

THE ASIAN SCHOOL, DEHRADUN

CLASS – XII SUBJECT : BUSINESS STUDIES CHAPTER- 1 NATURE AND SIGNIFICANCE OF MANAGEMENT (M.M 30)

Q1.	Define Management	1
Q2.	What is important in Management. Effectiveness or Efficiency? Give reason.	1
Q3.	<p>Real Alliance Ltd is a well known cement company in India. It is able to earn adequate revenues to cover costs. Its capital base, number of employees and production turnover has increased manifolds over the years. The rate of profitability of the business is also creditable. The employees of the company are happy and satisfied with their remuneration, working conditions, promotion policy etc. As a part of its moral obligation, the company has taken many initiatives for providing employment to specially abled persons and promoting literacy in the villages adopted by it.</p> <p>In the context of the above case :</p> <p>i) Identify and explain the various types of objectives of management being fulfilled by Real Alliance Ltd by quoting lines from the paragraph.</p> <p>ii) List any two values that Real- Alliance Ltd wants to communicate to the society.</p>	3
Q4.	<p>Identify the characteristics of management in the following cases :</p> <p>i) What managers do in India, the USA, Germany and Japan is the same.</p> <p>ii) KFC, the fast food joint, has made several alterations in its menu in order to survive in Indian markets.</p> <p>iii) Suhasini at Fabmart performs several different tasks in a single day on a regular basis in series.</p>	3
Q5.	Explain the importance of Management.	3
Q6.	<p>Dharam is a well-known businessman in the field of publishing. He owes the success of his business to his own education in business management and his team of certified management consultants. Therefore, he decides to send both his children Danush and Damini abroad to acquire a degree in business management in their individual area of expertise. He feels that all over the world there is marked growth in management as a discipline, but still it is not considered to be a full-fledged profession for certain reasons.</p> <p>In the context of the above case :</p> <p>i) Explain the reasons because of which Dharam considers management as a discipline.</p> <p>ii) Critically examine the various reasons because of which management is not considered to be a full-fledged profession.</p>	4
Q7.	<p>Identify the level of management for the following posts and explain the functions performed at each level :</p> <p>i) CEO ii) COO iii) Section Officer iv) Purchase Manager</p>	4
Q8.	Management process is a series of continues inter related functions with no predetermined sequence. Explain.	5
Q9.	<p>Kartik joins a garment factory as a plant supervisor in Lucknow. He observes that the output of some workers is very low as compared to the standards set for their performance. On analyzing the reasons for the same, he finds out that a lot of time of the workers is wasted in getting the requisite materials issued from the store. Whereas on asking, the store keeper complains that there is no harmony in the working of the production department as a whole. Everyday the workers approach him at the last minute to procure different kinds of threads, laces, mirrors, buttons etc. If it is not available in the store then he has to place an order with the purchase officer. As a result, a lot of time of the workers is wasted. So, in order to integrate the various productions activities, henceforth, Kartik ensures that the store keeper is informed well three days in advance about the requisite material. Consequently, the store keeper is able to keep the materials ready for the workers every morning in accordance with their requirements.</p> <p>In context of the above case “:</p> <p>i) Identify and explain the quality of management that Kartik has introduced in the working of the production department as a corrective measure to control the output of the workers.</p> <p>ii) State briefly any two points highlighting the importance of quality of management identified in part (a) .</p>	6

THE ASIAN SCHOOL, DEHRADUN

CLASS – XII SUBJECT : BUSINESS STUDIES CHAPTER- 2 PRINCIPLES OF MANAGEMENT (M.M 30)

Q1.	Principles of Management are formed by hit and trial method? Do you agree? Justify.	1
Q2.	State any two points which highlights the nature of principle of management.	1
Q3.	Identify the technique of scientific management in which planning and production departments are segregated. Discuss in brief.	3
Q4.	<p>Raj and Simran are both qualified eye surgeons and good friends. After obtaining a certificate of practice, they decide to persue a career of their own choice. Raj starts an eye care centre in the city whereas Simram joins a government hospital in a small village. They meet after a long time in a party. Raj invites Simran to visit his eye care centre and she accepts his invitation. She observes at his clinic that there is a fixed place for everything and everyone and it is present there so that there is no hinderance in the activities of the clinic. Also, Raj always tends to replace 'I' with 'We' in all his conversations with the staff members. Later on Raj shares with her that he always deals with lazy sternly to send the message that everyone is equal in his eyes. In context of the above case :</p> <p>i) Identify and explain the various principles of management that Raj is applying for the successful management of his eye care centre.</p> <p>ii) List any two values that Simran wants do communicate to the society by taking up a job in a village.</p>	3
Q5	Develop and imaginary plan of differential piece rates to be introduced for the workers engaged in making furniture.	3
Q6.	<p>Hritik is desirous of setting up a small factory to manufacture different kinds of eco-friendly packaging materials. He proposes to adopt a logical approach to his business rather than hit and trail method as he knows that this can result in tremendous saving of human energy as well as wastage of time and materials. He plans to adopt paternalistic style of management in practice in order to avoid any kind of class-conflict that may emerge between him and the workers. Moreover, he plans to seek the opinion of his workers before taking any important decision and also offers incentives to them for providing valuable suggestions for the business.</p> <p>In context of the above case :</p> <p>i) Identify and explain the various principle of scientific management that Hritik plans to apply in his business.</p> <p>ii) List any two values that he wants to communicate to the society by offering eco-friendly packaging material.</p>	4
Q7.	<p>Identify the principles of management violated in the following cases and explain them :</p> <p>i) Raghav a manager, speaks to people at all levels, including his as well as other departments.</p> <p>ii) Raghav, a manager, expects his subordinates to work for personal satisfaction and contentment, without any monetary reward.</p> <p>iii) Raghav, a manager, expects that his subordinate produces instant results, without giving him sufficient time to settle in the new environment.</p> <p>iv) Raghav, a manager, does not replaces competition with cooperation.</p>	4
Q8.	<p>Discuss the following techniques of scientific work study :</p> <p>i) Time study ii) Motion Study iii) Fatigue study iv) Method Study Simplification and Standardization of work</p>	5
Q9.	<p>Rajveer works as a plant superintendent in a carpet marking factory. In order to complete the export orders on time, the production manager asks him to make the workers work over time whereas the finance manager is strictly against this practice because it will increase the cost of production. Moreover, Rajveer feels that since the company is manufacturing handmade carpets as well as machine made carpet there is a lot of overlapping of activities. Therefore, there should be two separate divisions for both of them wherein each division should have its own in charge, plans and execution reasources.</p> <p>In context of the above case :</p> <p>a) Identify and explain the principle of management which is being violated.</p> <p>b) Also identify the principle of management that Rajveer feels should be implemented in the factory.</p> <p>c) Give any two differences between the principle of management as identified in part (a) and part (b) respectively.</p>	6

