

Time Allowed: 3 Hours]

[Maximum Marks: 80

General Instructions:

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

1. Hemant is working as a supervisor in a company. Due to his hard work, he is promoted to the post of Production Manager. Now, the post of supervisor is vacant, as no one can be transferred or promoted to this post.

Name the source of recruitment the company will use to fill up this post. **1**

- (a) Internal sources
- (b) External sources
- (c) Both (a) and (b)
- (d) None of the above

2. Name the level of packaging of socks depicted in the given picture. **1**



- (a) Primary packaging
 - (b) Transportation packaging
 - (c) Secondary packaging
 - (d) None of the above
3. When is a trade confirmation slip issued to the investor? **1**
- (a) On placing an order
 - (b) On execution of the order
 - (c) On settlement of the order
 - (d) None of the above
4. Management is considered to be an art because: **1**
- (a) Principles of management have universal validity.
 - (b) Principles of management have universal application.
 - (c) Different principles of management are brought into effect differently by different managers.
 - (d) It is not important for the practising managers to be a member of a professional association.
5. Which of the following statements best defines the techniques of management? **1**
- (a) It is a set of guidelines to take decisions and actions.
 - (b) It is a procedure which involves a series of steps to be taken.
 - (c) They are general rules for behaviour of individuals.
 - (d) None of the above

6. If in a particular situation, the Earning Per Share (EPS) fall with the increased use of debt, it indicates that _____ **1**
- (a) the rate of return on investment is less than the cost of debt.
 (b) the rate of return on investment is more than the cost of debt.
 (c) Either (a) or (b)
 (d) Neither (a) or (b)

7. Identify the correct sequence of steps involved in the communication process. **1**
- (a) Sender, Message, Encoding, Media, Decoding, Feedback, Receiver, Noise
 (b) Sender, Decoding, Receiver, Feedback, Message, Encoding, Media, Noise
 (c) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback, Noise
 (d) Sender, Media, Decoding, Receiver, Message, Encoding, Feedback, Noise

8. Read the following statements carefully. **1**

Statement I: Standards can be set in both quantitative as well as qualitative terms.

Statement II: Standards set in terms of cost to be incurred, revenue to be earned, product units to be produced and sold, time to be spent in performing a task, all represents qualitative standards.

Choose the correct option from the options given below:

- (a) Statement I is true and II is false (b) Statement II is true and I is false
 (c) Both the statements are true (d) Both the statements are false
9. The management of ABC Ltd. set up a target of selling 10,000 units per week and made all their plans based on this target. But due to change in technology adapted by the competitors who reduced their cost, ABC Ltd. could not achieve their target.

Identify the limitation of planning highlighted in the given case. **1**

- (a) Planning leads to rigidity
 (b) Planning reduces creativity
 (c) Planning does not work in a dynamic environment
 (d) Planning does not guarantee success
10. Which of the following statements is false about Taylor and Fayol? **1**
- (a) Fayol was a practitioner whereas Taylor was a scientist.
 (b) Fayol's principles are applicable in specialised situations whereas Taylor's principles are universally applicable.
 (c) Fayol's principles were formed through personal experience whereas Taylor's principles were formed through experimentation.
 (d) Fayol's principles are applicable at top level of management whereas Taylor's principles are applicable at shop floor.

11. _____ serves as an intermediary between the investor and the depository who is authorised to maintain the accounts of dematerialised shares. **1**

- (a) Depository participant (b) Depository
 (c) Stock exchange (d) None of the above

12. Match the type of plans given in Column I with their respective examples given in Column II and choose the correct alternative: **1**

Column I	Column II
A. Strategy	(i) It refers to the desired future position that the management would like to reach.
B. Policy	(ii) It provides the broad contours of an organisation's business.
C. Procedure	(iii) It provides a basis for interpreting strategy which is usually stated in general terms.
D. Objectives	(iv) It is routine step on how to carry out activities.

