

BHARTIYA SHIKSHA BOARD  
SAMPLE PAPER 2026 -27  
MARKING SCHEME

Time: 3 Hr.

BUSINESS STUDIES (155)  
CLASS - XII

MM : 80

- Q1. (b) Casual callers (1)
- Q2(D) Job enrichment (1)
- Q3. (D) Establishing authority and reporting relationship (1)
- Q4. (C) Both the Statements are true. (1)
- Q5. (A) Functional structure (1)
- Q6. (B)Development (1)
- Q7. (b) Budget (1)
- Q8. (A) Primary (1)
- Q9. (b) Safety/ Security needs (1)
- Q10. (d) Social Environment (1)
- Q11. (B) Right to be informed. (1)
- Q12. (D) Ensuring that there is no scope for speculation. (1)
- Q13.(A) Planning is continuous (1)
- Q14. (b) Labelling (1)
- Q15. (c) Initiative (1)
- Q16. .(c) Appeal against District commission's order can be filed in National Commission. (1)
- Q17. (D) Depository (1)
- Q18. (A) Aptitude Tests (1)
- Q19. (c) Subordinates are given high degree of independence. (1)
- Q20. (C) Both the Statements are true. (1)
- Q21. Ans. (i) Scale of operations A larger organisation operating at a higher scale needs bigger plant, more space etc. and therefore, requires higher investment in fixed assets when compared with the small organisation.
- (ii) Financing Alternatives Availability of leasing facilities, may reduce the funds required to be invested in fixed assets, thereby reducing the fixed capital requirements. When an asset

is taken on lease, the firm pays lease rentals and uses it. By doing so, it avoids huge sums required to purchase it. (3)

OR

Ans(b). (i) Cash flow position The payment of dividend involves an outflow of cash. A company may be earning profit but may be short on cash. Availability of enough cash in the company is necessary for declaration of dividend.

(ii) Growth opportunities Companies having good growth opportunities retain more money out of their earnings to finance the required investment. The dividend in growth companies is, therefore, smaller, than that in the non-growth companies.

Q22. (i) Place 'They have 16 stores all over India'. OR 'They have their own well-managed inventory management, storage, and warehousing to deliver books to locations all over India'. Place or Physical Distribution include activities that make firm's products available to the target customers. The other decision areas relate to managing inventory, storage and warehousing and transportation of goods from the place it is produced to the place it is required by the buyers.

(ii) Promotion 'The bookstore regularly communicates the availability, features, merits, etc. of the books to target customers and persuades them to buy the books'. Promotion of products and services include activities that communicate availability, features, merits, etc., of the products to the target customers and persuade them to buy it. Most marketing organisations use number of tools such as advertising, personal selling and sales promotion techniques. (3)

Q23. Planning and controlling are inseparable twins of management (any three ) (3)

1. Planning without controlling is meaningless and Controlling is blind without planning  
Once a plan becomes operational, controlling is necessary to monitor the progress, measure it, discover deviations and initiate corrective measures to ensure that events conform to plans. So, Planning without controlling is meaningless. A system of control presupposes the existence of certain standards which are provided by planning. Therefore, controlling is blind without planning

2. Planning is a prerequisite for controlling while controlling seeks to compel events to conform to plans  
Without planning there is no predetermined understanding of the desired performance while controlling seeks to compel events to conform to plans

3. Planning is prescriptive while controlling is evaluative  
Planning is basically an intellectual process involving thinking, articulation and analysis to discover and prescribe an appropriate course of action for achieving objectives. Controlling, on the other hand, checks whether decisions have been translated into desired action.

4. Planning is forward-looking while controlling is looking back  
Planning involves looking ahead as plans are prepared for future and are based on forecasts about future conditions. On the contrary, controlling is like a postmortem of past activities to find out deviations from the standards. In that sense, controlling is looking back.

5. Controlling is forward-looking while planning is looking back  
The corrective action in controlling seeks to improve the performance in the future or to revise future plans. So,

controlling is also forward looking. However, it should be understood that planning is guided by past experiences and the corrective action initiated by control function aims to improve future performance. Thus, planning is also looking back.