THE ASIAN SCHOOL, DEHRADUN

CLASS 12 SUBJECT : BUSINESS STUDIES CHAPTER- 3 Business Environment (M.M 30)

Q1.	Give an example of general forces of Business Environment.	1
Q2.	Define Globalization.	1
Q3.	Explain two impacts of changing government policy on business and industry.	3
Q4.	Explain two reasons why is it important to understand Business Environment.	3
Q5.	<p>Eco-friendly products are gaining power as the consumer' awareness about environmental issues has increased over the years and they are conscious about choosing products that do not have adverse effects on the environment. They are now more conscious about the carbon emission and climate change effects, and want themselves to be 'seen' as a green advocate among their peers. In such a scenario, it has become a challenge for the companies as they have to not only meet the needs of the consumers but also ensure that their products are safe and environment friendly. As a result, there is growing need for better and advanced technologies to works as a catalyst in this regard.</p> <p>a) Identify the relevant feature of business environment being discussed above. b) Describe briefly any three points which highlight the importance of business environment and its understanding by managers.</p>	3
Q6.	<p>It is interesting to know that the menu items of the multinational food chains are customized to suit the general palates of the local people in the region. When McDonald's started its business in India in the year 1996, the company went through a complete localization strategy. McDonald's changed its product menu to accommodate the vegetable burger given the large vegetarian population. It also altered its store design and even reduced the product price by close to fifteen per cent. Also, the 'McAloo Tikki burger' is not available anywhere but in the Indian outlets of McDonalds.</p> <p>Identify and explain the relevant feature of business environment being discussed above.</p>	4
Q7.	<p>'Zero Defect Zero Effect' (ZED) is a slogan coined by the Prime Minister of India, Narendra Modi with reference to the Make in India initiative launched by the government. The slogan reflects the efficiency of production processes; ie. The products have no defects and the process through which the product is made has zero adverse environmental and ecological effects. The ZED model aims to make India the manufacturing hub of the world and prevent the products developed in India from being rejected by the global market. Moreover, before the initiative was launched, the limits of foreign direct investment in various sectors had been relaxed. The application for licences was made available online and the validity of licences was increased to three years. Various other norms and procedures were also relaxed by the government.</p> <p>In the light of the above paragraph, identify and explain the major component of New Economic Policy of 1991 that are being referred to by quoting lines from the paragraph.</p>	4
Q8.	<p>Kapil Sharma is working as the Country Head of a company which owns a chain of malls under the name of 'Virtuoso' in the various parts of India. Through an analysis report of the business environment, it has been brought to his notice that in the coming years, shopping at a mall will not be a necessity for the purchases can be made online from anywhere and at any time with ease and at the consumer's convenience. Hence, malls will have to provide much more than shopping to be able to attract customers. So, offering more spaces to socialize, host events and concerts, and provide ample Food and Beverage options. Consequently the share of entertainment segment and Food and Beverage segment in the overall mall space is increased by 20%. As a result, the company gains enormously by getting the first mover advantage.</p> <p>In context of the above case :</p> <p>a) Define the term 'Business Environment'. b) Explain the terms 'Threats' and 'Opportunities' by quoting lines from the paragraph.</p>	4
Q9.	<p>The court passed an order to ban polythene bags as :</p> <p>a) These bags create many environmental problems which affect the life of people. b) Society at large is more concerned about eh quality of life.</p> <p>The government decided to give a subsidy to the jute industry in order to promote this business. As a result –</p> <p>i) Innovative techniques are being developed to manufacture jute bags at low rates. ii) Incomes are rising and people can afford to buy these bags.</p> <p>Identify the different dimensions of business environment by quoting lines from the above particulars.</p>	4

THE ASIAN SCHOOL, DEHRADUN

CLASS – XII

SUBJECT – BUSINESS STUDIES CHAPTER- 4 Planning

(M.M 30)

