



# केंद्रीय विद्यालय संगठन



आंचलिक शिक्षा एवं प्रशिक्षण संस्थान ग्वालियर(म.प्र.)

**KENDRIYA VIDYALAYA SANGATHAN**  
**ZONAL INSTITUTE OF TRAINING AND EDUCATION,**  
**GWALIOR**



**कार्यपत्रक सामग्री- कक्षा 12- व्यवसाय अध्ययन**

**WORKSHEET PRACTICE MATERIAL FOR CLASS 12-**  
**BUSINESS STUDIES**

**3 DAY WORKSHOP ON**  
**“NEP 2020 & COMMRCE EDUCATION: PREPARING**  
**STUDENTS FOR FUTURE”**  
**(FROM 6<sup>TH</sup> -8<sup>TH</sup> MAY, 2025)**

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## WORKSHEET-1

### CHAPTER: NATURE AND SIGNIFICANCE OF MANAGEMENT

#### SUB. TOPICS:

*a. Management - concept, objectives, and importance.*

*b. Management as Science, Art and Profession.*

Time allowed: 20 minutes

Max.mark-20

Q1	<b>Assertion (A): Management aims to achieve organizational goals efficiently and effectively.</b> <b>Reason (R): Efficiency in management refers to doing the right tasks to achieve goals.</b> <b>Options:</b> a) Both A and R are true, and R is the correct explanation of A. b) Both A and R are true, but R is not the correct explanation of A. c) A is true, but R is false. d) A is false, but R is true.	1
Q2	A manager applies theoretical knowledge creatively to solve unique problems in the organization. Which aspect of management is highlighted in this scenario?	1
Q3	<b>Case:</b> An individual obtains a formal management degree and joins a professional association before taking up a managerial role. Which aspect of management is depicted here?	1
Q4	<b>ABC Ltd. has been facing challenges in meeting its production targets. The management decided to implement new strategies to improve efficiency and effectiveness.</b> <b>a. Which aspect of management is ABC Ltd. focusing on by implementing new strategies?</b> <b>b. By aiming to meet production targets, which management objective is ABC Ltd. addressing?</b>	1
Q5	Mr. Anil, a production manager, was able to complete his team's target before the deadline. However, he used more resources than allocated, resulting in increased costs. Identify whether Mr. Anil was effective, efficient, or both. Justify your answer.	3
Q6	XYZ Corporation is expanding its operations into new markets. The senior management team believes that while they are skilled at making strategic decisions, they often face challenges in executing those decisions at lower levels of the organization. Middle managers report a lack of alignment between the organization's goals and the day-to-day activities of the workforce. Discuss the nature of management as a science, art, and profession. How can these aspects help XYZ Corporation align its strategies and operations?	3
Q7	LMN Ltd. is an organization with three layers of management: top-level	4

	<p>(executives), middle-level (department heads), and lower-level (supervisors). The communication between the levels is poor, causing delays in decision-making and confusion among employees.</p> <p>How can LMN Ltd. improve communication and coordination between the different levels of management?</p>	
Q8	<p>Kriti Pvt. Ltd. is a growing e-commerce company. The CEO, Mr. Verma, believes that the key to success lies in effective management. He ensures that the company uses its resources efficiently and achieves its objectives like customer satisfaction, employee welfare, and profitability. Recently, he implemented a new system where employees are encouraged to work in teams and use time-saving technologies.</p> <p>a) Identify and explain the concept of management as applied in the above case.  b) Explain any three objectives of management highlighted in the case.  c) What is the significance of efficiency and effectiveness in this context?</p>	6

## WORKSHEET-1

### CHAPTER: NATURE AND SIGNIFICANCE OF MANAGEMENT

#### ANSWER

Q1	c) A is true, but R is false.	1
Q2	Management as an art.	1
Q3	Management as a profession.	1
Q4	<b>a. Improving efficiency and effectiveness.</b> <b>b. Organizational objectives</b>	1
Q5	Mr. Anil was effective but not efficient. Effectiveness refers to achieving goals, which Anil did by completing the target. Efficiency is about achieving goals with minimal cost and optimal resource use. Since he used more resources than needed, he was not efficient.  Thus, Anil achieved the desired result (effectiveness) but at a higher cost (lack of efficiency).	3
Q6	a. Science: Management involves data-driven decision-making, research, and measurable outcomes. XYZ can apply systematic planning and analysis to identify gaps in execution.  b. Art: Management requires creativity and judgment. Middle managers must adapt strategic plans to their unique team dynamics.  Profession: Management follows ethical standards and principles. Proper training, development, and experience can help bridge the gap between strategy and execution.	3
Q7	a. Top-Level Management: Should set clear and transparent policies and vision that guide the entire organization.  b. Middle-Level Management: Act as a liaison, ensuring that top-level strategies are translated into actionable plans at the operational level.  c. Lower-Level Management: Should provide feedback to both upper levels about on-the-ground challenges and opportunities.  c. Technology: Use communication tools and regular meetings to enhance coordination and reduce misunderstandings.	4
Q8	a) The concept of management applied in the case is “getting things done through others efficiently and effectively.” Mr. Verma ensures that resources are utilized optimally and objectives are achieved.  b) Three objectives of management highlighted are: Organizational Objectives: The company focuses on profitability and	6



	<p>customer satisfaction.</p> <p>Social Objectives: By ensuring customer satisfaction and fair treatment of employees, the company fulfils social responsibilities.</p> <p>Personal Objectives: Teamwork and new systems create a good work environment, addressing employee growth and satisfaction.</p> <p>d. Effectiveness means achieving end results like customer satisfaction and growth. Efficiency means achieving these with minimum cost and resources. In Kriti Pvt. Ltd., both are achieved by using teamwork and technology to save time and increase output.</p>	
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## WORKSHEET-2

### CHAPTER: NATURE AND SIGNIFICANCE OF MANAGEMENT

SUB. TOPIC: *Levels and Functions of management, Coordination.*

TIME: 20 MIN.

MAX MARKS: 20 Marks

TIME: 20 MIN.		MAX MARKS: 20 Marks												
Q1	<p><b>Assertion (A):</b> Coordination is considered the essence of management.</p> <p><b>Reason (R):</b> Coordination is a separate function performed by a particular level of management.</p> <p><b>Options:</b></p> <p>a) Both A and R are true, and R is the correct explanation of A.</p> <p>b) Both A and R are true, but R is not the correct explanation of A.</p> <p>c) A is true, but R is false.</p> <p>d) A is false, but R is true.</p>	1												
Q2	<p>Match the management levels with their typical titles:</p> <table><tr><td>Column A (Management Level)</td><td>Column B (Typical Titles)</td></tr><tr><td>A. Top-Level Management</td><td>1. Department Head, Branch Manager</td></tr><tr><td>B. Middle-Level Management</td><td>2. Supervisor, Foreman</td></tr><tr><td>C. Lower-Level Management</td><td>3. CEO, Managing Director</td></tr></table>	Column A (Management Level)	Column B (Typical Titles)	A. Top-Level Management	1. Department Head, Branch Manager	B. Middle-Level Management	2. Supervisor, Foreman	C. Lower-Level Management	3. CEO, Managing Director	1				
Column A (Management Level)	Column B (Typical Titles)													
A. Top-Level Management	1. Department Head, Branch Manager													
B. Middle-Level Management	2. Supervisor, Foreman													
C. Lower-Level Management	3. CEO, Managing Director													
Q3	<p><b>Assertion (A):</b> Top-level management is responsible for setting the organization's overall objectives.</p> <p><b>Reason (R):</b> Top-level managers handle day-to-day operational tasks.</p> <p><b>Options:</b></p> <p>a) Both A and R are true, and R is the correct explanation of A.</p> <p>b) Both A and R are true, but R is not the correct explanation of A.</p> <p>c) A is true, but R is false.</p> <p>d) A is false, but R is true.</p>	1												
Q4	<p>Match the functions of management with their descriptions:</p> <table><tr><td>Column A (Function)</td><td>Column B (Description)</td></tr><tr><td>A. Planning</td><td>1. Arranging resources to achieve objectives</td></tr><tr><td>B. Organizing</td><td>2. Recruiting and training personnel</td></tr><tr><td>C. Staffing</td><td>3. Deciding in advance what needs to be done</td></tr><tr><td>D. Directing</td><td>4. Guiding and supervising employees</td></tr><tr><td>E. Controlling</td><td>5. Monitoring performance and making corrections</td></tr></table>	Column A (Function)	Column B (Description)	A. Planning	1. Arranging resources to achieve objectives	B. Organizing	2. Recruiting and training personnel	C. Staffing	3. Deciding in advance what needs to be done	D. Directing	4. Guiding and supervising employees	E. Controlling	5. Monitoring performance and making corrections	1
Column A (Function)	Column B (Description)													
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C. Staffing	3. Deciding in advance what needs to be done													
D. Directing	4. Guiding and supervising employees													
E. Controlling	5. Monitoring performance and making corrections													
Q5	<p>ABC Ltd. is a manufacturing company. The CEO has noticed that while their production process is efficient, employees often lack clear direction, and there is little coordination between departments. The company has recently grown and expanded into new markets, but there is confusion about roles, tasks, and goals among staff.</p> <p>How can ABC Ltd. improve coordination among departments and better direct its employees to ensure a more effective management structure?</p>	3												
Q6	<p>XYZ Corp. is facing challenges in achieving its business goals. The top management has not developed clear goals for the departments, and there is a lack of clarity in how resources are being allocated. As a result, the company is</p>	3												

	struggling with inefficiencies and a lack of focus. What management functions should XYZ Corp. focus on to improve its organizational efficiency and ensure goals are met effectively?	
Q7	PQR Corporation has noticed that despite having a clear strategic plan, the execution is often inconsistent. There is no clear process to ensure that tasks are being coordinated properly across different departments. As a result, the execution of the plan is slow, and the company is missing deadlines. How can PQR Corporation improve coordination across departments to ensure that its strategic plans are executed more efficiently?	4
Q8	DEF Solutions is facing issues with their management functions, particularly in terms of planning and controlling. The company has not set clear long-term goals, and the lack of control systems has led to resource wastage and missed deadlines. The company also struggles to align employee efforts with the organizational objectives. Analyse the challenges DEF Solutions faces in planning, organizing, staffing, directing, and controlling. What should the company do to improve its management processes and ensure better alignment between goals and execution?	6

## **WORKSHEET-2**

### CHAPTER: NATURE AND SIGNIFICANCE OF MANAGEMENT

#### **ANSWER**

Q1	c) A is true, but R is false.	1
Q2	A → 3 B → 1 C → 2	1
Q3	c) A is true, but R is false.	1
Q4	A → 3 B → 1 C → 2 D → 4 E → 5	1
Q5	<ul style="list-style-type: none"><li>Improving Coordination: ABC Ltd. can improve coordination by setting up regular interdepartmental meetings to align goals and ensure everyone is working towards a common objective. Clear communication channels must be established to avoid confusion about tasks and responsibilities.</li><li>Directing Employees: The management should focus on providing clear leadership through guidance and motivation. This includes defining roles clearly and setting expectations for each employee to avoid overlaps and confusion.</li></ul>	3
Q6	<ul style="list-style-type: none"><li>Planning: XYZ Corp. should focus on the planning function to set clear, actionable goals and objectives for each department. This will help in aligning their efforts towards a common vision.</li><li>Organizing: Effective resource allocation is essential. The company should organize its resources efficiently to support the goals established during planning.</li></ul> <p>Controlling: Regular monitoring and control systems must be implemented to ensure that the company is on track to achieve its goals and make adjustments as necessary.</p>	3
Q7	<ul style="list-style-type: none"><li>Improving Coordination: PQR should introduce cross-departmental teams or project managers to oversee the implementation of strategies. Regular meetings and updates between departments can help ensure that everyone is aligned and aware of their roles and responsibilities.</li><li>Integration of Activities: PQR can create a shared vision or set of goals for all departments and ensure that activities are integrated and synchronized. This could include joint objectives, shared KPIs, and a central coordination system to avoid duplication of effort and ensure that work is completed on time.</li></ul>	4

Q8	<ul style="list-style-type: none"> <li>• Planning: DEF Solutions should start by setting clear, measurable long-term goals and breaking them down into smaller, actionable tasks. This would help create a structured roadmap for the company.</li> <li>• Organizing: The Company needs to ensure that resources (financial, human, and technological) are allocated effectively to meet the goals. This involves organizing departments and teams with clear responsibilities.</li> <li>• Staffing: Effective staffing is needed to ensure that the right people are in the right roles. DEF Solutions must recruit and train employees based on the skills needed for the company's strategic goals.</li> <li>• Directing: DEF must establish strong leadership practices to motivate employees. This includes giving clear instructions, setting expectations, and providing regular feedback.</li> <li>• Controlling: Finally, the company should implement strong control mechanisms like performance tracking and audits to identify inefficiencies and take corrective actions as needed. This will allow the company to keep track of progress and meet deadlines.</li> </ul>	6
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## WORKSHEET-3

## CHAPTER: PRINCIPLES OF MANAGEMENT

**Time : 20 Minutes**

**Max. Marks 20**

Q1	Read the following statements: Assertion and Reason. Choose one of the correct alternatives given below:  Assertion(A): If Mohan , an employee of production department is asked to go slow in production to maintain quality standard by the production manager and sales manager instructs the employee to fasten the production to meet the pending orders. In the situation , employee will get confused as to whose instruction must be followed by him.  Reason(R) : Unity of command means one employee received order from one superior and should be accountable to one superior only.  (A) Both Assertion (A) and Reason(R) are true and Reason (R) is correct explanation of Assertion (A)  (B) Both Assertion (A) and Reason(R) are true and Reason (R) is not correct explanation of Assertion(A)  (C) Assertion(A) is true but Reason(R) is false  (D) Assertion(A) is false but Reason(R) is true	1
Q2	<b>Statement I:</b> Scientific methods of production must be selected to develop standard. To set up standard the manager must may use of work studies techniques which include time study ,motion study and fatigue study.  <b>Statement II :</b> standardization means only quality standards but ignores standard size, type, weight , measures etc.  (A)Statement I is correct and Statement II is not correct.  (B) Statement I is correct and Statement II is also correct.  (C) Statement I is not correct and Statement II is correct.  (D) Statement I and Statement II both are incorrect.	1
3	Which principle of management emphasizes that "Employee turnover should be minimized to maintain organizational efficiency"? a) Stability of personnel                      b) Remuneration of employees c) Equity    d) Esprit de Corps	1
4	Henri Fayol advises managers to exhibit exemplary behaviour and avoid misusing their powers for personal gain. Which principle is being described? a) Remuneration of employees b) Centralization and decentralization c) Subordination of individual interest to the general interest d) Unity of direction	1

5	<p>Sanjeev Ltd. was engaged in the business of manufacturing electronic component. It's business was expanding due to increased demand for AC. The competition was also increasing. In order to keep its market share intact, the company directed its workforce to work overtime. But this resulted in many problems.</p> <p>Due to increased pressure of work the efficiency of workers declined. Sometimes, the subordinates had to work for more than one superiors. The workers were becoming indiscipline. The spirit of teamwork had begun decline.</p> <p>Identify any three principles of management (as given by Henry Fayol) which were being violated, quoting the lines from the above case.</p>	3
6	<p>Hina &amp; Hitesh are typists in a company having the same educational qualification. Hina is getting Rs. 3000 per month and Hitesh is getting Rs. 4000 per month as salary for the same work hours. Which principle of management is violated in this case? Name the principle and explain it.</p>	3
7	 <p>(a) From the above picture, identify and explain the principle of management and its two positive effects.</p>	4
8	<p>Gauri has been appointed as the chief organizer of a cultural event. She decides to execute her work by putting into practice the various techniques of scientific management. On the basis of several observations, she is able to determine that the standard time taken by the security officer at the gate to check the credentials of each visitor is 30 seconds. So she decides to employ two persons on this job for every function along with the other necessary supporting staff. She considers the fact that every day, the functions will take place in three shifts of four hours each, therefore it is important to give breaks to the supporting staff even in a single shift to take her/his lunch etc. Moreover, on introspection, she determines that the best way to distribute refreshment boxes to the visitors will be to hand it over to them at the exit gate as it would help to save time and eliminate any kind of confusion.</p> <p>In the context of the above case:</p> <p>Identify and explain the various techniques of work study which have been put into practice by Gauri.</p>	6

### **WORKSHEET-3**

#### **CHAPTER: PRINCIPLES OF MANAGEMENT ANSWERS**

1	(A) Both Assertion (A) and Reason(R) are true and Reason (R) is correct explanation of Assertion (A)	1
2	Statement I is correct and Statement II is not correct.	1
3	a) Stability of personnel	1
4	c) Subordination of individual interest to the general interest	1
5	a) Unity of command “Sometimes, the subordinates had to work for more than one superiors.” b) Discipline “The workers were becoming indiscipline.” c) Esprit de corps “The spirit of teamwork had begun decline.”	3
6	The principle violated is Principle of Equity. This principle emphasizes fairness and justice in the treatment of employees. It states that employees at similar positions should be treated equally and paid fairly. In this case, the unequal salary for the same work and qualifications indicates a violation of this principle.	3
7	A) Division of Work and its explanation with two positive effects	4
8	1. Time Study 2. Fatigue Study 3. Method Study	6