(If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)

OR

(b) Ans. 1. Critical Point Control: Control should focus on key result areas (KRAs) which are critical to the success of an organisation. These KRAs are set as the critical points. If anything goes wrong at the critical points, the entire organisation suffers.

2. Management by Exception: Management by exception, also known as control by exception, is based on the belief that an attempt to control everything results in controlling nothing. Thus, only significant deviations which go beyond the permissible limit should be brought to the notice of management.

Q24. Ans. a) Responsibilities discharged by Hema: (3)

(i) Read labels carefully so as to have information about prices, net weight, manufacturing and expiry dates, etc.

(ii) File a complaint in an appropriate consumer forum in case of a shortcoming in the quality of goods purchased or services availed. Do not fail to take an action even when the amount involved is small.

b) Reliefs available (any one ):

(i) To replace the defective product with a new one, free from any defect.

(ii) To refund the price paid for the product, or the charges paid for the service.

(iii) To pay a reasonable amount of compensation for any loss or injury suffered by the consumer due to the negligence of the opposite party.

(iv) To pay punitive damages in appropriate circumstances.

(v) To discontinue the unfair/ restrictive trade practice and not to repeat it in the future.

(vi) To pay adequate cost to the appropriate party.

(If an examinee has only listed the underlined points,  $\frac{1}{2}$  mark for each point should be awarded)

Q25.

(4)

Distinction between Primary Market and Secondary Market (*Any three*)

<b>S.N O.</b>	<b>PRIMARY MARKET</b>	<b>SECONDARY MARKET</b>
1	It deals with issue of new securities	It deals with sale and purchase of existing securities only.
2	The company sells securities either directly to the investors or through an intermediary	The ownership of existing securities is exchanged between investors without involvement of company
3	It promotes capital formation directly as funds flow directly from savers to investors	It promotes capital formation indirectly
4	Only buying of securities takes place in the primary market	Both buying and selling of securities can take place
5	Prices are determined by the management of company	Prices are determined by demand and supply for the securities
6	There is no fixed geographical location	It is located at a specified place.

OR

**Ans. Difference between 'Money Market' and 'Capital Market' (Any three):**

<b>Basis</b>	<b>Money market</b>	<b>Capital market</b>
Participants	Participants are by and large, institutional participants such as the RBI, banks, financial institutions and finance companies.	Participants are financial institutions, banks, corporate entities, foreign investors and ordinary retail investors/public.
Instruments	The main instruments traded are short term debt instruments such as T-bills, trade bills reports, commercial paper and certificates of deposit.	The main instruments traded are equity shares, debentures, bonds, preference shares etc.
Investment outlay	Investment in money market entail huge sums of money as instruments are	Investment in capital market does not necessarily require a huge financial

	quite expensive	outlay
Duration	It deals in instruments with maximum tenure of one year	It deals in medium and long term securities
Liquidity	Money market instruments enjoy relatively a higher degree of liquidity as there is formal arrangement for this.	Capital market securities are considered liquid investments because they are marketable on the stock exchanges, however a share may not be actively traded.
Safety	Money market is generally much safer with a minimum risk of default	Capital market instruments are riskier both with respect to returns and principal repayment
Expected return	Investment in money market generally yield relatively lower rate of return	Investment in capital market generally yield higher return for investors.

Q26. Ans. Techniques of Scientific Management adopted by Augusta (any two, with explanation)

- (i) Method Study
- (ii) Motion Study
- (iii) Fatigue Study

Principles of General Management adopted by Augusta:

- (i) Equity
- (ii) Remuneration

Q27. Planning Planning is the process of setting objectives for a given time period, formulating various courses of action to achieve them and then selecting the best possible alternative from among the various courses of action available. (4)

Importance of planning (any three):

- (i) Planning provides direction by stating in advance how the work is to be done.
  - (ii) Planning reduces risk of uncertainty by looking ahead and anticipating changes.
  - (iii) Planning reduces overlapping and wasteful activities by co-ordinating the activities of different divisions.
  - (iv) Planning promotes innovative ideas requiring application of mind and foresight.
  - (v) Planning facilitates decision making by making a choice from among the alternative courses of action.
  - (vi) Planning establishes standards against which actual performance is measured.
- (If an examinee has only listed the points, ½ mark for each point should be awarded.)