Q1.	Why do managers must have a foresight and intelligence while planning.	1
Q2.	Why is planning considered to be rigid?	1
Q3.	Explain the limitation of 'Planning does not guarantee Success'.	3
Q4.	Give any three differences between single use and standing plans.	3
Q5.	Arush joins as a sales manager of a company dealing in nature-therapy products. Being proficient in his work, he knew that without good planning he will not be able to organize, direct, control or perform any of the other managerial functions efficiently and effectively. Only on the basis of sales forecasting, he would assist in the preparation of the annual plans for its production and sales. Besides, he will have to prepare sales plans regularly on weekly, monthly, quarterly and half yearly basis. While preparing the sales forecasts, he undertakes intellectual thinking involving foresight, visualization and issued judgment rather than wishful thinking or guess work. Most importantly, all these planning activities will be meaningful only if they will coincide with the purpose for which the business is being carried out. In context of the above case, identify the various features of planning highlighted in the above paragraph by quoting lines from it.	3
Q6.	Suhasini, a home science graduate from a reputed college, has recently done a cookery course. She wished to start her own venture with a goal to provide 'health food' at reasonable prices. She discussed her idea with her teacher (mentor) who encouraged her. After analyzing various options for starting her business venture, they short listed the option to sell ready made and 'ready to make' vegetable shakes and sattu milk shakes. Then, they weighed the pros and cons of both the short listed options . a) Name the function of management being discussed above and give any one of its characteristics. b) Also briefly discuss any three limitations of the function discussed in the case.	4
Q7.	'Agile Ltd' is a well-known automobile manufacturing company in India. The company plans to increase the sale of its sedan cars by 20% in the next quarter. In order to achieve the desired target, the marketing team of the company considers the impact of policy of the government towards diesel vehicles and the level of competition in this segment of cars. They explore the various available options like offering more discounts to dealers and customers, providing more customer friendly finance options, lucky draws on test drives, increasing advertising, offering more of free accessories on the purchase of the car, etc. A thought analysis of the various available options is done keeping in view the car, etc. A thorough analysis of the various available options is done keeping in view the relative viability of each option. The company decides to pursue the option of offering more discount to dealers and customers in order to boost the sale of sedan cars. In order to implement the plan, they determine the various discount packages and communicate the same of their product dealers. To make the prospective consumers aware about the new available benefits, advertisements are made through various sources of print and electronic media. The market analysts of the company keep a close watch on the revenue from the sedan cars to study the effects of new initiatives by the company to promote its sales. In context of the above case : i) Name the function of management described in the above paragraph. ii) Identify and explain the various steps involved in process the function of management as identified in part (a) by quoting lines from the paragraph.	4
Q8.	'Apna Ghar,' a company dealing in consumer durables, plans to increase the sale of its products by 25% around Diwali this year. Moreover, in order to cash on the implementation of the seventh pay commission by that time, which is likely to raise the income of 47 lakh serving employees of the Central Government and 52 Lakh pensioners, the company has created 30 advertisement films which will be aired across 85 national and regional channels until Diwali. In context of the above case : a) Identify the two different types of plans that 'Apna Ghar' proposes to implement by quoting lines from the paragraph. b) Distinguish between the two types of plans an identified in part (i)	5

Q9.	<p>Two years ago, Madhu completed her degree in food technology. She worked for sometime in a company that manufactured chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated an action plan to achieve the same.</p> <p>One of her objectives was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months credit from farmers cultivating only organic crops. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed activities were to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her area wise sales target for different products for the forthcoming quarter. While working on the production table, a penalty of Rs 100 per day for not wearing caps, gloves and apron was announced.</p> <p>Quoting lines from the above paragraph, identify and explain the different types of plans discussed.</p>	6
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THE ASIAN SCHOOL, DEHRADUN

CLASS : XII

SUBJECT : BUSINESS STUDIES

CHAPTER- 5 Organizing

(M.M 30)

Q1.	Define Organizing.	1
Q2.	What do you mean by span of management.	1
Q3.	Explain the steps in the process of organizing.	3
Q4.	<p>Royale Publishers started as a small printing press ten years ago. The owner Mr. Rohit used to select authors read their books, and looks after marketing. He had appointed few executives to help him for routine jobs. In due course, the business grew and today Royale Publishers is one of the leading publishers in the country. The business has seen various organizational changes over he period. Earlier all the functions of business were controlled by Mr. Rohit but today there are professionals responsible for taking decisions and controlling editing, printing, marketing etc.</p> <p>a) What type of organization was Royale Publishers ten years ago? b) Explain any three advantages of such an organization.</p>	3
Q5.	Differentiate between authority , Responsibility and Accountability on the basis of (i) Origin (ii) Flow.	3
Q6.	<p>'If a superior shares his/her responsibility, the responsibility is performed by two however if the power of decision making is shared with all levels of management, the responsibility is performed by many'.</p> <p>a) Identify the two concepts in the given statement. b) Explain the above concepts and their benefits.</p>	4
Q7.	<p>Sudhir is working as a purchase manager in a power sector company. All his subordinates hold him in high regard for his exceptional managerial skills. On one hand, as a manager, he is a tough task master and expects strict compliance to the organizational rules and procedures from his subordinates. On the other hand, he makes conscious efforts to develop rapport with his subordinates by interacting freely with them during the lunch breaks in the cafeteria. Many a times these chit chats helps him to get an insight into the views and opinions of his team members about the policies of the organization.</p> <p>In the context of the case :</p> <p>i) Identify and explain the two types of organizations have been discussed. ii) State any three differences differences between the types of organizations as identified in part (a) of the question.</p>	4
Q8.	Explain the importance of Organizing.	5
Q9	<p>The activities and employees in 'Elegance Pvt. Ltd', a footwear manufacturing company can be broadly grouped into five departments namely; production, purchase, marketing, accounts and personnel. Over the years the company has grown and expanded its operations manifolds. The company now intends to diversity into leather bags segment. So its management has decided to restructure its operations. They plan to create separate product divisions for each product line wherein the functioning of each division will be further divided into five departments namely ; production, purchase, marketing, accounts and personnel.</p> <p>In context of the above case :</p> <p>How is the company's future organizational structures likely to be different from the existing one? State any three points of differences between the two types of organizational structures.</p>	6