## WORKSHEET-4

### CHAPTER: PRINCIPLES OF MANAGEMENT

**Time : 20 Minutes**

**Max. Marks 20**

1	This principle leads to undermining of authority , indiscipline , confusion and instability in the organization , if violated. a) Unity of Direction b) Unity of Command c) Discipline d) Authority and Responsibility	1
2	Fayol is famous as a) Father of Scientific Management b) Father of Operational management c) Father of General Management d) All of the above	1
3	Which Principle of Scientific Management says that employees must be rewarded when they make suggestions that lead to cost savings within the company? a) Cooperation not individualism b) Harmony not discord c) Science, not a rule of thumb d) All of the above	1
4	The process in which subordinates of same level of authority may use to communicate with each other incase of emergency is known as _____	1
5	Name and explain the principle of management according to which a manager should replace 'I' with 'We' in all his conversation with workers?	3
6	Telco Ltd is manufacturing files and folders from the old clothes to discourage use of plastic files and folders. For this, they employ people from nearby villages where very less job opportunities are available. An employee, Harish, designed a plan for the cost reduction but it was not welcomed by the production manager. Another employee gave some suggestion for improvement in design, but it was also not appreciated by the production manager. State the principle of management described in the above para.	3
7	Nikita and Salman completed their MBA and started working in a multi-national company at the same level. Both are working hard and are happy with their employers. Salman had the habit of backbiting and wrong reporting about his colleagues to impress his boss. All the employees in the organisation knew about it. At the time of performance appraisal, the performance of Nikita was judged better than Salman. Even then their boss, Mohammad Sharif decided to promote Salman stating that being a female, Nikita will not be able to handle the complications of a higher post. (i) Identify and explain the principle of management, which was not followed by this multi-national company.	4
8	Read the following hypothetical case study and answer the given questions. ABC Ltd was engaged in the business of toy manufacturing. After some years , the business started expanding due to good quality and reasonable prices. Later on new players join the market and competition started increasing rapidly In order to keep regularity in the supply of toy products, the company directed its existing employees to work overtime.	6

	<p>But this resulted in many problems. Due to increased pressure of the work , the workers efficiency started declining. Sometimes the subordinate had to work for more than one superior resulting in declining efficiency. The divisions that were previously working on one product were also made to work on two or more products. This resulted in lot of overlapping and wastage. The workers were becoming undisciplined . The spirit of teamwork, which had characterized the company , previously was beginning to wane. Workers were feeling cheated and initiative was declining. The quality of products was beginning to decline and market share was on the verge of decrease.</p> <ol style="list-style-type: none"> <li>1. “The quality of products was beginning to decline and market share was on the verge of decrease.” Which of the following principle is violated : <ol style="list-style-type: none"> <li>a) Unity of command</li> <li>b) Unity of direction</li> <li>c) Discipline</li> <li>d) All the above</li> </ol> </li> <li>2. “Sometimes the subordinate had to work for more than one superior.” Which of the following principle is highlighted : <ol style="list-style-type: none"> <li>a) Unity of command</li> <li>b) Unity of direction</li> <li>c) Discipline</li> <li>d) Initiative</li> </ol> </li> <li>3. “In order to keep regularity in the supply of toy products, the company directed its existing employees to work overtime.” Which of the following principle was followed by the employees of the organization : <ol style="list-style-type: none"> <li>a) Authority and Responsibility</li> <li>b) Subordination of Individual Interest to General Interest</li> <li>c) Unity of Direction</li> <li>d) Esprit De Corps</li> </ol> </li> <li>4. To restore the glory of the company , the organization can take which of the following steps: <ol style="list-style-type: none"> <li>a) Management must create infrastructure to increase production capacity.</li> <li>b) Each subordinate should get instructions from one boss.</li> <li>c) Scientific techniques to be followed to avoid overlapping and wastage of resource.</li> <li>d) All of the above.</li> </ol> </li> <li>5. “The spirit of teamwork , which had characterized the company , previously was beginning to wane” Which of the following principle is highlighted : <ol style="list-style-type: none"> <li>a) Authority and Responsibility</li> <li>b) Subordination of Individual Interest to General Interest</li> <li>c) Unity of Direction</li> <li>d) Esprit De Corps</li> </ol> </li> <li>6. “Due to increased pressure of the work , the workers efficiency started declining.” Which of the following principle is violated : <ol style="list-style-type: none"> <li>a) Centralization and Decentralization</li> <li>b) Authority and Responsibility</li> <li>c) Division of work</li> <li>d) Esprit De Corps</li> </ol> </li> </ol>	
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## **WORKSHEET-4**

### **CHAPTER: PRINCIPLES OF MANAGEMENT**

#### **ANSWERS**

1	b	1
2	c	1
3	a	1
4	Gang plank	1
5	Esprit de corps It is the principle of management, according to which a manager should replace 'I' with 'We' in all his conversation with workers.	3
6	Initiative Henry Fayol suggested that work should be encouraged to develop and carry out their plans for improvements. Initiative means taking the first step with self-motivation	3
7	Multi-national company was not following the principle of equity as the manager promoted Salman on the grounds that a female will not be able to handle the complications of a higher post. Fayol in his principle clearly stated that the managers should be fair and impartial while dealing with their subordinates. There should be no discrimination on the basis of caste, sex, religion, etc. The principle of equity implies that similar treatment should be assured to employees working at similar positions.	4
8	1 d, 2 a, 3 b, 4 d, 5 d, 6 b	6

## WORKSHEET-5

### CHAPTER- BUSINESS ENVIRONMENT

TOPIC-

*BUSINESS ENVIRONMENT – CONCEPT AND IMPORTANCE*

**Time : 20 Minutes**

**Max. Marks 20**

Q.	QUESTIONS	
1	<p>Mr. Vihaan is working as the General Manager of Crystal Hotels Ltd. Mr. Vihaan observed that Government was taking a special interest in the Tourism industry as this sector is an important source of foreign exchange and employment promotion. On the basis of this news, the company decided to set up hotels at several tourist places. Crystal Hotels Ltd. established 50 hotels before other companies considered this issue. Very soon, this brand Crystal Hotels Ltd. became well known in the market Identify the importance of business environment described here.</p> <p>(a) It enables the firm to identify opportunities and getting the first mover advantage. (b) It helps the firm to identify threats and early warning signals (c) It helps in tapping useful resources (d) It helps in improving performance</p>	1
2	<p>For the following two statements, choose the correct option:</p> <p><b>Statement I:</b> Environmental awareness can help managers to identify various threats on time and serve as an early warning signal.</p> <p><b>Statement II:</b> A good understanding of environment by business managers enables them not only to identify and evaluate, but also to react to the forces external to their firms.</p> <p>Choose the correct option from options given below:</p> <p>(a) Statement I is correct and statement II is wrong. (b) Statement II is correct and statement I is wrong. (c) Both the statements are correct. (d) Both the statements are wrong</p>	1
3	<p>Read the following statements: Assertion (A) and Reason (R). Choose one of the correct alternatives given below:</p> <p><b>Assertion (A):</b> Changes in fashions and tastes of consumers may shift demand in the market from existing products to new ones.</p> <p><b>Reason (R):</b> Business environment is dynamic, i.e., it keeps on changing in consumer preferences.</p> <p><b>Alternatives:</b></p> <p>a)Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation Of Assertion (A). b)Both Assertion (A) and Reason (R) are true and Reason (R) is not the correct explanation Of</p>	1

	Assertion (A).  c)Assertion (A) is true but Reason (R) is False  d) Assertion (A) is false but Reason (R) is True.											
4	"It may be difficult to know the extent of the relative impact of the social, economic, political, technological or legal factors on change in demand of a product in the market." Identify the feature of business environment is highlighted by this point. (a) Uncertainty (b) Complexity (c) Inter-relatedness (d) relativity	1										
5	Match the following: <table border="1"><thead><tr><th>Column I</th><th>Column II</th></tr></thead><tbody><tr><td>(1)Suppliers and creditors</td><td>(i)Opportunities</td></tr><tr><td>(2)Social and political environment</td><td>(ii)Specific forces</td></tr><tr><td>(3)Gaining the profits for being a pioneer</td><td>(iii)General forces</td></tr><tr><td>(4)Positive external trends</td><td>(iv)Getting the First-mover advantage</td></tr></tbody></table> (a) i, ii, iii, iv (b) ii, iii, iv, i (c) iii, iv, i, ii (d) iv, i, ii, iii	Column I	Column II	(1)Suppliers and creditors	(i)Opportunities	(2)Social and political environment	(ii)Specific forces	(3)Gaining the profits for being a pioneer	(iii)General forces	(4)Positive external trends	(iv)Getting the First-mover advantage	1
Column I	Column II											
(1)Suppliers and creditors	(i)Opportunities											
(2)Social and political environment	(ii)Specific forces											
(3)Gaining the profits for being a pioneer	(iii)General forces											
(4)Positive external trends	(iv)Getting the First-mover advantage											
6	The sum total of all individuals, institutions and other forces that are outside the control of a business enterprise but that may affect its performance is known as ..... (a) Business environment (b) Social environment (c) Political environment (d) Economic environment.	1										
7	Understanding of environment by business managers enables them not only to identify and evaluate, but also to react to the forces external to their firms.' In light of the statement, explain any three points describing importance of business environment. Importance of Business Environment:	3										
8	Chhavi, the owner of a garment manufacturing company, noticed a sudden increase in demand for eco-friendly clothing. She realized that customers are now more conscious about sustainability. She quickly adapted her production process and started using organic fabrics to meet the new demand. Identify and explain any three features of the business environment highlighted in the above case.	3										
9	An electronics company quickly modified its product line to include 5G-compatible smartphones after the government announced a nationwide rollout of 5G technology. This swift change helped the company stay competitive. Identify and explain four features of the business environment visible in the situation.	4										
10	The Government is considering a pioneer proposal to launch a single debit-cum credit card to increase the ease and usage for the consumers. The card which will be called the "National	4										

	<p>Mobility Card" will have unique advantages for making payments in metro, buses, parking and making transactions during visits abroad. After hearing this news, Mega Bank decided to launch a "Mega Mobility Card" on similar lines, so that they could be the first to exploit the opportunity, arising due to the increasing trend of digitization. In order to improve their performance, they laid down a plan to hire more people in their marketing department and prepared guidelines to train their sales force to market the new card facility being launched by the bank. By quoting the lines, identify and explain the importance of understanding Business Environment discussed above.</p>	
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## **WORKSHEET-5**

### **CHAPTER- BUSINESS ENVIRONMENT**

#### **ANSWERS/HINTS**

Q. NO.	HINTS	MARKS
1	(a)	1
2	(a)	1
3	(a)	1
4	(b)	1
5	(b)	1
6	(a)	1
7	(i) It helps to identify opportunities and getting the first-mover advantage in instead of losing them to the competitors. (ii) It helps to identify threats on time which serves as an early warning signals. (iii) It helps in tapping useful resources so that it can convert them into output that the environment desires.	3
8	The three features of the business environment highlighted in the case are: 1. Dynamic Nature 2. Interrelatedness 3. Relativity	3
9	1. Dynamic Nature 2. Specific and General Forces 3. Interrelatedness 4. Adaptability	4
10	Following are the points of importance of understanding Business Environment discussed: (i) "Improve existing card facility--" It helps the firm in identifying threat and early warning signal. (ii) "Exploit opportunity arising--" It helps to identify opportunities and get first-mover advantage. (iii) "Improve their performance---" It helps in improving performance. (iv) "Planned to hire more-----guidelines to train sales force"- It helps in assisting in planning and policy formulation.	4

## WORKSHEET-6


### CHAPTER- BUSINESS ENVIRONMENT

TOPIC-

*BUSINESS ENVIRONMENT – DIMENSIONS OF BUSINESS ENVIRONMENT*

**Time : 20 Minutes**

**Max. Marks 20**

Q. NO.	QUESTIONS	M AR KS
1	<p>Read the following statements -Assertion (A) and Reason (R) and Choose one of the correct alternatives given below:</p> <p>(a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).            (b) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).            (c) Assertion (A) is true, but Reason (R) is false.            (d) Assertion (A) is false, but Reason (R) is true.</p> <p><b>Assertion (A):</b> Interest rates, taxes, inflation, stock market indices, value of rupee, personal disposable income, unemployment rate, etc. are the factors which affect the economic environment.  <b>Reason (R):</b> The economic environment consists of an economic system, economic policies and economic conditions prevailing in a country.</p>	1
2	<p>'Lace' is a reputed Chartered Accountant firm which renders services to big MNC's. The Chartered Accountants of the firm are required to Delhi and NCR for which they use company's cars. The firm decided to convert its Petrol cars to Electric cars in order to improve the quality of life of people. Identify the dimensions of business environment.</p> <p>(a) Political and Legal Environment            (b) Legal and Social Environment            (c) Technological and Political Environment            (d) Social and Technological Environment</p>	1
3	<div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>Identify the dimensions of the business environment illustrated by the given picture in which Shivi who has joined the workforce recently is working on an accounting software.</p> <p>(a) Technological and social            (b) Technological and economic            (c) Political and economic            (d) Social and legal</p> </div> </div>	1
4	<p>For the following two statements, choose the correct option:</p> <p><b>Statement I:</b> Gross domestic product of an economy is an example of economic environment.  <b>Statement II:</b> Attitude of government towards different groups of societies is an example of political environment.            Choose the correct option from options given below:            (a) Statement I is correct and statement II is wrong.</p>	1



	<p>(b) Statement II is correct and statement I is wrong.</p> <p>(c) Both the statements are correct.</p> <p>(d) Both the statements are wrong</p>	
5	<p>Aiming to revive Jammu and Kashmir's attraction as a top location for film shooting the J&amp;K film policy, 2021 offers a host of incentives to the filmmakers, such as subsidies and low long term interest rates, for films with patriotic and certain other themes shot in J&amp;K, for giving work opportunities to local artistes, etc. This will have an impact on business enterprises in the state. Which component of business environment is highlighted above:</p> <p>(a) Specific and general forces</p> <p>(b) Technological environment</p> <p>(c) Economic environment</p> <p>(d) Totality of external forces</p>	1
6	<p>Which of the following is not a component of the business environment? (a) Economic environment</p> <p>(b) Technological environment</p> <p>(c) Cultural environment</p> <p>(d) Biological environment</p>	1
7	<p>As per the directions issued by Supreme Court; the Government passed an order to ban the sale of tobacco products within the area of 200 metres of all educational institutions as:</p> <p>(i) Its consumption is injurious to health.</p> <p>(ii) People are becoming more conscious about health and fitness.</p> <p>Identify the 'Business environment under different dimensions quoting the lines from the above para.</p>	3
8	<p>Lately many companies have planned for significant investment in organised retailing in India. Several factors have prompted their decisions in this regard-Customer income is rising. People have developed a taste for better quality products even though they may have to pay more. The government permitted cent percent foreign direct investment in some sectors of retailing.</p> <p>Identify the changes in business environment under different dimensions, quoting the lines from the above para.</p>	3
9	<p>The Government of India has recently come up with an amendment to Section 6 of the Payment of Wages Act 1936, to allow employers of certain industries to make payment through various electronics modes of payments. The amendment will be applicable to all the public sector undertakings for wages disbursement using e-payment options. This is another milestone in the direction to further push to cashless economy. Identify and explain any two dimensions of business environment which relate to the above mentioned case.</p>	4
10	<p>The organic food market in India is growing at 25-30 per cent which reflects a clear shift in consumer tastes and preferences. The current growth in the organic food market is driven by multiplicity of factors like rising health consciousness, changing lifestyles, increase in disposable income and growing availability of organic food products in shopping malls, retail outlets and online.</p> <p>In context of the above case:</p> <p>By quoting phrases from the paragraph identify any two components of general forces which have led to a growth in the organic food market.</p>	4

## **WORKSHEET-6**

### **CHAPTER- BUSINESS ENVIRONMENT**

#### **ANSWERS**

<b>Q. NO.</b>	<b>HINTS</b>	<b>MARKS</b>
1	(a)	1
2	(d)	1
3	(a)	1
4	(c)	1
5	(c)	1
6	(d)	1
7	(i) "As per the direction issued by Supreme Court the government passed an order to ban the sale of tobacco products"- Legal Environment (ii) "Its consumption is injurious to health" Social Environment (iii) "People are becoming more conscious about health and fitness" - Social Environment	3
8	1. Economic 2. Social 3. Political	3
9	The various dimensions of business environment which relate to the above mentioned case are stated below: (any two) (i) Political Environment (ii) Legal Environment (iii) Technological Environment	4
10	The various components of general forces which have led to a growth in the organic food market are as follows: (any two) • Social: “rising health consciousness, changing lifestyles” • Economic: “increase in disposable income” • Technological: “growing availability of organic food products in shopping malls, retail outlets and online.”	4