Q28. Ans. Importance of business environment (any four): (4)

- (i) It enables the firm to identify opportunities and get first mover advantage. Early identification of opportunities helps an enterprise to be the first to exploit them instead of losing them to competitors.
- (ii) It helps the firm to identify threats and early warning signals. Environmental awareness can help managers to identify various threats on time and serve as an early warning signal.
- (iii) It helps in tapping useful resources. Understanding business environment helps an enterprise to design policies that allow it to get the resources that it needs so that it can convert those resources into outputs.
- (iv) It helps in coping with rapid changes. In order to effectively cope with significant changes, managers must understand and examine the environment and develop suitable courses of action.
- (v) It helps in assisting in planning and policy formulation. The understanding of business environment is the basis for deciding the future course of action(planning) or training guidelines for decision making (policy).
- (vi) It helps in improving performance. The enterprises that continuously monitor their environment and adopt suitable business practices not only improve their present performance but also succeed in the market for a longer period.

Q29.Steps in staffing process of management after 'Placement and Orientation'Lwith explanation)

- (i) Training and Development (4)
- (ii) Performance Appraisal
- (iii) Promotion and Career Planning
- (iv) Compensation

OR

Ans. Steps in the selection process of staffing function of management after 'Reference and Background checks' (with explanation )

- (i) Selection Decision
- (ii) Medical Examination
- (iii) Job Offer
- (iv) Contract of Employment

Q30. Ans. (i) Stock Market Conditions: If the stock markets are bullish, use of equity is preferred as they are more easily sold even at a higher price and in bearish conditions, it's better to opt for debt

(ii) Control: Issue of more equity may lead to dilution of management's control over the business.

(iii) Floatation Costs: Process of raising resources also involves some cost. These considerations may also affect the choice between debt and equity

(iv) Regulatory Framework: While deciding the capital structure, the regulatory framework provided by law e.g. SEBI should be considered. (4)

Q31. Financial Incentives (any 3 )

Financial incentives refer to incentives which are in direct monetary form or measurable in monetary terms.

**(i) Pay and Allowances**

Salary and allowances given to employees act as a basic incentive for better performance. Higher pay and attractive allowances motivate employees to work efficiently.

**(ii) Productivity Linked Wage Incentives**

Under this scheme, employees are paid extra wages for higher productivity. Employees producing more than the standard output receive additional incentives.

**(iii) Bonus**

Bonus is an incentive offered over and above the wages or salary to employees. It motivates employees to improve their performance and contribute towards organisational goals.

**(iv) Profit Sharing**

Under this incentive, employees are given a share in the profits of the organisation. It develops a feeling of belongingness and encourages employees to work hard.

**(v) Co-partnership/Stock Option**

Under this scheme, employees are offered shares of the company at a concessional rate. This creates a feeling of ownership among employees and motivates them to perform better.

**(vi) Retirement Benefits**

Retirement benefits such as provident fund, pension and gratuity provide financial security to employees after retirement. These benefits motivate employees to remain loyal to the organisation.

**(vii) Perquisites**

Perquisites refer to additional benefits provided to employees such as housing, medical facilities, car allowance, children's education, etc. These benefits increase employee satisfaction and motivation.

### **Non-Financial Incentives**

Non-financial incentives mainly focus on psychological, social and emotional satisfaction of employees. (any 3)

#### **(i) Status**

In the organisation, status means ranking of positions in the organisation. Higher status and authority satisfy employees and motivate them to perform better.

#### **(ii) Organisational Climate**

Organisational climate refers to the characteristics which describe an organisation and distinguish it from others. A positive climate creates better relationships and motivates employees.

#### **(iii) Career Advancement Opportunity**

Managers provide promotion and career growth opportunities to employees. This encourages employees to improve their performance and skills.

#### **(iv) Job Enrichment**

Job enrichment means designing jobs that include greater variety, responsibility and opportunities for growth. It makes jobs more interesting and satisfying for employees.