THE ASIAN SCHOOL, DEHRADUN

CLASS : XII

SUBJECT : BUSINESS STUDIES

SUBJECT : CHAPTER- 6 Staffing

(M.M 30)

Q1.	Name the management function which is responsible for filling and keeping filled the positions in the organizational structure.	1
Q2.	State the meaning of Human Resource Management.	1
Q3.	Explain the importance of staffing.	3
Q4.	Explain staffing as part of HRM.	3
Q5.	<p>Mrs. Rajlaxmi is working as the Human Resoruce Consultant in a firm that manufactures cosmetics, which is facing a problem of high employee turnover. The CEO of the company has invited suggestion from her for retaining the talented employees and reducing the employee turnover. Mrs. Rajlaxmi recommends that the good employees be rewarded in a way that it creates a feeling of ownership among the employees and at the same time, makes them contribute towards the growth of the organization.</p> <p>a) Identify the incentive and explain the type which has been suggested by Mrs. Rajlaxmi to the CEO of the company.</p> <p>b) Also explain any two other incentives of the same type.</p> <p>c) Mention any two duties of human resource manager.</p>	3
Q6.	<p>Atul, the Assistant Manager, Vikas, the Marketing Head and Leena, the Human Resource Manager of Montac Enterprises Ltd. Decided to leave the company.</p> <p>The Chief Executive Officer of the company called the Human Resource Manager. Leena and requested her to fill up the vacancies before leaving the organization. Leena suggested that her subordinate Miss Rama Wadhwa is very competent and trust worthy and if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Rama Wadhwa contacted Smith Recruiters who advertised for the post of marketing head for Montac Enterprises Ltd. They were able to recruit a suitable candidate for the company. Atul's vacancy was filled up by screening the database of unsolicited applications lying in the officer.</p> <p>a) Name the internal/ external sources of recruitment used by Montac Enterprises. Ltd to fill up the above stated vacancies.</p> <p>b) Also state any one merit of each of the above identified source of recruitment.</p>	4
Q7.	<p>Prashant, the Director of a company, is planning to manufacture rugs for utilizing waste materials from one of his garment factories. He decided that this manufacturing unit will be set-up in a rural area so that people of that area will have more job opportunities. For this, he wanted four different heads for Sales, Accounts, Purchase and Production Departments. He decided that one of them will be a differently-abled person, another from a minority community and one from a disadvantages section of society. He gave an advertisement in the newspaper for the above vacancies.</p> <p>I) Identify and state the next three steps Prashant has to follow in the staffing process after advertising for the above vacancies.</p> <p>II) Identify any two values that Prashant wants to communicate by setting up this manufacturing unit.</p>	4
Q8.	<p>Deeksha is the general manager of a firm offering Telemarketing services. Telemarketing is a method of direct marketing in which a representative of the company solicits prospective customers to buy products or services, either over the phone or through a subsequent face to face, or Web conferencing appointment scheduled during the call. Deeksha ensures that all the call centre representatives are well versed with the local languages so that they can interact effectively with the prospective buyers. Moreover, the employees are provided training to improve upon their troubleshooting skills so that they do not spend too much time with every customer. By acquiring these skills the callers are able to add value to their message and also shorten the call durations, leading to increased customer satisfaction and profitability of the business. As a part of the firm's policy, Deeksha encourages women, persons from backward communities and persons with special abilities to assume responsible positions in the organization.</p> <p>In context of the above case :</p> <p>i) Identify the type of communication barriers that Deeksha is able to overcome by ensuring that all the call centre representatives are well versed with the local languages .</p> <p>ii) What are benefits of training employees to an organization?</p> <p>iii) List any two values that the firm wants to communicate to the society.</p>	5

Q9	<p>Sunder Lal runs a security service providers agency. Considering that psychological testing is a critical step for judging the potential of the prospective candidates for a career in law enforcement, he uses various types of psychological tests as part of the selection processes. This is done to ensure that potential new officers are emotionally and psychologically suited to carry out the requirements of the job.</p> <p>In context of the above case :</p> <ul style="list-style-type: none">i) Briefly outline any one more type of test that Sunder Lal may use to assess the potential of the prospective candidates.ii) Briefly outline the steps involved in the selection process after conducting the assessment tests.	6
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THE ASIAN SCHOOL, DEHRADUN

CLASS : XII

SUBJECT : BUSINESS STUDIES CHAPTER- 7 Directing

(M.M 30)