## WORKSHEET-7


### CHAPTER- BUSINESS ENVIRONMENT

TOPIC-

*BUSINESS ENVIRONMENT – DIMENSIONS OF BUSINESS ENVIRONMENT*

**Time : 20 Minutes**

**Max. Marks 20**

Q. NO.	QUESTIONS	MARKS
1	The aim of demonetisation is not to: (a) Curb corruption (b) Reduce the prices of real estate (c) Withhold the accumulation of black money generated by undeclared income (d) Counterfeit the use of high denomination notes for illegal activities	1
2	The government of India made an announcement regarding Demonetization of the Indian economy on November 8, 2016 with profound implications for it. The process which put restrictions on convertibility of domestic money and bank deposits was meant to create a less-cash economy. One argument against the cash-lite economy is that: (a) Internet connectivity is a prerequisite (b) More people will be introduced into the formal economy. (c) Financial saving will increase (d) Tax evasion will be reduced	1
3	 Identify the concept illustrated by the given picture : (a) Business environment (b) Economic environment (c) Demonetisation (d) Financial management	1
4	Which type of business environment is directly affected by the government's demonetization policy? (a) Legal environment (b) Political environment (c) Economic environment (d) Social environment	1
5	Demonetization led many businesses to adopt digital payment systems. This reflects which feature of the business environment? A. Interrelatedness B. Static nature C. Complexity D. Adaptability	1
6	Disha runs a retail clothing store. After demonetization, she noticed a sharp decline in cash sales and customers began preferring card and UPI payments. She invested in a POS machine and tied up with digital wallets to ease transactions.  A. Which characteristic of business environment is highlighted here? B. How did Disha adapt to the changes in the business environment?	3
7	In November 2016, the Government of India announced that the ₹500 and ₹1000 currency notes would no longer be legal tender. This sudden move aimed to curb	3

	<p>black money, counterfeit currency, and corruption. Businesses and individuals had to deposit or exchange old notes and start using digital payment methods.</p> <p>A. Identify the type of business environment change described in the above case. B. State any two impacts of this decision on business operations.</p>	
8	<p>Read the following text and answer the questions the follow: (1×3=3)</p> <p>The name and taste of Coca-Cola is known to almost each and every individual in India as well as throughout the world. This carbonated soft drink holds the most market share in the soft drink market and got itself a special seat in each and every gathering. The Coca-Cola Company has on occasion introduced other cola drinks under the Coke name. The most common of these are Diet Coke, along with others including Caffeine free Coca-Cola, Diet Coke Caffeine free, Coca-Cola Zero Sugar, Coca-Cola Cherry, Coca-Cola Vanilla and so on. It has capitalized on each and every opportunity to market itself effectively and place itself in the middle of every gathering. The main reason for such an outstanding placement of product goes to the way they have established the connection between every occasion and the need for Coke to be present there, product design and creative advertising.</p> <p>(i) In the context of the above given case, identify one valid importance of Business Environment. Ans. Enables a firm to identify opportunities and getting first-mover advantage.</p> <p>(ii) Identify the feature of Business Environment which The Coca-Cola Company managed to get in their favour. Ans. Specific and general forces.</p> <p>(iii) Which business environment did Coca-Cola majorly tap into?</p>	3
9	<p>The government of India announced Demonetization of 500 and 1,000 currency notes with effect from the midnight of November 8, 2016. As a result, the existing ₹ 500 and 1,000 currency notes ceased to be legal tender from that date. New currency notes of the denomination of 500 and 2,000 were issued by Reserve Bank of India after the announcement. This step resulted in a substantial increase in the awareness about and use of Point of Sale machines, e-wallets, digital cash and other modes of cashless transactions. Also, increased transparency in monetary transactions and disclosure led to a rise in government revenue in the form of tax collection.</p> <p>(i) Enumerate three dimensions of business environment highlighted above. (ii) State any three features of Demonetization.</p>	6

## **WORKSHEET-7**

### **CHAPTER- BUSINESS ENVIRONMENT**

#### **ANSWERS**

Q. NO.	HINTS	MARKS
1	(b)	1
2	(a)	1
3	(c)	1
4	(b)	1
5	(d)	1
6	A. The characteristic highlighted is Dynamic Nature of Business Environment – it keeps changing. B. Disha adapted by: i. Installing digital payment infrastructure like POS machines. ii. Collaborating with digital wallets to meet the new customer preferences.	3
7	A. The change is related to the Political and Economic Environment. B. Two impacts of this decision: (i) Disruption in business transactions, especially in the informal sector due to cash shortages. (ii) Increased use of digital payments and banking systems, pushing businesses to adapt quickly.	3
8	(i) Enables a firm to identify opportunities and getting first-mover advantage. (ii) Specific and general forces. (iii) Social environment	3
9	(i) Dimensions of business environment highlighted above are:  (a) Political factor: (b) Legal factor (c) Technological factor:  (ii) Features of Demonetization are: (a) Demonetisation is viewed as a tax administration measure. (b) Demonetisation is also interpreted as a measure to improve tax compliance. (c) Demonetisation also led to channelizing savings into the formal financial system. (d) Demonetisation is aimed to create a less-cash or cash-lite economy.	6


## **WORKSHEET-8**

### **CHAPTER- PLANNING**

Sub-topic: *Process and Importance of Planning*

Time : 20 Minutes

Max. Marks 20

<b>Q.1</b>	Plans are prepared for a specific period of time, may be for a month, a quarter, or a year. At the end of that period, there is a need for a new plan to be drawn on the basis of new requirements and future conditions. The feature of planning reflected in the above lines is: (A) Planning is futuristic (B) Planning is continuous (C) Planning is pervasive (D) Planning is a mental exercise	<b>1</b>
<b>Q.2</b>	Airlines will be able to offer the benefit of lower pricing to customers on sectors/routes due to the decision of the civil aviation ministry to remove price caps from August 31, 2022. This can help an airline to do better performance if they take early decisions regarding future courses of action after understanding and doing analysis. Which importance of business environment and its understanding by managers is <b>NOT</b> highlighted above: (A) It helps in improving performance (B) It helps in assisting in planning and policy formulation (C) It helps in tapping useful resources (D) It enables a firm to identify opportunities and get first mover advantage.	<b>1</b>
<b>Q.3</b>	The manager here is taking the first step in the process of management. Name the step/function referred here. (A) Planning (B) Organising (C) Staffing (D) Directing	 <b>1</b>
<b>Q.4</b>	Dheeraj is a very hard-working manager. After working for the implementation of his well chalked out plan, he from the start of July, decides to see in what ways and up to what accuracy has his plan been implemented. Which step of the planning process will be involved by Dheeraj from the starting of July?	<b>1</b>
<b>Q.5</b>	Naman is a very intelligent planner. He knows the market pretty well. For last 15 years he has been leading several successful projects for his company. Company gives him responsibility to start a new project in South America. With his experience he makes assumptions about all the possible future scenarios. a. Which step of the planning process is the above paragraph related to? b. What is the other term used for assumptions in planning process? c. What is the base material for developing premises?	<b>3</b>
<b>Q.6</b>	Deepak Sharma was the Chief Executive Officer of a footwear company, 'Koshika Footwear'. The company manufactured innovative and comfortable footwear for all age groups. Deepak Sharma was known for meticulous planning. He ensured that the goals and objectives of the company are clearly stated so that they act as a guide for deciding what action should be taken and in which direction. Before each season, 'Koshika Footwear' carefully analysed market trends, customer preferences and production schedules. This analysis enabled the company to look ahead and anticipate changes and develop managerial responses, wherever necessary. As a result, they were able to consistently deliver innovative and comfortable shoes to the market. During one season, there was a sudden surge in demand for eco-friendly shoes. 'Koshika Footwear' had already planned their production for the year with specific goals to be achieved within a specific time frame. The managers of 'Koshika Footwear' did not have the flexibility to change the plan to cope with the changed circumstances. Another shoe company 'Eco Step' quickly adapted and started manufacturing comfortable eco-friendly shoes. By not being able to adjust to the rapidly changing market, 'Koshika Footwear' faced inventory surplus while 'Eco Step' emerged as a market leader in sustainable eco-friendly footwear. Quoting lines from the above paragraph, identify and explain two benefits of 'Planning' function of management discussed in the above case.	<b>3</b>

<p><b>Q.7</b></p>	<p>Read the following text and answer the questions:</p> <p>Prakash Ltd deals in the refrigerator manufacturing business. It plans for a successful year of production and sale this year. It has given targets to departments and employees in advance. The top management ensures that the plans are communicated and implemented at all levels and in all departments. All the departments and employees are comfortable with this. They are aware that they do not have to do the unconcerned activities thus leading to an approach in saving of resources. The company is planning for expansion and growth, for this, they need to make some concrete plans. The main research team has decided to weigh all the options and then choose the best one.</p> <p><b>i. They are aware that they do not have to do the unconcerned activities thus leading to an approach of saving resources. What is the importance of planning?</b></p> <p>(A) It facilitates decision-making  (B) It reduces overlapping and wasteful activities  (C) It promotes innovative ideas  (D) It provides direction</p> <p><b>ii. Planning requires the application of the mind involving foresight and vision, intelligent imagination, and sound judgment. Identify the characteristic of planning highlighted by this statement.</b></p> <p>(A) Pervasive  (B) Continuous process  (C) Mental Exercise  (D) Flexible</p> <p><b>iii. The top management ensures that the plans are communicated and implemented at all levels and in all departments. What is the feature of planning in the highlighted statement?</b></p> <p>(A) Flexible  (B) Pervasive  (C) Futuristic  (D) Continuous</p> <p><b>iv. The main research team of the company has decided to weigh all the options and then select the best one. Which step of the planning process is highlighted here?</b></p> <p>(A) Setting Objectives  (B) Selecting an alternative  (C) Developing premises  (D) Evaluating alternative courses of action</p>	<p><b>4</b></p>
<p><b>Q.8</b></p>	<p>‘Azad Ltd. ‘is a well-known automobile manufacturing company in India. The company plans to increase the sale of its 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 option like offering more discount 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 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 cars. In order to implement the plan, they determine the various discount packages and communicate the same to 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 effect of new initiatives by the company to promote its sales.</p> <p>In context of the above case:</p> <p>(1) Name the function of management described in the above paragraph.  (2) Identify and explain the various steps involved in process, the function of management as identified in part (1).</p>	<p><b>6</b></p>

## **WORKSHEET-8**

### **CHAPTER- PLANNING**

#### **ANSWERS**

Q.1(B) Planning is continuous

Q.2(C) It helps in tapping useful resources

Q.3(A) Planning

Q.4 'Follow through'

Q.5 Answers

(A) **'Developing Premises'** (second step of the planning process).

(B) **'Premises'**

(C) **forecasts, existing plans, or any past information**

Q.6 Benefits of planning:

(A) Planning provides directions: "He ensured that the goals and objectives of the company are clearly stated so that they act as a guide for deciding what action should be taken and in which direction."

(B) Planning reduces the risks of uncertainty: "This analysis enabled the company to look ahead and anticipate changes and develop managerial responses, wherever necessary"

Q.7 i. (b) It reduces overlapping & wasteful activities

ii. (c) Mental Exercise

iii. (b) Pervasive

iv. (d) Evaluating alternative courses of action

Q.8 **Planning** and Steps in planning process

- a. Setting objectives: Objectives may be set for the entire organisation and each department or unit within the organisation.
- b. Developing premises: Planning is concerned with the future which is uncertain and every planner is using conjecture about what might happen in future.
- c. Identifying alternative courses of action: Once objectives are set, assumptions are made. Then the next step would be to act upon them.
- d. Evaluating alternative courses: The next step is to weigh the pros and cons of each alternative.
- e. Selecting an alternative: This is the real point of decision making. The best plan has to be adopted and implemented.
- f. Implement the plan: This is concerned with putting the plan into action.
- g. Follow-up action: Monitoring the plans are equally important to ensure that objectives are achieved



## WORKSHEET-9

### CHAPTER- PLANNING

Sub-topic: *Limitations of Planning and Types of Plans*

**Time : 20 Minutes**

**Max. Marks 20**

Time : 20 Minutes		Max. Marks : 20																				
Q.1	It is not always true that just because a plan has worked before it will work again. Identify the related limitation of planning. (A) Planning leads to rigidity. (B) Planning reduces creativity. (C) Planning may not work in a dynamic environment. (D) Planning does not guarantee success.	1																				
Q.2	Match the columns on the basis of 'Type of Plan' given in column ii by using the options given: <table border="1"><tr><td>1</td><td>Detailed statement</td><td>A</td><td>Budget</td></tr><tr><td>2</td><td>Prescribed manner</td><td>B</td><td>Methods</td></tr><tr><td>3</td><td>Comprehensive plan</td><td>C</td><td>Programmes</td></tr><tr><td>4</td><td>Measurable results</td><td>D</td><td>Objective</td></tr><tr><td></td><td></td><td>E</td><td>Strategy</td></tr></table> (A) 1-C, 2-B, 3-D, 4-E (B) 1-B, 2-E, 3-D, 4-C (C) 1-C, 2-D, 3-A, 4-B (D) 1-C, 2-B, 3-E, 4-D	1	Detailed statement	A	Budget	2	Prescribed manner	B	Methods	3	Comprehensive plan	C	Programmes	4	Measurable results	D	Objective			E	Strategy	1
1	Detailed statement	A	Budget																			
2	Prescribed manner	B	Methods																			
3	Comprehensive plan	C	Programmes																			
4	Measurable results	D	Objective																			
		E	Strategy																			
Q.3	In "Super Pen" Ltd, a company trading in stationery items, it was decided that all purchases would be made from AK Ltd. on credit basis with credit period of at least 7 days. This was done because no other company was offering credit facility. Which type of plan has been referred to in the above paragraph? (A) Rule                      (B) Policy                      (C) Method                      (D) Strategy	1																				
Q.4	Which of the following statements correctly explains the limitation of planning 'Planning does not guarantee success'? a) Planning is required at all levels of management and in all the departments of the organization. b) Planning involves thorough examination and evaluation of available alternatives. c) Relying on a previously tried and tested successful plan just because it had worked before and will work again. d) By deciding in advance, the tasks to be performed, planning shows the way to deal with changes and uncertain events.	1																				
Q.5	Assertion                      (A): Policy is a type of single use plan. Reason                      (R) : Single use plan is developed for a one-time event or project. (a) Assertion (A) and Reason(R) are true and Reason (R) is the correct explanation of Assertion (A). (b) Both Assertion (A) and Reason(R) are true but Reason (R) is not the correct explanation of Assertion (A). (c) Assertion (A) is true but Reason(R) is false (d) Assertion (A) is false but Reason(R) is true.	1																				
Q.6	Assertion (A): Objectives, decided during the first step of planning process give direction to all departments. Reason(R) : Objectives specify what the organization wants to achieve. (a) Assertion (A) and Reason(R) are true and Reason (R) is the correct explanation of Assertion (A). (b) Both Assertion (A) and Reason(R) are true but Reason (R) is not the correct explanation of Assertion (A).	1																				

	(c) Assertion (A) is true but Reason(R) is false. (d) Assertion (A) is false but Reason(R) is true	
<b>Q.7</b>	India is the world's third-largest domestic aviation market. The Government plans to make India a hub for financing aircraft purchases and leasing planes. In order to promote this, the Government has announced tax incentives, like tax deductions, for companies setting up business in IFSC for fifteen years. Identify the type of plan being described in the above lines. a) Method b) Policy c) Strategy d) Programme	<b>1</b>
<b>Q.8</b>	A strategy is a comprehensive plan which will not include this dimension (a) Determining long term objectives (b) Adopting a particular course of action (c) The ends which the management seeks to achieve by its operations (d) Allocating resources necessary to achieve the objective	<b>1</b>
<b>Q.9</b>	Choose the incorrect statement regarding types of plans: (a) Objectives represent the end point of planning. (b) A budget is a plan which quantifies future facts and figures. (c) A rule reflects a managerial decision that a certain action must or must not be done. (d) Policy is a set of specified steps to be followed to carry out a particular activity	<b>1</b>
<b>Q.10</b>	"There are a number of incidental costs, like expenses on board meeting, discussion with experts and preliminary investigations to find out viability of the plan". Identify the limitation of planning highlighted above. (a) Planning does not guarantee success. (b) Planning leads to rigidity (c) Planning involves huge costs. (d) Planning may not work in dynamic environment	<b>1</b>
<b>Q.11</b>	State the type of plan and state whether they are Single use or Standing plan: a. A type of plan which serves as a controlling device as well. b. A plan based on research and analysis and is concerned with physical and technical tasks. c. This plan is general statements that guide thinking.	<b>3</b>
<b>Q.12</b>	'Anokha Business' is a toy manufacturing firm. With the arrival of foreign firms, it is feeling the pressure of improving its business strategy. Because of the firm's advance planning it could not suddenly bring changes in its plans as the whole organisation had started implementing the decided plan. But this year the organisation wants to ensure success. However, the firm knows that the external environment is changeable and continues to vary in a fast manner. The organisation wants to prepare in advance for a better future. It has decided to allocate a portion of its budget specifically for proper planning as it knows there are going to be expenses like Expert's fee, survey charges, etc. Which three limitations of planning have been identified in the above case?	<b>3</b>
<b>Q.13</b>	Identify the types of plans in the following cases: a. Rajat is a senior middle level manager. He is busy in allocating resources to his staff; he has also finalised the objectives and decided the comprehensive course of action to be followed in the long run. He is expecting energy in his staff for the whole season but he will have to be cautious. b. Akhilesh is giving a speech to the workers of his factory. He is the owner of a toy manufacturing factory and has 150 workers. He tells them that this year's target of production is 7.5 lakh toys. c. On the wall of 'Jeevan Jyoti' hospital a board is hanging. On this board. It is written 'We care for the health of senior citizens as our topmost priority'. This hospital is known for treating people aged more than 45 years. d. Bhagatram calls his new subordinates for a meeting. He is a top-level manager. He arranges for a power point presentation to train his subordinates who are all middle level managers. He tells them the way of doing task of treating suppliers through a new software system to be installed within next 30 days.	<b>4</b>

