

**Marking Scheme**  
**Strictly Confidential**  
**(For Internal and Restricted use only)**  
**Senior Secondary School Examination, 2026 (XII<sup>th</sup>)**  
**SUBJECT NAME: - BUSINESS STUDIES (Q.P. CODE 66/1/2)**

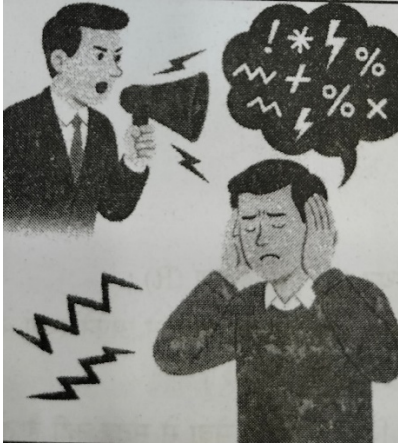
**General Instructions: -**

<b>1</b>	The CBSE has decided to introduce On Screen Marking (OSM) for the evaluation of Class XII answer Book with the 2026 Examination.
<b>2</b>	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
<b>3</b>	<b>“Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, evaluation done and several other aspects. Its leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in Newspaper/Website, etc. may invite action under various rules of the Board and IPC.”</b>
<b>4</b>	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one’s own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. <b>However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them. In <span style="color: red;">Class-XII</span>, while evaluating two competency-based questions, please try to understand given answer and even if reply is not from marking scheme but correct competency is enumerated by the candidate, due marks should be awarded.</b>
<b>5</b>	The Marking scheme carries only suggested value points for the answers. These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
<b>6</b>	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
<b>7</b>	Evaluators will mark ( ✓ ) wherever answer is correct. For wrong answer CROSS ‘X’ be marked. Evaluators will not put right (✓) while evaluating which gives an impression that answer is correct and no marks are awarded. <b>This is most common mistake which evaluators are committing.</b>

8	If a question has parts, please award marks on the right-hand side for each part in the OSM Portal. Marks awarded for different parts of the question will be totaled up by the OSM System.
9	If a question does not have any parts, marks must be awarded in the left-hand margin in the OSM Portal. This may also be followed strictly.
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks 80 as given in Question Paper has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines). This is in view of the reduced syllabus and number of questions in question paper.
13	<p>Ensure that you do not make the following common types of errors committed by the Examiner in the past :-</p> <ul style="list-style-type: none"> <li>• Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.)</li> <li>• Half or a part of answer marked correct and the rest as wrong, but no marks awarded.</li> </ul>
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0) Marks.
15	The Examiners should acquaint themselves with the guidelines given in the “ <b>Guidelines for Spot Evaluation</b> ” before starting the actual evaluation.
16	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme.
17	<b>If a candidate attempts both alternatives/options in a question where only one option/ alternative is required to be attempted, the Evaluator shall award marks in both the options. The system will take the higher of two scores and disregard the other response.</b>
18	<b>In a question having two options/alternatives, if a candidate has attempted only one, then the evaluator shall mark “NA” (Not attempted) against the option that has not been attempted by the candidate.</b>

66/ 1/2	<b>MARKING SCHEME– 2026</b> <b>BUSINESS STUDIES</b> <b>66/1/2</b> <b>EXPECTED ANSWERS/ VALUE POINTS</b>	<b>MARKS</b>
1	<p><b>Q Due to severe winter and rising pollution levels, 'Green India Electronics' planned to launch a new eco-friendly heater in the market. It conducted a survey and found that the demand of this product was very high. As the winter season lasts only for 2 to 3 months, the Chief Executive Officer wanted that there should be close coordination among all the managers to deliver orders on time. Top level managers were asked to work in coordination with their subordinates to ensure that company's policies were properly followed. To ensure that the heaters would be ready on time, the production manager co-ordinated with the operational level managers. Operational level managers co-ordinated the activities of the workers to ensure that work proceeded according to plans. As a result 'Green India Electronics' was able to launch its heaters on time, in the market.</b></p> <p><b>The feature of co-ordination discussed in the above case is:</b></p> <p><b>(A) Co-ordination is a deliberate function.</b></p> <p><b>(B) Co-ordination is the responsibility of all managers.</b></p> <p><b>(C) Co-ordination is a continuous process.</b></p> <p><b>(D) Co-ordination ensures unity of action.</b></p> <p><b>Ans. (B) Co-ordination is the responsibility of all managers.</b></p>	<b>1 Mark</b>
2	<p><b>Q 'CARO Tech Solutions' aimed at development of a software system for the company's growing operations. The project was to be completed within six months with a budget of ₹ 12,00,000.</b></p> <p><b>The software development team successfully completed its project on time by outsourcing a part of the project, leading to an additional expense of ₹ 2,00,000.</b></p> <p><b>From the following, identify whether the software development team is:</b></p> <p><b>(A) Efficient and Effective</b></p> <p><b>(B) Efficient but not effective</b></p> <p><b>(C) Effective but not efficient</b></p> <p><b>(D) Neither efficient nor effective</b></p> <p><b>Ans. (C) Effective but not efficient</b></p>	<b>1 Mark</b>
3	<b>Q Read the following statements-Assertion (A) and Reason (R):</b>	

