7	T [*]	1		
			MARKING SCHEME – 2016-17	DISTRIBUTION
			BUSINESS STUDIES COMPTT.	OF MARKS
			OUTSIDE DELHI – 66/1	
66/1	66/2	66/3	EXPECTED ANSWERS / VALUE POINTS	
1	5	8	Q. Satvik is the finance manager of Mars Ltd. He is	
			facing difficulty in deciding the amount of profit	
			earned by the company that should be distributed as	
			dividend to the shareholders. In the current year the	
			company earned high profit. However, Satvik thinks	
			that it is better to declare higher dividend as he is	
			sure about the earning potential of the company in	
			the coming years.	
			Name the factor that affected Satvik's choice	
			25 - 2	1
			regarding dividend decision.	1 mark
			A C. 1 '1'. C 1' ' 1 1	
			Ans. Stability of dividend.	- E
7 222	040	1 12.32		
2	4	5	Q. Amar, the marketing manager of Narmada	
			Garments Ltd. allows the salesmen working under	
			him to freely express their frank opinion and	platform
			feelings regarding work related matters before him.	IN Place
			Identify the organisational barrier to	SAA
			communication that has been overcome because of	
			Amar's behaviour.	
			12rdes	1 mark
			Ans. Status.	
	.3		India.	
3	8	4 1	Q. Give the meaning of leadership.	
			2. Give the meaning of feature ship.	
			Ans. Leadership is the process of influencing the	
			behaviour of people by making them strive voluntarily	1 mark
				1 IIIai K
			towards achievement of organisational goals.	
	_	_		
4	2	5	Q. Seema, a student of management likes to relate	
			what she learnt in class to real life situation. She	
			observed many situations while watching	
			educational programmes on television that	
			reminded her the concepts of Scientific	
			Management. In one such programme, factories	
			manufacturing components for products like	
			automobiles, computers and mobile phones were	
			shown.	
			Name the concept of Scientific Management that	
			should be adhered to, while manufacturing	
			components for such products.	
	L			



7	T:	1		
			Ans. Standardisation and Simplification of work.	1 mark
5	1	2	Q. How do principles of management provide managers with useful insights in real world situations? State. Ans. Principles of management provide useful insights into reality by enabling the managers to learn from past mistakes and conserve time by solving recurring problems quickly.	1 mark
6	-	-	Q. What is meant by 'Call Money'?	
			Ans. Call money is the method by which banks borrow from each other to be able to maintain the cash reserve ratio. It is repayable on demand, with a maturity period of one day to fifteen days.	1 mark
			Q. How does 'Technical upgradation' affect the fixed capital requirement of an organisation? State. Ans. Technology upgradation affects the fixed capital requirement of an organisation, as industries where assets become obsolete sooner require higher fixed capital to purchase such assets.	1 mark
8	3		Q. 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. Arun, an established businessman, attended a few seminars and conferences organised by such experts to familiarize himself with this information. He wanted to use these forecast and conjectures 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. Ans. Developing Premises.	1 mark
9	13	11	Q. State any three limitations of external sources of recruitment.	
	i.		Ans.Limitations of external source of recruitment:	



			(Any three) (i) It may lead to dissatisfaction among existing employees as they may feel that their chances of promotion are reduced. (ii) It is a lengthy process as the vacancies have to be notified and applications received before selection. (iii) It is a costly process as a lot of money is spent on advertisement and processing of applications. (If an examinee has given only the heading, ½ mark for each heading should be awarded)	1 mark for each statement = 1 x 3 =
10	11	9	 Q. Explain the following methods of training: (i) Vestibule Training; and (ii) Internship Training. It is a method of training which is imparted with the help of equipments& machines identical to those at the place of work. The training is conducted away from actual work floor and is generally used where the employees are required to handle sophisticated machinery. (ii) Internship Training Internship Training is a joint programme of training between educational institutions and business firms. Besides carrying out regular studies, the trainees also work in some factory or office to acquire practical knowledge and skills. 	1 ½ marks + 1 ½ marks = 3 marks
11	10	13	Q. Miracle Ltd. deals in the sale of stationery and office furniture. They source the finished products from reputed brands who give them four to six months credit. Because of increase in the demand for electronic items, they are planning to sell these items also. For this, they have decided to join hands with a Japanese electronic goods manufacturer, to open sales outlets throughout India. State any three factors affecting working capital requirement of Miracle Ltd. other than the factors discussed above. Ans. Factors which affect the requirements of working capital are: (Any three)	1 mark for each statement