## WORKSHEET-9

### CHAPTER- PLANNING

#### HINT ANSWERS

1. (C) Planning may not work in a dynamic environment.
2. (D) 1-C, 2-B, 3-E, 4-D
3. (B) Policy
4. (D) By deciding in advance, the tasks to be performed, planning shows the way to deal with changes and uncertain events.
5. (D) Assertion (A) is false but Reason(R) is true.
6. (A) Assertion (A) and Reason(R) are true and Reason (R) is the correct explanation of Assertion (A).
7. (C) Strategy
8. (C) The ends which the management seeks to achieve by its operations
9. (D) Policy is a set of specified steps to be followed to carry out a particular activity
10. (C) Planning involves huge costs.
11. (A) BUDGET (Single use plan)  
(B) METHOD (Standing plan)  
(C) POLICY (Standing plan)
12. 3 limitations are:
  - (A) **Planning leads to rigidity.** Because of the firm's advance planning it could not suddenly bring changes in its plans as the whole organisation had started implementing the decided plan.
  - (B) **Planning may not work in a dynamic environment.** However, the firm knows that the external environment is changeable and continues to vary in a fast manner.
  - (C) **Planning involves huge costs.** It has decided to allocate a portion of its budget specifically for proper planning as it knows that there are going to be expenses like Expert's fee, survey charges, etc
13. Types of plans:
  - a. Strategy b. Objective c. Policy d. Method

## WORKSHEET-10

### CHAPTER- ORGANISING

Sub-topic: *CONCEPT, DELEGATION, ELEMENTS, ORGANISING IMPORTANCE*

Time : 20 Minutes

Max. Marks 20

Q1.	<p><b>Assertion (A):</b> Organising establishes the working relationships, which clarifies the lines of communication and specifies who is to report to whom.</p> <p><b>Reason (R):</b> Repetitive performance of a particular work also leads to specialization.</p> <p>Alternatives:</p> <p>a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).</p> <p>b) Both Assertion (A) and Reason (R) are true and Reason (R) is not the correct explanation of Assertion (A).</p> <p>c) Assertion (A) is true but Reason (R) is False</p> <p>d) Assertion (A) is False but Reason (R) is true.</p>	1								
Q2.	<p>Match the concept of management in Column I with their respective explanation in Column II</p> <table><tr><th>Column – I</th><th>Column – II</th></tr><tr><td>A – Authority</td><td>i) It refers to the right to take decisions inherent in a managerial position to tell people what to do and expect them to do.</td></tr><tr><td>B – Responsibility</td><td>ii) Obligation of a subordinate to properly perform the assigned duty.</td></tr><tr><td>C – Accountability</td><td>iii) Answerability for the final outcome of the assigned task.</td></tr></table> <p>Options</p> <p>a) A – i), B – ii), C- iii)</p> <p>b)A–i), B – iii), C – ii)</p> <p>c) A – ii), B – iii), C – i)</p> <p>d) A – iii), B – ii), C – i)</p>	Column – I	Column – II	A – Authority	i) It refers to the right to take decisions inherent in a managerial position to tell people what to do and expect them to do.	B – Responsibility	ii) Obligation of a subordinate to properly perform the assigned duty.	C – Accountability	iii) Answerability for the final outcome of the assigned task.	1
Column – I	Column – II									
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B – Responsibility	ii) Obligation of a subordinate to properly perform the assigned duty.									
C – Accountability	iii) Answerability for the final outcome of the assigned task.									
Q3	<p>‘Rainbow World School’ planned its annual alumni meet to get in touch with old students. Task groups like invitation committee, decoration committee and food committee were formed and placed under the overall supervision of the official in-charge of the event. Reporting relationships were established among various groups to enable smooth interaction and clarity about each group’s contribution towards the event.</p> <p>(a) Planning</p> <p>(b) Directing</p> <p>(c) Organising</p> <p>(d) Staffing</p>	1								
Q4.	<p>The boss of Aiysha Ltd Mr. Kirtan, gave one of his employees some of his work to do and gave him the following instructions: “You are in charge of this project .” If you need me,</p>	1								

	<p>I'm here.</p> <p>Which aspect of delegation is emphasized by Mr. Kirtan.</p> <p>(a) Absoluteness</p> <p>(b) Responsibility</p> <p>(c) Accountability</p> <p>(d) Power</p>	
<b>Q5.</b>	<p>A Company named Mahi Cycles has decided to start a new branch in the Middle East. The company has recognised the amount of work to be done in number of hours. The company has found out that it will take 25000 hours of man work and has subsequently divided the number of hours for different operations. The real challenges of the company begin here. Very methodically responsibility of the recognized amount of work has been given to different individuals according to their capabilities. Which function of management is highlighted above? Identify the two steps of this function indicated above.</p>	<b>3</b>
<b>Q6.</b>	<p>Aman Chadha started 'Bulls Eye' a company for providing cyber security solutions to businesses. Its objective is to prevent, detect and respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with utmost honesty and sincerity.</p> <p>The business started growing day by day.</p> <p>He was delighted when he was offered a big project by the Ministry of Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself. He decided to expand the team. The company maintained a close liaison with a local engineering college. During a campus placement, Ishan and Vrinda were appointed to work for the new project.</p> <p>He found the new employees capable, enthusiastic and trustworthy. Aman Chadha was thus, able to focus on objectives and with the help of Ishan and Vrinda, the project was completed on time. Not only this Aman Chadha was also able to extend his area of operations. On the other hand Ishan and Vrinda also got opportunities to develop and exercise initiative,</p> <p>Identify and briefly explain the concept used by Aman Chadha in the above case which helped him in focusing on objectives.</p> <p>Also, state any four points of importance of the concept identified in (a) above.</p>	<b>3</b>
<b>Q7.</b>	<p>Delegation is the entrustment of responsibility and authority to another and the creation of accountability for performance'. In the light of this statement, identify and explain the essential elements of delegation</p>	<b>4</b>
<b>Q8.</b>	<p>Aasmaan Colours' is a profit making colour producing company. The company deals in making different types of colours used in painting. The organisation has always been systematic in its approach and due to good organizing has seen a continuous increase in its revenue. Workers are given their respective jobs clearly which leads to gaining of experience since they do their respective jobs on a regular basis leading to high productivity. The organisation has many challenges and it wants to improve. There is no doubt in the lines of communication and everyone knows who has to report whom. With passage of time, there is more need to connect with the employees. They are the most important asset to the organisation. When managers delegate work to their subordinates they set themselves free from routine jobs and this leads to great amount of learning for the subordinates in practical situations.</p> <p>Which importance of organizing has been highlighted in the above case?</p> <p>How would a company adapt to changes with the help of organizing?</p>	<b>6</b>

## **WORKSHEET-10**

### **CHAPTER- ORGANISING**

#### **ANSWERS**

1	<p>Ans – b)</p> <p>Explanation:- Both Assertion and Reason are true but Reason does not explain how organising establishes working relationships which clarifies the lines of communication and whom to report.</p>
2	<p>a) A – i), B – ii), C- iii)</p>
3	<p>Ans. (c)</p> <p>Sol. The formation of task groups like invitation, decoration, and food committees under the supervision of an official, with established reporting relationships, highlights the function of organising to achieve smooth interaction and clarity....</p>
4	<p>(c) Accountability</p>
5	<p>The function of management which is highlighted above is ‘Organising’.</p> <p>The two steps of Organising which are indicated in the above case are:</p> <p>Step 1: Identification and division of work. The Company has found out that it will take 25000 hours of man work and has subsequently divided the number of hours for different operations.</p> <p>Step 2: Assignment of duties. Very methodically responsibility of the recognized amount of work has been given to different individuals according to their capabilities.</p>
6	<p>The concept used by Aman Chadha in the above case is delegation. Delegation is the entrustment of responsibility and authority to another and the creation of accountability for performance which helps a manager to extend his area of operations.</p> <p>Importance of delegation:</p> <ul style="list-style-type: none"><li>• Effective management. By delegation managers get freedom from doing routine work. They get more time to concentrate on important matters.</li><li>• Employee development. As a result of delegation, employees get more opportunities to develop new skills. It makes them better future managers.</li><li>• Motivation of subordinates. Delegation of authority enhances the status of subordinates; and provides motivation to them, to improve their performance.</li><li>• Facilitates organisational growth. Delegation helps in growth and expansion of the organisation by providing a ready workforce to take higher level responsibilities.</li><li>• Basis of management hierarchy. Delegation of authority establishes superior- subordinate relationship which is the basis of hierarchy of management.</li></ul>
7	<p>Authority It refers to the right of an individual to command his subordinates and to take action within the scope of his position.</p> <p>Authority is needed to discharge a given responsibility to the subordinates.</p> <p>It flows from top to bottom of the scalar chain.</p>

	<p>The superior has authority over the subordinates. It is highest at the top management. However, it reduces as we move downward in the corporate hierarchy.</p> <p>(ii) Responsibility It is the obligation of a subordinate to properly perform the assigned duties. Responsibility arises from a superior-subordinate relationship because the subordinate is bound to perform the duty assigned to him by his superior. Responsibility flows upwards, i.e. from bottom to top. A subordinate will always be responsible to his superior.</p> <p>(iii) Accountability Accountability implies 'being answerable for the final outcome of the assigned task'. Accountability flows upwards, i.e. a subordinate will be accountable to his superior for satisfactory performance of the assigned work.</p>
<b>8</b>	<p>The importance of organizing highlighted in the above case:</p> <p>Benefits of specialisation. Workers are given their respective jobs clearly which leads to gaining of experience since they do their respective jobs on a regular basis leading to high productivity.</p> <p>Clarity of working relationships. There is no doubt in the lines of communication and everyone knows who has to report to whom.</p> <p>Development of personnel. When managers delegate work to their subordinates they set themselves free from routine jobs and this leads to great amount of learning for the subordinates in practical situations.</p> <p>The company would adapt to the changes in the environment by modifying the organisation structure according to the requirement. The relationships among various job positions can be altered or changed according to the requirements. Even if a change is required in the managerial levels the Company may have to go ahead with it.</p>


## WORKSHEET-11

## CHAPTER- ORGANISING

Sub-topic: *Organizing Structure, Formal and Informal Organization*

**Time : 20 Minutes**

**Max. Marks 20**

Q1.	Which of the following is not a merit of formal organisation? (a) It is easier to fix responsibility for mistakes. (b) Scalar chain of command is followed. (c) It leads to effective achievement of organisational goals. (d) It leads to faster spread of information and rapid feedback.	1										
Q2.	ASSERTION (A): A Functional Structure leads to occupational specialization since emphasis is placed on specific function. REASON (R): This promotes efficiency in utilization of manpower as employees perform similar tasks within a department and are able to improve performance. (a) Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A) (b) Both Assertion (A) and Reason (R) are True and Reason (R) is not the correct explanation of Assertion (A) (c) Assertion (A) is True but Reason (R) is False. (d) Assertion (A) is False but Reason (R) is True	1										
Q3.	<table><tr><td>Column A</td><td>Column B</td></tr><tr><td>a) Functional structure</td><td>I Producing diversified products</td></tr><tr><td>b) Formal Organisation</td><td>II Arises due to the network of social personal relationship</td></tr><tr><td>c) Informal Organisation</td><td>III Deliberately designed by the top management</td></tr><tr><td>d) Divisional structure</td><td>IV Producing single line products</td></tr></table> <p>a IV III II I c III II I IV</p> <p>b IV II III I d II III IV I</p>	Column A	Column B	a) Functional structure	I Producing diversified products	b) Formal Organisation	II Arises due to the network of social personal relationship	c) Informal Organisation	III Deliberately designed by the top management	d) Divisional structure	IV Producing single line products	1
Column A	Column B											
a) Functional structure	I Producing diversified products											
b) Formal Organisation	II Arises due to the network of social personal relationship											
c) Informal Organisation	III Deliberately designed by the top management											
d) Divisional structure	IV Producing single line products											
Q4.	 <p>"I, for one, do not enjoy these BYO agenda meetings."</p> <p>Identify the type of the organization /structure depicted in above picture a) Formal Organization (b) Informal Organization (c) Functional Structure (d) Divisional Structure</p>	1										



<b>Q5.</b>	<p>Manoj Limited is a famous company under different food materials. Mr Manoj is the managing director of the company. He is fully attached to the employees of his company. This is the very reason that before taking any decision he concerns all the concerned employees. A suggestion box has also been provided in the company. It is open once a week and employees giving positive suggestions are rewarded. Besides all the employees of the company also enjoy full freedom to communicate with any superior anytime concerning matters of both related to job or their personal life.</p> <p>A) Identify the type of organization.</p> <p>B) State any one advantage and one disadvantage of the type of organization identified above.</p>	<b>3</b>
<b>Q6.</b>	<p>Kiran Industries is a company dealing in office furniture. The company choose to diversify its operations to improve its growth potential and increase market share. As the project was important, many alternatives were generated for the purpose and were thoroughly discussed amongst the members of the organization. After evaluating the various alternatives, Sukhvinder, the Managing Director of the company, decided that they should add Home Interiors and Furnishings 'as a new line of business activity.</p> <p>(a) Name the framework, which the diversified organization should adopt, to enable it to cope with the emerging complexity?</p> <p>(b) State one advantage and one limitations of this framework.</p>	<b>3</b>
<b>Q7.</b>	<p>Ramesh joined a large FMCG company as an Area Sales Manager. On his first day, he received a document that clearly outlined his role, responsibilities, the person he would report to, and who he would supervise. All official communication was expected to be made through the company email ID. All decisions had to follow a specified procedure and had to be documented. Ramesh felt confident as everything seemed structured and systematic.</p> <p>Questions:</p> <p>(i) Identify the type of organization described in the case.</p> <p>(ii) State any three advantages of this type of organization.</p>	<b>4</b>
<b>Q8.</b>	<p>Vaishnavi developers, a website design company in Ahmedabad is a startup initiative of Mr. Manu, which aims at achieving a profit margin of 10% in its first year. Mr. Manu appointed Mr. Adesh as the Digital marketing Head, Mr. Kishan as the head of Backend department and Mr. Nirav headed the Graphics Designing Department. Since each head was specialised in specific skills, it resulted in increased efficiency and better coordination. However, problems arose when Mr. Adesh started considering group objectives superior to organisational objectives and stopped exchanging information with Mr. Kishan and Mr. Nirav. The company had to bear the brunt of lack of coordination and was unable to achieve its objectives.</p> <p>a) Identify and state the organisational structure adopted by the company.</p> <p>b) State two benefits and two limitations of the identified structure highlighted in the above case.</p>	<b>6</b>

## WORKSHEET-11

### CHAPTER- ORGANISING

#### ANSWERS

1	d) It leads to faster spread of information and rapid feedback
2	(a) Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A)
3	a IV III II I
4	(b) Informal Organisation
5	A Informal Organisation B .Explain any one advantage and one disadvantage of informal organization.
6	(a) Divisional structure should be adopted by the diversified organisation to enable it to cope with the emerging complexity. (b) The any one limitations of divisional structure are as follows: * There may be conflicts among the different division's heads as in pursuit of higher profits; each of them may seek maximum allocation of resources at the cost of other divisions. * The cost is high as each division is provided with separate set of similar functions. The any one advantage with explanation of divisional structure are as follows: (a) Product specialization (b) Easy to fix accountability (c) Fast decision making (d) It facilitate Expansion and Growth.
7	(i) The type of organization described is a <b>Formal Organization</b> . (ii) Any three advantages of formal organization—  i. easy to fix responsibility since mutual relationship are clearly defined ii. no ambiguity or confusion in the role and duties to be performed and thus helps in avoiding duplication of effort iii. unity of command is maintained through and establish chain of command iv. leads to effective accomplishment of goal by providing a Framework for the operations to be performed by ensuring that each employee knows the role he has to play v. provide stability to the organisation because behaviour of each employee can be clearly predicted since there are specific rules to guide them
8	a) The organizational structure adopted by Vaishnavi Developers is Functional structure  Functional structure is an organizational design that groups similar or related jobs together.  b) Benefits of functional structure:  1) It leads to occupational specialization since emphasis is placed on specific functions. This promotes efficiency in utilization of manpower as employees perform similar tasks within a department and are able to improve performance.2) It promotes control and coordination within a department because of similarity in the tasks being performed.  Limitations of functional structure:(a) A functional structure places less emphasis on overall enterprise objectives than the objectives pursued by a functional head. Such practices may lead to functional empires wherein the importance of a particular function may be overemphasized. Pursuing departmental interests at the cost of organizational interests can also hinder the interaction between two or more departments. (b) It may lead to problems in coordination as information has to be exchanged across functionally differentiated departments