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

13. Sachin's friend Arvind works as a Chartered Accountant in Solutions Ltd. Arvind, in a meeting with the Board of Directors of the company, came to know that the firm would soon be declaring a Bonus issue which would result in an increase in the price of shares. Considering this, Arvind advised Sachin to purchase the shares of Solutions Ltd., who acted on his advice and bought the shares before time. Which function of Securities and Exchange Board of India (SEBI) can control such malpractices? **1**
- (a) Protective Functions (b) Regulatory Functions
(c) Development Functions (d) All of the above
14. Archana applied for the post of a music teacher in a reputed school in Haryana. After successfully clearing the tests and the interview, she was offered a letter containing the date of joining and confirmation for her acceptance. Identify the step in the staffing process being described in the above lines. **1**
- (a) Reference and background checking (b) Selection decision
(c) Job offer (d) Contract of employment
15. While taking a loan from a financial institution, Lokesh Enterprises signed an agreement that they shall not pay dividend to its shareholders more than 15% until the loan is repaid, or dividend shall not be declared if the liquidity ratio is found to be less than 1:1. Identify the factor related to dividend decision being described in the above case. **1**
- (a) Access to capital market (b) Preferences of shareholders
(c) Contractual constraints (d) Legal constraints
16. Complete centralisation would obviate the need for _____ and complete decentralisation would obviate the need for _____. **1**
- (a) management hierarchy; higher managerial positions
(b) higher managerial positions; management hierarchy
(c) lower management; top management
(d) concentration of decision-making; delegation
17. "It may be difficult to know the extent of the relative impact of the social, economic, political, technological or legal factors on change in demand of a product in the market." Which feature of business environment is being highlighted by the given statement? **1**
- (a) Relativity (b) Complexity
(c) Dynamic nature (d) Specific and general forces
18. Read the following statements—Assertion (A) and Reason (R), and choose one of the correct alternatives given below: **1**
- Assertion (A):** Business environment is a complex phenomenon.
Reason (R): Business environment consists of various inter-related and dynamic forces.
- 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
19. Which of the following statements highlights that management is a multi-faceted concept? **1**
- (a) Management translates the work in terms of goals to be achieved and assigns the means to achieve it.
(b) Management means dealing with employees as individuals and as a group of people.
(c) Every organisation provides some basic product or service, for the production of which there is a process of flow of input material and technology for transforming this input into output for consumption.
(d) All of the above

20. Which of the following statements about organisation structure is false? **1**
- (a) Organisation process is the outcome of organising structure.
 - (b) The organisation structure can be defined as the framework within which managerial and operating tasks are performed.
 - (c) The span of management, to a large extent gives shape to the organisation structure.
 - (d) A proper organisation structure ensures smooth flow of communication.

21. Mr. Shanker is the Chief Manager of a reputed company that manufactures garments. He called the production manager and instructed him to keep a constant and continuous check on all the activities related to his department so that everything goes as per the set plan. He also suggested him to keep a track of the performance of all the employees in the organisation so that targets are achieved effectively and efficiently.

Identify and discuss any two features of controlling highlighted in the above situation. **3**

Or

Samarth is working in an MNC. He has created an atmosphere of proper controlling in his department. In order to do so, he keeps himself aware about any dishonest behaviour and takes a stern action immediately. Recently, he has installed CCTV cameras to keep vigil on the employees.

- (a) In the above case, which importance of controlling has been implemented by Samarth?
 - (b) Explain any two importance of controlling other than the above highlighted. **3**
22. Geet has been appointed as an Operational Manager in Syntech Ltd.
- (a) Name the managerial level at which she will be working.
 - (b) State any four functions that she will perform as an Operational Manager in Syntech Ltd. **3**

Or

Mohan Ltd., a garment manufacturing company set the target production of 100 garments per month at the estimated cost of ₹ 200 per garment. Rohan, a worker worked double shift and manufactured around 150 garments but at the estimated cost of ₹ 230 per garment. On the other hand, Sohan another worker focused on cost and handled resources very carefully so he manufactured 90 garments but at the estimated cost of ₹ 190 per garment. Third worker maintained the balance and achieved the target of 100 garments at the estimated cost of ₹ 200 per garment.

- (a) Identify the qualities possessed by Rohan and Sohan and what are they lacking?
 - (b) Which quality is possessed by the third worker?
 - (c) Which worker will be preferred by the management? **3**
23. With change in the consumption habits of people, Neel, who was running a sweets shop shifted to 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 profit by selling chocolates.