	<p><b>Assertion (A) : Money market instruments have a higher degree of liquidity as compared to capital market securities.</b></p> <p><b>Reason (R) : Money market instruments are traded on the stock exchanges.</b></p> <p><b>Choose the correct alternative from the alternatives given below:</b></p> <p><b>(A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).</b></p> <p><b>(B) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).</b></p> <p><b>(C) Assertion (A) is true and Reason (R) is false.</b></p> <p><b>(D) Assertion (A) is false and Reason (R) is true.</b></p> <p><b>Ans. (C) Assertion (A) is true and Reason (R) is false.</b></p>	<b>1 Mark</b>
4	<p><b>Q Sudha is a corporate executive and has to attend a felicitation function to be held in her office tomorrow. So she decides to colour her hair. On recommendation of her friend, she purchased 'NATURO' hair colour. After reading essential details such as shade, its ingredients, usage instructions and expiry date mentioned on the box, Sudha opened the box. She took out the colour tube and developer bottle from the box and threw away the box.</b></p> <p><b>The level of packaging of box thrown away by Sudha was:</b></p> <p><b>(A) Primary packaging</b></p> <p><b>(B) Transportation packaging</b></p> <p><b>(C) Secondary packaging</b></p> <p><b>(D) General packaging</b></p> <p><b>Ans. (C) Secondary packaging</b></p>	<b>1 Mark</b>
5	<p><b>Q Read the following statements carefully:</b></p> <p><b>Statement-I: Consumers should get together and form themselves into consumer associations for protection and promotion of their interests.</b></p> <p><b>Statement-II: The Consumer Protection Act provides for setting up a two-tier enforcement machinery for the redressal of consumer grievances.</b></p> <p><b>With reference to given statements, choose the correct alternative from the following:</b></p> <p><b>(A) Both the statements are true.</b></p> <p><b>(B) Both the statements are false.</b></p> <p><b>(C) Statement I is true, Statement II is false.</b></p>	

	<p><b>(D) Statement I is false, Statement II is true.</b></p> <p><b>Ans. (C) Statement I is true, Statement II is false.</b></p>	<b>1 Mark</b>
6	<p>Q</p>  <p><b>Identify the element of communication process from the above picture:</b></p> <p>(A) Feedback (B) Media (C) Noise (D) Decoding</p> <p><b>Ans. (C) Noise</b></p> <p><b><u>For Visually Impaired Candidates:</u></b></p> <p><b>Q The element of communication process that converts the message into communication symbols is:</b></p> <p>(A) Feedback (B) Media (C) Decoding (D) Encoding</p> <p><b>Ans. (D) Encoding</b></p>	<p><b>1 Mark</b></p> <p><b>1 Mark</b></p>
7	<p><b>Q Ravi purchased gold jewellery from a reputed jewellery store. He ensured that the jewellery had a hallmark which confirm its purity and authenticity. To avoid paying goods and services tax (GST) he asked the salesperson to write the gold weight and making charges on a slip of paper and hand over it to him.</b></p> <p><b>Which of the following responsibilities of a consumer was not fulfilled by Ravi while purchasing jewellery?</b></p>	

	<p>(A) Be aware about various goods and services available in the market so that an intelligent and wise choice can be made.</p> <p>(B) Ask for a cash memo on purchase of goods and services.</p> <p>(C) Buy only standardized goods as they provide quality assurance.</p> <p>(D) Assert yourself to ensure that you get a fair deal.</p> <p><b>Ans. (B) Ask for a cash memo on purchase of goods and services.</b></p>	<b>1 Mark</b>
8	<p><b>Q Which of the following is NOT an organisational barrier to communication?</b></p> <p>(A) Status</p> <p>(B) Organisational facilities</p> <p>(C) Lack of proper incentives</p> <p>(D) Rules and regulations</p> <p><b>Ans. (C) Lack of proper incentives</b></p>	<b>1 Mark</b>
9	<p><b>Q Read the following statements- Assertion (A) and Reason (R):</b></p> <p><b>Assertion (A): Many enlightened business firms have set up their own consumer service and grievance cells.</b></p> <p><b>Reason (R): The consumer has a right to file a complaint and to be heard in case of dissatisfaction with a good or service.</b></p> <p><b>Choose the correct alternative from the alternatives given below:</b></p> <p>(A) Both Assertion (A) and Reason (R) are false.</p> <p>(B) Assertion (A) is false and Reason (R) is true.</p> <p>(C) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).</p> <p>(D) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).</p> <p><b>Ans. (D) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).</b></p>	<b>1 Mark</b>
10	<p><b>Q The step of controlling process which reveals the deviation between actual performance and desired results is:</b></p> <p>(A) Setting performance standards</p> <p>(B) Analysing deviations</p> <p>(C) Taking corrective action</p> <p>(D) Comparing actual performance with the standards</p> <p><b>Ans. (D) Comparing actual performance with the standards</b></p>	<b>1 Mark</b>

11	<p><b>Q Ritika wanted to buy a new washing machine. She visited ‘Elec Duniya’, a large electronics store. She saw there many different brands and models on display like KM, Neo, Unipool, INH etc. The salesperson at the store explained the differences in quality, brand reputation and prices of different washing machines. Ritika could now compare fully automatic, semi-automatic, top load and front load washing machines. The salesperson encouraged her to take her time, check different brands and resolve her queries. Ritika also went to another shop nearby to compare prices and features of different washing machines.</b></p> <p><b>After comparing all the available options, Ritika chose a 'Neo' front load washing machine because it offered the best features within her budget.</b></p> <p><b>The consumer right exercised by Ritika in the above case is:</b></p> <p><b>(A) Right to be heard</b>  <b>(B) Right to be assured</b>  <b>(C) Right to consumer education</b>  <b>(D) Right to seek redressal</b></p> <p><b>Ans. (B) Right to be assured</b></p>	<b>1 Mark</b>
12	<p><b>Q Organising is the process that initiates implementation of plans by clarifying jobs and working relationships and effectively deploying resources for attainment of identified and desired results.</b></p> <p><b>Organising process thus involves a series of steps that need to be taken in order to achieve the desired goal.</b></p> <p><b>Arrange the steps of the process of organizing in the correct order:</b></p> <p><b>(A) Identification and Division of work, Assignment of duties, Departmentalisation, Establishing authority and reporting relationships</b>  <b>(B) Identification and Division of work, Assignment of duties, Establishing authority and reporting relationships, Departmentalisation</b>  <b>(C) Departmentalisation, Identification and Division of work, Establishing authority and reporting relationships, Assignment of duties</b>  <b>(D) Identification and Division of work, Departmentalisation, Assignment of duties, Establishing authority and reporting relationship</b></p> <p><b>Ans. (D) Identification and Division of work, Departmentalisation, Assignment of duties, Establishing authority and reporting relationship</b></p>	<b>1 Mark</b>

