
 - (ii) Directing
 - (iii) Organising
 - (iv) Staffing
 - (v) Controlling

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Choose the correct option:

- (a) (i), (iii), (iv), (ii), (v)
- (b) (i), (iii), (ii), (iv), (v)
- (c) (i), (iii), (v), (ii), (iv)
- (d) (i), (iv), (iii), (ii), (v)

17. Since the real business situations are very complex and dynamic, so the principles of management cannot provide readymade, straitjacket solutions to all managerial problems.

What does it tell about the nature of Principles of Management?

- (a) Flexible
- (b) Contingent
- (c) Universally applicable
- (d) General guidelines

18. By developing world class product testing facilities, to test drugs, food, cars or any other consumable product that can otherwise prove to be a menace to life, which consumer right is being taken care of?

- (a) Right to safety
- (b) Right to be informed
- (c) Right to be heard
- (d) Right to consumer education

19. While many small players in the market have been adversely impacted, there are many who could just turn out to be beneficiaries once things crawl back to the normal. Just that, there is no clarity yet on what that 'normal' will be.

Which feature of Business Environment is highlighted when we say 'there is no clarity yet on what that 'normal' will be'?

- (a) Inter-relatedness
- (b) Specific and general forces
- (c) Uncertainty
- (d) Dynamic nature

20. SolarFlex Power Private Limited set up a factory for manufacturing solar lanterns in a remote village as there was no reliable supply of electricity in rural areas. The revenue earned by the company was sufficient to cover the costs and the risks. The demand of lanterns was increasing day-by-day, so the company decided to increase production to generate higher sales. For this, they decided to employ people from the nearby villages as very few job opportunities were available in that area. The company also decided to open schools and crèches for the children of its employees.

Identify the objectives of management discussed above.

- (a) Social objective
- (b) Organisational objective
- (c) Neither (a) nor (b)
- (d) Both (a) and (b)

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Section : B

21. Guru Steel Private Limited allocated work to different teams of workers. Teams were responsible for cutting of wood, polishing of wood, designing the furniture, assembling of parts respectively. All the workers had mutual trust amongst each other and worked together in harmony. They kept their tools and implements in tool boxes. They followed certain rules while working, like no smoking while working, no leave without permission and no use of cell phones during working hours. They were paid fair wages for their work which was within the paying capacity of the company. Identify any four principles of management being followed in this organisation and state their one advantage of each.

22. Dee Industries is facing a lot of opposition as it pays less salary to female workers as compared to male workers for equal work. Which dimension of business environment is being referred to? Discuss.

OR

Name and explain the technique of Taylor which is the strongest motivator for a worker to reach standard performance.

23. RK Thukral is a sales representative in a popular DTH company. He is required to personally assist and persuade the prospective buyers to buy the product.
- (i) RK Thukral is involved in which element of the promotion mix?
 - (ii) Give any two features of that element

24. For buyers of consumer durable products, what 'customer care services' would you plan as a manager of a firm marketing new brand of motorcycle. Discuss.

or

Define advertising? What are its main features? Explain.

Section : C

25. Capital Structure decisions are essentially the optimisation of the risk return relationship. Discuss. Explain any three factors affecting the choice of capital structure.

OR

Discuss any four factors affecting working capital requirements of a business firm.

26. 'How well one delegates, determines how well he manages.' In the light of this statement, explain any three points of importance of delegation.

or

Explain any four points of importance of the controlling function of management.

27. Mr. MK Mishra is working as a Human Resource Consultant in a firm manufacturing garments, which is facing a problem of high employee turnover. The Managing Director has invited suggestions from his for retaining the talented employees. Mr. MK Mishra recommends that the good employees be rewarded

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in a way that it creates a feeling of ownership amongst the employees and at the same time makes them contribute towards the growth of the organization.

- (a) Identify the incentive which has been suggested by MK Mishra to the Managing Director of the Company.
 - (b) Also, explain any two other incentives of the same type.
28. The Consumer Protection Act 2019 seeks to protect and promote the interest of the consumers. The Act provides for six rights to the consumers with a view to empower them. But, consumer protection can be achieved only when the consumers understand and fulfil their responsibilities. State such responsibilities of a consumer.
29. Identify the principle of management violated in the following cases and explain them.
- (i) Lakhan, a manager, speaks to people at all levels, including his as well as other departments.
 - (ii) Rajesh, a manager, expects his subordinates to work for personal satisfaction and contentment, without any monetary reward.
 - (iii) Gaurang, a manager, expects that his subordinate produce instant results, without giving him sufficient time to settle in the new environment.
 - (iv) Himanshi, a manager, is not strict with his employees regarding timings and targets to work.
30. Jaipur Handicrafts has been doing good business for last five years. Sameer, the manager reported a decline in the number of orders received in the year. He ordered for keeping a track on the progress of all activities in the organisation to bring to light the deviations and to initiate the corrective action required. Explain the steps involved in the function Sameer is performing here.

Section : D

31. Explain the following principles of scientific management:

- (a) Harmony, not discord.
- (b) Science, not rule of thumb.
- (c) Development of each and every person to his or her greatest efficiency and prosperity.

or

“Coordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of a common purpose. In the light of this statement, explain the nature of coordination.

32. A company earned a profit of 20 lacs during the year end. It had some expansion plans in the near future, therefore, it decided to retain the profits. At the same time, it did not want to disappoint its investors. It, therefore, decided to capitalise its reserves and issue bonus shares to them.
- (a) Which financial decision is being referred to?
 - (b) Discuss the factors affecting it.

OR

Capital market has an institutional arrangement to facilitate buying and selling of existing securities. It helps existing investors to disinvest and fresh investors to enter in the market. Explain the functions of

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such institutional arrangement.

- 33.** Read the statements given in point (i) and point (ii), answer the question that follows
- (i) A production manager contacting a marketing manager to prepare a schedule for production.
 - (a) Identify and explain type of formal communication illustrated in this case.
 - (b) State two other types of formal communication.
 - (ii) There is a negative aspect of this incentive that at times, it makes the employees complacent and lazy.
 - (a) Identify and explain type of incentive highlighted in this case.
 - (b) State two other incentives of the same type.
- 34.** Mr. Harshil, the Marketing Manager of Sigma Solutions Private Limited had to take few important decisions related to the sale of product. These decisions were of utmost importance as they would not only facilitate the customers in product identification, usage and differentiation but will also help the company in providing the relevant information to the consumer.
- (a) Identify and explain the element of marketing mix being referred here.
 - (b) State and discuss its components.

Sample Paper 13

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. JWS Steel Limited is a steel manufacturing company located in India. It is enjoying buoyant demand for its products as economic growth is about 9 to 10 percent and demand for steel is growing. The company has decided to set up a new plant to cash on the increase demand. It is estimated that it will require about ₹ 5,000 crores to set up and about ₹ 1,000 crores of working capital to start the new plant. Identify the decision taken by the financial manager in the above case?
 - (a) Financial decision
 - (b) Investment decision
 - (c) Dividend decision
 - (d) Capital structure decision
2. Who among the following is not considered a consumer under the Consumer Protection Act, 2019?
 - (a) Any user of goods when such use is made with the approval of the buyer.
 - (b) A person who avails of any service for a consideration which has been promised.
 - (c) A person who buys any goods for a consideration which has been paid.
 - (d) A person who avails of a service for a commercial purpose.
3. Management consists of a series of composite but separate functions, viz., planning, organising, staffing and controlling. This highlight the following feature of management_____.
 - (a) Pervasive
 - (b) Goal-oriented
 - (c) Continuous
 - (d) Multi-dimensional

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4. Which of the following is not an advantage of delegation?
- (a) Employee's development
 - (b) Effective management
 - (c) Better control
 - (d) Basis of management hierarchy
5. With delegation, _____ is transferred from superior to subordinate but _____ remains with the superior only.
- (a) Accountability; Responsibility
 - (b) Responsibility; Accountability
 - (c) Authority; Accountability
 - (d) Responsibility; Authority
6. **Statement I:** Continuity of planning is related with the planning cycle.
Statement II: A plan is framed, implemented and is followed by another plan and so on.
Choose the correct option from the options given (a) _____ Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
7. **Statement I:** A consumer should look for ISI mark on electrical goods.
Statement II: Consumer protection is not important for businessmen.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
8. A consumer can file a suit in _____, when the value of goods and service along with the compensation claimed does not exceed ₹ 1 crore.
- (a) State Commission
 - (b) National Commission
 - (c) District Commission
 - (d) Supreme Court
9. Which of the following is not a limitation of Planning?
- (a) Basis of control
 - (b) Costly
 - (c) Rigidity
 - (d) Time consuming

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10. _____ is a joint programme between the educational institutes and the business firms.

- (a) Apprenticeship programme
- (b) Vestibule training
- (c) Internship training
- (d) None of these

11. _____ is not an advantage of packaging of a product.

- (a) Facilitates use of product
- (b) Helps in promotion of product
- (c) Status symbol
- (d) Prevents from spoilage, pilferage, damage, etc.

12. Match the techniques of scientific management in Column I with their objectives in Column II.

Column I		Column II	
A	Method study	(i)	Elimination of unnecessary movements
B	Motion study	(ii)	Determination of standard time for a well defined job
C	Time study	(iii)	Find out one best way of doing the job

- (a) (iii), (ii), (i)
- (b) (iii), (i), (ii)
- (c) (ii), (iii), (i)
- (d) (i), (ii), (iii)

13. Which is the incorrect statement among the following?

- (a) Delegation means abdication.
- (b) Delegation empowers an employee to act for his superior.
- (c) Delegation helps in expansion and growth of organisation.
- (d) Delegation is a pre-requisite to the efficient functioning of an organisation.

14. Assertion (A) Managers need to be given some flexibility to be able to cope with the changed circumstances.

Reason (R) Planning reduces creativity.

Alternatives

- (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

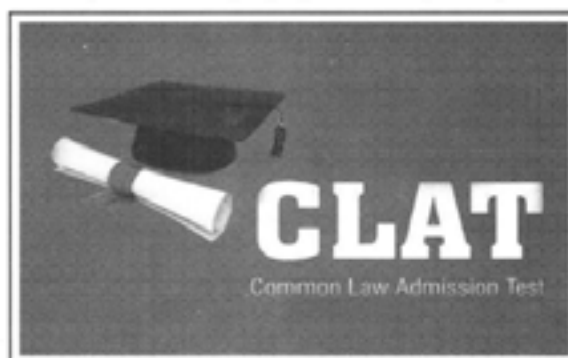
15. Which of the following is not an advantage of functional organisational structure?

- (a) Ease in fixation of responsibility

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- (b) Departmental control and coordination
 - (c) Ease in training of employees
 - (d) Occupational specialisation
16. Even after the best efforts of the employees, the standards could not be achieved. An effective control system of management found that they needed to be re-framed as they were unrealistic. Which point of importance of control is highlighted?
- (a) Controlling helps in judging accuracy of standards.
 - (b) Controlling helps in making efficient use of resources.
 - (c) Controlling helps in accomplishing organisational goals.
 - (d) Controlling helps in ensuring order and discipline.
17. Computronics Informatics Limited issued prospectus for the subscription of its shares for ₹ 800 crores in October 2022. The issue was oversubscribed by 10 times. The company issued shares to all the applicants on pro-rata basis. Later SEBI inspected the prospectus and found some misleading statement about the management of the company in it. SEBI imposed a penalty of ₹ 15 crores and banned its two executive directors from dealing in securities market for 3 years. Which function is performed by SEBI in the above case?
- (a) Protective function
 - (b) Development function
 - (c) Both (b) and (c)
 - (d) Protective function
18. Prakash has achieved his monthly sales target well in advance. A letter of appreciation was given to him by the company. His name and photograph was also exhibited on the notice board. Which type of incentive is given to Prakash by the Company?
- (a) Employee recognition programme
 - (b) Employee participation
 - (c) Employee empowerment
 - (d) Career advance opportunity
19. Identify the characteristic of profession being highlighted in the picture given below.