Q1.	Why is directing called a continuous process?	1
Q2.	Differentiate between motive and motivators.	1
Q3.	<p>Arun is working in a multinational company in Gurgaon. He was running a temperature for the last many days. When his blood was tested, he was found to be positive for dengue with a very low platelet count. Therefore, he was admitted in a hospital and a blood transfusion was advised by the doctors. One of the colleagues sent a text message about it to his immediate superior Mr. Narain. Mr. Narain, in turn, sent a text message to the employees of the organization requesting them to donate blood for Arun. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.</p> <p>a) From the above paragraph, quote lines that indicate formal and informal communication. b) State any two features of informal communication. c) Identify any two values that are being communicated to society in the above case.</p>	3
Q4.	<p>Samita had been working as an assistant manager with Johnson Enterprises for the last ten years. She was very popular amongst her colleagues because of her commitment and dedication towards work. When the manager senior to her retired, all her colleagues thought that now Samita would be promoted. But to everyone's surprise, the vacant post was filled by an outsider, Mrs. Rita. Samita felt demoralized and her performance started declining. She would absent herself often and could not meet her targets. Mrs. Rita was a good leader who would not only instruct her subordinates but would also guide and inspire them. She notices Samita's behaviour and felt that her performance could be improved. She started involving Samita in the decision-making issues related to the organization and made her a part of a high level joint-management committee. Samita was now punctual in office and her performance started improving.</p> <p>i) Identify the function of management being performed by Mrs. Rita. ii) Name the element of the above function of management which helped Rita improve Samita's behaviour. iii) State any three features of the element identified in (b) above.</p>	3
Q5.	<p>Rajat, a sales manager, achieved his sales targets one month in advance. This achievement was displayed on the notice board and a certificate for the best performance was awarded to him by CEO of the company.</p> <p>a) Name the incentive provided to Rajat. b) Identify the type of incentive. c) List two other incentives of the type identified in part (b)</p>	3
Q6.	<p>Yash has set up a small scale manufacturing unit for making varieties of low cost detergents. In order to market his product he has employed a team of five salesmen. Each salesman has been assigned specific areas in the city. He holds a meeting every month for determining the objectives to achieved during the coming month. A sales target is predetermined for each month which is mutually agreed by both Yash and his sales team. If the salesmen succeeds in reaching this target a bonus is paid out to all of them along with the monthly salary.</p> <p>In context of the above case :</p> <p>i) What style of leadership is adopted by yash? Explain b y quoting lines from the para. ii) Name the type of non financial incentive being offered to the salesmen by seeking their involvement in deciding the monthly targets of the firm.</p>	4
Q7.	<p>Google Inc. is an American multinational corporation that is best known for running one of the largest search engines on the World Wide Web. Every day, 200 million people use it. Google was named the 2014 'Best Company to Work for' by the Great place to work institute and fortune magazine. The organization topped the list for the fifth time. The company hosts employee forums on all Fridays where there is an examination of the 20 most asked questions. Moreover, its employees can make use of any of a number of channels of expression to communicate their ideas and thoughts. Channels include Google + conversations, a wide variety of surveys, Fixits (24 hours sprints wholly dedicated to fixing a specific problem) and even direct emails to any of the Google leaders. '</p> <p>In the above context :</p> <p>i) Identify the type of communication barrier being overcome by Google Inc. by providing a number of channels of expression to their employees to communicate their ideas and thoughts. ii) Briefly explain any two other types of communication barriers.</p>	4

Q8.	<p>Roshan is the chief chef of 'Khidmat' restaurant located in the city of Bangaluru. The place is known for its exquisite Mughalai cuisine especially mutton biryani and kababs. All the food is prepared under Roshan's purview. The various activities in the kitchen are initiated in accordance to his instructions. He is very clear and specific in issuing instructions o his subordinates in order to ensure smooth working of the department. He personally oversees the method followed by the chefs for preparation of each dish. He misses no opportunity to praise his subordinates for their good work. All his team members feel very happy and satisfied under his direction. He provides constant guidance to them in order to improve upon its taste and presentation and also encourages them to innovate and be more creative in their work.</p> <p>In the above context :</p> <ol style="list-style-type: none"> i) Identify the various elements of directing mentioned in the above paragraph by quoting lines from the paragraph. ii) Describe briefly any two points to highlight the importance of directing as a function of management. 	5
Q9	Explain the Maslow's need theory of motivation.	6

THE ASIAN SCHOOL, DEHRADUN

CLASS : XII

SUBJECT : BUSINESS STUDIES CHAPTER- 8 Controlling

(M.M 30)

Q1.	Name the function of Management that includes measuring resources against corporate objectives.	1
Q2.	What is deviation?	1
Q3.	Explain any three features of Controlling.	3
Q4.	Explain any three limitations of Controlling.	3
Q5.	<p>'A Ltd.' Is a large company engaged in assembling of air-conditioners. Recently the company had conducted the 'Time' and 'Motion' study and concluded that on an average, worker can assemble ten air-conditioners in a day. The target volume of the company in a day is assembling of 1,000 units of air-conditioners. The company is providing attractive allowances to reduce labour turnover and absenteeism. All the workers are happy. Even then the assembling of air-conditioners per day is 800 units only. To find out the reason, the company compared actual performance of each worker and observed through CCTV that some of the workers were busy in gossiping.</p> <p>a) Identify the function of management discussed above. b) State the steps in the process of the function identified which are discussed in the above paragraph.</p>	3
Q6.	Rajeev and Sanjeev are managers in the same organization heading different units. While discussing about the functions of management, Rajeev says that 'Planning is looking ahead whereas controlling is looking back.' But Sanjeev says, 'You are wrong because planning is looking back whereas controlling is looking ahead.' Both are giving reasons in favour of their statements. Explain the possible reasons given by both and justify who is correct.	4
Q7.	<p>Raghav started a take away eating joint in a nearby market. His business was doing well. He ensured that the food was properly cooked, a standard taste was maintained, packing of food was done effectively and the orders were executed on time. But unfortunately he met with an accident and was advised three months bed rest. In his absence, his cousin Rohit took charge of his business. When he resumed his work after three months, he realized that his clientele had dropped. The people were not happy with the services as the quality of food had deteriorated and the delivery time for orders had increased considerably. All this was happening because most of his previous staff had left as Rohit used to adopt a very strict and authoritative approach towards them.</p> <p>In context of the above case :</p> <p>i) List any two aspects about his business that Raghav was controlling in order to make it successful. ii) Explain briefly any two points to highlight the importance of the controlling function.</p>	4
Q8.	<p>PQR Ltd, is engaged in manufacturing machine components. The target production is 200 units per day. The company had been successfully attaining this target until two months ago. Over the last two months, it has been observed that daily production varies between 150-170 units.</p> <p>i) Identify the management function to rectify the above situation. ii) Briefly state the procedure to be followed so that the actual production may come up to the target production.</p>	5
Q9	<p>'Saurashtra' is a company involved in the export of indigenous food products like chutneys and pickles. It has tied up with the small farmers in various states for sourcing of fruits and vegetable. In this way it helps the small farmers to sell their produce at reasonable rates. The company follows a practice where only significant deviations from a budget or plan are brought to the attention of management. The degree of deviations allowed in different categories in the budget are well defined in advance, along with appropriate levels of management who will respond to the deviations in question. For example, a deviation of Rs 20,000 or more in purchase costs will be reported to the concerned department manager.</p> <p>In context of the above case :</p> <p>i) Identify the principle of management control adopted by the company. State the belief underlying this principle. ii) List any two values that the company wants so communicate to the society.</p>	6