13	<p><b>Q</b> The workers in Alpha manufacturing company were using traditional methods for production of metal parts. Since no standard procedure existed, workers relied on personal experience and guess work. As a result, productivity in the assembly line began to decline. To improve productivity, the company hired a consultant specializing in scientific management. The consultant explained that there was only one best method to maximize efficiency and this method could be developed through proper study and analysis. He emphasized that the scientific method should replace the old method, that the workers were using.</p> <p>So, to develop the scientific method, the consultant carefully investigated the traditional methods through work-study and by unifying the best practices, he developed a standard method that would be followed by everyone in the organization.</p> <p>After applying scientific method, there was a three fold increase in productivity within six months.</p> <p>The principle of scientific management which helped the company in increasing the productivity was:</p> <p>(A) Science, not Rule of Thumb  (B) Harmony, Not Discord  (C) Cooperation, Not Individualism  (D) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity</p> <p><b>Ans.</b> (A) Science, not Rule of Thumb</p>	<b>1 Mark</b>
14	<p><b>Q</b> Identify the incorrect statement with respect to the importance of planning function of management:</p> <p>(A) Planning provides directions by stating in advance how work is to be done.  (B) Planning eliminates uncertainty by looking ahead and anticipating changes.  (C) Planning facilitates decision making by making a choice among various alternative courses of action.  (D) Planning promotes innovative ideas as new ideas can take the shape of concrete plans.</p> <p><b>Ans.</b> (B) Planning eliminates uncertainty by looking ahead and anticipating changes.</p>	<b>1 Mark</b>



15	<p><b>Q A position when a company is unable to meet its fixed financial charges like interest payment, dividend on preference shares and repayment obligations is referred to as_____.</b></p> <p><b>(A) Trading on equity</b>  <b>(B) Financial risk</b>  <b>(C) Business risk</b>  <b>(D) Operating risk</b></p> <p><b>Ans. (B) Financial risk</b></p>	<b>1 Mark</b>
16	<p><b>Q ‘Business environment keeps on changing whether in terms of technological improvement, shifts in consumer preferences or entry of new competitors in the market.’</b></p> <p><b>The feature of business environment highlighted in the above statement is:</b></p> <p><b>(A) Totality of external forces</b>  <b>(B) Complexity</b>  <b>(C) Dynamic nature</b>  <b>(D) Relativity</b></p> <p><b>Ans. (C) Dynamic nature</b></p>	<b>1 Mark</b>
17	<p><b>Q Read the following statements carefully:</b></p> <p><b>Statement-I : Control should focus on key result areas which are critical to the success of an organization.</b></p> <p><b>Statement-II : Only significant deviations which go beyond the permissible limit should be brought to the notice of management.</b></p> <p><b>With reference to the given statements, choose the correct alternative from the following:</b></p> <p><b>(A) Both the statements are true.</b>  <b>(B) Both the statements are false.</b>  <b>(C) Statement I is true and Statement II is false.</b>  <b>(D) Statement I is false and Statement II is true.</b></p> <p><b>Ans. (A) Both the statements are true.</b></p>	<b>1 Mark</b>
18	<p><b>‘If the shareholders in general desire that at least a certain amount is paid as dividend, the companies are likely to declare the same.’</b></p> <p><b>The factor affecting dividend decision discussed above is:</b></p> <p><b>(A) Stability of dividends</b>  <b>(B) Amount of earnings</b></p>	

	<p>(C) Legal constraints</p> <p>(D) Shareholders' preference</p> <p>Ans. (D) Shareholders' preference</p>	1 mark																				
19	<p><b>Q Match the principle of management given in Column I with its explanation given in Column II:</b></p> <table><tr><td></td><td><b>Column-I</b></td><td></td><td><b>Column - II</b></td></tr><tr><td>(a)</td><td><b>Discipline</b></td><td>(i)</td><td><b>There should be one and only one boss for every individual employee in the organisation.</b></td></tr><tr><td>(b)</td><td><b>Unity of direction</b></td><td>(ii)</td><td><b>There should be a place for everything (everyone) and everything (everyone) should be in its (his/her) place.</b></td></tr><tr><td>(c)</td><td><b>Order</b></td><td>(iii)</td><td><b>There should be obedience to organisational rules and employment agreement which is necessary for the working of the organisation.</b></td></tr><tr><td>(d)</td><td><b>Unity of command</b></td><td>(iv)</td><td><b>Each group of activities having the same objective must have one head and one plan.</b></td></tr></table> <p><b>Choose the correct option from the following:</b></p> <p>(a) (b) (c) (d)</p> <p>(A) (iii) (iv) (i) (ii)</p> <p>(B) (iv) (iii) (ii) (i)</p> <p>(C) (iv) (iii) (i) (ii)</p> <p>(D) (iii) (iv) (ii) (i)</p> <p>(a) (b) (c) (d)</p> <p>Ans. (D) (iii) (iv) (ii) (i)</p>		<b>Column-I</b>		<b>Column - II</b>	(a)	<b>Discipline</b>	(i)	<b>There should be one and only one boss for every individual employee in the organisation.</b>	(b)	<b>Unity of direction</b>	(ii)	<b>There should be a place for everything (everyone) and everything (everyone) should be in its (his/her) place.</b>	(c)	<b>Order</b>	(iii)	<b>There should be obedience to organisational rules and employment agreement which is necessary for the working of the organisation.</b>	(d)	<b>Unity of command</b>	(iv)	<b>Each group of activities having the same objective must have one head and one plan.</b>	1 Mark
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20	<p><b>Q Identify the feature of planning which states that the purpose of planning is to meet future events effectively to the best advantage of an organisation:</b></p> <p>(A) Planning involves decision making</p> <p>(B) Planning is futuristic</p> <p>(C) Planning is a mental exercise</p> <p>(D) Planning focuses on achieving objectives</p> <p>Ans. (B) Planning is futuristic</p>	1 Mark																				