	T						
				oom, larger working	1 x 3		
				d production are more.	=		
		(ii) <u>Seasonal factors</u> as peak season requires higher working capital than lean season due to higher level of					
		activity.	n Cwala og swarking	conital requirement is			
				capital requirement is			
			s with longer proce	C •			
			wed to customers tors, increasing the	_			
		requirement.	iors, increasing the	working capital			
		1	efficiency as firms	managing their raw			
		•	iently require lesse				
			* *	lity of raw materials			
			·	tock and hence work			
			orking capital.	took and nonce work			
			rowth prospects wi	11 require larger			
		` '		at the firm is able to	S S		
		N1 N1 N1	oduction and sales		7 000		
			competition as hig				
		\ /	stocks to meet urg	_	platform		
		1	thus higher working		blati		
		(ix) Inflation is	ncreases the working	ng capital	SAA		
		requirements a	as larger amount of	money is required to			
	maintain a constant volume of production and sales.						
				the heading, ½ mark			
		for each head	ing should be awa	rded)			
10		O Dicc					
12	_	_	te between Capita				
			et on the basis of:				
		(i) Liquidity; (ii) Instrumer	ite. and				
		(iii) Expected					
		(III) Expected	ixctui ii.				
		Ans.					
			ween Capital Mark	et and Money Market:			
		Basis	Capital Market	Money Market			
		(i) Liquidity	<u> </u>	Money market			
			securities are	securities are	1 x 3		
			comparatively	comparatively			
			less liquid.	more liquid.	=		
		(ii)	Instruments	Instruments traded			
		Instruments	traded are	are treasury bill,			
			shares,	commercial paper,	3 marks		
			debentures and	certificates of			
	•						



			(iii) Expected return	Generally yield a higher return than money market instruments.	deposit, call money and commercial bill, Money market securities yield comparatively less return.	
13	9	10	Sarah wishes products to communicati special needs focus on support products on Selling Proposensitivity to abled. She has predetermine In the above the functions and state its the one discussion. Ans. Planning	to start her own kater to the mobility on requirements of the sold her friendlying high quality of mo profit — no loss to follow a series and new to follow a series of management. It is the start of the chronological seed in the above passed in t	of persons with and that she wanted to and affordable shasis". The Unique he products will be eds of the differently should one of dentify the function ical order other than para.	ala. ew Platform
			(i) Developing assumptions a withdrawn. (ii) Identifying be used to ach (iii) Evaluating selecting the lasternative because (iv) Implement whether plans (v) Follow upperformed according to the lasternative because (If an examination of the lasternative because (iv) Implement (v) Follow upperformed according to the lasternative because (If an examination of the lasternative because (v) Follow upperformed according to the lasternative because (v) Implement (v) Follow upperformed according to the lasternative because (v) Follow upperformed according to the lasternative (v) Follow upperformed (v) Follow u	g alternative course nieve the set objecting alternative course pest alternative which he feasibility and confore a choice is made thing the plan which are put into action, which involves see cording to plans.	es of action which may ves. es of action and ch involves on sequences of each de. e involves seeing eing that activities are	½ mark for identification + (½ mark for each step = ½ x 5 = ½½) = ½+2½ = 3marks