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- (a) Restricted entry
- (b) Professional association
- (c) Ethical code of conduct
- (d) Well defined body of knowledge

20. Arrange the following steps in the process of Planning in the correct sequence:

- (i) Developing premises
- (ii) Identifying alternative courses of action
- (iii) Setting objectives
- (iv) Evaluating alternative courses

Choose the correct option:

- (a) (ii), (iii), (i), (iv)
- (b) (iii), (i), (iv), (ii)
- (c) (iii), (i), (ii), (iv)
- (d) (iv), (ii), (i), (iii)

Section : B

21. Puneet, the finance manager of Sahara Ltd., is involved in preparation of the financial blueprint for future operations. He is directed by the seniors to ensure that enough funds are available at right time. Because if surplus/ excess funds are available, it will add to the cost and may encourage wasteful expenditure. On the other hand, if funds are short, then firms will not be able to honour their commitments and carry out plans.

He is taking into consideration the growth, performance, investments and requirement of funds for a given period. He is working on both short-term and long-term plans. After completing the process of estimating the funds requirement of the company, he specifies the source of funds also. Last year also, he got lot of appreciation for his successful effort.

- (a) In which process, Puneet is currently involved?
- (b) Is the above concept equivalent to or substitute for financial management? Why?
- (c) Mention two importance of the concept in which Puneet is involved.

22. Explain any three elements of process of communication other than sender and receiver.

OR

What is meant by recruitment of employees?

23. Ms. Payal Batra is the General Manager of Mehar Textiles. With a views to run her business in a careful manner, she divided all activities into seven departments. These departments were Marketing, Purchase, Production, Personnel, Finance, Accounting and Sales. Later on, she realised that accounting and sales department can be merged into finance department. Thus, all business activities were divided into five departments. Ms. Payal is now thinking on the lines as to which are the departments, out of these five that will have significant role in the success of the business. After complete analysis, he concluded that marketing, production and finance were the department on which success of the business depends. It

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meant that even after some shortcoming occurred in the departments of purchase and personnel, it would not affect much the success of the business. Thereafter, Ms. Payal determined deviation tolerance limits of these three main departments. It meant that if deviation of these departments remains within this tolerance limit, then it will be looked after by the concerned manager. However, in case the deviation is beyond this limit then the same will be brought to the notice of General Manager.

- (a) Identify two functions of the management referred in the above paragraph.
- (b) Describe the relevant concepts of identified functions.

24. A recent rate cut in the interest on loans announced by the Banks encouraged Amit, a science student of Progressive School to take a loan from State Bank of India to experiment and develop cars to be powered by fuel produced from garbage. He developed such a car and exhibited it in the Science Fair organised by Directorate of Education. He was awarded first prize for his invention. Identify and briefly explain two dimensions of business environment discussed in the above case.

OR

‘In the present day market, the retailers have direct link with the suppliers who replenish their stocks as and when needed and at the same time the manufacturers follow flexible manufacturing system.’ This has been possible due to the changes in one of the dimensions of business environment. Identify and explain the dimension.

Section : C

25. “If we delegate the authority, we multiply it by two; if we decentralise it, we multiply it by many”. How?

OR

Explain the elements of delegation.

26. ‘It is balancing and keeping together the team by ensuring suitable allocation of tasks to the members and seeing that the tasks are performed with harmony among the members.’ Which concept is being referred to? Discuss its features.

OR

Explain the Fayol’s management principle of ‘Initiative’ and ‘Stability of Personnel’.

27. Agra Leather Works (ALW), after a lot of research work, developed a synthetic substitute for leather. By doing this, it not only took into account the sentiments of people but also ensured that animals are not hurt. It launched a complete new range of bags in the market. It named its bags ‘Pure-Sure’ which clearly conveyed to the consumers the message- ‘Pure for Sure’. To enable the consumers identify its bags, even from a distance, it covered them in a specially designed translucent covers that would not only protect it from the dust but will also attract the consumers.

- (a) Identify and briefly explain the elements of Product mix discussed in the above case, by quoting the relevant lines.
- (b) Explain the marketing philosophy followed by ALW.

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28. Capital budgeting decisions are capable of changing the financial fortunes of a concern. Justify giving reasons.
29. Identify the barriers to effective communication in the following cases
- (i) During a brainstorming session, a team member immediately rejects a colleague's idea without giving it a fair chance.
 - (ii) The sales manager while addressing the fresh graduates, explained the threats and problems company was facing. He used lot of technical words which he had learnt in his MBA classes.
 - (iii) Soft Fashion Pvt Ltd follow scalar chain. No employee is allowed to divert from the defined path of communication.
 - (iv) The national sales manager, during his visit to the southern zone, spoke to the sales manager in hindi.
30. Mr. Lalit, the Marketing Manager, spends a lot of time in planning for the long-term goals of his department as he has given complete autonomy to its salesmen to make their own decisions while they are in the field?
Identify and briefly explain the style of leadership displayed by Mr. Lalit.
State any three benefits of that leadership style.

Section : D

31. Briefly discuss the process of that function of Management which ensures the conformity of plans according to the standards laid down.

OR

Is planning actually worth the huge costs involved? Explain.

32. How would you argue that success of a business enterprise is significantly influenced by its environment?

OR

In what ways do company respond to various changes taking place in business environment?

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) An organisation does not provide the right place for physical and human resources in an organisation.
 - (a) Which principle is violated here?
 - (b) What are the consequences of it?
 - (ii) Rakhi, a manager in charge of project assignments, consistently favours her close friends by assigning them high-profile projects, even when there are more qualified employees available.
 - (a) Which principle of management was violated by Rakhi?
 - (b) What are the positive impacts of following the above identified principle?
34. Ms. Varsha Kanodia intends to start an enterprise that produces chocolates. Initially, in order to assess the taste and preferences of the people about the chocolates, she used social media and online surveys. Thereafter, she prepared a detailed SWOT (strengths, weaknesses, opportunities and threats) analysis of

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her enterprise to devise a strategy that will give her an edge over the competitors. Based on her analysis of the market, she decided to launch sesame and jaggery based chocolates under the brand name 'Desi Delight'. She has decided to fix up the price of chocolates relatively at lower level in the beginning and later on as the demand picks up she may revise the prices.

- (a) Identify and give the meanings of the elements of marketing mix being taken into consideration by Ms. Varsha.
- (b) Explain briefly the functions of marketing highlighted here.

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Sample Paper 14

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. The function of organising allows the organisational structure to be suitably modified to pave way for smooth transition. Which importance of Organising is referred to here?
 - (a) Development of personnel
 - (b) Clarity in working relationship
 - (c) Expansion and growth
 - (d) Adaptation to change
2. _____ is the formal lines of authority and communication that runs from top to bottom in an organisation.
 - (a) Scalar chain
 - (b) Method study
 - (c) Functional foremanship
 - (d) Motion study
3. Numen Pens Private Limited earned a net profit of ₹67 crores. Arun, the Finance Manager, wants to decide how to appropriate these profits. Identify the decision that Arun will have to take.
 - (a) Dividend decision
 - (b) Financing decision
 - (c) Investment decision
 - (d) None of these

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4. Which of the following is an importance of the Delegation of Authority?
- (a) Limited in scope
 - (b) Effective management
 - (c) Develops initiative amongst subordinates
 - (d) Both (a) and (b)
5. Mr. Kukreja and his son were discussing about investing funds in the market. His son said that they wanted to earn high yield of return irrespective of the risk involved in it. Mr. Kukreja and his son were talking about the 'market' which is:
- (a) Secondary market
 - (b) Primary market
 - (c) Money market
 - (d) Commodity market
6. Assertion (A) Delegation is an optional policy decision and is done at the discretion of top management. Reason (R) No individual can perform all tasks on his own.
Alternatives
- (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
7. If a firm has a higher Debt Service Coverage Ratio, this implies:
- (a) it has higher requirement of fixed capital.
 - (b) it has lower requirement of working capital.
 - (c) it can increase debt component in its capital structure.
 - (d) None of these
8. Arrange the following steps in the process of organising in the correct sequence:
- (i) Assignment of duties
 - (ii) Departmentalisation
 - (iii) Identification and division of work
 - (iv) Establishing reporting relationship
- Choose the correct option:
- (a) (iii), (ii), (iv), (i)
 - (b) (ii), (iii), (i), (iv)
 - (c) (i), (ii), (iv), (iii)
 - (d) (iii), (ii), (i), (iv)

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9. Which one of these sources of recruitment has the disadvantage of bringing a flood of response from unsuitable candidates?
- (a) Labour contractors
 - (b) Employment exchange
 - (c) Advertisement
 - (d) Recommendation of employees
10. Which of the following is not a step of Organising process?
- (a) Grouping of activities
 - (b) Granting authority
 - (c) Establishing reporting relationships
 - (d) Analysing deviation
11. A close examination of above picture reveals building of the regulatory authority to protect the interests of the investors in securities and promote the development of, and to regulate, the securities market. Identify it.



- (a) National Stock Exchange
 - (b) Reserve Bank of India
 - (c) Food Safety and Standards Authority of India
 - (d) Securities and Exchange Board of India
12. Teena Furniture Private Limited is a leading office furniture manufacturing company in delhi. It choose to diversify its operations to improve its growth potential and increase market share. As the project was important many alternatives were generated for the purpose and were thoroughly discussed amongst the members of the organisation. After evaluating the various alternatives, Lavanya, the Managing Director of the company decided that they should add 'Home Interiors and Furnishings' as a new line of business activity.
- Which framework should the diversified organisation adopt, to enable it to cope with the emerging complexity?
- (a) Divisional structure

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- (b) Organisational structure
 - (c) Functional structure
 - (d) None of these
13. Which of the following statements is incorrect?
- (a) An enterprise cannot control external factors.
 - (b) Controlling is both forward and backward looking.
 - (c) Controlling can be done without planning.
 - (d) Controlling involves a lot of expenditure, time and effort.
14. The manager, Mr. Dheeraj, strictly adheres to the organisational plan. The plan lays down maximum of 25% discount to be offered to customers on sale of goods. Mr. Dheeraj could not provide 26% discount on a large order to Mr. Kumar (an old customer) when he demanded the same. The firm lost the large order and hence, incurred losses. Which limitation of planning is referred to here?
- (a) Planning does not work in a dynamic environment.
 - (b) Planning is a time-consuming process.
 - (c) Planning involves huge costs
 - (d) Planning leads to rigidity.
15. The campaign led by the Indian government urging people to use mask and practice social distancing to curb spread of COVID-19, is an example of marketing of a/an:
- (a) Idea
 - (b) Event
 - (c) Service
 - (d) Experience
16. A proper matching of funds requirements and their availability is sought to be achieved by _____.
- (a) Dividend decision
 - (b) Financial management
 - (c) Financial planning
 - (d) Financing decision
17. Which of the following is the primary function of management?
- (a) Staffing
 - (b) Planning
 - (c) Direction
 - (d) Controlling

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18. With changes in the consumption habits of people, Mukesh, who was running a sweet shop, shifted to the chocolate business. On the eve of Diwali, he offered chocolates in attractive packages at reasonable prices. He anticipated huge demand and created a website chocolove.com for taking orders online. He got a lot of orders online and earned huge profits by selling the chocolates.
Identify the dimension(s) of business environment discussed in the above case.
- (a) Technological environment
 - (b) Social environment
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)
19. **Statement I:** Branding helps in differentiating the product from that of its competitors.
Statement II: Packaging facilitates the use of a product.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
20. **Statement I :** Leadership is the process of influencing the behaviour of people towards achievement of organisational goal.
Statement II : Autocratic leader exercises complete control over the subordinates.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false

Section : B

21. Lavish Foods Limited a reputed chocolate manufacturer, had recently recruited their employees through campus placements organized by different Hotel management Institutes across North India. During one of their training sessions, the Master Chef was elaborating the process they follow to make chocolate bars after receiving the cocoa beans from the suppliers. These include roasting, winnowing, grinding and tempering which are done with utmost care. But the most important being Roasting. The beans need to be roasted at a temperature between 105°C and 120°C in order to eliminate the pathogens. Any variation in temperature will impact the quality of their finished products and will lead to the rejection of the entire lot due to the presence of pathogens. Finally, they must ensure that while packaging is done the chocolate bars are wrapped in aseptic conditions, otherwise all their efforts and resources will go waste. In explaining the process, the Master Chef referred to one of the techniques used in analysing the deviations in controlling. Identify and explain it.