THE ASIAN SCHOOL, DEHRADUN

CLASS : XII

SUBJECT : BUSINESS STUDIES CHAPTER- 9 Financial Management

(M.M 30)

Q1.	State two purposes for which business finance may be required.	1
Q2.	Define trading on equity.	1
Q3.	Amar is doing his transport business in Delhi. His buses are generally used for tourists going to Jaipur and Agra. Identify the working capital requirements of Amar. Give reasons to support your answer. Further, Amar wants to expand and diversify his transport business. Explain any two factors that will affect his fixed capital requirements.	3
Q4.	<p>Arun is a successful businessman in the paper industry. During his recent visit to his friend's place in Mysore, he was fascinated by the exclusive variety of incense sticks available there. His friend tells him that Mysore region is known as a pioneer in the activity of Agarbathi manufacturing because it has a natural reserve of forest products especially Sandalwood to provide for the base material used in production. Moreover, the suppliers of other types of raw material needed for production follow a liberal credit policy and the time required to manufacture incense sticks is relatively less. Considering the various factors, Arun decide to venture into this line of business by setting up a manufacturing unit in Mysore.</p> <p>In context of the above case :</p> <p>i) Identify and explain the type of financial decision taken by Arun.</p> <p>ii) Identify the three factors mentioned in the paragraph which are likely to affect the working capital requirements of his business.</p>	3
Q5.	<p>Bhuvan inherited a very large area of agricultural land in Haryana after the death of his grandfather. He plans to sell this piece of land and use the money to set up a small scale paper factory to manufacture all kinds of stationary items from recycled paper. Being an amateur in business, he decided to consult his friend Subhash who works in a financial consultancy firm. Subhash helps him to prepare a blue print of his future business operations on the basis of sales forecast in next five years. Based on these estimates, he helps Bhuvan to assess the fixed and working capital requirements of business.</p> <p>In context of the above case :</p> <p>i) Identify the type of financial service that Subhash has offered to Bhuvan.</p> <p>ii) Briefly state any four points highlighting the importance of the type of financial service identified in part (a)</p>	3
Q6.	<p>Wooden Peripheral Pvt Ltd. Is counted among the top furniture companies in Delhi. It is known for offering innovative designs and high quality furniture at affordable prices. The company deals in a wide product range of home and office furniture through its eight showrooms in Delhi. The company is now planning to open five new showrooms each in Mumbai and Banglore. In Banglore it intends to take the space for the showrooms on lease whereas for opening showrooms in Mumbai, it has collaborated with a popular home furnishing brand, 'Creations'.</p> <p>a) Identify the factors mentioned in the paragraph which are likely to affect the fixed capital requirements of the business for opening new showrooms both in Bangalore and Mumbai separately.</p> <p>b) 'With an increase in the investment in fixed assets, there is a commensurate increase in the working capital requirement.' Explain the statement with reference to the case above.</p>	4
Q7.	<p>Wireworks Ltd is a company manufacturing different kinds of wires. Despite fierce competition in the industry, it has been able to maintain stability in its earnings and as a policy, uses 30% of its profits to distribute dividends. The small investors are very happy with the company as it has been declaring high and stable dividend over past five years.</p> <p>In context of the above case :</p> <p>i) State any one reason because of which the company has been able to declare high dividend by quoting line from the paragraph.</p> <p>ii) Why do you think small investors are happy with the company for declaring stable dividend?</p>	4
Q8.	<p>Visions Ltd is a renowned multiplex operator in India. Presently, it owns 234 screens in 4.5 properties at 20 locations in the country. Considering the fact that the there is a growing trend among the people to spend more of their disposable income on entertainment, two years back the company had decided to add more screens to its existing set up and increase facilities to enhance leisure, food chains etc. It had then floated an initial public offer of equity shares in order to raise the desired capital. The issue was fully subscribed and paid. Over the years, the sales and profits of the company have increased tremendously and it has been declaring higher dividend and the market price of its shares has increased manifolds.</p> <p>In context of the above case :</p> <p>i) Name the different kinds of financial decisions taken by the company by quoting liens from the</p>	5

	<p>paragraph.</p> <p>ii) Do you think the financial management team of the company has been able to achieve its prime objective? Why or why not? Give a reason in support of your answer.</p>	
Q9	<p>Vivo Ltd is a company manufacturing textiles. It has a share capital of Rs 60 lakhs. The earning per share in the previous year as Rs 0.50. For diversification, the company requires an additional capital of Rs 40 lakhs. The company raised by issuing 10% debentures for the same. During the current year, the company earned a profit of Rs 8 lakhs on the capital employed. It paid tax @ 40%.</p> <p>a) State whether the shareholders gained a loss, in respect of earning per share on diversification. Show your calculations clearly.</p> <p>b) Also, state any three factors that favour the issue of debentures by the company as part of its capital structure.</p>	6