14	19	15	Q. Reema is one of the most successful managers of her company, Globe Ltd. She knows that the principles of management are intended to apply to all types of organizations, business as well as non-business, small as well as large, public sector as well as private sector. (i) One of the points related to the nature of management principles is being highlighted in the above description. Identify the point. (ii) Explain any three other points of the nature of principles of management other the one identified above.	1mark + (½ mark for naming the
			Ans. (i) Universal applicability	point _
			Ans. (1) Oniversal applicability	½ mark for
			 (ii) Nature of principles of management: (Any three) (a) General guidelines. (b) Formed by practice and experimentation. (c) Flexible. (d) Mainly behavioural. 	its explanation = 1 x 3 = 3 marks)
			(e) Cause and effect relationship.	1_2
			(f) Contingent	1=3 =
		1	iargest	4 marks
15	16		Q. Mr. Raman is the human resource manager of Shanti Hospital in Nellore. He has to appoint nurses for the hospital. For this he has conducted preliminary interviews. Since patients in the hospital are of different types, he has also conducted tests to find out the candidates' maturity and emotions in dealing with the patients. He has also conducted tests to know about the candidates' ability to take decisions. Explain the remaining steps that Mr. Raman should take to complete the selection process.	½ mark for naming each step
			complete the selection process are:	+
			(i) Employment interview and Reference and background checks.	½ mark for its explanation
			background checks.	
			(ii) Selection decision.	1 x 4
				1 x 4 = 4 marks



15 14 Q. Vindhya Ayurved Ltd., a new and leading manufacturer of herbal and ayurvedic medicines and grocery products has captured a large share of the market in a short span of time. The Research and Development (R & D) department of the company spends considerable time and effort in developing eco-friendly, chemical-free and healthy alternatives for a variety of products of daily use, from toothpaste to biscuits, instant noodles to soaps, shampoos and detergents etc. Their business orientation differs from competitors who are short-sighted and want to maximize profit by maximizing sales. Instead Vindhya Ayurved considers maximization of profit by understanding needs and wants of customers in the target market and development of products or services for satisfying such needs and wants. (i) Identify and explain the marketing management philosophy adopted by Vindhya Ayurved Ltd. (ii) State any two values that are being promoted by the company. Ans.(i) Marketing philosophy. Marketing philosophy implies that focus on satisfaction of customer's needs is the key to the success of any organisation in the market. It assumes that in the long run an organisation can achieve its objective of maximisation of profit by identifying the needs of its present and prospective buyers and satisfying them in an effective way. (ii) Values that are being promoted by the company are: (Any two) (a) Fulfilling social responsibility/ Concern for the society (b) Concern for health (c) Sensitivity towards the environment.			(if an examinee has not written the steps in correct sequence, ½ mark be deducted.) (If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	
(or any other correct value)	16	15	manufacturer of herbal and ayurvedic medicines and grocery products has captured a large share of the market in a short span of time. The Research and Development (R & D) department of the company spends considerable time and effort in developing eco-friendly, chemical-free and healthy alternatives for a variety of products of daily use, from toothpaste to biscuits, instant noodles to soaps, shampoos and detergents etc. Their business orientation differs from competitors who are short-sighted and want to maximize profit by maximizing sales. Instead Vindhya Ayurved considers maximization of profit by understanding needs and wants of customers in the target market and development of products or services for satisfying such needs and wants. (i) Identify and explain the marketing management philosophy adopted by Vindhya Ayurved Ltd. (ii) State any two values that are being promoted by the company. Ans.(i) Marketing philosophy. Marketing philosophy implies that focus on satisfaction of customer's needs is the key to the success of any organisation in the market. It assumes that in the long run an organisation can achieve its objective of maximisation of profit by identifying the needs of its present and prospective buyers and satisfying them in an effective way. (ii) Values that are being promoted by the company are: (Any two) (a) Fulfilling social responsibility/ Concern for the society (b) Concern for health (c) Sensitivity towards the environment.	identifying + 1½ mark for its explanation = 2 marks + 1 mark for each value = 1 x 2 = 2 marks = 2 marks = 2 +2 =