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22. Nature of money market can be well explained with the help of its features. State any three such features of money market.

or

Explain the various terms used in relation to stock exchange.

23. Satya completed her MBA (Event Management) in the year 2019. She joined an Event Management Company. Being fresher in the field of work, she had to undergo a process through which her skills and abilities to perform the assigned jobs can be increased. Since event management involves activities, like identifying and understanding the target audience, developing the theme of the event, communicating and promoting the concept, coordinating technical parameters, projecting the cost and successfully conducting the event, so for first three months, Satya worked with Mr. Raveesh, the Event Coordinator. She visited the events organized by their company such as seminars, symposiums, exhibitions, functions, etc which not only gave her the real hands on experience but also learning in an environment where she actually implements the knowledge and skills obtained by her during her MBA.

- (a) Name the process by which Satya's skills and abilities to perform the assigned jobs can be increased.
(b) Identify and state the method of the concept identified in part (a) adopted by the company for Satya.

24. Discuss the importance of Directing in an organization.

OR

Discuss the concept of Formal Communication in an organization.

Section : C

25. Discuss any four factors affecting the Working capital requirement of a firm

OR

Define Financial management and discuss the various type of decisions taken under it.

26. Discuss the importance of the primary function of Management.

OR

Discuss the limitations of the function of management that aims to eliminate the uncertainty that exists in future.

27. In a manufacturing firm, there was no system for sharing information between the Divisional heads and the Project Managers. Project Managers were kept in the dark on all aspects of labour hour usage and direct costs, preferring to focus solely on methodology and execution of the project. They were also not provided any information related to whether invoices were being sent out and paid correctly by clients, whether subcontractors and consultants were billing appropriately, etc. As a result, projects went over budget, incorrect invoices were sent out, and miscommunication occurred frequently with clients and partners.

- (a) Which quality of Management is missing in the above organization?
(b) Discuss its importance.

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28. How is training in an organisation beneficial 'for employees'? State by giving any four reasons.
29. Identify the characteristics of management in the following cases
- (i) What managers do in India, the USA, Germany and Japan is the same.
 - (ii) KFC, the fast food joint, has made several alterations in its menu in order to survive in Indian markets.
 - (iii) Saloni at FabIndia, stock shelves, maintain cleanliness and receives deliveries of new inventory in a single day on regular basis in series.
 - (iv) ANI Handicrafts Pvt. Ltd's objective is to promote the sales of Indian handloom and handicraft products.
30. JP Bajaj Institute is a reputed B-school of Pune. It is offering lots of management degree programmes in the fields of finance, marketing, human resource, rural development, hospitality and information technology. The institute advertises that it has a 100% placement records, with many of its students being placed in top MNCs across the globe.
- The highest salary package to a student of the institute was ₹ 13.5 lakh per annum. The advertisement also shows the campus to be well infrastructured.
- Influenced by this advertisement, hundred of students take admission in this institute. On taking admissions, the students learn that the campus shown in the advertisements was not the one that they were studying in and also that the institute is running only diploma and certificate courses, as it is not recognised by AICTE and therefore, cannot issue degrees. The placement statistics were also misleading. What steps should be taken by the students against these frauds?

Section : D

31. Discuss the following four functions of Marketing.
- (a) Gathering and Analysing Market Information
 - (b) Product Designing and Development
 - (c) Physical Distribution
 - (d) Customer Support Services
- OR**
- Discuss any four factors that affect the price of a product.
32. Explain the following techniques of Scientific management:
- (a) Standardization and Simplification of work
 - (b) Differential Piece Wage System

OR

Discuss the following principles given by Henry Fayol:

- (a) Unity of Direction
- (b) Stability of Personnel
- (c) Order

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33. Read the statements given in point (i) and (ii), answer the questions that follow
- (i) Tea is produced in Assam but is carried to customers not only in this state but also in other parts of the country.
 - (a) Identify and explain the function of marketing that enables the marketer to achieve its goals.
 - (b) Enumerate any two factors that marketer should take into consideration in order to analyse the identified needs.
 - (ii) Paddy is grown during summer season but its demand and sale takes place throughout the year.
 - (a) Name and state the function of marketing which should be undertaken to reduce the gap between production and consumption of Paddy.
 - (b) State by giving two reasons as to why proper discharge of this function is important.
34. The Marketing department of Lime Tree Ltd. has to design its promotion strategies. For this the Marketing Manager assigns the task as follows:
- Advertising executive will do the research to figure out what their organization needs the most, i.e., increase in customer base, building brand image or increasing the awareness about their product.
 - The Copywriter will come up with taglines, scripts, jingles, and other written content.
 - The Public relation officer will approach media platforms, influencers, and other relevant third parties to negotiate deals.
 - The Graphic designer will be designing of the billboards, social media posters, video advertisements, etc.
- Each individual associated with designing of the promotion strategy knew the scope of their decision making.
- (a) Which concept of Management has been adopted by the Marketing Manager to get the promotion strategy designed?
 - (b) Discuss any five points highlighting the importance of the concept identified above.

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Sample Paper 15

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Pallavi went to a shopkeeper to buy a hair oil. The shopkeeper forced her to buy a particular brand of hair-oil out of various available brands, irrespective of the willingness of Pallavi. Which right of Pallavi, as a consumer, has been violated?
 - (a) Right to safety
 - (b) Right to be assured
 - (c) Right to be heard
 - (d) Right to consumer education
2. The principle of unity of direction implies _____.
 - (a) Each division should have its own incharge, plans and execution resource.
 - (b) Dual subordination should be avoided.
 - (c) Managers should have authority commensurating their responsibility.
 - (d) Each employee in an organisation should receive orders from one superior only.
3. Identify the correct sequence of steps involved in the communication process.
 - (a) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
 - (b) Sender, Media, Decoding, Receiver, Message, Encoding, Feedback
 - (c) Sender, Message, Encoding, Media, Decoding, Receiver
 - (d) Sender, Decoding, Receiver, Feedback, Message, Encoding, Media

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4. Mrs. Varsha is the managing director of a Textile Company. The organisational structure of the company is divided into four different departments. Each department tries to achieve its own departmental objective due to which she faces difficulties in effecting coordination among different departments. State the organisational structure followed in the organisation.
- (a) Divisional
 - (b) Formal
 - (c) Informal
 - (d) Functional
5. Assertion (A) Consumers have the freedom to choose products of their choice.
Reason (R) Right to be assured allows consumers to choose from different products available at competitive prices.
Alternatives
- (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
6. A case filed in State Commission, can be re-appealed in:
- (a) Nowhere
 - (b) Supreme Court
 - (c) National Commission only
 - (d) National Commission and then to Supreme Court
7. **Statement I:** Due attention given to different functions is a demerit of functional structure.
Statement II: Each department is specialised in its own function so they fail to understand the priority of other department.
Choose the correct option from the options given below :
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
8. Mohnis inherited a very large area of agricultural land in Uttar Pradesh after the death of his grandfather. He plans to sell this piece of land and use the money to set up a small scale paper factory to manufacture all kinds of stationary items from recycled paper. Being an amateur in business, he decides to consult his friend Subhash who works in a financial consultancy firm. Subhash helps him to prepare a blue print of his future business operations on the basis of sales forecast in next five years. Based on these estimates, he helps Manish to assess the fixed and working capital requirements of business.
Identify the type of financial service that Subhash has offered to Manish:

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- (a) Trading in securities
 - (b) Financial management
 - (c) Capital budgeting decision
 - (d) Financial planning
9. Capital structure refers to the proportion between:
- (a) Debt and Equity
 - (b) Fixed assets and Working capital
 - (c) Fixed assets and Current assets
 - (d) None of these
10. Mr. Abhishek believed that his company could maximise profit earnings by producing hair dye on a large scale whereas his partner Mr. Suresh wanted to emphasise on societal and customer needs. Identify the marketing management philosophy being followed by Mr. Abhishek and Mr. Suresh.
- (a) Marketing concept; Selling concept
 - (b) Production concept; Societal concept
 - (c) Product concept; Societal concept
 - (d) Selling concept; Marketing concept
11. For the following two statements choose the correct option:
Statement I: Labelling means putting identification marks on the package. A label is a carrier of information.
Statement II: Marketing mix refers to the ingredients or tools or variables which the marketer mixes in order to interact with a particular market.
Choose the correct option from the options given below :
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
12. Choose the levels of packaging depicted in the picture.



- (a) Secondary Packaging and Transportation Packaging
- (b) Primary Package and Secondary Packaging

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- (c) Primary Package and Transportation Packaging
 - (d) None of these
13. The subordinates solve the routine problems whereas the significant problems are brought into notice of the superiors. This implies:
- (a) Management by exception
 - (b) Levels of management
 - (c) Delegation
 - (d) Motivation of employees
14. Neat Pumps Limited was in the business of manufacturing water pumps for room coolers in Rajasthan. The business was doing very well and the company was easily able to achieve the position of market leader. Mr. Khanna, the Managing director of the company, set an ambitious target of 30% increase in sales for the next year by entering into the markets in the nearby states of Gujrat, Punjab, Haryana etc. The same year, local wholesalers started importing Chinese water pumps which were equally price-efficient. As a result, the company could not achieve its target. Identify the limitations in one of the functions of management because of which the company could not achieve its target.
- (a) Planning leads to rigidity.
 - (b) Planning is a time-consuming process.
 - (c) Planning involves huge costs.
 - (d) Planning may not work in a dynamic environment.
15. A company may receive applications without declaring any vacancy, these unsolicited applications can become a source of recruitment known as:
- (a) Direct recruitment
 - (b) Application blank
 - (c) Casual caller
 - (d) None of these
16. 'Encouraging staff to be a part of decision-making' is a feature of _____ style of leadership.
- (a) Democratic
 - (b) Laissez-faire
 - (c) Autocratic
 - (d) None of these
17. Mr. Rohtas, after completing his MBA, joined his father's business. He analysed the business situation and applied his educational knowledge according to the prevalent conditions. As a result, the turnover of his father's business doubled in a span of six months. Which nature of management is reflected in this case?

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- (a) Profession
 - (b) Art
 - (c) Science
 - (d) All of these
18. “Last night, I was watching a basketball game on television. With ten seconds to go, the score was tied. A timeout was called. With the players in a huddle, the coach of a team got out his clipboard and diagrammed a play using Xs, Os and a marker. The play worked, and his team won in the final seconds.” Identify the managerial function performed by the coach in the given context.
- (a) Organising
 - (b) Staffing
 - (c) Directing
 - (d) Controlling
19. In order to be successful, an organisation must change it according to the needs of the environment. Which characteristic of management is highlighted in the statement?
- (a) Pervasive
 - (b) Dynamic function
 - (c) Multi-dimensional
 - (d) Goal-oriented process
20. Shyam has given a task by his superior to plan in 15 days. He asked two of his subordinates to work upon two aspects of his task. One of the subordinate met with an accident and could not complete his work. Who is answerable for this task?
- (a) Ram’s subordinate is responsible.
 - (b) No one is responsible.
 - (c) Ram is accountable.
 - (d) Ram’s superior is responsible.