## WORKSHEET-12

### CHAPTER- STAFFING

Sub-topic: *STAFFING PROCESS AND RECRUITMENT, ELEMENT OF RECRUITMENT*

Time : 20 Minutes

Max. Marks 20

<b>Q1.</b>	Kabir is working as a human resource manager in a company. The Operational Head of the company is about to retire in three months. Kabir has decided to tap the external sources of recruitment since this vacancy cannot be filled up through the internal sources. Identify sources of recruitment that he should use in order to fill up this senior position in his company	<b>1</b>
<b>Q2.</b>	Lucky shoe company expects to produce 10,000 pairs of hand crafted shoes in the next six months. The plant supervisor has prepared an estimate to show the number of workers required in the factory at production times. Identify the step in one of the functions of management being described above. (a) Estimating manpower requirements (b) Selection (c) Recruitment. (d) Job offer	<b>1</b>
<b>Q3.</b>	Entrepreneurs and business owners are constantly dealing with two big staffing issues: attracting top talent and retaining it. In order to push employees to do their best in every part of their job, organisations need to be constantly rewarding them for their best work. Identify the element of directing being mentioned above. (a) Supervision. (b) Communication (c) Leadership. (d) Motivation	<b>1</b>
<b>Q4.</b>	It is suitable for filling casual vacancies when work load is high or when certain number of permanent workers are absent. Identify the related source of recruitment (a) Direct Recruitment. (b) Labour Contractors (c) Advertising on Television. (d) Placement Agencies and Management Consultants	<b>1</b>
<b>Q5.</b>	Name the methods of recruitment in the following cases: a) A company gets applications on and off even without declaring any vacancy. However, as and when the vacancy arises, the company makes use of such applications. b) Casual vacancies of unskilled or semi-skilled jobs when there is a rush of order or when some permanent workers are absent. c) Recruitment by which most of the senior positions of the industry as well as commerce are filled.	<b>3</b>
<b>Q6.</b>	Bhuvan Ltd. is highly reputed company. The employees of this organization discussed how they came in contact with this organization. Reena said she was introduced by the Purchase manager (Mr. John) Neetu said she applied through newspaper and was appointed as Finance manager. Indu said she was directly called by the company from her IIM institute after completing MBA. Identify sources of recruitment.	<b>3</b>
<b>Q7.</b>	Prateek has started an advertising agency in Gurgaon. One of the pages on his Company's website contains the following information, "Welcome to all the visitors of this page who are looking for an opportunity to make a career in the field of advertising. The openings are available in the company at various levels, so don't miss the chance." This page includes a link to provide further details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on. Through a continuous assessment of the number and types of human resources necessary for the	<b>4</b>

	<p>performance of various jobs and accomplishment of organizational objectives and in relation to the number and type available, he gets the information on this page updated. In context of the above case:</p> <p>I. Identify and explain the steps in the staffing process being carried out by Prateek by quoting lines from the paragraph.</p> <p>II. Name the concept that relates to the details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on</p>	
<b>Q8.</b>	<p>Entertainment India Ltd. has been incorporated with the objective of entertaining people by organising festivals, programmes and other similar events depicting the rich cultural heritage of the country. The company management has renowned personalities from the field of art, literature and culture. They decided to give a platform to young budding musicians, poets and artists. The company decided its organisational structure by grouping similar jobs together. Thereafter, the heads of different departments were also appointed. Nisha, one of the heads, did an analysis of the number, type and qualification necessary for people to be appointed. The information generated in the process of writing the job description and the candidate profile was used to develop 'Situations vacant' advertisement. This was published in print media and flashed in electronic media. This brought in a flood of response.</p> <p>Explain the other steps which Nisha has to perform to complete the process being discussed above.</p>	<b>6</b>

## **WORKSHEET-12**

### **CHAPTER- STAFFING**

#### **ANSWERS**

1	any sources of external recruitment.
2	Estimating manpower recruitment
3	d.)Motivation
4	Direct recruitment.
5	a) Casual callers b) Direct recruitment c) Advertisement
6	a) Reena's source of recruitment recommendation from existing staff. b) Neetu's source: Media advertising c) Indu's source: Campus recruitment
7	I. The two steps in the staffing process being carried out by Prateek are as follows: (a) Estimating the Manpower Requirements (b) Recruitment II. Job descriptions the concept that relates to the details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on.
8	Ans. Other steps which Nisha has to perform to complete the process being discussed above are: (i) Selection. (ii) Placement and Orientation. (iii) Training and Development. For explanation of these steps, refer 'Staffing Process.' (iv) Performance Appraisal. (v) Promotion and career planning. (vi) Compensation.


## WORKSHEET-13

### CHAPTER- STAFFING

Sub-topic: *SELECTION PROCESS, TRAINING AND DEVELOPMENT , TRAINING METHODS*

Time : 20 Minutes

Max. Marks 20

<b>Q1.</b>	<p>Match the various Selection Tests' in column-I with their respective statements in column-II:</p> <table><tr><td></td><td>Column-I</td><td></td><td>Column -II</td></tr><tr><td>A</td><td>Aptitude Test</td><td>(i)</td><td>It indicates the person's capacity to develop</td></tr><tr><td>B</td><td>Trade Test</td><td>(ii)</td><td>It is used to measure the existing skills of the individual.</td></tr><tr><td>C</td><td>Personality Test</td><td>(iii)</td><td>It is an indicator of a person's learning ability or the ability to make decisions and judgment</td></tr><tr><td>D</td><td>Intelligence Test</td><td>(iv)</td><td>It is used to know clues to a person's emotions</td></tr></table> <p>(a) A-(ii), B-(i), C-(iii), D-(iv) (b) A-(i), B-(ii), C-(iv), D-(iii) (c) A-(iii), B-(i), C-(ii), D-(iv) (d) A-(iii), B-(ii), C-(i), D-(iv)</p>		Column-I		Column -II	A	Aptitude Test	(i)	It indicates the person's capacity to develop	B	Trade Test	(ii)	It is used to measure the existing skills of the individual.	C	Personality Test	(iii)	It is an indicator of a person's learning ability or the ability to make decisions and judgment	D	Intelligence Test	(iv)	It is used to know clues to a person's emotions	<b>1</b>
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C	Personality Test	(iii)	It is an indicator of a person's learning ability or the ability to make decisions and judgment																			
D	Intelligence Test	(iv)	It is used to know clues to a person's emotions																			
<b>Q2.</b>	<p>Assertion (A): Training increases the chances of errors and accidents. Reason (R): Training helps employees understand their tasks better. a) Both A and R are true, and R is the correct explanation of A b) Both A and R are true, but R is not the correct explanation of A c) A is true, but R is false d) A is false, but R is true</p>	<b>1</b>																				
<b>Q3.</b>	<p>In the job application form for the post of Production Manager, Ketan had given details of his present employer. The company contacted the General Manager of his present company to establish Ketan's credibility. Identify the step in selection process being described in the above lines. (a) Job offer (b) Contract of employment (c) Reference and background checking (d) Selection decision</p>	<b>1</b>																				
<b>Q4.</b>	<p>Identify the type of training (a) Apprenticeship training (b) Vestibule training (c) Induction d) Internship</p> 	<b>1</b>																				

<b>Q5.</b>	<p>Identify the training method</p> <p>A)Neha has just joined a multinational company as a Marketing Executive. On her first day, the HR team organizes a session to introduce her to the company's history, mission, policies, and code of conduct. She is also given a tour of the office and introduced to her team. Identify the type of training being provided to Neha.</p> <p>B) ABC Manufacturing is introducing a new high-tech machine. The company decides to set up a replica of the actual work environment where employees are trained to operate the machine without interrupting the regular workflow. Identify the method of training being used.</p> <p>C) Sakshi, a management student, has joined a finance firm for a 3-month summer training where she works under the guidance of experienced staff, applying her academic knowledge to real projects.What type of training is Sakshi undergoing?</p>	<b>3</b>
<b>Q6.</b>	<p>The quality of production is not as per standards. On investigation it was observed that most of the workers were not fully aware of the proper operation of the machinery.</p> <p>(a)Suggest the remedy to improve the quality of production to meet the standards?</p> <p>(b) State the benefits of the remedy identified in (a) above.(any two)</p>	<b>3</b>
<b>Q7.</b>	<p>A retail company hired 50 new employees to work as cashiers. Before joining, they were taught how to operate billing software and handle cash registers efficiently. Meanwhile, the company also nominated 10 senior employees to attend a leadership workshop to prepare them for future managerial roles.</p> <p><b>Q1. Identify the two types of concept of staffing discussed above.</b></p> <p><b>Q2.Differentiate between them on any three basis.</b></p>	<b>4</b>
<b>Q8.</b>	<p>A software company, Tech Zen, is hiring software developers. After receiving over 500 applications, the HR team conducted a preliminary screening based on qualifications and experience. Shortlisted candidates were then called for a written test assessing their programming skills. Next, they were interviewed by a technical panel. Finally, selected candidates had to go through a medical examination before being issued an appointment letter.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1. Identify the process and briefly explain the stages of the process followed by Tech Zen.</li> <li>2. If a candidate performed well in the interview but failed the medical exam, should the company still hire them? why</li> </ol>	<b>6</b>

## WORKSHEET-13

### CHAPTER- STAFFING ANSWERS

ANSWERS

1	(b)A-(i), B-(ii), C-(iv), D-(iii)															
2	d)															
3	(c) Reference and background checking															
4	(a) Apprenticeship training															
5	A. The type of training is <b>Induction Training</b> . B. <b>Vestibule Training</b> . C. Sakshi is undergoing <b>Internship Training</b> .															
6	(a) Training (b) Benefits of Training to the Organisation															
7	<ul style="list-style-type: none"><li>• The first concept (billing software training) is <b>Training</b>, as it focuses on specific job-related skills.</li><li>• The second concept (leadership workshop) is <b>Development</b>, aimed at grooming employees for future responsibilities.</li></ul> <p><b>Difference Highlighted:</b></p> <p><b>Difference:</b></p> <table><thead><tr><th>Basis</th><th>Training</th><th>Development</th></tr></thead><tbody><tr><td><b>Objective</b></td><td>Improve current job performance</td><td>Prepare for future roles</td></tr><tr><td><b>Scope</b></td><td>Narrow and job-specific</td><td>Broad and career-oriented</td></tr><tr><td><b>Time Frame</b></td><td>Short-term</td><td>Long-term</td></tr><tr><td><b>Focus</b></td><td>Skill enhancement</td><td>Personality and knowledge growth</td></tr></tbody></table> <p>.</p>	Basis	Training	Development	<b>Objective</b>	Improve current job performance	Prepare for future roles	<b>Scope</b>	Narrow and job-specific	Broad and career-oriented	<b>Time Frame</b>	Short-term	Long-term	<b>Focus</b>	Skill enhancement	Personality and knowledge growth
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<b>Time Frame</b>	Short-term	Long-term														
<b>Focus</b>	Skill enhancement	Personality and knowledge growth														
8	<p><b>1.Selection process</b></p> <p><b>Preliminary Screening:</b> Filtering applications based on qualifications and experience.</p> <p><b>Selection Tests:</b> Written test to assess technical skills.</p> <p><b>Employment Interview:</b> Face-to-face interaction to evaluate suitability.</p> <p><b>Medical Examination:</b> Ensures the candidate is physically and mentally fit.</p> <p><b>Job Offer/Appointment Letter:</b> Final step after clearing all the above.</p> <p>2.No, the company should not hire the candidate if the job requires a specific level of health and fitness that the person fails to meet because selection is a negative process so if the person is not fulfilling the requisite crieteria ,he/she will be rejected.</p>															



## WORKSHEET-14

### CHAPTER- DIRECTING

Sub-topic: *Elements and features of Directing*

Time : 20 Minutes

Max. Marks 20

Q.		
	<p><b>Read the following text and answer the question 1 to 4 on the basis of the same:</b></p> <p>Mr. Suresh is a safety officer in a reputed PSU sector ECL. He supervises the workers towards the predetermined goals of the organisation and directs how to eradicate unsafe practices of inundation, fire breakouts, existence of inflammable gases etc.</p> <p>On one such instances there was huge fire breakout in the underground mines and the workers morale was down and demotivated because of several risk hazards. Mr. Suresh observed the whole situation and consulted with all his workers and constantly monitored, guided and inspired them to integrate their efforts and accept the situation as a challenge and take adequate safety measures for fire extinguish and Financial Management I Read the following text and answer the following questions on the basis of the same: Mr. C. Bose is running a successful business. Mr. Bose is the owner of R. K. Cement Ltd. Mr. Bose decided to expand his business by acquiring a Steel Factory. This required an investment of Rs. 60 crores. To seek advice in this matter, he called his financial advisor Mr. P. Ram who advised him about the judicious mix of equity (40%) and Debt (60%). Employ more of cheaper debt may enhance the EPS. Mr. Ram also suggested him to take loan from a financial institution as the cost of raising funds from financial institutions is low. Though this will increase the financial risk but will also raise the return to equity shareholders. He also apprised him that issue of debt will not dilute the control of equity shareholders. At the same time, the interest on loan is a tax deductible expense for computation of tax liability. After due deliberations with Mr. Ram, Mr. Bose decided to raise funds from a subsidizing its effects. Thereby, production turnover was outstanding and out performed other subsidiaries Mr. Suresh was recognised with Bravery Award from CIL.</p>	
1	<p>Mr. Suresh worked towards predetermined goals of the organization .Which important function of directing is addressed here?</p> <p>A. Means of motivation B. Initiates action C. Facilitate change D. Brings stability</p>	1
2	<p>Mr. Suresh consulted with all his workers, he listened to their opinions. Which form of leadership is identified here?</p> <p>A. Laissez-faire B. Autocratic C. Democratic D. Free-rein</p>	1
3	<p>Bravery award is .....form of non-financial incentive.</p> <p>A. Status B. Job security C. Career Advancement D. Employee recognition</p>	1
4	<p>Under Maslow's hierarchy need theory which need of Mr. Suresh has been met through respect and recognition among other employees?</p> <p>A. Self – Actualization need B. Safety and security needs C. Esteem needs D. Physiological needs</p>	1
5	<p>Parikh is working in a multinational company in Surat. He was running a temperature for the</p>	3

	<p>last many days. When his blood was tested, he was found to be positive for malaria. He was admitted in a hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his superior, Mr. Vyomkesh Chatterjee. Mr.. Vyomkesh Chatterjee immediately sent a text message to the employees of the organisation requesting them to donate blood for Parikh. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleaning the surroundings.</p> <ol style="list-style-type: none"> <li>1. From the above paragraph, quote lines that indicate formal and informal communication.</li> <li>2. State any two features of informal communication.</li> <li>3. Identify any two values that are being communicated to society in the above case.</li> </ol>	
6	<p>Mr. Prananjay Bose is the owner of Prabhat Enterprises carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Ketan, who had recently completed his MBA, to find out the reason. Ketan found that all the decision-making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result, both the employer and the employees were not able to understand each others' messages in the same sense. Thus, the employees were not happy and targets were not met.</p> <ol style="list-style-type: none"> <li>1. Identify any two communication barriers because of which Prabhat Enterprises was not able to achieve its target.</li> <li>2. State one more barrier each of the types identified in (1) above.</li> </ol>	4
7	<p>Mohan is the chief chef of 'Khiladi 7 restaurant located in the city of Bangaluru. The place is known for its exquisite Mughlai cuisine especially mutton biryani and kababs. All the food is prepared under Mohan's purview. The various activities in the kitchen are initiated in accordance to his instructions. He is very clear and specific in issuing instructions to 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. In the above context:</p> <ol style="list-style-type: none"> <li>1. Identify the various elements of directing mentioned in the above paragraph by quoting lines from the paragraph.</li> <li>2. Describe briefly any two points to highlight the importance of directing as a function of management.</li> </ol>	4
8	<p>Pradeep recently joined as the Managing Director of Trident Ltd., an apparel designing company. He observed that the company had a number of experienced fashion designers on its payroll. They regularly offered useful suggestions which were neither appreciated nor rewarded by the company. Instead, the company outsourced its services to some renowned fashion designers and paid them a good compensation for their services. Because of this, the employees felt disheartened and stopped giving useful suggestions. Identify the communication barrier discussed above.</p> <ol style="list-style-type: none"> <li>1. State the category of this communication barrier.</li> <li>2. Explain any other communication barriers of the same category.</li> </ol>	6