Identify and explain the dimensions of business environment discussed in the above case. **3**

24. In an interview, Mr. Harsh, chairman of RPG group said, “My style of leadership is a soft touch, non-threatening, non-controlling, directional leadership. I let my colleagues alone”.

Identify and briefly explain the style of leadership Mr. Harsh has adopted with its two merits and demerits each. **3**

25. Sam Ltd. is engaged in the business of export of garments. In the past, the performance of the company had been up to the expectations. In line with the latest technology, the company decided to upgrade its machinery. For this, the Finance Manager, Kalmia 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. Kalmia therefore began with the profit estimates in the business.

- (a) Identify the financial concept discussed in the above para.
- (b) Also state the objectives to be achieved by the use of financial concept, so identified.
- (c) State any two importance of the financial concept discussed in the above para. **4**

26. Griant Ltd., an automobile company, is a leading manufacturing company in its segment. The company has decided to launch fully charged solar vehicles. This costs the company ₹ 2,000 crores annually. When the relationship manager of the company was asked about the reason of bearing so much extra cost, he replied that the company considered environment-friendly techniques are the only solution for reducing pollution. The company feels by bearing extra cost it is fulfilling its responsibility.

By quoting lines, identify and explain the marketing management philosophy discussed in the above case. 4

27. Identify and explain the principles of management which:
- (a) avoids dual subordination
 - (b) strives to minimize employee turnover
 - (c) ensures fairness to all employees
 - (d) encourages workers to develop and carry out their plans for improvements in the organisation
- 4

Or

Explain the work study techniques that help in developing standards to be followed throughout the organisation. 4

28. The personal or impersonal process of assisting and/or persuading a prospective customer to buy a commodity or service to act favourably upon an idea that has commercial significance to the seller.
- (a) Identify the component of marketing mix indicated here.
 - (b) Also, explain its any three elements.
- 4

Or

Name the element of marketing mix which affects the revenue and profits of the firm. Explain any three factors which help in determining this element. 4

29. Read the statements given in point 1 and 2 and answer the questions that follow.
1. It does not provide definite answers, but rather develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon.
 - (a) Name the concept which is the process of increasing the knowledge and understanding of employees.
 - (b) State the concept tied to the goals of organisations more than to the goals of the individuals.
 2. The activities whose outcome not only improves job performance but also help individuals in the progress towards maturity and actualisation of their potential capacities.
 - (a) Identify the concept which results in making not only good employees but better men and women too.
 - (b) What is the duration of the process?
- 4

30. “Dreams can be turned into reality when managers think in advance what to do and how to do it.”
- (a) Name the function of management indicated by the given statement.
 - (b) Explain any three characteristics of the function of management highlighted above.
- 4

31. A student asked the teacher, “How can a company arrange for fixed capital which is to be used in long-term projects?”.

Teacher explained as, “If a company wants to have funds, it can issue shares directly to the public or it can sell the whole issue to intermediaries. After subscribing the shares, shareholders are not bound to keep it with them. They can sell it in the market and get them encashed.”

In the above paragraph, two types of capital market are highlighted. Name them and state any five differences between them. 6

Or

Differentiate between the two segments of financial market on any six basis. 6

32. Discuss Maslow's Need Hierarchy theory of motivation. 6

Or

'Directing is the heart of management process as it converts plans into performance.' In the light of this statement, discuss any four points of importance of directing. 6

33. Voltage fluctuations have been common and quite high in India. They harm our electrical appliances like television, refrigerators and air conditioners, often leaving them in a permanently damaged condition. N-Guard Company decided to manufacture stabilisers for North India where the voltage fluctuation ranges from 220V-230V. Once the demand for the North India was taken care of, they decided to launch stabilisers of varying voltages from 90V-260V for meeting the requirements of voltage fluctuations in other regions of India also. Three engineers were appointed for South, West and East regions of India, as the voltage was different in all the three regions. Though all the engineers were appointed to manufacture stabilisers but the product differed from region to region.

(a) Identify the organisational structure of N-Guard Company.

(b) State any three advantages of the structure identified in the above para.

(c) Also, state any two limitations of the structure identified in the above para. 6

34. (a) Explain any two rights of consumers from the following:

(i) Right to safety

(ii) Right to be heard

(iii) Right to seek redressal

(b) State any three functions performed by the consumer organisations for the protection and promotion of consumer interests. 6