Q1.	What is financial intermediation?	1
Q2.	Reshu's father has gifted her the shares of a large cement company with which he had been working. The securities were in physical form. She already has a bank account and does not possess any other forms of securities. She wished to sell the shares and approached a registered broker for the purpose. Mention one mandatory detail which she will have to provide with the broker.	1
Q3.	Mr. Vikas Mehra was the Chairman of IBM Bank. The bank was earning good profits. Shareholders were happy as the bank was paying regular dividends. The market price of their shares was also steadily rising. The bank was about to announce the taking over of UK Bank. Mr. Vikas Mehra knew that the share price of IBM Bank would rise on this announcement. Being a part of the bank, he was not allowed to buy shares of the bank. He called one of his rich friends Mukand and asked him to invest Rs 4 crores in the shares of his bank promising him the capital gains. As expected, after the announcement, the share prices went up by 50% and the market price of Mukand's shares was now Rs 6 crore. Mukand earned a profit of Rs 2 crores. He gave Rs 1 crore to Vikas Mehra and kept Rs 1 crore with him. On regular inspection and by conducting enquiries of the brokers involved, the Securities and Exchange Board of India (SEBI) was able to detect this irregularity. SEBI imposed a heavy penalty on Vikas Mehra. Quoting lines from the above paragraph, Identify and state any two functions performed by the SEBI in the above case.	3
Q4.	Mission Coach Ltd is a large creditworthy company that manufactures coaches for the Indian Railways. It now wants to export these coaches to other countries and decides to invest in new hi-tech machines. Since the investment is large, it requires long-term finance. It decides to raise funds by issuing equity shares. The issue of equity shares involves huge floatation cost. To meet the expenses of floatation cost, the company decides to tap the money market. a) Name and explain the money= market instrument the company can use for the above purpose. b) What is the duration for which the company can get funds through these instruments? c) State any other purpose of which this instrument can be used.	3
Q5.	The SEBI has imposed a penalty of Rs 7,269.5 crore on Pearls Agrotech Corporation Limited (PACL) and its four directors- Tarlochan Singh, Sukhdev Singh, Gurmeet Singh and Subrata Bhattacharya who had mobilized funds from the general public through illegal collective investment schemes in the name of purchase and development of agriculture land. While imposing the penalty, the biggest in its history. Securities and Exchange Board of India (SEBI) said the company deserved 'maximum penalty' for duping the common man. Its Prevention of Fraudulent and Unfair Trade Practice Regulations provides for 'severe to severe penalties' for dealing with such violations. As per SEBI norms, It can impose a penalty of Rs 25 crore or three times of the profit made by indulging in fraudulent and unfair trade practices and in the present case, the regulator has imposed a fine equivalent of three times of the illicit gains. In the context of the above case : i) State the objectives of setting up SEBI. ii) Identify the type of function performed by SEBI by quoting lines from the paragraph.	3
Q6.	Incorporated in 1990, Raju Dairy Ltd, is one of the leading manufacturers and marketers of dairy-based branded foods in India, In the initial years, its operations were restricted only to collection and distribution of milk. But, over the years it has gained a reasonable market share by offering a diverse range of dairy based products including fresh milk, flavoured yogurt, ice cream, butter milk, cheese, ghee, milk powders etc. In order to raise capital to finance its expansion plans, Raju Dairy Ltd. Has decided to approach capital market through a mix of Offer for sale of Rs 4 crore shares and a public issue of Rs 2 crore shares. In context of the above case : i) Name and explain the segment of capital market being approached by the company. ii) Identify the two methods of floatation used by the company to raise the required capital. Give one difference between them.	4
Q7.	Ragu works as a waiter in a five star hotel in Mumbai. While serving the customer he ever hears him at the table saying that the he has made profits higher than expected by investing in securities market. So, Ragu also decides to make a nominal investment from his savings in the stock market in pursuit of higher gains. In context of the above case : As a financial consultant, make him aware of the steps involved in the working of a Demat System.	4

Q8.	<p>Supriya's grandmother who was unwell, called her and gave her a gift packet, Supriya opened the packet and saw many crumpled share certificates inside. Her grandmother told her that they had been left behind by her late grandfather.</p> <p>As no trading is now done in physical form, Supriya wants to know the process by adopting which she is in a position to deal with these certificates.</p> <p>a) Identify and state the process.</p> <p>b) Also, give two reasons to Supriya why dealing with shares in physical form has been stopped.</p>	5
Q9	<p>Madhav's is one of the India's most trusted brands in Indian sweets and snacks segment. The company has manufacturing plants in Kota, Kanpur, New Delhi, and Mumbai. Madhav's has its own retail chain stores and a range of restaurants in these cities. Now the company plans to extend its business in 12 more cities in India. In order to raise the funds, its directors have decided to float a public issue through prospectus. Besides, it intends to raise money to meet the floatation costs in terms of brokerage, underwriting commission, advertising etc.</p> <p>In context of the above case :</p> <p>i) What is the other name used for the funds required to meet floatation costs?</p> <p>ii) Describe briefly the short term instrument popularly used by the companies to raise for the funds required to meet floatation costs. Who can issue them?</p> <p>iii) Distinguish between the two types of financial markets that the company intends to approach to meet its financial needs.</p>	6