Section : B

21. Hemant decided to start a chocolate manufacturing business. He set the target of earning 10% profit on sales in the first year. As a good businessman, he was concerned about the future of the business, which was uncertain. He gathered information that the demand for chocolates is increasing day-by-day. He used this information as the base for future planning and shared it with his team. On the basis of the gathered information, he scheduled a meeting in the following week to find innovative ways to achieve the objectives.
- List the first two steps, which have been followed by Hemant that are related to the process of one of the functions of management.

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22. List any three functions performed by the top level management.

OR

‘Environment provides with constraints and opportunities.’ Discuss with the help of an example.

23. Arco Electrical Ltd recently proposed to issue commercial paper of ₹15,00,000 and equity shares of ₹150 each for meeting its capital requirements of diversification.
- (i) Quoting the lines, identify the markets from where they would procure the necessary funds.
 - (ii) Distinguish between the markets identified in (i), on the basis of duration and investment outlay.
24. Discuss the importance of Organising in a business concern.

OR

Explain when and why the need is felt for having a framework, within which managerial and operating tasks are performed to accomplish desired goals. Name this ‘framework’ also.

Section : C

25. Despite internal sources of recruitment being economical, why do companies not always use this source? Explain any four reasons.

OR

Discuss Maslow’s Need Hierarchy Theory of Motivation.

26. Discuss the technique of functional foremanship given by FW Taylor.

OR

After identifying that the majority of Indians were vegetarians, the big giants like KFC and Mc Donalds introduced Veggie Wraps and Paneer Burgers for them. This not only helped them to fetch a good response in the market but also provided them with an opportunity to continue to succeed in the market for a longer period.

What does the above situation tells about the importance of environment scanning to the big giants? Explain any three other benefits.

27. From time to time, an organisation provided the employees with a hike in their salary and different allowances. It also offered the top and middle level managers with some facilities like housing and medical. Inspite of this, the employees often felt low and dejected. The Human Resource Manager tried to identify the reason and he found that the employee turnover was high in the organisation. The employees were fired from the job for even petty reasons. This had created a fear in their minds. Also, they were not given sufficient opportunities to interact with each other and the top level management did not entertain any suggestions from the employees.
- (a) Which incentives were offered by the organisation? State its types by referring to the lines.
 - (b) Which incentives, they still need to offer to motivate the employees. Quote the lines to justify its types.

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28. Discuss giving reasons why a business must emphasise on protecting the interest of consumers and adequately satisfying them.
29. State the type of barrier mentioned in the following statements.
- (i) These are concerned with encoding/decoding of messages.
 - (ii) A worried person cannot communicate properly.
 - (iii) Authority relationships and rules and regulations obstruct communication.
 - (iv) Personal factors of both sender and receiver.
30. Blue Heavens Private Limited purchased a new hi-tech machine from Germany for manufacturing high quality auto components in a cost effective manner. But during the production process, the manager observed that the quality of production was not as per standard. On investigation it was found that there was lack of knowledge amongst the employees of using these hi-tech machines. So, frequent visit of engineers was required from Germany. This resulted in high overhead charges. Suggest what can be done to develop the skills and abilities of employees for producing high quality products by using these hi-tech machines. Also state how the employees or the organization will benefit from your suggestion.

Section : D

31. Explain the concept of marketing mix and its elements that are discussed above.

OR

Explain this component of product mix along with its functions.

32. “Every action in the organisation is initiated through directing.” Explain any four points of importance of directing in the light of this statement.

or

‘The total performance of an organisation depends a great deal on the functioning of supervisor.’ In the light of this statement, explain the functions of a supervisor in an organisation.

33. Read the statements given in point (i) and (ii), answer that follow
- (i) The production head of Automobo hardware Pvt Ltd instructs his foreman to go slow in producing the product but the sales manager wants more production in order to increase sales. Thus, he forced the production foreman to go fast.
 - (a) Which principle of management is violated in this case?
 - (b) State the consequences of such violation identified in point (a) above.
 - (ii) Lalit, a manager of ARC Toys Pvt Ltd, does not distribute the work amongst his subordinates, according to the capabilities. He has given the work on the basis of favouritism.
 - (a) Which principle of management is overlooked in this case?
 - (b) Give some of its violating effects.

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34. Business concerns work in a dynamic environment. The introduction of robotics in the manufacturing processes has led to a revolution in the international market. Identifying this and to get the benefit from this, Castle Pvt Ltd decided to introduce it in their production process. But to handle the robots they needed to train their employees. Since the Robots were too expensive so they did not want the employees to handle them directly.
- (a) Which method of training should be followed by them and why?
 - (b) State any four points of importance of training to the employees.

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Sample Paper 16

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. Identify the correct sequence of the steps involved in the selection process.
 - (a) Job offer, Reference and background checking, Selection decision, Medical examination, Contract of employment.
 - (b) Reference and background checking, Selection decision, Medical examination, Job offer, Contract of employment.
 - (c) Medical examination, Contract of employment, Reference and background checking, Selection decision, Job offer.
 - (d) Reference and background checking, Selection decision, Contract of employment, Medical examination, Job offer.
2. An organisation needs a reliable employee who do not leak out the secrets of their clients. Which step of selection is to be stressed on?
 - (a) Selection test
 - (b) Medical test
 - (c) Reference and background check
 - (d) All of these
3. According to SEBI, an individual who has sensitive information can not use it for trading in the securities for his personal gains through this?
 - (a) Fair and proper functioning
 - (b) Protection of investors

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- (c) Prevention of malpractices
 - (d) None of these
4. What is meant by the term 'Deviation' in Controlling?
- (a) Standard Performance - Planned Performance
 - (b) Standard Performance - Actual Performance
 - (c) Planned Performance - Actual Performance
 - (d) All of these
5. GTR Glass Private Limited is running under heavy losses. To revive from the losses, the management thought of shifting the unit to a backward area where labour is available at a low cost. The management also asked the workers to work overtime without any additional payment and promised to increase the wages of the workers after achieving its mission. Within a short time period the company started earning profits because both the management and the workers honoured their commitments. Identify the principle of management described in the above paragraph.
- (a) Remuneration
 - (b) Espirit-de-crops
 - (c) Discipline
 - (d) Equity
6. 'The principle of Unity of Command states that if an employee gets orders from more than one superior, then he will get confused and may not be able to fulfill either.' Which feature of the principles of management is being highlighted here?
- (a) Cause and effect relationship
 - (b) Universal applicability
 - (c) General guidelines
 - (d) Mainly behavioural
7. Statement I : In order to survive, an organisation must earn enough revenues to cover cost.
Statement II : Management increases effectiveness by reducing cost and increasing productivity.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
8. Statement I: Delegation helps a manager to extend his area of operations as without it, his activities would be restricted to only what he himself can do.
Statement II: A manager, no matter how capable he is, cannot manage to do every task on his own. The volume of work makes it impractical for him to handle it all by himself.
Choose the correct option from the options given below:

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- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
9. A company has its registered office in Delhi, manufacturing unit at Gurgaon and marketing and sales department at Faridabad. The type of organisational structure is:
- (a) Divisional
 - (b) Informal
 - (c) Functional
 - (d) All of these
10. Bhavish bought a pack of chips from a local shopkeeper and found that ingredients given on the label were not legible. He complained about it to the company. The company sent a written apology stating that they will make sure that existing packets are withdrawn from the market and new packets with legible label are soon made available. The consumer right exercised by Bhavish is:
- (a) Right to consumer education
 - (b) Right to seek redressal
 - (c) Right to information
 - (d) Right to be heard
11. Teena is one of the most successful managers of her company, 'Kobe Ltd.' She uses her creativity and initiative in handling challenging situations at work.
The knowledge gained by her during her student days at a renowned management institute as well as through her observation and experience over the years is applied by Teena in a skillful manner in the context of the realities of a given situation. She often reads books and other literature in various fields of management to keep her knowledge updated.
An aspect of the nature of management is being highlighted in the above description. Identify the aspect.
- (a) Management is a science.
 - (b) Management is a profession.
 - (c) Management is an art.
 - (d) Both (a) and (b)
12. .Assertion (A) Delegation is a pre-requisite to the efficient functioning of an organisation.
Reason (R) It enables a manager to use his time on high priority activities.
Alternatives
- (a) Both Assertion (A) and Reason (R) are false
 - (b) Assertion (A) is true, but Reason (R) is false
 - (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)

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13. Identify the financial decision illustrated by the given picture.



- (a) Financing decision
 - (b) Dividend decision
 - (c) Investment decision
 - (d) None of these
14. Selection is considered as a negative process because:
- (a) it involves judgement about the performance.
 - (b) it involves various steps which are lengthy.
 - (c) it involves elimination of candidates at each step.
 - (d) All of these
15. Which feature of business environment is indicated when it is stated that business environment is a phenomenon that is relatively easier to understand in parts but difficult to grasp in totality?
- (a) Uncertainty
 - (b) Relativity
 - (c) Complexity
 - (d) Specific and general forces
16. **Statement I:** A stock market index is a barometer of consumer behaviour.
Statement II: Secondary market is a market for purchase and sale of existing securities.
Choose the correct option from the options given below:
- (a) Statement II is true and I is false
 - (b) Statement I is true and II is false
 - (c) Both the statements are false
 - (d) Both the statements are true
17. Sheena purchased one litre of pure desi ghee from a shopkeeper. After using it, she had doubts that it was adulterated. She sent it for a laboratory test which confirmed that the ghee was adulterated. Name the reliefs available to Sheena if she complains and the consumer court is satisfied about the genuineness of the complaint.
- (a) To refund the price paid for the product, or the charges paid for the service

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- (b) To withdraw the hazardous goods from sale
- (c) To provide replacement for the defective product
- (d) All of these

18. Match the styles of leadership in Column I with their meanings in Column II.

	Column I		Column II
A.	Autocratic	(i)	allows inputs from group members.
B.	Democratic	(ii)	leader is supreme and sole decision-maker.
C.	Laissez-fair	(iii)	leaves decision-making upto group members.

- (a) (i), (iii), (ii)
- (b) (iii), (i), (ii)
- (c) (ii), (iii), (i)
- (d) (ii), (i), (iii)

19. Aptitude Test is conducted in the process of selection used to measure:

- (a) an individual's potential for learning new skills.
- (b) an individual's existing skills.
- (c) an individual's intelligence quotient.
- (d) None of these

20. The Trading procedure on Stock Exchange has been replaced by on-line screen based electronic trading system. Further, a process where securities held by the investor in the physical form are cancelled and the investor is given an electronic entry or number so that he/she can hold it as an electronic balance in an account. This has increased the equity cult among the people. This is mainly done to eliminate problems like theft, fake/forged transfers, transfer delays and paper work associated with share certificates or debentures in physical form.

Identify the process discussed above.

- (a) Trading of securities
- (b) Demutualisation of stock exchange
- (c) Dematerialisation of securities
- (d) None of these

Section : B

21. Teena purchased an electric iron from an authorised dealer of the manufacturer. She checked the ISI mark and took receipt for the same from the dealer. Her friend, Reena got an electric shock while using the same electric iron and had severe injuries in her hand. Reena decided to file a complaint against the manufacturer for a claim of ₹1.5 Lakh.

Can Reena file a complaint against the manufacturer? If yes, suggest her an appropriate forum to file her complaint in the three-tier machinery under the Consumer Protection Act, 2019.

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22. Distinguish between the principles of 'unity of direction' and 'unity of command' on the basis of (a) meaning (b) aim.

or

Which principle of management is violated if an employee is asked to receive orders from two superiors ? Explain the principle with a suitable example.

23. Mukesh is the production head of a leading jewellery house at Jaipur. He oversees the work of the whole factory which employs about 80 workers. Since, the raw material used are costly metals and stones like gold, silver, kadium, diamonds, rubies, etc, he has to exercise extreme control and dilligence. Many a times he feels overburdened by his work. Also, there are frequent cases of theft and spoilage. All this has led him to the conclusion that an attempt to control everything results in controlling nothing. So, he decided to follow the managerial principle of control by exception.
- (i) What do you understand by control by exception?
- (ii) Give its merits also.