17			Q. State any two advantages and two limitations of informal organisation.	1 mark for each statement
			Ans. Advantages of informal organisation: (Any two) (i) It leads to <u>faster spread of information</u> as well a quick feedback.	1 x 2
			(ii) It fulfills the social needs of the members. (iii) It contributes towards fulfillment of organisational	2 marks
			objectives by compensating for inadequacies in the formal organisation.	1 mark for each
			(If an examinee has given only the heading, ½ mark for each heading should be awarded)	statement =
			Limitations of informal organisation: (Any two)	1 x 2
			(i) It leads to spread of rumours. (ii) It may lead to resistance to change.	2 marks
			(iii) It pressurizes members to conform to group expectations which may be against organisational interest.	2±20rm
			(If an examinee has given only the heading, ½ mark	4 marks
			for each heading should be awarded)	
18	, -	-	Q. Explain any four points of importance of	
			'controlling' function of management. Ans.Importance of controlling (Any four):	½ mark for the heading
			(i) Accomplishing organisational goals.	+
			(ii) Making efficient use of resources.(iii) Ensuring order and discipline.	1/2 mark for each correct
			(iv) Improving employee motivation.(v) Judging accuracy of standards.	explanation =
			(vi) Facilitating co-ordination in action.	1 x 4
			(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	4 marks
19	14	19	Q. Irma is the chief executive officer of a reputed company. She introduced appropriate skill developments programmers and a sound promotion policy for the employees of her company. To	



			motivate and retain the best talent in the company, she designed the jobs of the managers to include greater variety of work content. Explain any two other incentives that may be introduced by Irma other than those already introduced by her to further motivate the employees of her company. Ans. Incentives that may be introduced by Irma other than those already introduced by her to further motivate the employees of her company are: (Any two) (i) Status. (ii) Organisational climate. (iii) Employees recognition programme. (iv) Job security. (v) Employee empowerment. (vi) Employee empowerment. (vii) Productivity linked wage incentives. (ix) Bonus. (x) Profit sharing. (xi) Co-partnership. (xi) Retirement Benefits. (xi) Perquisites. (If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)	½ mark for naming each incentive + 1½ marks for its explanation = 2 marks = 2+2 = 4 marks
20	22	20	Q. Shivam bought a pain relieving ointment after seeing it being displayed in the chemist's shop. The ointment tube was packed in a cardboard box. Thetubes were received by the chemist from the wholeseller in corrugated boxes containing 20 units. Identify and explain the different levels of packaging of the pain relieving medicine. Ans. Levels of packaging: (a) Primary Packaging • The ointment tube is the primary package which refers to the product's immediate container. • It is kept till the consumer is ready to use the product or it may be kept throughout the entire life of the product. (b) Secondary Packaging	(½ mark for identification of the level + 1½ mark for its explanation = ½ + 1½ = 2 marks) + (½ mark for



	 The Cardboard box is the secondary package which refers to the additional layers of protection. When the consumer starts using the product, the secondary packing is disposed off. (c) Transportation Packaging The Corrugated box is the Transportation Package which refers to the package necessary for storage, identification or transportation. (If an examinee has not specified 'ointment tube' as the primary package, 'cardboard box' as the secondary package and 'corrugated box' as 	identification of the level + 1 ½ mark for its explanation = ½ + 1 ½ = 2 marks) + (½ mark for identification of the level
	transportation packaging, ½ mark per identification may be deducted)	½ mark for its explanation
		$= \frac{1}{2} + \frac{1}{2}$ = 1 marks) = 2+2+1 = 5 marks
21	Q. State any five points of impact of liberalization on business and industry.	ew braftorus
	Ans.Impact of government policy changes on business and industry in India (Any five): 1. Competition has increased for Indian firms due to the entry of foreign firms. 2. Customers have become more demanding as they have a wider choice. 3. Technological environment is rapidly changing creating tough challenges for smaller firms. 4. It has become necessary for enterprises to change and modify their operations to cope with the turbulent market forces. 5. There is a need for developing human resource as the new market conditions require people with higher competence and greater commitment. 6. Enterprises are forced to adopt a market orientation so that they could study the market and produce goods accordingly. 7. There is loss of budgetary support to the public sector as the government feltthat the public sector needs to be more efficient in order to survive and grow. (If an examinee has given only the headings, ½ mark for each heading should be awarded)	1 mark for each statement = 1 x 5 = 5 marks