## WORKSHEET-14

### CHAPTER- DIRECTING

#### ANSWERS

1	B. Initiates action	1
2	C. Democratic	1
3	D. Employee recognition	1
4	C. Esteem needs	1
5	1. Informal communication: Formal communication: “ 2. The two values that are being communicated to the society are: ○ Humanity ○ Cleanliness	3
6	1. he two communication barriers because of which Bikmac Enterprises was not able to achieve its targets are: ○ Organisational barriers 2. Psychological barriers: 3. Organisational barriers: Psychological barriers:	3
7	1. The various elements of directing mentioned in the above paragraph are as follows: ○ Communication: ○ Leadership: ○ Motivation: “He misses no opportunity to praise his subordinates for their good work.” 2. The importance of directing as a function of management is described below: ○ Initiates action ○ Integrates employees’ efforts: ○ Helps to realise their potential:	4
8	1. The communication barrier discussed in the above paragraph is Lack of proper incentives 2. It is a type of personal barrier. 3. Some of the types of personal barriers are described below: ○ Fear of challenge to authority: ○ Lack of confidence of superior on his subordinates: ○ Unwillingness to communicate: .	6

## WORKSHEET-15

### CHAPTER- DIRECTING

**Time : 20 Minutes**

**Max. Marks 20**

Q.		
1.	<p>Suman the departmental head of her company, makes the decision to increase the department's performance. She decides to provide her employees some monetary and non – monetary incentives . She is confident that these incentives will meet their requirement .As a result, they will motivate to taken action on their own . Identify the element of directing used in above case-</p> <ul style="list-style-type: none"><li>a. Leadership</li><li>b. Motivation</li><li>c. Communication</li></ul> <p>Supervision</p>	1
2.	<p>.Rakesh is working under his superior Neeraj. He always communicates useful ideas and suggestions to his superior regarding reduction of cost, improvement in the product, etc. Neeraj implements his suggestions and has always found favorable results, but he never appreciates Rakesh for his suggestions. Now Rakesh decided not to communicate any suggestion or idea to Neeraj. Identify the communication barrier.</p> <ul style="list-style-type: none"><li>(a)Semantic barriers</li><li>(b) Personal Barriers</li><li>(c)Organizational barriers</li><li>(d) psychological barriers</li></ul>	1
3.	<p>Which of the following is the appropriate order of hierarchy of needs according to Abraham Maslow?</p> <ul style="list-style-type: none"><li>(a) Safety Needs → Physiological needs → Affiliation needs → Esteem Needs → Self Actualization needs</li><li>(b) Physiological needs → Safety Needs → Affiliation needs → Esteem Needs → Self Actualization needs</li><li>(c) Affiliation needs → Safety Needs → Psychological needs → Esteem Needs → Self Actualization needs</li><li>(d) Physiological needs → Safety Needs → Esteem Needs → Affiliation needs → Self Actualization needs</li></ul>	1
4.	<p>Assertion (A): Motivation is the technique used to motivate people in an organisation.</p>	1

	<p>Reason (R): Negative motivation provides rewards like increase in pay, promotion, recognition, etc.</p> <p>In the following questions, a statement of Assertion (A) is followed by a statement of Reason (R). Mark the correct choice as:</p> <p>(a) Both (A) and (R) are true, and (R) is the correct explanation of (A).</p> <p>(b) Both (A) and (R) are true, but (R) is not the correct explanation of (A).</p> <p>(c) (A) is true, but (R) is false.</p> <p>(d) (A) is false, but (R) is true.</p>	
5.	<p>Paras Gupta is the Managing Director of Denver Ltd. The company had established a good name for itself and had been doing well. It was known for timely completion of orders. The Production Manager, Ms. Shanta was efficiently handling the processing of order and had a team of fourteen motivated employees working under her. Everything was going on well. Unfortunately she met with an accident. Paras knew that in the absence of Ms. Shanta, the company may not be able to meet the deadlines. He also knew that not meeting the deadlines may lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with his employees in which accurate the speedy processing of orders was planned. Everybody agreed to work as team because the behaviour of Paras Gupta was positive towards the employees of the organisation. Hence everyone put in extra time and efforts and the targets were met on time. Not only this, Paras visited Ms. Shanta and advised her to take sufficient rest.</p> <ol style="list-style-type: none"> <li>1. Identify the leadership style of Paras Gupta and draw a diagram depicting the style.</li> <li>2. State any two values highlighted by the behaviour of Paras Gupta.</li> </ol>	3
6.	<p>Gwalior Rocks' is a pioneering advertisement making company. Mr. Tarun is a dynamic manager who has recently joined the organisation. He receives complete support from the management. There is proper infrastructure, planning mechanism and subordinate support. He gives orders and starts the actual working of a new unit from the 1st of May. His schedule becomes very hectic. The demanding work involves him almost throughout the day. He is busy giving messages, talking to his subordinates or seniors, etc. throughout the day. One day he meets his friend Vijay who is working at the lower level management though he himself is a part of middle level management. He finds that even Sanjay is involved in communicating and supervising his employees throughout the year though he works at the lower level management. Similar is the case with his seniors working at the higher level management. He feels relaxed after knowing this and continues his work with even more dedication.</p> <ol style="list-style-type: none"> <li>1. Which function of management is highlighted in the above case?</li> <li>2. Identify the features of this function of management highlighted in the above case.</li> </ol>	3
7.	<p>M/s Bitaan Ltd. deals in consumer goods. It employs 100 workers and 10 operative managers who give guidance and support to the workers while operating the machinery. The company has a policy of granting leave as per the requirement of the workers. Workers 3 H 3 are generally</p>	4

	<p>granted leave on festivals and special occasions. Recently on Puja festival, it received a big order. Workers are keen to take Puja holidays while management is pressing hard for overtime. This matter was placed before the Personnel Manager who called the meeting of operative managers and workers to inform them about the changes in the incentive plan which states payment of double wages for working overtime and triple wages for working on holidays. Workers without any pressure voluntarily took limited holidays and were able to increase their earning by working overtime and on holidays. During Board of Directors meeting, Personnel Manager was asked to update the management for achieving higher output, meeting timely supplies without any confrontation with workers. Personnel Manager replied, “I just used a carrot with no sticks approach”.</p> <p>By quoting the lines from above paragraph state any two elements of directing.</p>	
8.	<p>Identify the elements of directing in the following cases:</p> <ol style="list-style-type: none"> <li>1. Harihar who is the departmental head of his organisation decides to improve the performance of his department. He decides to give some financial and non financial incentives to his subordinates. He knows these incentives will satisfy their needs. Therefore they will be stimulated to take actions from their side.</li> <li>2. Sanjeev is an HR manager leading a team of 12 people. He knows that the duties and responsibilities of an HR employee are challenging. He knows in order to make his team work with a positive frame of mind, he will have to set a personal example as a role model and influence their behaviour and working style to increase the output of his team.</li> <li>3. Pritam and Radha are discussing about an element of directing. They say that without this element no group or people can achieve a common understanding. This element requires effort from both the sides and consumes 90% of the time of a manager.</li> <li>4. Roshan who works at the shop floor is a lower level manager. He is heading a team of 25 workers. He oversees and guides their efforts on a regular basis and tries to maximize the output of his unit by timely giving them feedback. His team has group unity and works with dedication to complete their targets on time.</li> <li>5. Krishna is a CEO. She has recently replaced Mr. Anuj who was an unsuccessful CEO. The profits of the company fell to a new low during his time. She has a lot of challenges in front of her, major being the lack of enthusiasm in the organisation. In order to set things right she is trying to set a personal example in front of the employees by working with dedication and putting 16 to 17 hours in her job on a daily basis.</li> <li>6. Vikash works in a telecom company. He is leading a team of more than 100 employees. Daily he drops messages to them, convenes meeting and arranges a suggestion box in his department. He listens to the advices and suggestions of his subordinates very carefully and tries to implement them where ever possible. He is quite clear in his delivery of messages and conveys his thoughts properly.</li> </ol>	6

## WORKSHEET-15

### DIRECTING

#### ANSWERS

1	b) motivation	1
2	b) Personal Barriers	1
3	(b) Physiological needs → Safety Needs → Affiliation needs → Esteem Needs → Self Actualization needs	1
4	c) A is true but R is false	1
5	<p>Democratic style of leadership is being adopted by Umang Gupta. The two values being highlighted by the behaviour of Umang Gupta are:</p> <ul style="list-style-type: none"><li>○ Responsibility</li><li>○ Participation</li></ul>	3
6	The function of management which is highlighted in the above case is directing	3
7	<ol style="list-style-type: none"><li>1. <b>Supervision:</b></li><li>2. <b>Motivation:</b></li></ol>	4
8	<p>The elements of directing identified in respective cases are:</p> <ol style="list-style-type: none"><li>1. Motivation</li><li>2. Leadership</li><li>3. Communication</li><li>4. Supervision</li><li>5. Leadership</li><li>6. Communication</li></ol>	6

## WORKSHEET-16

### CHAPTER- CONTROLLING

**Time : 20 Minutes**

**Max. Marks 20**

QUES		
1	<p>To make sure employees focus on work and follow the method of production as per plan the management of Amway Ltd. decided to install CCTV (close circuit television) in the factory for monitoring the activity of workers. Which function of management is it?</p> <p>(a) Planning (b) Controlling (c) Staffing (d) Directing</p>	1
2	<p>The Financial Manager of RK Ltd. pays more attention towards an increase of 3% in the marketing cost as compared to a 15% increase in the courier expenses. Identify the concept being used by the manager.</p> <p>(a) Management by exception (b) Critical point control (c) Corrective action (d) None of the above</p>	1
3	<p><b>ASSERTION REASONING QUESTIONS (ARQs)</b> Read the following statements: Assertion and Reason. Choose one of the correct alternatives given below: Assertion (A) : Controlling can prevent deviations. Reason (R) : Controlling helps to minimize deviations by taking actions and decision reduce their recurrence.</p> <p>a. Both Assertion(A) and Reason(R) are true and Reason(R) is the correct explanation of Assertion(A). b. Both Assertion(A) and Reason(R) are true and reason is not the correct explanation of Assertion(A). c. Assertion(A) is True but Reason(R) is False. d. Assertion(A) is False but Reason(R) is True.</p> <p><b>ANS:</b></p>	1
4	<p>Assertion (A): Controlling is exercised at all levels of management. Reason (R): Controlling is done only by Top level managers.</p> <p>a. Both Assertion(A) and Reason(R) are true and Reason(R) is the correct explanation of Assertion(A). b. Both Assertion(A) and Reason(R) are true and reason is not the correct explanation of Assertion(A). c. Assertion(A) is True but Reason(R) is False. d. Assertion(A) is False but Reason(R) is True.</p> <p><b>ANS:</b></p>	1
5	<p>A company is engaged in manufacturing machine components. The target production is 250 units per day per worker. 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 200-210 units per worker.</p> <p><b>a.</b> Name the function of management and identify the step in the process of this function which helps in finding out that the actual production of a worker is less than the set target. <b>b.</b> To complete the process of the function identified in (a) and to ensure the performance as per set targets, explain what further steps a</p>	3



	manager has to take.	
6	<p>‘Swadeshi’ is a company involved in the export of indigenous food products like chutneys and pickles. It has tied up with the small farmers in various states for sourcing of fruits and vegetables. In this way it helps the small farmers to sell their produce at reasonable rates. The company follows a practice where only significant deviations from a budget or plan are brought to the attention of management. The degree of deviations allowed in different categories in the budget are well defined in advance, along with the 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>a. Identify the principle of management control adopted by the company.</p> <p>b. State the belief underlying this principle.</p>	3
7	<p>DIONA Ltd. is a large manufacturing unit. Recently, the company has conducted the ‘time’ and ‘motion’ studies and concluded that on an average a worker could produce 120 units per day. However, it has been noticed that average daily production of a worker is in the range of 80-90 units. Which function of management is needed to ensure that the actual performance is in accordance with the performance as per ‘time’ and ‘motion’ Studies? State any three features of the identified function of management.</p>	4
8	<p>A company ‘M’ Ltd. is manufacturing mobile phones both for the domestic Indian market as well as for export. It has enjoyed a substantial market share and also had a loyal customer following. But latterly it has been experiencing problems because its targets have not been met with regard to sales and customer satisfaction. Also, the mobile market in India has grown tremendously and new players have come with better technology and pricing.</p> <p>This is causing problems for the company. It is planning to revamp its controlling system and take other steps necessary to rectify the problems it is facing.</p> <p>i. Identify the benefits the company will derive from a good control system.</p> <p>ii. How can the company relate its planning with control in this line of business to ensure that its plans are actually implemented and targets attained?</p> <p>iii. Give the steps in the control process that the company should follow to remove the problems it is facing.</p>	6

## **WORKSHEET-16**

### **CHAPTER- CONTROLLING**

#### **ANSWERS**

1	(b) Controlling	1
2	(b) Critical point control	1
3	d. Assertion(A) is False but Reason(R) is True.	1
4	c. Assertion(A) is True but Reason(R) is False.	1
5	a. The management function is Controlling. b. A manager has to take the following two further steps to complete the process of controlling: <ul style="list-style-type: none"><li>• Analyzing deviations</li><li>• Taking corrective action</li></ul>	3
6	Management by exception is the principle of management control adopted by the company. It is based on the belief that 'if you try to control everything, you may end up controlling nothing.' It stresses the fact that it is not possible to control each and every activity effectively. If we try to control all activities giving equal importance it may lead to crucial activities being ignored and as a result we may lose control over overall performance of the organization. The principle 'Management by Exception states that in order to have effective control over organization's performance, management should lay down the permissible limits of deviations in actual performance and then instead of controlling each and every deviation management must try to control and take corrective actions for deviations which are beyond the acceptable range.	
7	Controlling Features of controlling: <ul style="list-style-type: none"><li>i. Controlling is a goal-oriented function</li><li>ii. Controlling is a pervasive function</li><li>iii. Controlling is a continuous process</li><li>iv. Controlling is both a backward looking as well as forward looking function.</li></ul>	4
8	i. Importance of controlling.	6

## WORKSHEET-17

### CHAPTER- CONTROLLING

SUB TOPIC: *Importance & Controlling process*

Time : 20 Minutes

Max. Marks 20

WORK SHEET 2 CLASS XII SUBJECT: BUSINESS STUDIES TOPIC: Importance & CONTROLLING PROCESS		
Q.		
1	Which one of the following is a step of controlling Process? a. Developing Premises b. Taking corrective action c. Assessing environment d. Evaluation of Alternatives	1
2	OM Sweets is a renowned name for quality sweets since 1915. Amrit, the owner of OM sweets was worried as the sales had declined during the last two months. When he enquired from the Sales Manager, the Sales Manager reported that there were some complaints about the quality of sweets. Therefore, Amrit ordered for sample checking of sweets. Identify the step taken by Amrit that is related to one of the functions of management. a. Measurement of actual performance. b. Corrective action c. Comparison of actual performance with standards d. Finding deviations	1
3	Management by exception refers to: a. Controlling significant deviations b. Focus on key result areas c. Check on each and every activity d. Keep a control on everything	1
4	Assertion (A) : Controlling can prevent deviations. Reason (R) : Controlling helps to minimise deviations by taking actions and decision reduce their recurrence. a. Both Assertion(A) and Reason(R) are true and Reason(R) is the correct explanation of Assertion(A). b. Both Assertion(A) and Reason(R) are true and reason is not the correct explanation of Assertion(A). c. Assertion(A) is True but Reason(R) is False. d. Assertion(A) is False but Reason(R) is True. d. Assertion (A) is False but Reason(R) is True.	1
5	A company 'M' Ltd. is manufacturing mobile phones both for the domestic Indian market as well as for export. It has enjoyed a substantial market share and also had a loyal customer following. But latterly it has been experiencing problems because its targets have not been met with regard to sales and customer satisfaction. Also, the mobile market in India has grown tremendously and new players have come with better technology and pricing. This is causing problems for the company. It is planning to revamp its controlling system and take other steps necessary to rectify the problems it is facing. i. Identify the benefits the company will derive from a good control system. ii. How can the company relate its planning with control in this line	3

	of business to ensure that its plans are actually implemented and targets attained? iii. Give the steps in the control process that the company should follow to remove the problems it is facing.	
6	Jindal Ltd. Could not achieve the target production of 15,000 car p.a. It could produce only 14,125 cars- While analysing the reasons for deviations, it was found that workers were not efficient. Training programmers were organised and next year, company was able to produce 15,000 units. Production Manager is of the opinion that with this, management ends at controlling. Do you agree ? Give reason to support your answer. Explain any four importance of controlling	3
7	ABC Ltd. is manufacturing auto spare parts on large scale. The company policy is that 3% of the daily production could be defective. Over last two months it is observed that about 10-12% of production is defective. Which function of management is required to correct the above case ? State the procedure to be followed to correct the things	4
8	Ramneet 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 of bed rest. In his absence, his cousin Akshay 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 Akshay used to adopt a very strict and authoritative approach towards them. In context of the above case: a. List any two aspects about his business that Ramneet was controlling in order to make it successful. b. Explain briefly any two points to highlight the importance of the controlling function. c. Name and explain the style of leadership adopted by Akshay.	6