21	<p><b>Q (a) State any three measures to improve communication effectiveness.</b></p> <p><b>Ans. Measures to improve the communication effectiveness (Any THREE)</b></p> <ul style="list-style-type: none"> <li>(i) <b>Clarify the ideas before communication</b> which should be studied in depth, analysed and stated in such a manner that is clearly conveyed to subordinates.</li> <li>(ii) To <b>communicate according to the needs of receiver</b> the manager should adjust his communication according to the education and understanding levels of subordinates.</li> <li>(iii) <b>Consulting others before communicating</b> may help to gain ready acceptance and willing cooperation of subordinates.</li> <li>(iv) <b>Manager should be aware of languages, tone and content of message</b> so that it is understandable to the receiver and does not offend the sentiments of listeners.</li> <li>(v) To <b>convey things of help and value to listeners</b> as it is better to know the interests and needs of the people with whom you are communicating.</li> <li>(vi) <b>Ensure proper feedback</b> by asking questions regarding the message conveyed.</li> <li>(vii) <b>Communicate for present as well as future</b> as it is needed to meet the existing commitments, to maintain consistency and to aim at future goals of the enterprise also.</li> <li>(viii) <b>Follow up communications</b> on the instructions given to subordinates which help in removing hurdles if any in implementing the instructions.</li> <li>(ix) <b>Manager should be a good listener</b> as a patient and attentive listening solves half of the problems.</li> </ul> <p><i>(If an examinee has only listed the points, 1/2 mark for each point should be awarded)</i></p> <p style="text-align: center;"><b>OR</b></p> <p><b>Q (b) State any three features of leadership.</b></p> <p><b>Ans. Features of leadership ( Any THREE)</b></p> <ul style="list-style-type: none"> <li>(i) Leadership indicates ability of an individual to influence others.</li> <li>(ii) Leadership tries to bring change in the behaviour of others.</li> <li>(iii) Leadership indicates interpersonal relations between leaders and followers.</li> <li>(iv) Leadership is exercised to achieve common goals of the organisation.</li> <li>(v) Leadership is a continuous process.</li> </ul>	<p><b>1 x 3 = 3 Marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p><b>(1 x 3 )</b></p>
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		<b>= 3 Marks</b>
22	<p><b>Q ‘Riya Mart’ is a company manufacturing disposable crockery. They have been in business for the past five years, but were not earning good profits. Concerned about this, the Chief Executive Officer (CEO), Verma, ordered an internal audit. The audit uncovered several issues like inventory pilferage, employees coming late and their performance not up to the mark. To stop inventory pilferage, Verma, the CEO, introduced surprise stock checks and installed an automated inventory management system to track stock movements. A biometric attendance system was also set up to keep a check on employees coming late. In addition to this, to motivate employees for better performance, they were told in advance what they are expected to do and what are their standards of performance . As a result of these steps, the inventory pilferage reduced, employees became more punctual and their performance improved.</b></p> <p><b>(i) Identify and state the function of management performed by Verma, the Chief Executive Officer of the company.</b></p> <p><b>(ii) State any two points of importance of the function identified in (i) above, which are not discussed in the above para.</b></p> <p>Ans (i) The function of management performed by Verma is <b>Controlling.</b></p> <p>Controlling implies the measurement of accomplishment against the standard and the correction of deviations to assure attainment of objectives according to plans.</p> <p><b>(ii) Importance of controlling which are not discussed in the above para are (Any TWO)</b></p> <ul style="list-style-type: none"> <li>• It helps in <b>accomplishing organisational goals</b> as it measures progress towards the organisational goals and brings to light the deviations, if any.</li> <li>• It <b>facilitates coordination in action</b> as each department and employee is governed by predetermined standards.</li> <li>• It helps in <b>judging accuracy of standards</b> by reviewing and revising the standards in the light of changes taking place in the organisation and in the environment</li> </ul>	<p><b>( ½ mark for identification and ½ mark for explanation)</b></p> <p><b>1 x 2 = 2</b></p>