24. Define advertising? What are its main features? Explain.

or

'The act of designing and producing the container or wrapper of a product has three different levels.' Explain them.

Section : C

25. "It is an institution which provides a platform for the buying and selling of existing securities." Identify and explain any three functions of the given institution.

OR

'Long-term investment decision relates to investment in fixed assets which must be taken very carefully after considering several factors affecting it.' Identify and briefly explain the decision highlighted in the given statement. Also, state the factors affecting this decision.

26. The main objective of the Staffing function of management is to obtain, utilise and maintain a satisfactory and satisfied work force. State any four importance of this function.

OR

An organisation provides security services. It requires such candidates who are reliable and don't leak out the secrets of their clients. What steps should be incorporated in selection process?

27. The marketing head of an organisation made an exhaustive plan for achieving its sales target. Targets and standards were fixed. However, when the plan was put to test, it was found that the targets set in the plan were impractical. As a result the plan was reprocessed and fresh standards set.
- (a) Identify and briefly explain the management function involved in the process.
- (b) Give any two importance of management functioning identified in part (a).

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28. State the steps in the selection procedure, after the employment interview and before the job offer.
29. Identify consumer rights highlighted in the following cases.
- (i) If the market has enough qualities and varieties of product at competitive prices, then buyer have an opportunity of wise selection.
 - (ii) Government is actively advertising for 'Jago Grahak Jago'.
 - (iii) The company has not given the durability of product on the package making it doubtful for us to use it for long.
 - (iv) Leena found a piece of stone in cheese packet. She reported this to the company and later, company apologised and offered her a replacement.
30. "Mr. Ajeet, Production Manager, and Mr. Ravi, Human Resource Manager, were discussing the plans related to fresh recruitment of employees in their company. Mr. Ajeet wanted that Mr. Ravi should scientifically select the person and the work assigned to him should suit his/her intellectual capabilities. Mr. Ravi wanted that the work should be divided into specialised tasks and then assigned to the worker according to his capability which will lead to increased efficiency in the production process."
- The given statement proves that the principles of Fayol and Taylor are complementary. Identify and explain the principles of management referred to above.

Section : D

31. "It is the most important factor affecting the success or failure of a product in the market. It also affects the revenue and profits of the firm." Identify the marketing factor and explain the factors that affect its determination by an organisation.

OR

'One of the important task of marketer is to design and develop a tag to be put on the products displaying important information.' Identify and explain the functions of this task in the marketing of products.

32. State the steps in the selection procedure, after the employment interview and before the job offer.

OR

Which source of recruitment is needed to bring new blood in the organisation?

33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) Mr. Goyal lack of confidence in the competency of his employees caused discontentment in the company, leading to employees not being happy.
 - (a) Identify the communication barrier because of which employees are not happy.
 - (b) State two more barriers of same type, identified in part (a).
 - (ii) Lalita is working in a multinational company. As an incentive, the company offered her to buy the shares of the company at a price less than the market price.
 - (a) Name and give the meaning of incentive offered to Lalita.
 - (b) State any two more incentives of the same type.

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34. Ramesh Mittal, CEO of Goldy Fabric Private Limited had a firm belief in teamwork where the members of the company should work towards fulfilling the common organisational goals. He gave more emphasis on teamwork and integration of efforts of all individuals, departments and specialists. He gave importance to reconciliation of individual as well as departmental differences and creating a work environment which enables all its members to grow and develop to their maximum capacity.
- (a) Identify the concept of management discussed here and state any three features of it.
- (b) Identify and explain the characteristic of management which is reflected here.

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Sample Paper 17

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. A company dealing in apparels has decided to clear its stock. It has a huge pile of unsold stock in all its branches across the country. It has decided to give discount on its products. It even has decided to go for various fashion shows in different colleges. They also have decided to sponsor a few events. Identify the marketing management philosophy highlighted above.
 - (a) Production concept
 - (b) Product concept
 - (c) Selling concept
 - (d) Marketing concept
2. Laxmi saw 'Buy one get one free' printed on the label of the package of a mosquito repellent. The function which labelling is performing here is:
 - (a) Promotes the product
 - (b) Describes the product and specifies its content
 - (c) Gives information to consumer
 - (d) All of these
3. Which of the following is the primary aim of financial management?
 - (a) Link present with future
 - (b) Optimum utilisation of resources
 - (c) Wealth maximisation
 - (d) Ensures availability of funds wherever required

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4. On the introduction of 'Goods and Services Tax Act', experts in the field of business started analysing and forecasting its impact on various sectors and industries. Vishal, an established businessman, attended a few seminars and conferences organized by such experts to familiarize himself with this information. He wanted to use these forecasts to reduce the uncertainty in making decisions for the future in his business. Name the step in the planning process that is being discussed in the above paragraph.
- (a) Follow up action
 - (b) Developing premises
 - (c) Setting objectives
 - (d) Selection of alternative
5. The managers at _____ level of management are responsible for the welfare and survival of an organisation.
- (a) Middle
 - (b) Top
 - (c) Lower
 - (d) All of these
6. Match the marketing philosophies in Column I with their main focus in Column II.
- | | Column I | | Column II |
|----|--------------------|-------|------------------------------|
| A. | Product concept | (i) | Production on a large scale |
| B. | Production concept | (ii) | Enhancing quality of product |
| C. | Marketing concept | (iii) | Customer satisfaction |
- (a) (ii), (i), (iii)
 - (b) (i), (ii), (iii)
 - (c) (ii), (iii), (i)
 - (d) (iii), (ii), (i)
7. The requirement of working capital will be more for a business concern manufacturing:
- (a) Coolers
 - (b) Bread
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)
8. Identify the responsibility of consumers being highlighted in the picture given below.



- (a) Ask for a cash memo on purchase of goods or services.
 - (b) Be aware about various goods and services available in the market so that an intelligent and wise choice can be made.
 - (c) Learn about the risks associated with products and services, follow manufacturer's instructions and use the products safely.
 - (d) Buy only standardised goods as they provide quality assurance. Thus, look for ISI mark on electrical goods, FPO mark on food products, Hallmark on jewellery, etc.
9. Arrange the following steps in the process of controlling in the correct sequence:
- (i) Measurement of Actual Performance
 - (ii) Analysing Deviations
 - (iii) Comparing Actual Performance with Standards
 - (iv) Setting Performance Standards
- Choose the correct option:
- (a) (iv), (i), (iii), (ii)
 - (b) (i), (ii), (iv), (iii)
 - (c) (ii), (iii), (i), (iv)
 - (d) (iii), (ii), (i), (iv)
10. A manager applies the existing theoretical knowledge in his own unique manner. This reflects that management is:
- (a) An Art
 - (b) A Science
 - (c) Pervasive
 - (d) Universally applicable
11. _____ is a factor affecting the capital structure of a company.
- (a) Control consideration
 - (b) Cash flow position
 - (c) Flexibility
 - (d) All of these

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12. Which type of recruitment gives the management a wider choice while selecting the people for employment?
- (a) Internal recruitment
 - (b) External recruitment
 - (c) Recruitment through labour contractor
 - (d) None of these
13. Assertion (A) As per critical point control system, a manager should first focus on key result areas.
Reason (R) It is not possible to keep a check on all the activities of the enterprise.
Alternatives
- (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
14. Choose the function of management responsible for motivating employees and giving instructing to them to perform the tasks assigned to them.
- (a) Staffing
 - (b) Directing
 - (c) Planning
 - (d) Controlling
15. The forces relating to scientific improvements and innovations which provide new ways, methods and techniques of producing goods and services and operating a business is:
- (a) Internal environment
 - (b) Social environment
 - (c) Micro environment
 - (d) Technological environment
16. Which of the following is a factor affecting dividend decision?
- (a) Stability of earnings
 - (b) Cash flow position
 - (c) Contractual constraints
 - (d) All of these
17. Ganesh bought a packet of chips from a local shopkeeper and found that the ingredients given on the label were not legible. He complained about it to the company. The company sent a written apology stating that they will make sure that existing packets are withdrawn from the market and new packets with legible labels are soon made available.

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Which consumer right is being exercised by Ganesh?

- (a) Right to safety
- (b) Right to choose
- (c) Right to be heard
- (d) None of these

18. GVS Garment Company suspected that their two employees were robbing it. It hired investigators who advised the firm to install a software program that could secretly log every single stroke of the suspects computer keys and send an encrypted e-mail report back to them. Investigators revealed that the two employees were deleting orders from the corporate books after processing them and pocketing the revenues. The programme picked up on their plans to steal a large shipment of goods late one night. When the suspects entered, they were arrested and charged with embezzlement.

State the importance of the function of 'Controlling' highlighted in the above case.

- (a) Controlling judges accuracy of standards.
- (b) Controlling ensures order and discipline.
- (c) Controlling accomplishes organisational goals.
- (d) Controlling improves employees' morale.

19. **Statement I:** Labelling is also an important feature of the product.

Statement II: It not only protects the product but also serves as a promotional tool.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement I is false and Statement II is true
- (c) Both the statements are true
- (d) Both the statements are false

20. **Statement I:** Accountability can be delegated.

Statement II: Responsibility can be delegated completely.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement I is false and Statement II is true
- (c) Both the statements are true
- (d) Both the statements are false

Section : B

21. Rajesh is finance manager of Rajasthan Food Products He is in need of finance to expand the business. He is looking into different sources of funds available. After doing the cost and risk analysis, he found debt as the best option but as the company has to pay huge insurance premium for the plant and machinery and lease for the building, the decision was taken to raise funds through equity. Identify and explain the factor which affected this decision.

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22. Differentiate between Functional and Divisional Structure on the basis of:

- (a) Formation
- (b) Responsibility
- (c) Cost involved

OR

State the meaning of essential elements of delegation.

23. Dheeraj is the production foreman of Fast Toys Pvt Ltd, company engaged in the manufacturing of children toys.

He gets instructions from Mr. Atul, a production manager, to increase the production due to over purchase of cloth and other raw material. On the other hand, Mr. Keshav, a sales manager, orders Dheeraj to slow down the production due to unpredictable trend of market demand.

- (i) Which principle of management is being violated in this case?
- (ii) State any two consequences of violating this principle.

24. How does management help in the development of society?

OR

Give any three examples in support of the statement that 'Business environment is dynamic'.

Section : C

25. What do you mean by Laissez-faire style of leadership? Give two advantages and disadvantages of Laissez-faire style of leadership. Also suggest the situations where it is suitable.

OR

What is meant by delegation? State the importance of delegation in an organisation.

26. 'Planning and Controlling are inseparable twins of management.' How?

OR

"If you try to control everything, you may end up in controlling nothing". Comment.

27. Mr. Agrawala bought a branded shaving razor from a Departmental Store and took the cash memo of ₹ 400 which he had paid to them. Later on, he found that the MRP of the perfume was ₹ 370 only, but the shopkeeper had put a sticker of ₹ 400 on the original price.

- (a) Do you think that the consumer right is violated here? If yes, then name the right and explain it.
- (b) State any two responsibilities of a consumer other than that referred here.

28. How can the company satisfy social and esteem needs of its employees?

29. Identify the functions of management in the following cases

- (i) Conducting interviews for the post of general manager.
- (ii) Increasing supervision on the workers in a factory.

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- (iii) Grouping of activities to be carried out into departments and creating management hierarchy.
- (iv) Finding out deficiencies in implementation of plans and taking corrective action.

30. Blue Heavens Private Limited purchased a new hi-tech machine from Germany for manufacturing high quality auto components in a cost effective manner. But during the production process, the manager observed that the quality of production was not as per standard. On investigation it was found that there was lack of knowledge amongst the employees of using these hi-tech machines. So, frequent visit of engineers was required from Germany. This resulted in high overhead charges. Suggest what can be done to develop the skills and abilities of employees for producing high quality products by using these hi-tech machines. Also state how the employees or the organization will benefit from your suggestion.