## **WORKSHEET-17**

### **CHAPTER- CONTROLLING**

#### **ASWERS**

Q1	b. Taking corrective action
Q2.	a. Measurement of actual performance.
Q3	a. Controlling significant deviations
Q4.	d. Assertion(A) is False but Reason(R) is True. d. Assertion (A) is False but Reason(R) is True.
Q5	. i. Importance of controlling. ii. Company can relate its planning with control in this line of business by following measure by implementing an effective controlling system and following a controlling process. iii. Steps in the process of controlling system are: i. Setting performance standards ii. Measurement of actual performance iii. Comparing actual performance with standard iv. Analysing deviation: 153 ZIET,MYSORE v. Taking corrective action.
Q6	<p>NO,</p> <p>Four Important Functions of Controlling:</p> <p>1. Promoting Better Coordination: Effective control systems help coordinate different departments and activities within the organization, ensuring that everyone is working towards the same goals.</p> <p>2. Identifying and Eliminating Weaknesses: Controlling helps pinpoint areas where the organization is not performing optimally, allowing management to take corrective action and improve efficiency.</p> <p>3. Providing Management with Feedback: Control systems provide valuable feedback to managers on the effectiveness of their decisions and actions, allowing them to make informed adjustments.</p> <p>4. Improving Efficiency: By identifying and correcting deviations, control systems help improve overall operational efficiency and reduce waste.</p>

## WORKSHEET-18

### CHAPTER- FINANCIAL MANAGEMENT

SUB TOPIC: *CONCEPT, FINANCIAL PLANNING AND FINANCIAL DECISIONS*

**Time : 20 Minutes**

**Max. Marks 20**

<b>Q1.</b>	Priya, a finance manager, ensures that her company maintains a balance between debt and equity. She also ensures that the company's investment and dividend decisions aim to enhance the value of shareholders. Which objective of financial management is Priya primarily fulfilling? A. Reducing production costs B. Maximization of shareholder's wealth C. Profit maximization in the short term D. Cost control in administrative departments	<b>1</b>
<b>Q2.</b>	A startup is evaluating whether to raise capital through issuing shares or by taking a long-term loan. The finance manager suggests issuing equity to avoid fixed obligations. Which factor is being considered in the financing decision? A. Risk factor B. Control consideration C. Floatation cost D. Tax planning	<b>1</b>
<b>Q3.</b>	<b>Assertion (A):</b> An increase in debt increases the financial risk of a business. <b>Reason (R):</b> Debt involves a fixed obligation to pay interest and repay principal. A. Both A and R are true, and R is the correct explanation of A B. Both A and R are true, but R is not the correct explanation of A C. A is true, but R is false D. A is false, but R is true	<b>1</b>
<b>Q4.</b>	ABC Ltd. declared a dividend of ₹6 per share. The company still retained a large portion of its profit for expansion. Which factor likely influenced this dividend decision? A. Trading on equity B. Growth opportunities C. Stock market trends D. Return on investment	<b>1</b>
<b>Q5.</b>	Sohan is the Finance Manager of ABC Ltd. He is evaluating different sources of funds for a new expansion project. He wants to keep the cost of capital low and maintain financial risk at an acceptable level. <b>Identify the financial decision being taken. Mention any two factors that will influence this decision.</b>	<b>3</b>
<b>Q6.</b>	Ritika is the finance manager of a newly launched company. In the initial months, the company faced several issues like shortage of funds to pay salaries, overstocking of raw materials, and inability to fund marketing campaigns due to unplanned cash outflows. The CEO asked Ritika to suggest a long-term solution to prevent such problems in the future. <b>Based on this situation, what concept should Ritika apply to address these issues? Explain how this concept can help the company manage its financial resources more effectively.</b>	<b>3</b>
<b>Q7.</b>	Aarav Ltd. is a medium-sized company operating in the consumer electronics sector. Over the past three years, the company has shown consistent profits. This year, it launched a successful product line, resulting in record-breaking earnings. The board is considering whether to declare high dividends to reward shareholders or retain the profits to fund future product development and market expansion. Some shareholders are demanding high dividends, while the management is inclined towards reinvesting profits to strengthen the company's market position. Identify the concept .As a financial advisor, identify and explain any three factors the company should consider before making a this decision.	<b>4</b>
<b>Q8.</b>	XYZ Ltd. is a well-established company that plans to expand its production capacity. The Finance Manager suggests funding the expansion through debt, while the CEO prefers issuing more shares. <b>Identify the financial decision involved. Discuss two factors that will affect this decision and two consequences of choosing high debt.</b>	<b>6</b>

## WORKSHEET-18

### CHAPTER- FINANCIAL MANAGEMENT ANSWERS

1	B. Maximization of shareholder's wealth
2	A. Risk factor
3	A. Both A and R are true, and R is the correct explanation of A
4	B. Growth opportunities
5	<p>Sohan is making a <b>Financing Decision</b>. This decision relates to choosing the sources of finance, such as debt or equity. Two factors that influence this decision are:</p> <ol style="list-style-type: none"><li>1. <b>Cost of Financing</b> – Debt is cheaper due to tax benefits, but increases risk.</li><li>2. <b>Risk Involvement</b> – Higher debt increases financial risk due to fixed obligations.</li></ol>
6	<p><b>concept is Financial planning</b></p> <p>Financial planning is important because:</p> <ol style="list-style-type: none"><li>1. It <b>ensures availability of funds</b> at the right time, avoiding shortage or surplus.</li><li>2. It helps in the <b>optimum utilization of funds</b>, reducing wastage and improving efficiency.</li><li>3. It provides a <b>link between investment and financing decisions</b>, promoting consistency</li></ol>
7	<p><b>Dividend Decision</b></p> <p>Expected Answer (Any 3 points – 1 mark each):</p> <p>Stability of earnings</p> <p>Growth opportunities</p> <p>Cash flow position</p> <p>Shareholders' preferences</p> <p>Legal and contractual constraints</p> <p>Tax considerations</p> <p>Access to capital market</p>
8	<p>The financial decision involved is the <b>Financing Decision</b>.</p> <p><b>Two factors influencing this decision:</b></p> <ol style="list-style-type: none"><li>1. <b>Cost of capital</b> – Debt may be cheaper due to tax benefits.</li><li>2. <b>Financial risk</b> – Higher debt increases obligations and risk.</li></ol> <p><b>Two consequences of using high debt:</b></p> <ol style="list-style-type: none"><li>1. <b>Increased financial risk</b>, as debt repayment is mandatory regardless of profits.</li><li>2. <b>Higher return on equity</b> due to trading on equity, if the business earns more than the cost of debt.</li></ol>

## WORKSHEET-19

### CHAPTER- FINANCIAL MANAGEMENT

SUB TOPIC: CAPITAL STRUCTURE, TRADING ON EQUITY, FIXED AND WORKING CAPITAL MANAGEMENT

Time: 20 Minutes

Max. Marks 20

<b>Q1.</b>	ABC Ltd. has a debt-equity ratio of 3:1. The finance manager plans to raise additional capital through debt to avoid diluting ownership. Which advantage of debt is being considered here? A. Higher risk      B. Tax deduction      C. Retained earnings      D. No dilution of control	<b>1</b>
<b>Q2.</b>	A firm is involved in grocery retailing and requires less investment in fixed assets but more in inventory and cash. Which of the following capital types does this firm need more of? A. Fixed capital      B. Redeemable capital      C. Equity capital      D. Working capital	<b>1</b>
<b>Q3.</b>	<b>Choose the correct option for question no.3 and 4:</b> A. Both Assertion (A) and Reason (R) are true, and R is the correct explanation of A B. Both A and R are true, but R is not the correct explanation of A C. A is true, but R is false D. A is false, but R is true <b>Assertion (A):</b> High debt in the capital structure increases financial risk. <b>Reason (R):</b> Debt involves a fixed obligation of paying interest regardless of profit	<b>1</b>
<b>Q4.</b>	<b>Assertion (A):</b> A longer operating cycle increases the working capital requirement. <b>Reason (R):</b> More time in converting raw materials to cash increases the need for current assets.	<b>1</b>
<b>Q5.</b>	Shreya Ltd. has a debt-equity ratio of 3:1. The company is planning to take more debt to finance its expansion. <b>Identify the concept involved. State any two factors that the company should consider before increasing debt.</b>	<b>3</b>
<b>Q6.</b>	Aryan Ltd. is planning to expand its operations and needs ₹10 crores in additional capital. The finance team suggests raising ₹7 crores through debt and ₹3 crores through equity. One of the directors raises concern about the risk involved in taking too much debt. However, the finance manager argues that this strategy can increase returns for equity shareholders, especially when the company's earnings are stable and higher than the interest cost. <b>Identify the financial concept being discussed here. Explain how this concept works and under what conditions it benefits a company.</b>	<b>3</b>
<b>Q7.</b>	Neha is setting up a small manufacturing unit that will produce eco-friendly packaging. She has made a list of expenses including: purchasing land, buying machinery, hiring workers, buying raw materials, and covering rent and electricity for daily operations. Her mentor advises her to plan her capital requirements carefully and classify them based on long-term and short-term needs to avoid financial mismanagement. <b>Based on this situation, identify the two types of capital her mentor is referring to. Explain the difference between them and give two examples of each from Neha's list.</b>	<b>4</b>
<b>Q8.</b>	<b>Sunrise Ltd.</b> is planning to expand its operations and requires ₹20 crore. The Finance Manager suggests raising ₹15 crore through debt and ₹5 crore through equity, as interest on debt is tax-deductible. However, the CEO is concerned that excessive use of debt might increase the company's financial risk and reduce flexibility in future financing. Based on the above case, answer the following questions: 1. Identify and define the financial concept discussed in the case. 2. State two advantages of using debt in capital structure. 3. Mention two factors the company should consider while deciding its capital structure.	<b>6</b>



## WORKSHEET-19

### CHAPTER- FINANCIAL MANAGEMENT ANSWERS

1	D-No dilution of control
2	D-Working capital
3	A Both A and R are true, and R is the correct explanation of A
4	A. Both A and R are true, and R is the correct explanation of A
5	<p>The concept involved is <b>Capital Structure</b>. The company must carefully balance between debt and equity in its total capital.</p> <p>Two factors it should consider: <b>Financial Risk</b> – Higher debt increases fixed obligations and risk of default. <b>Cost of Capital</b> – Debt is cheaper due to tax benefits but increases risk.</p>
6	<p>• <b>Concept:</b> Trading on Equity • <b>Explanation:</b> It refers to the use of fixed-interest debt to increase the return on equity capital. When a company earns a higher return on investment (ROI) than the cost of debt (interest), the excess profits benefit equity shareholders. • <b>Application to the case:</b> Aryan Ltd. is using a higher proportion of debt to finance expansion, expecting that profits will exceed the interest cost, thereby boosting returns for shareholders.</p> <p>• <b>Conditions under which it works:</b></p> <ul style="list-style-type: none"> <li>• Stable and predictable earnings</li> <li>• <math>ROI &gt; \text{interest rate on debt}</math></li> <li>• Company has strong credit</li> </ul>
7	<p>• <b>Concepts:</b></p> <ul style="list-style-type: none"> <li>• Fixed Capital                      AND   . Working Capital</li> </ul> <p>• <b>Explanation:</b></p> <ul style="list-style-type: none"> <li>• <b>Fixed Capital</b> refers to long-term investment in assets that are used for years (e.g., land, machinery).</li> <li>• <b>Working Capital</b> refers to funds needed for day-to-day operations (e.g., wages, raw materials, rent, electricity).</li> </ul> <p>• <b>Examples from the case:</b></p> <ul style="list-style-type: none"> <li>• <b>Fixed Capital:</b> Purchasing land, buying machinery</li> <li>• <b>Working Capital:</b> Hiring workers (wages), buying raw materials, paying rent and electricity</li> </ul> <p>• <b>Conclusion:</b></p> <ul style="list-style-type: none"> <li>• Proper planning of both fixed and working capital is essential for efficient functioning and long-term sustainability</li> </ul>
8	<ol style="list-style-type: none"> <li>1. The financial concept discussed is <b>Capital Structure</b>. Capital structure refers to the mix of <b>debt and equity</b> used by a company to finance its overall operations and growth.</li> <li>2. <b>Two advantages of using debt:</b> <ul style="list-style-type: none"> <li>○ <b>Tax Benefit:</b> Interest on debt is tax-deductible, reducing the company's taxable income.</li> <li>○ <b>No Ownership Dilution:</b> Debt does not affect the ownership structure, unlike equity which may dilute control.</li> </ul> </li> <li>3. <b>Two factors to consider while deciding capital structure:</b> <ul style="list-style-type: none"> <li>○ <b>Financial Risk:</b> Higher debt increases the fixed obligations of interest and repayment.</li> <li>○ <b>Flexibility:</b> The company should ensure it maintains flexibility for future borrowing without excessive current debt.</li> </ul> </li> </ol>

## WORKSHEET-20

### CHAPTER- FINANCIAL MARKET

**Time: 20 Minutes**

**Max. Marks 20**

Q.		
1	<p>Increase in the profit earned by the equity shareholders due to the presence of fixed financial charges like interest' is called:</p> <p>(A) Financial planning (B) Dividend decision</p> <p>(C) Financing decision (D) Trading on equity</p>	1
2	<p>Read the following statements carefully:</p> <p>Statement-I: The cost of debt is more than the cost of equity.</p> <p>Statement-II: Lenders risk is lower than the equity shareholder's risk.</p> <p>In the light of the given statements, choose the correct alternative from the following:</p> <p>(A) Both the Statements are true. (B) Both the Statements are false.</p> <p>(C) Statement I is true, Statement II is false. (D) Statement I is false, Statement II is true.</p>	1
3	<p>Identify the correct sequence of steps to be followed in the trading procedure at Stock Exchange</p> <p>(a) Opening a trading account and Demat account, Placing an order, Settlement of order, Execution of order</p> <p>(b) Settlement of order, Opening a trading account and Demat account, Placing an order, Execution of order</p> <p>(c) Opening a trading account and Demat account, Placing an order, Execution of order, Settlement of order</p> <p>(d) Placing an order, Opening a trading account and Demat account, Execution of order.</p>	1
4	<p>What is call money?</p> <p>a) Short-term finance repayable on demand with a maturity period.</p> <p>b) Long-term finance with a maturity period</p> <p>c) Long-term money market</p> <p>d) None of the above</p>	1
5	<p>(a) Explain the following functions of Stock Exchange:</p> <p>(i) Providing liquidity and marketability to existing securities</p> <p>(ii) Pricing of securities</p> <p>(iii) Safety of transaction</p>	3
6	<p>Differentiate between 'Primary Market' and 'Secondary Market' on the basis of any three points.</p>	3
7	<p>State any Four 'Regulatory functions' of Securities and Exchange Board of India.</p>	4
8	<p>Today, the development of a country is also judged by its system of transferring finance from the sector where it is in surplus to the sector where it is needed the most. To give strength to the economy SEBI is undertaking measures to develop the capital market. In addition to this, there is another market in which unsecured and short-term debt instruments are actively traded every day. These markets together help the savers and investors in allocating the available funds into their most productive investment opportunity.</p> <p>(a) Name the function being performed by the market in the above case.</p> <p>(b) Also, explain three other functions performed by this market.</p>	6

## WORKSHEET-20

### CHAPTER- FINANCIAL MARKET

#### ANSWERS


1	D) Trading on equity	1
2	(D) Statement I is false, Statement II is true	1
3	(C ) Opening a trading account and Demat account, Placing an order, Execution of order, Settlement of order	1
4	(A) Short term finance repayable on demand with a maturity period.	1
5	<p>Providing liquidity and marketability to existing securities The basic function of a stock exchange is the creation of a continuous market where securities are bought and sold. It gives investors the chance to disinvest and reinvest.</p> <p>(ii) Pricing of securities A stock exchange is a mechanism of constant valuation through which the prices of securities are determined by the forces of demand and supply.</p> <p>(iii) Safety of transaction The membership of the stock exchange is well regulated and its dealings are well defined according to the existing legal framework. This ensures that the investing public gets a safe and fair deal on the market.</p>	3
6	<p>Differences between primary market and secondary market: (Any four)</p> <p>Primary market Secondary market</p> <p>(i) There is sale of securities by new companies or further (new issues of securities by existing companies to investors). There is trading of existing shares only.</p> <p>(ii) Securities are sold by the company to the investor directly (or through an intermediary). Ownership of existing securities is exchanged between investors. The company is not involved at all.</p> <p>(iii) The flow of funds is from savers to investors, i.e. the primary market directly promotes capital formation Enhances encashability (liquidity) of shares, i.e. the secondary market indirectly promotes capital formation</p> <p>(iv) Only buying of securities takes place in the primary market, securities cannot be sold there Both the buying and the selling of securities can take place on the stock exchange</p> <p>(v) Prices are determined and decided by the management of the company Prices are determined by demand and supply for the securities</p> <p>(vi) There is no fixed These are located at</p>	
7	<p>Regulatory functions of Securities and Exchange Board of India are (Any three):</p> <p>(i) Registration of brokers and sub brokers and other players in the Market.</p> <p>(ii) Registration of collective investment schemes and mutual funds.</p> <p>(iii) Regulation of stock brokers, portfolio exchanges, underwriters and merchant bankers.</p> <p>(iv) Regulation of takeover bids by companies.</p> <p>(v) Calling for information by undertaking inspection, conducting Enquiries and audit of stock exchanges and intermediaries.</p> <p>(vi) Levying fee or other charges for carrying out the purposes of the SEBI Act, 1992.</p> <p>(vii) Performing and exercising such powers under Securities Contract (Regulation) Act 1956 as may be delegated by the Government of India.</p>	4
8	<p>Mobilization of savings and channeling them into the most productive uses/ Allocative function. Other functions performed by Financial market are:</p> <p>(i) Facilitating price determination/ discovery.</p> <p>(ii) Providing liquidity to financial assets.</p> <p>(iii) Reducing the cost of transactions</p>	6