	<ul style="list-style-type: none"> <li>By ensuring that each activity is performed in accordance with predetermined standards and norms, a manager makes <b>efficient use of resources</b></li> </ul> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	(1+ 2) = 3marks
23	<p><b>Q ‘Soal Footwear Ltd.’ is known for its high quality athletic shoes and casual sneakers. With increasing competition and changing consumer preferences, it decided to diversify its product range by adding clothing, bags and accessories under the same brand umbrella. This diversification aimed to capture a larger share of the market and increase customer loyalty.</b></p> <p><b>(i) Suggest with reason which type of organisational structure will be suitable for 'Soal Footwear Ltd.'</b></p> <p><b>(ii) State any two advantages of the organisational structure suggested in (i) above.</b></p> <p><b>Ans (i) Divisional structure</b></p> <p><b>Reason:</b> Divisional structure is suitable where a large variety of products are manufactured /the company has decided to diversify its product range.</p> <p><b>(ii) Advantages of Divisional structure (any TWO)</b></p> <p>(a) <b>Product specialisation</b> helps in the development of varied skills in a divisional head and thus prepares him for higher positions.</p> <p>(b) <b>Divisional heads are accountable</b> for profits as revenues and costs related to different departments can be easily identified and assigned to them.</p> <p>(c) It <b>promotes flexibility and initiative</b> because each division functions as an autonomous unit which leads to faster decision making.</p> <p>(d) It <b>facilitates expansion and growth</b> as new divisions can be added without interrupting the existing operations by merely adding another divisional head and staff for the new product line.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p>½</p> <p>½</p> <p>+</p> <p><b>1 x 2 =2</b></p> <p><b>(1+ 2= 3 Marks)</b></p>
24	<p><b>Q (a) State any three functions of operational level management.</b></p> <p><b>Ans. Functions of operational level management</b></p> <p>(i) They directly oversee the efforts of the workforce.</p>	<b>( 1 x 3 )</b>

	<p>(ii) They interact with the actual work force and pass on instructions of the middle management to the workers.</p> <p>(iii) Through their efforts quality of output is maintained, wastage of materials is minimized, safety standards are maintained.</p> <p style="text-align: center;"><b>OR</b></p> <p><b>Q (b) State any three points of importance of management.</b></p> <p>Ans.</p> <p><b>Importance of management are: (Any THREE)</b></p> <p>(i) <b>Management helps in achieving group goals</b> by giving a common direction to the individual effort.</p> <p>(ii) <b>Management increases efficiency</b> by reducing costs and increasing productivity through better planning, organising, directing, staffing and controlling the activities of the organisation.</p> <p>(iii) <b>Management creates a dynamic organisation</b> by helping people adapt to changes so that the organisation is able to maintain its competitive edge.</p> <p>(iv) <b>Management helps in achieving personal objectives</b> by motivating and leading in such a manner that individual members are able to achieve personal goals while contributing to the overall organizational objective.</p> <p>(v) <b>Management helps in the development of society</b> by providing good quality products and services, creating employment opportunities and adopting new technology etc. and leads the path towards growth and development.</p> <p><i>(If an examinee has only listed the points, 1/2 mark for each point should be awarded) .</i></p>	<p><b>= 3 Marks</b></p> <p><b>OR</b></p> <p><b>(1x 3 )</b></p> <p><b>= 3 marks</b></p>
25	<p><b>Q Rajiv was on the board of directors of 'Tako Solutions', a software development company and 'Sabka Mart Retail', a large supermarket chain. He wanted to apply management principles in both the companies to improve efficiency and profitability.</b></p> <p><b>He knew that management principles can be applied as much to 'Tako Solutions' as to 'Sabka Mart Retail' though the extent to which the principles can be applied will differ, because the nature of work, scale of operations and business activities in a software firm and a supermarket chain are not the same.</b></p>	

	<p><b>Rajiv also knew that the management principles would not provide readymade solutions because real world situations faced by the two companies were very complex and dynamic. Still, he believed that even small guidelines could help in solving many problems and will improve the way both companies worked.</b></p> <p><b>Identify and explain the two points that highlight the nature of principles of management, in the above case.</b></p> <p><b>Ans. (i) Universal applicability</b></p> <p>The principles of management are intended to apply to all types of organisations, business as well as non-business, small as well large, public sector as well as private sector, manufacturing as well as the services sectors.</p> <p>However, the extent of their applicability would vary with the nature of the organisation, business activity, scale of operations and the like.</p> <p><b>(ii) General guidelines</b></p> <p>The principles are guidelines to action but do not provide readymade, straitjacket solutions to all managerial problems because real business situations are very complex and dynamic and are a result of many factors.</p> <p>However, the importance of principles cannot be underestimated because even a small guideline helps to solve a given problem.</p>	<p><b>( ½ mark for identification + 1 ½ mark for explanation)</b></p> <p><b>(2+2 = 4 Marks)</b></p>
26	<p><b>Q (a) State any four limitations of internal sources of recruitment.</b></p> <p><b>Ans. Limitations of Internal Sources of recruitment: ( Any FOUR)</b></p> <p>(i) When vacancies are filled through internal promotions, the scope for induction of fresh talent is reduced which increases danger of 'inbreeding'.</p> <p>(ii) The employees may become lethargic if they are sure of timebound promotions.</p> <p>(iii) A new enterprise cannot use internal sources of recruitment and no organisation can fill all its vacancies from internal sources.</p> <p>(iv) The spirit of competition among the employees may be hampered.</p> <p>(v) Frequent transfers of employees may often reduce the productivity of the organisation.</p> <p style="text-align: center;"><b>OR</b></p> <p><b>Q (b) State any eight specialised activities and duties which human resource personnel must perform in an organisation.</b></p>	<p><b>1 x 4</b></p> <p><b>= 4 marks</b></p> <p style="text-align: center;"><b>OR</b></p>