	T T			
22	20	22	Q. Sakaar Foundation is an NGO(Non-Governmental Organization)working to improve the lives of children with medical needs, the homeless and victims of natural disasters. Apart from donations in cash, they collect dry ration, old clothes, shoes,toys, books, medicines etc. from donors. AtSakaar Foundation's office in Lucknow the material collected is segregated, classified and put in shelves and boxes that are labelled systematically. There is a specific place for each of these items and volunteers put everything at their respective places. The volunteer work is divided into specific jobs like fund raising, field visits, social media updates and so on. Each volunteer is part of a particular team, depending on their competency and training. Each volunteer becomes specialized in their respective field, leading to efficient utilization of human effort. The management of Sakaar Foundation does not close its ears to any constructive suggestions made by the volunteers. There is an equal division of work and responsibility between volunteers and management. All the day long the management work side by side the volunteers helping, encouraging and smoothing the way for them. (i) Identify and explain one principle each of 'Scientific Management' and 'General Management 'adopted by Sakaar Foundation. (ii) State any two values that Sakaar Foundation is displaying and promoting in society through their work.	Nation West Platform
			 Ans.(i)Principle of 'Scientific Management' adopted by Sakaar Foundation: Cooperation, not individualism: There should be complete co-operation between the management and the workers instead of individualism. For all important decisions taken by the management, workers should be taken into confidence. The management should be open to any constructive suggestions made by the employees and suitably reward them. 	(1 ½ marks
			Principle of 'General Management 'adopted by Sakaar	+



		Foundation:(Any one)	
		 Order The principle of Order states that people and materials must be in suitable places at appropriate 	
		time for maximum efficiency i.e. there should be place for everything and everyone in an organization and that person or thing should be found in its allotted place.	
		 Order leads to increased productivity and efficient OR 	acy. 3 marks)
		 Division of work The principle of Division of work states that work divided into small tasks/jobs. A trained specialist who is competent is required to perform each job Thus, division of work leads to specialisation. 	t
		(ii) Values that Sakaar Foundation is displaying and promoting in society through their work are: (Any to	
		(a) Concern for the society.(b) Optimum utilization of resources.	each value =1 x 2
		(c) Sensitivity towards the environment.	=2 marks
		(or any other correct value)	=3+2
	1	dia's large	5 marks
23	24	Q. Radha is an enterprising businesswoman who has been running a fishery for the past ten years She has saved ₹10 Lakhs from her business. She shared with her family her desire to utilize this money to expand her business. Her family members gave her different suggestions like buying new machinery to replace the existing one, acquiring altogether new equipment with latest technology opening a new branch of the fishery in another village and so on. Since these decisions are crucis for her business, involve huge amount of money are irreversible except at huge cost, Radha want analyze all aspects of the decision, before takinga step.	oers oers al and and as to any
		(i) Identify and explain the financial decision to taken by Radha. (ii) Also explain briefly any two factors that affective this decision.	½ mark for
		Ans. (i) Investment decision/ Capital budgeting	1 mark for its explanation