## WORKSHEET-21

### CHAPTER- MARKETING MANAGEMENT

**Time: 20 Minutes**

**Max. Marks 20**

Q.1	 <p>MEHTA SONS GARMENTS</p> <p>(A) Advertising (B) Personal Selling (C) sales Promotion (D) Public Relation.</p>	1
Q.2	<p>Assertion: Marketing is merely a post -Production activity. Reason: It only includes the activities that are performed after the goods have been sold. Choose the correct Alternative: (A) Both assertion (A) and Reason (R) are true and (R) is the correct explanation of assertion (A) (B) Both assertion (A) and Reason (R) are true and (R) is not the correct explanation of assertion (A) (C) Assertion (A) is true but (R) is False. (D) Both Assertion (A) and Reason (R) are False.</p>	1
Q.3	<p>Zoom Udyog, a car manufacturing Co., has started its business with Zoom 800 and slowly launched Zoom-1000, Wagon-Z, Swy-fy etc. and offered various services like after sale services, availability of spare parts etc. Identify the element of marketing mix referred here</p>	1
Q.4	<p>Rama had a bookstore in Sabad called 'Book-mark. For years, the bookstore was doing reasonably well but with the rise of digital books and online retailers, her sales had declined. Rama's daughter, who had just completed her MBA with a specialisation in marketing decided to launch a marketing campaign to revive the bookstore. The campaign's focus was on the joy of reading books in physical form, the joy of turning pages and the warm atmosphere of the bookstore. She organised story writing and other competitions every weekend. The information of these was given to the parents and children through television, radio, children's magazines, etc. Attractive prizes were offered to the winners. This increased the footfall of the children and their parents and the bookstore soon became popular. The tool of communication used by Rama's daughter to revive the bookstore was: (A) Advertising (B) Personal selling (C) Public relations (D) Sales Promotion</p>	1
Q.5	<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</p>	3

	<p>employed people from nearby villages where there was a lot of unemployment. Because of the good behaviour 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 imitated 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.. Identify and explain the product-related decision because of which consumers preferred the products of ABC Crackers Ltd.</p>	
Q.6	<p>“Every time I travelled, people asked me to bring them chips, khakra and pickles from all over the Country,” says Anoushka. Finally, she and her colleague, Sumeet, decided to make out of it. They launched a face book bags, asked people what they wanted, and they came up with a list of about 100 places and tried up with two dozen vendors to begin with.</p> <p>They were servicing people from Jaipur who wanted spices from Kerala, people form Panipat who wanted halwa from Jammu and people from Delhi who ordered for fresh tea leaves form Darjeeling. Through their business they wished to bridge the gap between sellers nd buyers. The business is now worth millions.</p> <p>Explain any two important activities that Anoushka and Sumeet will have to be involved in for making the goods available to the customers at the right place, in the right quantity and at the right time.</p>	3
Q.7	<p>Identify the method of sales-promotion in the following cases:</p> <ol style="list-style-type: none"> <li>1. A mobile company offers a discount of Rs. 1000 to clear off excess inventory.</li> <li>2. A customer gets Rs. 5 off on return of an empty wrapper while making a new purchase of the same product.</li> <li>3. A Company offers a pack of 1/2kg of sugar with the purchase of a 5 kg bag of wheat flour.</li> <li>4. A Company offers 40% of extra shaving cream in a pack of 500 gms.</li> </ol>	4
Q.8	<p>Ayush and Rhea were passionate about sustainable agriculture and healthy living. They wanted to start a business selling organic produce. They had a small farm in a rural area where they began growing fresh organic produce and herbs.</p> <p>In the beginning, they faced challenges in marketing their organic products. They realized that their high quality produce needed better presentation and a strong identity to stand out in a competitive market. They named the business 'Earthy Store' which indicated the products' benefits and qualities and reflected the values of the business - sustainability and health.</p> <p>They chose a 'logo' that incorporated elements of nature and used earthy colours to convey their organic commitment. They designed and developed eco-friendly biodegradable bags and reusable containers to courier their products to the customers. They also added personal touch by including handwritten notes in each bag.</p> <p>They also designed and developed product stickers with detailed information about organic certification, nutritional benefits, date of manufacture, date of expiry, etc. The stickers so developed were put on the bags and reusable containers for customers convenience.</p> <p>'Earthy Store' created a user-friendly website and established strong media presence to inform potential customers about their products and persuading them to buy the same. Within a couple of months, they had built a loyal customer base which made them earn profits even in a competitive environment. In a year, they were able to secure contracts with local grocery stores and restaurants. Quoting lines from the above paragraph, identify and explain the three functions of marketing discussed in the above case.</p>	6

## WORKSHEET-21

### CHAPTER- MARKETING MANAGEMENT ANSWERS

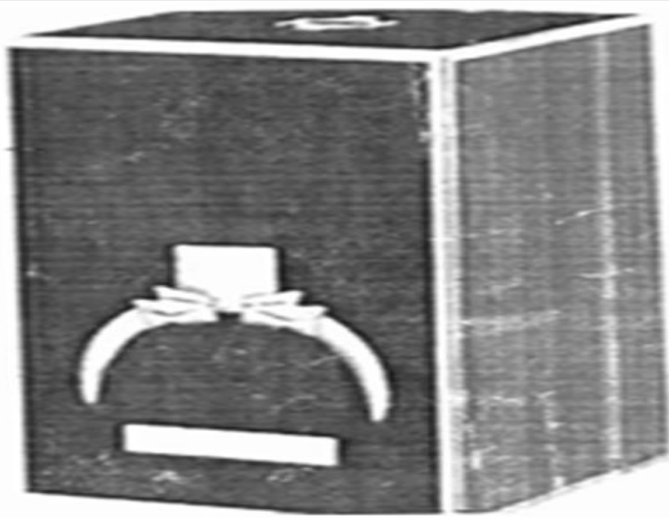
1	(c) Sales Promotion	
2	(D) Both Assertion (A) and Reason (R) are False.	
3	Product	
4	(D) Public Relation	
5	Branding is the product-related decision because of which consumers preferred the products of ABC Crackers Ltd. Branding is the process of assigning a name (brand name), sign or symbol (brand mark) or a combination of all to a product. Branding facilitates product differentiation, assists in advertising and display programmes, facilitates differential pricing, promotes consumers loyalty etc.	
6	Activities / Components of Physical Distribution: (any two) 1. Order processing; 2. Transportation; 3. Warehousing:	
7	1. Rebate 2. Refund 3. Product-combination 4. Quantity-gift	
8	(i) Branding: Branding is the process of giving a name, term, sign, symbol, design or some combination of them, to the product. (ii) Packaging and Labelling: (iii) Promotion:	

## WORKSHEET-22

### CHAPTER- MARKETING MANAGEMENT

**Time: 20 Minutes**

**Max. Marks 20**

<b>Time:-20 Min.</b>  <b>M.M. 20</b>		
<b>Q.1</b>	<p>The picture given below is the package of a perfume bottle:</p> <div style="text-align: center;">  </div> <p>Identify the level of packaging of the box shown above:            (A) Primary package (B) Secondary packaging            (C) Transportation packaging (D) Both (A) and (B)</p>	<b>1</b>
<b>Q.2</b>	<p>Read the following statements Assertion(A) and Reason(R). Choose one of the correct alternatives given below-</p> <p>Assertion(A)- The marketing concept strives to identify and meet the wants and requirements of customers in an efficient manner.</p> <p>Reason(R)- Products are purchased based on their quality and other attributes, according to the marketing theory</p> <p>(a) Both A and R are correct            (b) A is correct R is incorrect            (c) Both A and R are correct and R is the correct explanation of R            (d) Both A and R are correct and R is not the correct explanation of R</p>	<b>1</b>
<b>Q.3</b>	<p>Ashan Ltd. is a natural and ethical firm that specialises in providing organic bathing items for men and women. The company uses plant-based elements in its goods and is the country's leading organic brand. It not only meets the needs of its clients, but it also believes in environmental conservation as a whole. Determine the marketing management philosophy that 'Beauty Products Ltd.' employs.</p> <p>(a) Social marketing concept            (b) Selling concept            (c) Production concept            (d) Product concept</p>	<b>1</b>
<b>Q.4</b>	<p>Haniya opened a jewellery store 'Fashion Jewels' offering workwear, light jewellery with modern designs for young working women. Good jewellery designs not only made the jewellery attractive for young working women but also gave him a competitive edge in the market. The jewellery was a hit with working women and 'Fashion Jewels' was able to report a profit of ₹3 crore in the first year itself. The function of marketing performed by Prateek Singh in the above</p>	<b>1</b>

	<p>case was:</p> <p>(A) Packaging and labelling (B) Promotion</p> <p>(C) Customer support service (D) Product designing and development</p>	
Q.5	<p>Saloni intends to start an enterprise that produces chocolates. Initially in order to assess the taste and preferences of the people about chocolates, she used social media and online surveys. There after she prepared a detailed SWOT analysis of her enterprise to devise a strategy that will give her an edge over competitor. Based on her analysis of the market she plans another segment of Chocolate called “desi delight” she plans to fix up the price of the chocolate relatively lower in the beginning and increasing later on when demand picks.</p> <p>In the context of the above case</p> <p>(i) Identify the elements of marketing mix being discussed in the above para.</p> <p>(ii) Identify the functions of marketing discussed in above para.</p>	3
Q.6	<p>JTM Ltd launched “Buddyline”, an exercise book and comprehensive stationery brand name comprising of ball pens, gel pens and geometry boxes after identifying the target market and understanding the needs and wants of that market. All their products were of good quality and eco-friendly but expensive. They wanted to distinguish their product from that of their competitors. They spent lots of effort, time and money in creating the brand name, as they knew that without a brand name, they can only create awareness for the generic product and can never be sure of sale of their products. The effort paid off and the demand for the product started growing. The customers liked the brand and became habitual to it. They did not mind paying a higher price. Over a period of time, it became a status symbol to buy “Buddyline” brand because of its quality. The consumers felt pride in using them.</p> <p>(i) Identify the marketing management philosophy followed by JTM Ltd.</p> <p>(ii) Explain the advantages of branding to the marketers highlighted in above case.</p>	3
Q.7	<p>Radha found a worm crawling out of newly opened tetra pack of a 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 failed, she went to a consumer activist group to seek help. The group decided to help Radha and taken measures to impose restrictions on the sale of the firm’s products of the particular batch and urge customers to refrain from buying the products of the company.</p> <p>Zest Ltd. lost its image in the market. The CEO gives the responsibility of bringing back the lost image of the company to a Manager.</p> <p>1. Identify the concept of Marketing Management which will help the Manager getting the firm out of the above crisis.</p> <p>2. Also explain the role of above identified concept by stating any three points.</p>	4
Q.8	<p>‘Pushpanjali Ltd.’, is manufacturing chocolates, biscuits, cakes and other similar products. The company is not generating enough profits. Saurabh, the Marketing manager of the company got a survey conducted to find out the reasons. The finding of the survey revealed that in spite of better quality, the customers were not able to distinguish the products of the company from its competitors. Though the customers wanted to buy the products of ‘Pushpanjali Ltd.’ again and again because of its goods quality, but they were not able to identify its products in the market. Because of this, the sales of the company could not pick up resulting in inadequate profits. Saurabh, the Marketing manager now realised that ‘Pushpanjali Ltd.’ had forgotten to take one of the most important decisions related to the product. What decision should ‘Pushpanjali Ltd.’ take so that its customers are able to identify its products in the market?</p> <p>Explain the benefits that may result to ‘Pushpanjali Ltd.’ and its customers if the above decision is taken.</p>	6



## **WORKSHEET-22**

### **CHAPTER- MARKETING MANAGEMENT ANSWERS**

1	(B) Secondary packaging
2	(B) A is correct R is incorrect
3	(A) Social marketing concept
4	(D). Product designing and development
5	(i) The elements of marketing mix are 1. Product 2. Price (ii) Functions of marketing discussed are
6	(i) Societal Marketing Concept (ii) Advantages of Branding highlighted in above case a. Helps in product differentiation b. Helps in advertising and display programmes c. Differential Pricing
7	Public Relations 2. Role of Public Relations: 1. Product Publicity: 2. Counseling:
8	The decision which 'Pushpanjali Ltd.' should take so that its customers are able to identify its products in the market is Branding. Benefits that may result to Pushpanjali Ltd.: i) Enables marking product differentiation. (ii) Helps in advertising and display programmes. (iii) Differential pricing. (iv) Ease in introduction of new product.

## WORKSHEET-23

### CHAPTER- CONSUMER PROTECTION

**Time: 20 Minutes**

**Max. Marks 20**

Q.		
1.	Gaurav purchased a pack of sweets for his son from a shop in the nearby market. After consuming those sweets, the condition of his son deteriorated and he had to be hospitalized. Later on through a laboratory test, it was certified that the sweets were adulterated. State any one precaution that he should have taken while purchasing packed sweets.	1
2.	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. Identify and explain the right of the consumer being violated in the above mentioned case.	1
3.	Assertion (A) and Reason (R). Choose the correct alternative from the options given below: <b>Assertion (A):</b> Many enlightened business firms have set up their consumer service and grievance cells. <b>Reason (R):</b> The consumer has a right to file a complaint and to be heard in case of dissatisfaction with a good or service. (A) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A). (B) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A). (C) Assertion (A) is true, but Reason (R) is false. (D) Assertion (A) is false, but Reason (R) is true	1
4.	Which complaints are to be entertained by National Commission, according to Consumer protection act 2019.	
5.	Ankush bought a high-end microwave on Diwali from a leading electronic store. The microwave had ISI mark and Ankush diligently went through the instruction manual so that he could use it properly. However, due to faulty wiring there was a short circuit in the microwave. He called up the consumer helpline of the company many times, but no solution was provided by the company. Ankush now decided to file a case in the consumer court. (a) Identify and explain the right which Ankush will exercise. (b) State two responsibilities which Ankush had identification fulfilled while purchasing and using the microwave	3
6.	Harish purchased a medicine from Bhatia Medical Stores for his son, who had high fever. Even after giving the medicine his son's condition did not improve and he had to be hospitalized. Doctor informed Harish that medicine given to his son was spurious. Harish complained about this to Bhatia Medical Stores. As-a result, Bhatia Medical Stores decided to file a complaint against the manufacturer in the consumer court. Can Bhatia Medical Stores do this? Give reason in support of your answer. Also, explain who is a consumer as per Consumer Protection Act, 2019.	3
7.	"Grahak Shakti", an N.G.O. organized a workshop to discuss various issues relating to consumers. During the discussion, one of the members drew attention towards exploitation of consumers due to. defective and unsafe products, adulteration, black marketing, hoarding etc. To this another member argued that consumers themselves are responsible as they do not raise collective voice against the exploitation. The Chairperson of the organization was of the opinion that it was also the duty of the businessman to take care of the interests of various stakeholders. Business organizations earn money by selling goods and services to consumers. So the interests of the stakeholders have to be well	4

	<p>taken care of.</p> <p>State three points that highlight the need for consumer protection as discussed in “Grahak Shakti’s workshop.</p>	
8.	<p>Identify and explain the rights of a consumer as per Consumer protection act.</p> <ol style="list-style-type: none"> <li>1. Showing one particular type or brand of the product.</li> <li>2. It is labelled on the product.</li> <li>3. The act has set up three tier Machinery to deal with the problems of the consumer.</li> </ol>	

## **WORKSHEET-23**

### **CHAPTER- CONSUMER PROTECTION**

#### **ANSWERS**

Ans 1.	Should have checked the quality assurance mark on the product
Ans 2.	ISI mark
Ans 3.	Right to choose
Ans 4.	Complaints of 10cr. or more and appeal if not satisfied within 30 days as appeal against the decision given by state commission
Ans 5.	Right to seek redressal
Ans 6.	Bhatia Medical Stores' cannot file a complaint against the manufacturer in the consumer court because Bhatia Medical Stores is not a consumer in this case. He is not a user but has obtained medicine for resale purpose/commercial purpose. Harish can file a complaint against the seller of medicines in the District commission.
Ans 7.	1 exploitation of consumers due to defective and unsafe products, adulteration, black marketing, hoarding etc 2. it was also the duty of the businessman to take care of the interests of various stakeholders. 3. Business organizations earn money by selling goods and services to consumers. So the interests of the stakeholders have to be well taken care of.
Ans 8.	All the six Rights of Consumers