	<p><b>Ans.</b> Specialised activities and duties which human resource personnel must perform in an organisation:</p> <ul style="list-style-type: none"> <li>(i) Recruitment, i.e., search for qualified people</li> <li>(ii) Analysing jobs, collecting information about jobs to prepare job descriptions.</li> <li>(iii) Developing compensation and incentive plans.</li> <li>(iv) Training and development of employees for efficient performance and career growth.</li> <li>(v) Maintaining labour relations and union management relations.</li> <li>(vi) Handling grievances and complaints.</li> <li>(vii) Providing for social security and welfare of employees.</li> <li>(viii) Defending the company in law suits and avoiding legal complications</li> </ul>	<p><math>\frac{1}{2} \times 8</math></p> <p><b>= 4 Marks</b></p>
27	<p><b>Q (a) Explain the following steps of the planning process:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Setting objectives</b></li> <li>(ii) <b>Developing premises</b></li> </ul> <p><b>Ans. (i) Setting objectives:</b></p> <ul style="list-style-type: none"> <li>• Objectives specify what the organisation wants to achieve.</li> <li>• Objectives may be set for the entire organization, each department and employees at all levels. If the end result is clear, it becomes easier to work towards the goal.</li> </ul> <p><b>(ii) Developing premises:</b></p> <ul style="list-style-type: none"> <li>• A manager is required to make certain assumptions about the future which are called premises.</li> <li>• Assumptions are the base material upon which plans are to be drawn, which may be in the form of forecasts, existing plans or any past information about policies.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Q (b) Explain the following types of plans:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Strategy</b></li> <li>(ii) <b>Programme</b></li> </ul> <p><b>Ans. (i) Strategy:</b></p>	<p><b>2</b></p> <p><b>+</b></p> <p><b>2</b></p> <p><b>= 4 Marks</b></p> <p><b>OR</b></p>



	<ul style="list-style-type: none"> <li>• A strategy provides the broad contours of an organisation's business and is formulated by taking the business environment into consideration</li> <li>• .It is a comprehensive plan for accomplishing an organisation objectives and includes (i) determining long term objectives, (ii) adopting a particular course of action, and (iii) allocating resources necessary to achieve the objective.</li> </ul> <p>ii) <b>Programme:</b></p> <ul style="list-style-type: none"> <li>• Programmes are detailed statements about a project which outlines the objectives, policies, procedures, rules, tasks, human and physical resources required and the budget to implement any course of action.</li> <li>• It will include the entire gamut of activities as well as the organisation's policy and how it will contribute to the overall business plan.</li> </ul>	<p><b>2 Marks</b></p> <p>+</p> <p><b>2 Marks</b></p> <p><b>= 4 Marks</b></p>
28	<p><b>Q 'Eco Care', a start-up, plans to launch a reusable water bottle for environmentally conscious millennials and Gen Z. For this, they conducted a market research to identify the needs of the customers so that an informed decision could be taken for successful marketing of the product. They wanted to work carefully on the design to make the bottle attractive to the target customers.</b></p> <p><b>On the basis of consumer views and opinions, they developed a stylish stainless steel bottle with double wall insulation to keep beverages cold for 24 hours, giving it a competitive advantage in the market.</b></p> <p><b>They named the bottle 'Eco-Sip' creating a brand identity focused on sustainability and simplicity. It would also help in product differentiation. The packaging was made using hundred percent recyclable cardboard, with details of sustainability, features, price etc. printed on it.</b></p> <p><b>State the four functions of marketing that are carried out by 'Eco Care' in the above case.</b></p> <p><b>Ans. The functions of marketing carried out by 'Eco Care' are:</b></p> <p>(i) <b>Gathering and analysing market information</b> is necessary to identify the needs of the customers to analyse the available opportunities and threats as well as strengths and weaknesses of an organisation.</p> <p>(ii) <b>Product designing and development</b> contributes to making the product attractive to the target customers, improve performance</p>	

	<p>of a product and also give it a competitive advantage in the market.</p> <p>(iii) <b>Branding</b> involves decision whether to sell the product in its generic name or give it a brand name as brand name helps in creating product differentiation, which in turn, helps in building customer loyalty and in promoting its sale.</p> <p>(iv) <b>Packaging and labelling</b> refers to designing and developing the package for the products and designing and developing the label to be put on the package.</p> <p><i>(If an examinee has only listed the points, ½ mark for each point should be awarded)</i></p>	<p><b>1 x 4 = 4 Marks</b></p>
29	<p><b>Q ‘Sheetal Cosmetics Ltd.’, is a fast growing beauty and skin care company known for its innovative products and aggressive market expansion. As the company increased its marketing activities like new product launches, accelerated advertising campaigns, social media promotions and influencer collaborations etc., the workload of the marketing department grew sharply. Despite working long hours, the marketing manager Arjun couldn't give adequate attention to strategic planning and high impact decisions as minor operational issues began consuming most of his time. Noticing this, the Chief Executive Officer (CEO) advised Arjun that it was now impractical for him to handle the entire volume of work alone, so he should allow his subordinates to take up routine tasks. This would not only help him manage his time better but also satisfy the subordinate's need for recognition. This will also provide opportunities to the subordinates to develop and exercise initiative.</b></p> <p><b>(i) Identify the concept suggested by CEO that will help Arjun to manage volume of work effectively.</b></p> <p><b>(ii) State any three points of importance of the concept identified in (i) above.</b></p> <p><b>Ans. (i) Delegation</b></p> <p><b>(ii) Importance of delegation (Any THREE):</b></p> <p>(i) Delegation leads to <b>effective management</b> as by empowering the employees the managers get more time to concentrate on important matters.</p> <p>(ii) It leads to <b>employee development</b> as employees get more opportunities to utilize their talent and develop themselves for higher positions.</p>	<p><b>1</b></p> <p><b>1 x 3 = 3</b></p>