Q1.	State the main objective of marketing.	1
Q2.	What is grading?	1
Q3.	Distinguish between marketing and selling?	3
Q4.	Amar is engaged in the manufacturing of refrigerators. He surveyed the market and found that customers need a refrigerator with a separate provision of water cooler in it. He decided and launched the same refrigerator in the market. Identify and explain the marketing philosophy involved.	3
Q5.	'An important task in the marketing of goods relates to designing a label as it provides useful and detailed information about a product.' In the light of the above statement, draw a label for a 'liquid soap' and highlight the important information to be provided on it.	3
Q6.	<p>ABC Crackers Ltd, a fire-cracker manufacturing company, launched some new products on the eve of Diwali in the market which attracted many buyers. To meet the increasing demand, the company employed people from nearby villages where there was a lot of unemployment. Because of the good behavior of the management with the employees, more and more people wanted to join the company. As the products were in great demand in the market. A competitor initiated the products. The products of the competitor were not accepted by the consumers as it was a status symbol to buy the products of ABC Crackers Ltd. Because of their quality.</p> <p>i) Identify and explain the product- related decision because of which consumers preferred the products of ABC Crackers Ltd.</p> <p>ii) Also , identify any two values which ABC Crackers Ltd. Wanted to communicate to the society.</p>	4
Q7.	<p>Radha found a worm crawling out of newly opened tetra pack of juice manufactured by a reputed company, Zest Ltd. She went back to the shopkeeper from whom the pack was purchased who directed her to call up the customer care centre. When all her efforts fell free, she went to a consumer activist, group to seek advice. The group decided to help Radha and take measures to impose restrictions on the sales of the firm's products of the particular batch and urge customers to refrain from buying the products of the company. Zest Ltd lost its image in the market. The CEO gave the responsibility of bringing back the lost image of the company to the manager.</p> <p>i) Identify the concept of marketing management which will help the manager to get the firm out of the above crisis.</p> <p>ii) Also explain the role of above identified concept by stating any two points.</p>	4
Q8.	<p>'Haldiram' is a famous chain selling a large variety of products in the Indian market, their products include chips, biscuits, sweets and squashes. It charges a comparatively higher price than its competitors as it sells quality products. Besides, it offers regular discounts to its customers and easy credit terms to its retailers. It has five of its own retail shops. It also sells its products through various grocery stores so that the products are made available to customers at the right quantity and at the right time. In regularly uses different communication tools to increases its sales.</p> <p>The above paragraph describes the combination of variables used by Haldiram to prepare its market offering. Identify and explain the variables.</p>	5
Q9.	<p>Reema, Vibha and Ratna are three women entrepreneurs who are engaged in dealing with handicraft goods under the brand names 'Gujkriti' through a chain of retail outlets at five different places in Delhi. They outsource all their products from tribal and rural women in the state of Rajasthan. Reema is of the opinion that in order to increase the sale of their products, they should advertise about it on television. But, Ratna is arguing that advertisement expenses will add to cost of operation. Whereas Vibha is insisting that they should set up an online portal to market their products across the globe.</p> <p>In the context of above case :</p> <p>i) Identify the tool of promotion being taken into consideration by Reema by quoting lines from the paragraph.</p> <p>ii) How is the channel of distribution being suggested by Vibha different from the channel of distribution being used by them presently?</p> <p>iii) Do you think that Ratna is justified in her argument that advertisement expenses will add to cost of operations?</p>	6

Q1.	State 2 reasons why a business must give importance in Consumer Problem.	1
Q2.	What is the aim of trade marks act?	1
Q3.	Is shopkeeper is consumer? Can he/she file a complaint if goods are defective?	3
Q4.	Discuss any three ways to protect consumers.	3
Q5.	Anita purchased a book from Satish Book Store. While reading the book, she found that sixteen pages were missing. She approached the seller of the book and complained about the missing pages. The seller promised that if the publisher was ready to change the book he would change the same. After a week, the seller informed Anita that the publisher had refused to change the book. Where can Anita file a complaint against the seller of the book? Give reason in support of your answer. Also explain who is a consumer as per 'Consumer Protection Act 1986'.	3
Q6.	Reena purchased one litre of pure desi ghee from a shopkeeper. After using it, she had doubts that it was adulterated. She sent it for a laboratory test which confirmed that the ghee was adulterated. State any six reliefs available to Reena if she complains and the consumer court is satisfied about the genuineness of the complaint.	4
Q7.	On her sister's wedding, Radha decided to gift her gold earrings. When she shared her plan with her husband, he showed her an article in the daily national newspaper under the heading 'Jago Grahak Jago'. The campaign included details about the various aspects that people must consider before buying any gold jewellery. a) Why do you think campaigns like 'Jago Grahak Jago' are inserted in the newspaper? b) Name the right of consumer being fulfilled through this initiative of the government. c) State any three responsibility that Radha must discharge as an aware consumer while buying her sister's wedding gift.	4
Q8.	Aryan went to purchase a pack of chocolate for his son from a shop in the nearby market. Despite his preference to buy a pack of a particular brand the shopkeeper forced him to buy the pack of chocolate of another brand, by giving some odd justifications. After coming back home, Gaurav was feeling very dissatisfied. i) Identify and explain the right of the consumer being violated in the above mentioned case. ii) Briefly explain any two points highlighting the importance of consumer protection from the consumer's point of view.	5
Q9.	Good Health Ltd, a pharmaceuticals company, had introduced mosquito repellent bands under the brand name 'Jaddu' in the wake of outbreak of Dengue in various parts of the country. The product attracted many people from all age groups, especially kids. However, the company failed to provide adequate guidance for the users on the label of the product in terms of time period of the effectiveness of the repellent band once its seal is opened. Because of this ambiguity, many buyers faced problems. In context of the above case : i) Identify and explain the consumer right which has been overlooked by the company. ii) Name and explain any two functions of the important product related aspect ignored by the company.	6