Section : D

31. Explain the factors determining the choice of channel of distribution.

OR

‘Expenditure on advertising is a social waste.’ Do you agree? Discuss.

32. “Coordination is not a separate function of management; it is the very essence of managements.” Clarify.

OR

Explain the following principles of management:

- (a) Scalar chain
 - (b) Subordination of individual interest to general interest
33. Read the statements given in point (i) and (ii), answer the questions that follows
- (i) An organisation does not provide the right place for physical and human resources in an organisation.
 - (a) Which principle is violated here?
 - (b) What are the consequences of it?
 - (ii) Rakhi, a manager in charge of project assignments, consistently favours her close friends by assigning them high-profile projects, even when there are more qualified employees available.
 - (a) Which principle of management was violated by Rakhi?
 - (b) What are the positive impacts of following the above identified principle?
34. Alia is running a successful business of providing high-end beauty services to the upper class society. Her parlour boasts of innovative beauty products. She has an in-house training programme for new employees. Also, she believes in high standards of performance and shares her profits with her employees. She also gives them yearly bonus and salary hikes. But still she feels that her employees are not as motivated as she wants them to be.
- (i) Are financial incentives the only way to motivate employees? What are non-monetary incentives?
 - (ii) State and explain any four non-monetary incentives which contribute to the performance of employees.

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Sample Paper 18

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. A new packaging machine is to be installed in a fast food factory. Which type of decision is taken while deciding about its installation?
 - (a) Working capital decision
 - (b) Capital budgeting decision
 - (c) Financing decision
 - (d) All of these
2. 'The human resource manager assessed the number and type of human resources necessary for the performance of various jobs under an electronic division, and found it to be understaffed.'
Which type of analysis has been done by human resource manager?
 - (a) Workload analysis
 - (b) Workforce analysis
 - (c) Human resource analysis
 - (d) None of these
3. RK Verma who was unwell, called his son Suresh and gave him a gift packet. Suresh opened the packet and saw many crumpled share certificates inside. His grandfather told him that they had been left behind by his late father. As no trading is now done in physical form, Suresh wants to know the process by adopting which he is in a position to deal with these certificates.
Identify the process.
 - (a) Dematerialisation
 - (b) Demutualisation
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)

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4. Manahis Sharma works readymade garments factory. in an production manager. He was shifted sales department without any substantial change in the responsibility and status.
Which type of recruitment is done in this case?
- (a) Horizontal recruitment
 - (b) External recruitment
 - (c) Internal recruitment
 - (d) None of these
5. SolarTop Power Private Limited set up a factory for manufacturing solar lanterns in a remote village as there was no reliable supply of electricity in rural areas. The revenue earned by the company was sufficient to cover the costs and the risks. The demand of lanterns was increasing day-by-day, so the company decided to increase production to generate higher sales. For this, they decided to employ people from the nearby villages as very few job opportunities were available in that area. The company also decided to open schools and crèches for the children of its employees.
Identify the objectives of management discussed above.
- (a) Social objective
 - (b) Organisational objective
 - (c) Neither (a) nor (b)
 - (d) Both (a) and (b)
6. Identify the right of consumers being promoted in the given picture.



- (a) Right to be heard
- (b) Right to seek redressal
- (c) Right to be informed
- (d) Right to consumer education

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7. Match the work performed by specialist foremen under functional foremanship in Column I with job assigned to them in Column II.

	Column I		Column II
A.	Ensures discipline	(i)	Inspector
B.	Check quality of work	(ii)	Instruction card clerk
C.	Draft instructions to workers	(iii)	Disciplinary

- (a) (iii), (ii), (i) (b) (i), (iii), (ii)
 (c) (iii), (i), (ii) (d) (ii), (iii), (i)

8. PS Fabric Company is planning to measure potential of each employee for learning new skills to know their capacity to develop.

Which type of test will cater company's aim?

- (a) Aptitude test
 (b) Intelligence test
 (c) Trade test
 (d) Interest test

9. Which of the following is the first and largest depository presently operational in India.

- (a) Central Depository Services Limited (CDSL)
 (b) National Securities Depository Limited (NSDL)
 (c) Neither (a) nor (b)
 (d) Both (a) and (b)

10. Assertion (A) Planning is futuristic.

Reason (R) Planning is concerned with the future which is certain and does not require forecast.

Alternatives

- (a) Both Assertion (A) and Reason (R) are correct
 (b) Assertion (A) is correct, but Reason (R) is incorrect
 (c) Both Assertion (A) and Reason (R) are correct and Reason (R) is the correct explanation of Assertion (A)
 (d) Both Assertion (A) and Reason (R) are correct, but Reason (R) is not the correct explanation of Assertion (A)

11. **Statement I:** Divisional head is responsible for profits and losses for his/her division.

Statement II: Functional structure is economical than divisional structure.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
 (b) Statement II is true and Statement I is false
 (c) Both the statements are true
 (d) Both the statements are false

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- 12. Statement I:** Working capital requirements of a company is affected by inflation.
Statement II: 'Choice of technique' affects the requirement of fixed capital of a company.
Choose the correct option from the options given below:
- (a) Statement I is true and Statement II is false
 - (b) Statement II is true and Statement I is false
 - (c) Both the statements are true
 - (d) Both the statements are false
- 13.** Familiarising the selected employees with the rules and policies of the organisation and introducing the selected employees to other employees is the process of:
- (a) Induction training
 - (b) Performance appraisal
 - (c) Employment interview
 - (d) None of these
- 14.** A company earned a profit @12% last year. Debts are available in the market @15%. If the company issue debt for its financial needs, it will be _____.
- (a) Unlevered
 - (b) Unfavourable levered
 - (c) Favourable levered
 - (d) Cannot decide
- 15.** A manager should replace 'I' with 'We' in all his conversations with workers to foster team spirit. Which principle of management is being highlighted here?
- (a) Order
 - (b) Equity
 - (c) Discipline
 - (d) Espirit de Corps
- 16.** Arrange the following steps involved in the staffing process in correct sequence:
- (i) Estimating the Manpower Requirements
 - (ii) Selection
 - (iii) Recruitment
 - (iv) Performance Appraisal
 - (v) Training and Development
 - (vi) Placement and Orientation
 - (vii) Compensation
 - (viii) Promotion and career planning
- (a) (i), (iii), (ii), (iv), (vi), (v), (vii), (viii)
 - (b) (i), (ii), (iii), (v), (vi), (vii), (viii), (iv)
 - (c) (i), (ii), (iii), (vii), (v), (viii), (iv), (vi)
 - (d) (i), (iii), (ii), (vi), (v), (iv), (viii), (vii)

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17. A element/dimension of business environment involves improvements and innovations which provide new ways of producing goods and services and new methods and techniques of operating a business? Select the above element :
- (a) Technological
 - (b) Political
 - (c) Economic
 - (d) Social
18. Which of the following principle of equity does not imply ?
- (a) Equal pay to everyone
 - (b) Fair treatment to all employees
 - (c) Stern action against the lazy personnel
 - (d) No discrimination against anyone on the basis of gender, religion, language, caste, belief, etc.
19. SteelTech Pvt Ltd is a steel manufacturing company located in India. It is enjoying buoyant demand for its products as economic growth is about 9 to 10 percent and demand for steel is growing. The company has decided to set up a new plant to cash on the increase demand. It is estimated that it will require about ₹ 5,000 crores to set up and about ₹ 1,000 crores of working capital to start the new plant. Identify the decision taken by the financial manager in the above case?
- (a) Financial decision
 - (b) Investment decision
 - (c) Dividend decision
 - (d) Capital structure decision
20. Which of the following is not an advantage of functional structure?
- (a) Minimum duplication of work
 - (b) Coordination across departments
 - (c) Ease in training of employees
 - (d) Control and coordination within departments

Section : B

21. Dominos offered 'Vrat Special Menu' during Navratras to attract the Indian customers with vegetarian pizza made of water-chestnut flour (singhada atta), and white millet flour (Samak ke chawal ka atta). It was topped with fresh mozzarella cheese with rock salt, tomatoes, paneer and crunchy sabudana. The tomato sauce was made without onions and garlic and used rock salt rather than common salt. State and explain the feature of management which is highlighted in the above case.
22. What is meant by 'Financial Management'? State its objective.

OR

It is that component of Financial market, in the absence of which the primary market will become unattractive as there will be no liquidity. Identify the type of Financial market and list its two functions.

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23. Somani Chemical Pvt Ltd is engaged in the production and distribution of chemicals. Lately, due to stiff competition in the market, the profits of the company steeply dropped. On analysing deviations and finding corrective measures, the managers decided to motivate employees through incentives. Consequently, Somani Chemical Pvt Ltd offered to its employees, shares at a price which is less than the market price.
- (i) Name and explain the type of incentive offered to employees.
 - (ii) Explain one more incentive of the same category.
24. “If we delegate the authority, we multiply it by two; if we decentralise it, we multiply it by many”. How?

Section : C

25. Rajesh was working as a First Line Manager. At which level of management was he working? State any two functions performed at that level.

OR

Nowadays the market offers a lot of opportunities to the marketers as the customer income is rising. People have developed a taste for better quality products even though they may have to pay more. Their aspiration levels have increased.

- (a) Which dimension of business environment is being referred to?
 - (b) Explain one more dimension of business environment with example.
26. Explain the concept of Democratic style of leadership and state its any two features.
- OR**
- ‘An ideal controlling technique is the one that checks each and every stage in the process of production.’
Comment.
27. Fastrack Sports Pvt Ltd is in the business of manufacturing treadmills. In this company the morale of the employees is very low in spite of the different financial incentives offered to them. The company does not provide any developmental opportunities to them. Neither they are involved in the decision making nor their work appreciated by the top level management.
- (a) Why is the morale of employees low?
 - (b) State the different incentives that the company should offer by giving reference to the relevant lines.
28. What is informal communication ? How is it different from formal communication on the basis of natural relationship among the members and speed of communication ?
29. Identify the source of recruitment used in following cases.
- (i) For recruitment of casual worker, an advertisement for the Diwali season is posted in a factory that makes cracker.
 - (ii) ITC Hotel goes to Institute of Hotel Management for recruitment of freshers.
 - (iii) Rubi System Pvt Ltd has a bond program where an employee can refer his friend or relative who is qualified for a post.

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- (iv) Sweety Food Pvt Ltd is searching for eligible candidate for the post of marketing executive using [www. naukari.com](http://www.naukari.com).

30. In an organisation different workers completed the same task by adopting different methods, involving different movements and took different amount of time. This led to a lot of variation in the type of work performed and the output produced. To do away with this, Rakesh, the manager decided to eliminate unnecessary diversity of products and find out the best way of doing the job. Various studies were undertaken to determine standard way and time of doing a work.
Explain any two techniques of Taylor used by Rakesh.

Section : D

31. After laying down the plans, a function is initiated to lay down the organisational structure. Explain the importance of this function in management.

OR

Planning is deciding in advance the future course of action. Explain briefly what all needs to be done to make effective and efficient plans.

32. A company wants to replace its old machinery with new hi tech machines available in the market. For this, it will have additional funds requirement of at least ₹ 50 Crores. As a Finance Manager, help the company in deciding the right source for raising the money by explaining the different factors that impact such a decision.

OR

Market 'A' involves the sale of securities by the new companies or further issue of securities by the existing companies to the investors, whereas Market 'B' involves the purchase and sale of existing securities.

Identify the Market 'A' and Market 'B' highlighted here and differentiate between the two on any five basis.

33. Read the statements given in point (i) and (ii) answer the questions that follows
- (i) Softer Electrical Pvt Ltd has hired 80 salesmen who will be assigned the task of contacting prospective buyers and creating awareness about the new range of products introduced by the company.
 - (a) Identify the element of promotion described in the given lines.
 - (b) Explain two features of that element identified above.
 - (ii) Maruti sells its cars and vans through company approved retailers and covers a wide area of market.
 - (a) Identify channel of distribution adopted by Honda.
 - (b) Discuss in brief the other two channels also.