		decision	
		accision	1 ½ marks
		Investment/ Capital budgeting decision involves	1 /2 IIIai K5 +
		deciding about how the funds are invested in different	½ mark for
		assets so that they are able to earn the highest possible	naming the factor
		return for their investors.	manning the factor
		return for their investors.	1 moulta for soch
			1 marks for each
		(::) E4414CC4:4-114:1:-:	explanation
		(ii) Factors that affect capital budgeting decision are:	11/ 2
		(Any two)	$1 \frac{1}{2} \times 3$
		(a) Cash flows of the project	
		(b) Rate of return of the project.	4 1/2
		(c) Investment criteria.	
			$1\frac{1}{2} + 4\frac{1}{2}$
		(If an examinee has not given the headings as above	
		but has explained correctly, no marks may be	6 marks
		deducted)	
		(If an examinee has only given the headings, ½ mark	
		may be awarded for each correct point)	DISTFORM
			M blar.
24	23 24	Q. Explain any two reliefs that the Consumer Court	SAA
		can grant to consumers in case of genuine	
		complaints in each of the following situation.	1 mark for
		(i) Komal was charged more than the printed price	each
		for a NCERT business studies book being in short	statement
		supply.	
		(ii) Kumar was sold a truck with a defective engine.	=
		(iii) Suresh suffered injury while using a newly	1 x 2
		bought defective electric iron.	=
			2 marks
		Ans. (i) Reliefs that the Consumer court can grant to	
		the customers are: (Any two)	
		(a) To refund the price paid.	
		(b) To pay punitive damages.	+
		(c) To discontinue the unfair/ restrictive trade practice	
		and not to repeat the same in future.	1 mark for
		(d) To pay any amount (not less than 5% of the value of	SHOOLIST HERE OF THE PROPERTY OF THE COMMENT OF THE
		the book) to be credited to the Consumer Welfare Fund	statement
		or any other organisation/person, to be utilised in the	Statement
		prescribed manner.	
			1 x 2
		(e) To pay adequate costs to the appropriate party.	1 X Z
		(ii) Reliefs that the Consumar court can great to the	2 marks
		(ii) Reliefs that the Consumer court can grant to the	2 marks
		customers are: (Any two) (a) To remove the defect in engine.	
			-



		(b) To replace the defective engine with a new one, free from any defect. (c) To refund the price paid. (d) To pay punitive damages. (e) To pay any amount (not less than 5% of the value of the defective engine) to be credited to the Consumer Welfare Fund or any other organisation/person, to be utilised in the prescribed manner. (f) To pay adequate costs to the appropriate party. (iii)Reliefs that the Consumer court can grant to the customers are: (Any two) (a) To remove the defect in electrical iron. (b) To replace the defective electrical iron with a new one, free from any defect. (c) To refund the price paid. (d) To pay a reasonable amount of compensation for any loss or injury suffered by the consumer due to negligence of the opposite party. (e) To pay punitive damages. (f) To discontinue the unfair/ restrictive trade practice and not to repeat the same in future. (g) Not to offer hazardous goods like defective electrical iron for sale. (h) To withdraw hazardous goods like defective electrical ironfrom sale. (i) To cease manufacture of hazardous goods like defective electrical ironfrom sale. (j) To pay any amount (not less than 5% of the value of the defective goods) to be credited to the Consumer Welfare Fund or any other organisation/person, to be utilised in the prescribed manner. (k) To pay adequate costs to the appropriate party.	+ 1 mark for each statement = 1 x 2 = 2 marks = 2+2+2 6 marks
		for each heading should be awarded)	
25	-	Q. Explain any four points of importance of organizing function of management. Ans.Importance of organising: (Any four)	½ mark for
		(a) Benefits of specialisation(b) Clarity in working relationships.(c) Optimum utilisation of resources.	heading + 1 mark for
		(d) Adaptation to change.(e) Effective administration.	explanation =



(e) Development of personnel. (f) Expansion and growth. (If an examinee has not given the headings as above but has given the correct explanation, no marks should be deducted)	1 ½ x 4 = 6 marks
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