	<p>(iii) It <b>motivates the employees</b> as when a superior entrusts a subordinate with a task, it involves trust on the superior's part and commitment on part of subordinates.</p> <p>(iv) It <b>facilitates growth</b> as it helps in the expansion of an organisation by providing a ready workforce to take up leading positions in new ventures.</p> <p>(v) It establishes superior-subordinate relationships, which are the <b>basis of hierarchy of management</b>.</p> <p>(vi) It leads to <b>better coordination</b> as clarity in reporting relationships help in developing and maintaining effective coordination amongst the departments, levels and functions of management</p> <p><b>(If an examinee has only listed the points, ½ mark for each point should be awarded)</b></p>	<p><b>(1 + 3 = 4 Marks)</b></p>
30	<p><b>Q 'GW Industries', known for its paper products, decided to produce and launch a new line of sustainable packaging called 'EcoPac'. As management is a complex activity, the Chief Executive Officer of the company translated the work into clear goals and assigned the means to achieve those. He knew that human resources are the greatest asset of an organization, so getting work done through them is also a major task. The production of high quality sustainable packaging also required a proper production process. This was put in place for managing the flow of input materials and technology to convert these materials into high quality sustainable packaging. In this way 'GW industries' took care of various aspects for successful launch of 'EcoPac'. A characteristic of management is discussed in the above case. Identify and explain the characteristic.</b></p> <p><b>Ans. Management is multidimensional</b></p> <p>It has three dimensions <b>which are:</b></p> <p>a) Management of work:</p> <ul style="list-style-type: none"> <li>• All organisations exist for the performance of some work and Management translates this work in terms of goals to be achieved and assigns the means to achieve it.</li> </ul> <p>b) Management of people:</p> <ul style="list-style-type: none"> <li>• It implies dealing with employees as individuals with diverse needs and behavior and dealing with individuals as a group of people.</li> </ul> <p>c) Management of operations:</p>	<p><b>1</b></p> <p><b>( ½ mark for heading + ½ mark for explanation)</b></p> <p><b>1 x 3</b></p>

	<ul style="list-style-type: none"> <li>It requires a production process which entails the flow of input material and the technology for transforming this input into the desired output for consumption.</li> </ul>	<b>1 + 3 = 4 marks</b>
31	<p><b>Q</b> Ria ran a small online bakery business. Her business was doing very well. She saved a good amount of money every month and now wanted to invest it wisely. She was in a dilemma to keep her savings in a bank account or to invest it in the stock market. Her friend Aabha, who had done a certification course from National Stock Exchange, encouraged her to invest in the stock market. She explained to Ria that if she invests in the stock market, she could disinvest and reinvest whenever she wanted, which would provide her good liquidity. Aabha also told her that the membership of stock exchange is well regulated and all trading takes place within the legal framework. As a result, investors get a fair and safe deal. Ria was still apprehensive as she had heard that there is a lot of speculation in the stock market. She wanted to be cautious. Aabha clarified that speculation does exist, but it happens in a restricted and controlled way. She also told Ria that the stock exchange is keen to promote wider share ownership and does so by educating public about investments etc. As a result, young people have started investing in the stock market. After all this discussion, Ria felt confident and decided to invest a part of her savings in the stock market.</p> <p><b>Quoting lines, identify and explain the four functions of stock exchange highlighted in the above case.</b></p> <p><b>Ans.</b> Four functions of stock exchange in the above case are as follows:</p> <ol style="list-style-type: none"> <li><i>“She explained to Ria that if she invests in the stock market, she could disinvest and reinvest whenever she wanted, which would provide her good liquidity.”</i></li> </ol> <p><b>Providing liquidity and marketability to existing securities:</b></p> <p>The basic function of a stock exchange is the creation of a continuous market where securities are bought and sold which provide liquidity and marketability.</p> <ol style="list-style-type: none"> <li><i>“Aabha also told her that the membership of stock exchange is well regulated and all trading takes place within the legal framework. As a result, investors get a fair and safe deal.”</i></li> </ol> <p><b>Safety of transactions</b></p>	<p>( ½ mark for quoting + ½ mark for identification + ½ mark for explanation)</p>

	<p>The membership of a stock exchange is well- regulated and its dealings are well defined according to the existing legal framework, which ensures that the investing public gets a safe and fair deal on the market.</p> <p>3. <i>“Aabha clarified that speculation does exist, but it happens in a restricted and controlled way”</i></p> <p><b>Providing scope for speculation</b></p> <p>The stock exchange provides sufficient scope within the provisions of law for speculative activity in a restricted and controlled manner.</p> <p>4. <i>“She also told Ria that the stock exchange is keen to promote wider share ownership and does so by educating the public about investments etc. As a result, young people have started investing in the stock market”</i></p> <p><b>Spreading of equity cult</b></p> <p>The stock exchange can play a vital role in ensuring wider share ownership by regulating new issues, better trading practices and taking effective steps in educating the public about investments.</p>	<p><b>1 ½ x 4 = 6 Marks</b></p>
32	<p><b>Q (a) Explain the following steps in the staffing process:</b></p> <p>(i) <b>Performance appraisal</b></p> <p>(ii) <b>Promotion and career planning</b></p> <p>(iii) <b>Compensation</b></p> <p><b>Ans. (i) Performance appraisal</b></p> <ul style="list-style-type: none"> <li>• Performance appraisal means evaluating an employee’s current and/or past performance as against certain predetermined standards.</li> <li>• The performance appraisal process includes defining the job, appraising performance and providing feedback</li> </ul> <p><b>(ii) Promotion and career planning</b></p> <ul style="list-style-type: none"> <li>• Promotions are an integral part of people’s career where an employee is placed in positions of increased responsibility, more pay and job satisfaction.</li> <li>• Managers need to design activities to serve employees’ long-term interests and must encourage employees to grow and realise their full potential.</li> </ul>	<p><b>2 Marks</b></p> <p>+</p> <p><b>2 Marks</b></p>