34. A company was marketing 'water purifiers' which were very popular due to their quality and after sales services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits, the company ignored the after sales services. As a result, its relations with the customers got spoiled and the image of the company was damaged in the public. Top

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management became concerned when the profits for the current quarter fell steeply. On analysis, it was revealed that ignoring the after sales services was its reason. Therefore, the company took all possible measures to protect and promote its favourable image in the eyes of the public. As a result, the goodwill of the company improved in the society.

- (a) Name and state the communication tool used by the marketer in the above case to improve its image.
- (b) Also explain role of the tool as identified in part (a).

□□□□□□

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Sample Paper 19

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. The different individuals have their own style of working and differs in their day-to-day approach towards work. They, apply their own creativity. Identify the features of management reflected in the, given lines?
 - (a) Multi-dimensional
 - (b) Intangible
 - (c) Pervasive
 - (d) Continuous process
2. Mr Naresh Thukral, general manager of GSV Realty Private Limited, suggested that since the economy is buoyant, the company should invest in _____ market to take advantage of economy.
 - (a) capital market
 - (b) primary market
 - (c) money market
 - (d) secondary market
3. Assertion (A) Depository holds securities in electronic form.
Reason (R) Depository is formed for the purpose of free transferability of securities with speed, accuracy and security.
Alternatives
 - (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)

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- (c) Assertion (A) is true, but Reason (R) is false
(d) Assertion (A) is false, but Reason (R) is true
4. Which of these is not a money market participant?
(a) Large corporate houses
(b) Stock exchange
(c) RBI
(d) Commercial banks
5. Which characteristic of planning is highlighted in the statement, “All other managerial functions are performed within the framework of plans drawn.”?
(a) Mental exercise
(b) Pervasive
(c) Futuristic
(d) Primary function of management
6. Fabindia is a private limited fashion company with several branches all over the country. It needs a team of designers and crafts people. Similarly, another company Infoway Technologies which develops software needs systems analysts and programmers.
Identify that which function of management is needed to satisfy the need of the above companies.
(a) Controlling
(b) Staffing
(c) Planning
(d) Organising
7. Match the following on the basis of ‘Type of Test’.
- | | Column I | | Column II |
|----|------------------|-------|---|
| A. | Trade test | (i) | Measures the existing skills |
| B. | Aptitude test | (ii) | Measures the person’s emotions |
| C. | Personality test | (iii) | Measures the learning potential of individual |
- (a) A-(iii), B-(ii), C-(i)
(b) A-(i), B-(iii), C-(ii)
(c) A-(i), B-(ii), C-(iii)
(d) A-(ii), B-(iii), C-(i)
8. Infoway Software Limited is a highly reputed company and many people want to join this company. The employees of this company are motivated and happy by the working of the company. The employees are rewarded in a way that it creates a feeling of ownership among them and at the same time, makes them contribute towards the growth of the organisation.
Aarav seeing the immense growth opportunities started reaching out to the employees of this company to understand how can he get an offer from the company. On enquiring, Akshay said that he was introduced

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by the present marketing manager, Mr Joe. Anand said that he was directly recruited from IIM, Lucknow from where he was about to complete his MBA.

Through which way of recruitment, Anand was recruited?

- (a) Placement agencies
- (b) Campus placement
- (c) Advertisement
- (d) Recommendation from present employees

9. Aarav works in a private sector retail bank. He sets objectives and goals for the whole bank. He is also responsible for formulating strategies of the bank. He realised that different individuals had their own style of working and differs in their day-to-day approach towards work. They apply their own creativity. However, he felt that there is no harmony in the work done by each leading to overlapping or duplication of work and wastage of lot of time. He integrated the efforts of these individuals into a unified plan of action to achieve better organisational results.

Aarav is a leader who consults the workers before taking important decisions. The workers are also satisfied because of this behaviour as they are taken into confidence before important decisions.

Which principle of management is highlighted in last part of the above case?

- (a) Harmony, not discord
- (b) Cooperation, not individualism
- (c) Science, not rule of thumb
- (d) Development of each and every person to his or her greatest efficiency and prosperity

10. Akhilesh works as a manager in Appejay Product Limited. He has been given the Best Employee Award. The reasons behind this award is that he has been able to integrate group efforts and get maximum out of his subordinates by attaining their willing co-operation. For this, he stimulates and inspires people at work and provides necessary incentives.

He also listens to his employees and handles conflict. His qualities like initiative, self-confidence, etc. has helped him to achieve the objectives of the organisation. Which function of management is performed effectively by Akhilesh?

- (a) Directing
- (b) Controlling
- (c) Planning
- (d) Organising

11. When the value of goods and services, along with compensation claimed is more than ₹ 1 crore, then the complaint can be filed in_____.

- (a) National Commission
- (b) District Commission
- (c) State Commission
- (d) None of the above

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12. Managers need to be dynamically competent for all the changes happening in the environment. In the music industry, CDs were a major source of entertainment in the past but gradually video cassettes replaced them. So, managers had to adapt in their organisation accordingly. Identify the environment change highlighted here.
- (a) Economic environment change
 - (b) Social environment change
 - (c) Technological environment change
 - (d) Both (a) and (b)
13. Identify the incorrect statement among the following
- (a) Business plan should emphasise people, not ideas or concepts.
 - (b) At all stages of development, organisation needs to prepare plans.
 - (c) Business plan must be concise and well written.
 - (d) None of the above
14. Wellwash Appliances Private Limited is a washing machine manufacturing company. The company decides to enter into music system manufacturing industry. The company has a committed top management. It knows that there are various challenges in the market where its decisions regarding the new industry might fail. Still the top management doesn't want to waste a lot of resources on its plans. It knows that sometimes plans take more time in making than getting implemented. However, the company wants to proceed with a positive approach. It has decided to study all the aspects of its competitors, to set all its objectives and to allocate the required resources.
- The company did well in its previous business. At that time, they took planning very seriously as they knew, everything the company would do had to be based on concrete plans. The company will start its operations from next month.
- Which function of management has been discussed in the above case?
- (a) Staffing
 - (b) Controlling
 - (c) Planning
 - (d) Organising
15. Arrange the steps of controlling in correct sequence.
- (i) Measure performance
 - (ii) Set performance standards
 - (iii) Analyse deviations
 - (iv) Take corrective actions
 - (v) Compare actual performance with standards
- (a) (ii), (i), (v), (iii), (iv)
 - (b) (ii), (i), (iv), (iii), (v)
 - (c) (iv), (v), (ii), (i), (iii)
 - (d) (ii), (v), (iv), (iii), (i)

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16. Identify the incorrect statement about marketing among the following
- (a) Marketing is a social process.
 - (b) Marketing is merely a post production activity.
 - (c) Marketing mix is a wider term than product mix.
 - (d) The focus of marketing activities is on customer needs.
17. Identify the function of management illustrated by the picture given above in which the manager Mr. Modi is discussing about taking some remedial plans of action to stop the downfall in sales in the coming financial year.



- (a) Directing
 - (b) Controlling
 - (c) Planning
 - (d) Organising
18. During covid lockdown period, the people remained confined to their houses. The articles of food and drink which used to be ordered from the market began to be prepared at home. From the 'YouTube' and 'Google', the home makers learnt to prepare everything at home, which earlier used to be available at the sweet-maker's shop and restaurants. The people realised that every food item prepared at home was more tasty and nutritious than that of the market. Now, the people have become used to it. Even when the lockdown was lifted, the people preferred the home-made food and sweets. It so appears that now the consumption habits of people have changed. This habit of the people has affected the market. To which particular dimension of the business environment, is the above stated incident related?
- (a) Technological environment
 - (b) Political environment
 - (c) Economic environment
 - (d) Social environment

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19. Statement I : Labelling is also an important feature-of the product.
Statement II : It not only protects the product but also serves as a promotional tool.
Alternatives
(a) Statement I is true and Statement II is false
(b) Statement II is true and Statement I is false
(c) Both the statements are true
(d) Both the statements are false
20. Statement I : If the demand of a product is inelastic, the firm is in a position to fix higher prices.
Statement II : In case the degree of competition is high, the firm is in a position to set high prices.
Alternatives
(a) Statement I is true and Statement II is false
(b) Statement II is true and Statement I is false
(c) Both the statements are true
(d) Both the statements are false

Section : B

21. Mr. Harsith, a social activist, was concerned with the pollution caused by the use of polythene bags. These bags are non-biodegradable and are a great threat for the water bodies and also adversely affect the quality of soil. To ban the use of these bags, he filed a writ petition in the court.
The court also identified the threats caused by these bags and passed an order banning the use of these bags as these bags are creating many environmental problems which affect the life of people in general and society in general is more concerned about quality of life. The government decided to give subsidy to jute industry to promote this business and innovative techniques are being developed to manufacture jute bags at low rates with more innovation and better technology, GDP of country is expected to rise. Identify the different dimensions of business environment by quoting the lines from the above particulars.
22. “Every action in the organisation is initiated by directing.” In the light of this statement, describe any three importance of directing.

OR

“An ideal control technique is the one that checks every bit of performance.” Comment.

23. Bindu is a dedicated software engineer at a IT company. Despite meeting targets and going above and beyond her job responsibilities, she feels undervalued and unappreciated by her superiors. She looks for recognition and acknowledgment of her hard work, although she is a permanent employee in the organisation.
- (i) Identify the needs which she was able to fulfill through that job by quoting the line. Also, identify the need which remained unfulfilled by quoting the lines.
- (ii) Name any two other needs as well.

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24. Explain any three determinants of working capital requirements.

OR

Briefly explain any two money market instruments available for private companies.

Section : C

25. Explain why it is said that 'Planning' and 'Controlling' are inseparable twins of management.

OR

A good control system helps the organisation to achieve the goals effectively. State any four benefits that the organisation derive from a good control system.

26. Explain the various networks of formal communication.

OR

There are various financial and non-financial incentives used to motivate employees to improve their performance. Discuss any two financial incentives and two non-financial incentives.

27. 'Electro Switch Private Limited is an electronic goods manufacturing company situated in Bhiwadi, Rajasthan. It is earning a very low revenue in comparison to a competing electronic goods manufacturing company, 'NVC Electrical Private Limited situated in Solan, Himachal Pradesh. Both company's operations are affected directly by the investors, customers, competitors and suppliers, which are unique to their respective locations. In addition to this, individuals and firms of this field are affected indirectly by factors like the money supply, composition of families, etc.

- (i) Identify the concept discussed in the above paragraph.
- (ii) Also, state any three points of importance of the concept identified above.

28. What are the different leadership styles in an organisation? Explain any two.

29. In each of the following cases, which principle of Fayol is being violated?

- (i) A subordinate habitually contacts higher authorities passing over his superior.
- (ii) Tools are not found at their right place.
- (iii) In a company, a male employee is consistently paid a higher salary than a female employee with the same qualification and experience.
- (iv) When the sales manager is not allowed to give discounts in order to generate significant sales.

30. Saison Global Consultancy is a MNC working in consulting industry for past 22 years. Company provides healthy work culture with open communication system. Management emphasises on justice to all employees. It also promotes mutual trust and belongingness among team members. By doing this, certain principles of management are being followed. State the principles of management followed by company and write any two positive effects of such principles.

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Section : D

31. Capital markets in India have undergone through some major reforms in the past few years leading to its more efficient trading of securities. Explain any two such reforms.

OR

Explain the trading procedure or steps on a stock exchange.

32. Explain by giving any five reasons why understanding of Business Environment is important for managers.

OR

Explain the various ways in which companies responded to changes in the business environment.

