

Pre-Board Examination (2025-26)  
MARKING SCHEME

Q.NO														
1.	a) Management is a continuous process.	1												
2.	c) Functional foremanship	1												
3.	c) Assertion (A) is True But Reason (R) is false.	1												
4.	c) Both the statements are correct.	1												
5.	b) Job enrichment	1												
6.	d) Attitude of elected government representative towards the business	1												
7.	c) Branding	1												
8.	d) 2-4-3-1	1												
9.	c) I & ii	1												
10.	c) Unsatisfied need → Tension → Drive → Search behaviour → Satisfied need → Reduction of tension	1												
11.	c) Capital market primarily deals with <b>short-term funds and working capital requirements.</b>	1												
12.	c) Government and legal regulations	1												
13.	b) 1-c, 2-a, 3-b	1												
14.	c) Planning leads to rigidity.	1												
15.	b) Aptitude test	1												
16.	b) ROI > Cost of Debt	1												
17.	b) Unique order code	1												
18.	a) Long term Investment decision	1												
19.	c) Contractual constraints	1												
20.	b) Statement II is correct and Statement I is wrong.	1												
21.	<p>i) 'Organising' function is highlighted in the given case.(1) ii) 'Divisional structure (1) Any one suitability(1) <b>OR</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Basis</th> <th style="width: 33%;">Formal organisation</th> <th style="width: 33%;">Informal organisation</th> </tr> </thead> <tbody> <tr> <td>i) Origin/Formation</td> <td>Deliberately as a result of company rules and policies</td> <td>Emerges spontaneously</td> </tr> <tr> <td>ii) Flow of communication</td> <td>Top to bottom</td> <td>In all directions</td> </tr> <tr> <td>iii) Purpose</td> <td>To work systematically to achieve group goals</td> <td>To serve group interests and provide social satisfaction</td> </tr> </tbody> </table>	Basis	Formal organisation	Informal organisation	i) Origin/Formation	Deliberately as a result of company rules and policies	Emerges spontaneously	ii) Flow of communication	Top to bottom	In all directions	iii) Purpose	To work systematically to achieve group goals	To serve group interests and provide social satisfaction	1+1+1=3
Basis	Formal organisation	Informal organisation												
i) Origin/Formation	Deliberately as a result of company rules and policies	Emerges spontaneously												
ii) Flow of communication	Top to bottom	In all directions												
iii) Purpose	To work systematically to achieve group goals	To serve group interests and provide social satisfaction												
22.	The marketing management philosophy adopted by Vedic Ayurved Ltd. Is 'Marketing Philosophy' according to which firms can achieve the objective of profit maximization by finding out needs and requirements of the consumers and satisfying them in an effective manner.	1+2=3												
23.	Distinguish between and Secondary Market on the of-	1x3=3												

	<b>Basis</b>	<b>Primary Market</b>	<b>Secondary Market</b>	
	i) Nature of securities	Deals with issue of new securities	Deals with sales and purchase of existing securities	
	ii) Capital formation	Directly contributes to capital formation	Indirectly contributes to capital formation	
	iii) Determination of prices	By the management of the company	Demand and supply forces of market	
<b>24.</b>	Riyansh talks of effectiveness while Shreyash talks of efficiency. Discuss both concepts.			1.5+1.5=3
<b>25.</b>	a. Advertising & Public relations (1+1) b. Sales Promotion & Personal selling (1+1)			2+2=4
<b>26.</b>	<p>a. Planning reduces the risks of uncertainty-Planning enables a manager to look ahead and anticipates changes and prepares for the risks by making necessary provisions.</p> <p>b. Planning establishes standards for controlling- Planning provides the standards against which actual performance is evaluated in controlling.</p> <p style="text-align: center;"><b>OR</b></p> <p>a. Budget b. Objectives c. Rules d. Policy</p>			2+2=4 Or  1x4=4
<b>27.</b>	<p>i) It helps the firm to identify opportunities and get the first mover advantage- <b>“Ketan Ltd. recognized the need for small cars in India”</b></p> <p>ii) It helps the firm in improving the performance- <b>“It created a product far superior than their competitors not only in terms of quality but also in terms of overall driving experience. It soon became the leader in small car market”</b></p>			1 mark each for identification and 1 mark each for quoting.
<b>28.</b>	Discuss any four points of importance of controlling process.			1x4=4
<b>29.</b>	<p>Two techniques in the given case are-</p> <p><b>Time Study:</b> . One of the technique helps to determine numbers of workers to be employed; frame suitable incentive schemes and determine labour cost</p> <p><b>Differential Piece Wage System:</b> Another technique recognises those workers who are able to accomplish fair day’s work and is based on the premise that efficiency is the result of the joint efforts of the managers and the workers.</p>			1 mark each for identification and 1 mark each for quoting.
<b>30.</b>	<p>a. The steps that have been performed by Saraswati public School in the process of identifying and choosing the best candidate are-</p> <p>i) Preliminary screening ii) Selection test and</p>			3+1=4