	<p><b>(iii) Compensation</b></p> <ul style="list-style-type: none"> <li>It refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations.</li> <li>Direct financial payments may be time based or performance based. Plans can also be created with the combination of time based plus incentives for higher performance.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Q (b) Explain the following non - financial incentives:</b></p> <p><b>(i) Career advancement opportunity</b></p> <p><b>(ii) Employee participation</b></p> <p><b>(iii).Job enrichment</b></p> <p><b>Ans.</b></p> <p><b>(i) Career advancement opportunity</b></p> <ul style="list-style-type: none"> <li>Managers should provide opportunity to employees to improve their skills and be promoted to higher level jobs, which works as a tonic and encourages employees to exhibit improved performance.</li> <li>Appropriate skill development programmes, and sound promotion policy will help employees to achieve promotions.</li> </ul> <p><b>(ii) Employee participation:</b></p> <ul style="list-style-type: none"> <li>It means involving employees in decision making of the issues related to them.</li> <li>In many companies, these programmes are in practice in the form of joint management committees, work committees, canteen committees etc.,</li> </ul> <p><b>(iii) Job Enrichment</b></p> <ul style="list-style-type: none"> <li>It is concerned with designing jobs that include a greater variety of work content, require higher level of knowledge and skill.</li> <li>It gives workers more autonomy and responsibility and provides opportunity for personal growth and a meaningful work experience which motivates the individual.</li> </ul>	<p style="text-align: center;">+</p> <p style="text-align: center;"><b>2 mark</b></p> <p style="text-align: center;"><b>= 6 marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">+</p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">+</p> <p style="text-align: center;"><b>2</b></p>
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		= 6 marks
33	<p><b>Q ‘Koka Manufacturing Ltd.’ is a large scale manufacturer in the electronics industry. In this industry assets are prone to obsolescence and their replacement becomes due faster with change in technology. The company is constantly under pressure to upgrade its machinery and equipment as it would help company to stay competitive, improve its product quality and reduce production costs. So instead of purchasing the machinery, company decides to lease the required machinery, giving it flexibility to upgrade equipment at the end of lease term. This helps company to maintain operational efficiency, technological competitiveness and financial flexibility. Identify and explain four factors that would affect the fixed capital requirements of ‘Koka Manufacturing Ltd.’.</b></p> <p><b>Ans. The four factors affecting fixed capital requirements of Koka Manufacturing Ltd. are as follows:</b></p> <p><b>(i) Nature of business</b> A trading concern needs lower investment in fixed assets compared with a manufacturing organisation; since it does not require to purchase plant and machinery, etc.</p> <p><b>(ii) Scale of operation</b> A larger organisation operating at a higher scale needs a bigger plant, more space etc. and therefore, requires higher investment in fixed assets when compared with the small organisation.</p> <p><b>(iii) Technology upgradation</b> In certain industries, assets become obsolete sooner. Consequently, their replacement become due faster. Higher investment in fixed assets may, therefore, be required in such cases.</p> <p><b>(iv) Financing alternatives</b> When an asset is taken on lease, the firm pays lease rentals and uses it. Availability of leasing facilities may reduce the funds required to be invested in fixed assets, thereby reducing the fixed capital requirements.</p>	<p>( ½ mark for identification + 1 mark for explanation)</p> <p><b>1 ½ x 4 = 6 Marks</b></p>
34	<p><b>Q (a) Explain the following tools of promotion mix:</b></p> <p><b>(i) Advertising</b> <b>(ii) Personal selling</b> <b>(iii) Sales -promotion</b></p>	

	<p><b>Ans.</b></p> <p><b>(i) Advertising</b></p> <ul style="list-style-type: none"> <li>• It is the most commonly used impersonal form of communication, which is paid for by the marketers (sponsors) to promote some goods or service.</li> <li>• The most common modes of advertising are ‘newspapers’, ‘magazines’, ‘television’, and ‘radio’.</li> </ul> <p><b>(ii) Personal selling</b></p> <ul style="list-style-type: none"> <li>• It is a personal form of communication which involves oral presentation of message in the form of conversation with one or more prospective customers for the purpose of making sales.</li> <li>• Companies appoint salespersons to contact prospective buyers , to develop personal relationships, to create awareness about the product and develop product preferences with the aim of making sale.</li> </ul> <p><b>(iii) Sales -Promotion:</b></p> <ul style="list-style-type: none"> <li>• Sales promotion refers to short-term incentives, which are designed to encourage the buyers to make immediate purchase of a product or service.</li> <li>• Sales promotion activities include offering cash discounts, sales contests, free gift offers, and free sample distribution designed to promote to customers, tradesmen/ middlemen and to salespersons in order to boost the sales of a firm.</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Q (b) Explain the following features of marketing:</b></p> <p style="padding-left: 40px;">(i) <b>Needs and wants</b>  (ii) <b>Creating a market offering</b>  (iii) <b>Customer value</b></p> <p><b>Ans.</b></p> <p><b>(i) Needs and wants</b></p> <ul style="list-style-type: none"> <li>• A need is a state of felt deprivation or feeling of being deprived of something and do not pertain to a particular product, which is basic to human whereas wants are culturally defined objects that are potential satisfiers of needs</li> <li>• A marketer’s job in an organization is to identify needs of the target customers and develop products and services that satisfy such needs.</li> </ul>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">+</p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">+</p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>= 6 marks</b></p> <p style="text-align: center;"><b>OR</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">+</p>
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	<p><b>(ii) Creating a market offering</b></p> <ul style="list-style-type: none"> <li>• Market offering refers to a complete offer for a product or service, having given features like size, quality, taste, etc; at a certain price; available at a given outlet or location and so on.</li> <li>• A good 'market offer' is the one which is developed after analysing the needs and preferences of the potential buyers.</li> </ul> <p><b>(iii) Customer value</b></p> <ul style="list-style-type: none"> <li>• A product will be purchased only if it is perceived to be giving greatest benefit or value for the money.</li> <li>• The job of a marketer is to add to the value of the product so that the customers prefer it in relation to the competing products and decide to purchase it.</li> </ul>	<p><b>2</b></p> <p>+</p> <p><b>2</b></p> <p><b>= 6 marks</b></p>
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