33. Read the statements given in point (i) and (ii) and answer the questions that follows
- (i) Aramex specialises in courier services. Its 'wide range of express package and parcel service' help business firms to make sure that the goods are made available to the customers at the right place at the right time.
 - (a) State with reason, whether the working capital requirements of Aramex will be high or low
 - (b) Explain briefly any two factors that affect the working capital requirements of a company.
 - (ii) Sudeep is planning to open a scissors manufacturing company with his father. For this purpose, he decides to meet a person who owns huge chunk of property, to take a piece of land for his company on lease from him.
 - (a) State giving reason, how much fixed capital will be required for establishing a company mentioned in above case?
 - (b) Explain briefly any two factors that affect the fixed capital requirement of a company.

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Sample Paper 20

Business Studies

Class XII Session 2023-24

Time: 3 Hours

Max. Marks: 80

General Instructions:

- i. Question paper comprises four sections – A, B, C and D. There are 34 questions in the question paper. All questions are compulsory.
 - ii. Section A – From question 1 to 20 are MCQs of 1 mark each.
 - iii. Section B – Question no. 21 to 24 carry 3 marks each. Answer to each question may be from 50 to 75 words.
 - iv. Section C contains Q.25 to Q.30 carry 4 marks each. Answers to the questions may be about 150 words.
 - v. Section D – Question no. 31 to 34 carry 6 marks each. Answers to the questions may be about 200 words.
 - vi. Attempt all parts of the questions together.
-

Section : A

1. When does the Earning Per Share (EPS) of the company rise with higher debt?
 - (a) When the rate of return on investment is lower than the rate of interest.
 - (b) When the rate of interest is more than the rate of return
 - (c) When the rate of return on investment is higher than the rate of interest.
 - (d) None of the above
2. Select the process that enables the management to foresee the fund requirements.
 - (a) Financial decision
 - (b) Dividend decision
 - (c) Financial planning
 - (d) Financial management
3. Which of the following is incorrect with regard to the National Commission?
 - (a) A complaint can be made to the National Commission when compensation exceeds ₹ 1 crore.
 - (b) The members are appointed by central government.
 - (c) Where the aggrieved party was not satisfied with the order of the National Commission, the case can be taken to the Supreme Court of India.
 - (d) None of the above
4. Control is _____.
 - (a) backward looking

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- (b) forward as well as backward looking
 - (c) forward looking
 - (d) None of the above
5. All other managerial functions are performed within the framework of the plans drawn. Identify the related feature of planning.
- (a) Planning is futuristic
 - (b) Planning is pervasive
 - (c) Planning is primary function of management
 - (d) Planning focuses on. achieving objectives
6. If a manager wants to introduce new accounting system, then there may be initial resistance from accounting staff. But, if manager explains the purpose, provides training and motivates them with incentive, the staff may cooperate with manager. Which importance of directing is highlighted here?
- (a) Provides stability
 - (b) Facilitates change
 - (c) Means of motivation
 - (d) Initiate action
7. The working capital of a company is calculated by
- (a) Quick Assets – Quick Liability
 - (b) Current Assets – Current Liability
 - (c) Current Liabilities – Current Assets
 - (d) Current Assets/Current Liabilities
8. For the purpose of selecting employees for the post of ‘sales executives’ for its retail outlets, Reliance Fresh conducted a recruitment programme at Delhi University. Considering the vast number of job seekers, group discussions were conducted and the candidates who were selected had to face interviews and then they were offered job if they passed such interviews. Such programmes are often known as
- (a) campus selection
 - (b) direct recruitment
 - (c) advertisement
 - (d) campus recruitment
9. Which principle of scientific management discards the old approach of rule of thumb?
- (a) Cooperation, not individualism
 - (b) Science, not rule of thumb
 - (c) Harmony, not discord
 - (d) Either (a) or (c)

10. Denial has joined as a Creative Head in an entertainment company. He always ensures that the work has been divided into small and manageable activities and also the activities of similar nature are grouped together. Identify the related step in organising process being mentioned in the above lines.
- (a) Assignment of duties
 - (b) Establishing reporting relationships
 - (c) Identification and division of work
 - (d) Departmentalisation
11. Assertion (A) Communication acts as a basis of coordination.
Reason (R) We must always clarify the idea before communication.
Alternatives
- (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
12. Wellness Health Care Limited, established with the objective of taking care of the people's health. This was the first company of this type established in its field. There being no competition in the market was something good for the company. But when the company's business was about to pick up, several competing companies got established in that field. Consequently, the comfortable position of the company came to an end. Hardly two years had gone since the company was established, when there occurred a big change in the priorities of the customers. Now they got tempted towards the local health promoting products instead of the company's products. In this way, the company had to face great difficulties to keep itself established in the market.
Which feature of business environment does the above event acquaint us with?
- (a) Totality of external forces
 - (b) Specific and general forces
 - (c) Dynamic nature
 - (d) Inter-relatedness
13. Arrange the correct sequence of planning process in an order
- (i) Develop a strategic plan
 - (ii) Execute and manage your plan
 - (iii) Determine strategic position
 - (iv) Prioritise objectives
 - (v) Review and revise the plan.
- Codes
- (a) (iii), (i), (iv), (ii), (v)
 - (b) (iii), (iv), (i), (ii), (v)
 - (c) (i), (ii), (iv), (iii), (v)
 - (d) (i), (ii), (iii), (iv), (v)

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14. Which of the following statements is incorrect about the Securities Exchange Board of India (SEBI)?
- (a) It is established in 1992.
 - (b) It is a non-statutory body.
 - (c) It is established to protect the right of Investors.
 - (d) None of the above
15. In which of the following aspects, money market is different from capital market?
- (a) Tenure of securities traded
 - (b) Liquidity of securities traded
 - (c) Participants
 - (d) All of the above
16. Nancy Electrical Company is involved in manufacturing of remotes of AC. Company usually manufactures 1,000 remotes per day. The efforts of all departments are coordinated and interlinked and authority-responsibility relationship is established among various job positions. In this company, jobs of similar nature are grouped together and these jobs, as separate departments, are organised properly. This leads to creation of particular type of organisational structure. Company follows decentralisation, i.e. selective dispersal of authority. Managers working at various levels are allowed to take their own decisions and they are personally accountable for their decisions. Which function of management is highlighted in the lines, “The efforts of all departments are coordinated and interlinked and authority-responsibility relationship is established among various job positions”?
- (a) Controlling
 - (b) Organising
 - (c) Planning
 - (d) Coordination
17. Analyse the picture of a factory in which the owner is giving bonus to his worker for making profit due to high production.



Analyse the picture of a factory in which the owner is giving bonus to his worker for making profit due to high production.

Demonstrate the principle of Taylor.

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- (a) Harmony, not discord
- (b) Efficiency and prosperity
- (c) Science, not rule of thumb
- (d) Cooperation, not individualism

18. Match the following on the basis utility marketed.

	Column I		Column II
A.	Ideas	(i)	Digital India
B.	Events	(ii)	Film Festival
C.	Experience	(iii)	Mountaineering

- (a) A-(iii), B-(ii), C-(i)
- (b) A-(i), B-(iii), C-(ii)
- (c) A-(i), B-(ii), C-(iii)
- (d) A-(ii), B-(iii), C-(i)

19. Statement I The management's most difficult task is planning because it guides all subsequent actions.
Statement II Sometimes the cost incurred for planning may not be justified by the benefits obtained from the plans.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

20. Statement I : Selling true focuses on customer satisfaction.

Statement II : Packaging and labelling are same or synonyms of each other.

Choose the correct option from the options given below:

- (a) Statement I is true and Statement II is false
- (b) Statement II is true and Statement I is false
- (c) Both the statements are true
- (d) Both the statements are false

Section : B

21. Rozar Electricals Limited recently proposed to issue commercial paper of ₹ 10,00,000 and equity shares of ₹ 140 each for meeting its capital requirements of diversification.

- (i) Quoting the lines, identify the markets from where they, would procure the necessary funds.
- (ii) Distinguish between the markets identified in (i), on the basis of duration and investment outlay.

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22. If planning involves working out details for the future, why does it not ensure success?

OR

Explain how

- (i) Adaptation to change, and
 - (ii) Effective administration, make organising important.
23. Jairaj is a well-known businessman. He decided to send both his children Viraj and Saroj abroad to acquire a degree in management of business. He is of the opinion that there is a growth in management as discipline, but still it is not considered to be a full-fledged profession.
- (i) Why Jairaj considers management as a discipline?
 - (ii) Why management is not considered to be a full-fledged profession?
24. “Selection is a negative process.” Do you agree? Give reason to support your answer.

OR

“Directing is the heart of management process.” Do you agree? Give reason in support of your answer.

Section : C

25. Discuss any two features of planning function of management.

OR

Discuss the benefits of organising function of management.

26. “Packaging has acquired great significance in the marketing of goods.” Explain any three functions of packaging.

OR

“Management is skillful and personal application of existing knowledge to achieve desired results.” Explain.

27. Suhasini purchased some household goods from a general store. After reaching home, she found a face cream in her merchandise, for which she has not been billed. After checking the date of expiry and other details, she started using it. Her face burnt due to the use of cream.
- (i) Can Suhasini file a complaint? Justify your answer.
 - (ii) Under Consumer Protection Act, 2019, who can file a complaint?
28. Enumerate any three considerations to be kept in mind while building an organisational structure.
29. Identify and state the various elements of communication highlighted in the following cases
- (i) Department ‘A’ has sent an encoded message to department ‘B’ through internet. What is the role of internet here?
 - (ii) Shiny is making gestures so that she can send a message to Romil. What is Shiny doing here?

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- (iii) Romil is trying to understand the message sent by Shiny by reading his gestures. What is Romil doing here?
- (iv) Prakash picks up his phone and finds a message on it. He reads the message carefully. What is the role of Prakash here?

30. Thermex Cookware Private Limited is a manufacturer of premium utensil. The company has been doing extremely well and has been able to carve a niche in the market. The company recently decided to go global.

To achieve the above objective, the company decided to increase its production to 30,000 units per month. But, after two months, the management observed that only 45,000 units were manufactured. Company is opting for a good control system in order to achieve the targets on time. In context to this, give some of the advantages of controlling.

Section : D

31. Motivation refers to the way in which urges, desires, aspirations, strivings or needs direct, control and explain the behaviour of human beings. It is something which moves the person to action and continues him in the course of action already initiated. With reference to this, explain the process of motivation.

OR

Formal communication is the communication which flows through scalar chain, i.e. official channels designed in the organisation chart. It may be oral or written and may be upward, downward or even horizontal. With reference to this, write three major merits and three major demerits of formal communication.

32. “The marketing process involves a number of functions or activities to be performed by the marketer to provide goods and services to the customers.” In the light of this statement, explain any six functions of marketing.

OR

Explain the concept of marketing management along with its functions and objectives.

33. Read the statements given in point (i) and (ii), answer the questions that follows

- (i) Mr. Naresh faced lot of problems regarding the policy on teaching. He directly consulted the principal about his problem ignoring the headmaster who is immediate superior of Mr. Naresh as he feels more free to communicate with principal.
 - (a) Name the pattern of communication followed by Mr. Naresh.
 - (b) State any other two patterns.
- (ii) Rudra, a sales manager, achieved his sales target one month in advance. This achievement was displayed on the notice board and the company awarded him with a certificate for the best performance.
 - (a) Name the incentive provided to Rudra.
 - (b) State any two other incentives of the same type.

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34. Sujata Electrical was marketing Mixer Grinders which were very popular due to their quality and after sale services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits, the company ignored the after sales services. As a result, its relations with the customers got spoiled and the goodwill of the company in market was damaged. Top management became concerned when the profits fell steeply. On analysis, it was revealed that ignoring after sales services was its reason. Therefore, the company took all possible measures to protect and promote its favourable image. As a result, goodwill of the company improved in the society.
- (i) Name and state the communication tool used by the marketer in the above said case.
- (ii) Discuss the role of the tool identified in part (i) above.

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