	iii)Employment interview b. Trade test was conducted by the school.																															
31.	<p>a) EPS before diversification was : ₹ 0.50. Calculation of EPS after issue of Debentures assuming F.V of ₹ 10</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Amt (₹)</th> </tr> </thead> <tbody> <tr> <td>Share Capital</td> <td>60,00,000</td> </tr> <tr> <td>10% Debentures</td> <td>40,00,000</td> </tr> <tr> <td></td> <td>.....</td> </tr> <tr> <td>Total</td> <td>10,00,000</td> </tr> <tr> <td></td> <td>.....</td> </tr> <tr> <td>Profit before interest and tax</td> <td>8,00,000</td> </tr> <tr> <td>Less: interest (4,00,000x10% )</td> <td>4,00,000</td> </tr> <tr> <td></td> <td>.....</td> </tr> <tr> <td>Profit before tax</td> <td>4,00,000</td> </tr> <tr> <td>Less: tax @40%</td> <td>1,60,000</td> </tr> <tr> <td></td> <td>.....</td> </tr> <tr> <td>Profits available to Shareholders</td> <td>2,40,000</td> </tr> <tr> <td></td> <td>.....</td> </tr> <tr> <td>EPS (₹2,40,000/ 6,00,000 shares)</td> <td>₹ 0.40</td> </tr> </tbody> </table> <p>This clearly shows shareholders have lost after issue of debentures.</p> <p>ii)factors that favour the issue of debentures- Any two</p>	Particulars	Amt (₹)	Share Capital	60,00,000	10% Debentures	40,00,000		.....	Total	10,00,000		.....	Profit before interest and tax	8,00,000	Less: interest (4,00,000x10% )	4,00,000		.....	Profit before tax	4,00,000	Less: tax @40%	1,60,000		.....	Profits available to Shareholders	2,40,000		.....	EPS (₹2,40,000/ 6,00,000 shares)	₹ 0.40	4+2=6
Particulars	Amt (₹)																															
Share Capital	60,00,000																															
10% Debentures	40,00,000																															
	.....																															
Total	10,00,000																															
	.....																															
Profit before interest and tax	8,00,000																															
Less: interest (4,00,000x10% )	4,00,000																															
	.....																															
Profit before tax	4,00,000																															
Less: tax @40%	1,60,000																															
	.....																															
Profits available to Shareholders	2,40,000																															
	.....																															
EPS (₹2,40,000/ 6,00,000 shares)	₹ 0.40																															
32.	The process of stimulating and inspiring people at work to accomplish desired objectives- <b>Motivation</b> Explain Maslow's theory stepwise order with diagram.	1+5=6																														
33.	a.The concept used by Mr. Ajay in the above case is- <b>Delegation</b> b. state any four points of importance of the Delegation.	1+1+4=6																														
34.	Functions performed by NGOs- Any four <b>OR</b> 1 mark for meaning and 1 mark each for relief/remedy.	1.5x4+6  OR 1=5+6																														