#### **(v) Employee Recognition Programmes**

Recognition programmes include praising and rewarding employees for good performance. Such recognition increases employee morale and motivation.

#### **(vi) Job Security**

Employees want stability and security in their jobs. Assurance of job security creates confidence and motivates employees to work efficiently.

#### **(vii) Employee Participation**

It means involving employees in decision-making related to their work. Participation develops a sense of importance and belongingness among employees.

#### **(viii) Employee Empowerment**

Employee empowerment means giving more authority and responsibility to employees. It builds confidence and motivates employees to perform effectively.

OR

### **Measures to Improve Communication Effectiveness**

#### **(i) Clarify the Ideas before Communication**

The communicator should be clear in his mind about what he wants to communicate. Clear ideas help in effective communication.

#### **(ii) Communicate According to the Needs of the Receiver**

Communication should be adjusted according to the education, understanding and needs of the receiver so that the message can be properly understood.

#### **(iii) Consult Others before Communication**

Before communicating important messages, managers should consult others to encourage participation and improve understanding.

#### **(iv) Be Aware of Languages, Tone and Content of Message**

Simple and clear language should be used. The tone and content of the message should not hurt the feelings of the receiver.

**(v) Convey Things of Help and Value to Listeners**

Communication should provide useful and valuable information to the receiver to make it meaningful and effective.

**(vi) Ensure Proper Feedback**

The communicator should ensure that feedback is received to confirm whether the message has been understood correctly or not.

**(vii) Communicate for Present as well as Future**

Communication should aim at meeting present requirements as well as future organisational needs. This helps in maintaining continuity in communication.

**(viii) Follow up Communications**

Managers should regularly follow up and review communication to ensure that instructions are properly understood and implemented.

**(ix) Be a Good Listener**

Managers should listen carefully and patiently to the problems and suggestions of employees. Good listening improves mutual understanding and communication effectiveness.

Q32. Ans. Features of management :

(i) Management is goal oriented “... united the efforts of different people to achieve this goal.” Every organisation has a set of basic goals which are the basic reason for its existence and unites the efforts of different individuals in the organisation towards achieving these goals.

(ii) Management is a dynamic function “...The company adapted to keep pace with the changing environment.” Management is a dynamic function and has to adapt itself to the changing environment. In order to be successful, an organisation must change itself and its goals according to the needs of the environment.

(iii) Management is an intangible force “All the employees of the organisation were happy and satisfied and the effect of management was noticeable in the organisation.” Management is an intangible force that cannot be seen but its presence can be felt in the way the organisation functions. The effect of management is noticeable when targets are met and employees are happy and satisfied.

Q33. Ans. (i) Product Philosophy The Product philosophy focuses on continuous improvement in the quality of the product, incorporating new features, etc. Thus, Product improvement is the key to profit maximisation of a firm.

(ii) Production Philosophy As per Production philosophy, profits can be maximised by producing at large scale, thereby, reducing the average cost of production. Availability and affordability of the product are considered to be the key to the success of a firm.

(iii) Marketing Philosophy According to Marketing philosophy, an organisation can achieve its objective of maximisation of profit by identifying the needs of its present and prospective buyers and satisfying them in an effective way. Thus, customer’s satisfaction is the focal point of all decision making in the organisation.

OR

Ans. Elements of marketing mix

(i) Product Product means goods or services or 'anything of value' which is offered to the market for sale. The important product decisions include deciding about the features, quality, packaging, labelling and branding of the products.

(ii) Place Place or Physical Distribution include activities that make firm's products available to the target customers. The important decision areas relate to selection of intermediaries, managing inventory, storage and warehousing and transportation of goods.

(iii) Price Price is the amount of money customers have to pay to obtain the product. The marketers have to decide about the objectives of price setting, analyse the factors determining the price and fix a price for the firm's products.

(iv) Promotion Promotion of products and services include activities that communicate availability, features, merits, etc., of the products to the target customers and persuade them to buy it. Organisations undertake various promotional activities through tools such as advertising, personal selling and sales promotion techniques etc.

Q34. Ans. (a) Delegation

(6)

(b) Importance of delegation: (any five with explanation)

(i) Effective management

(ii) Employee development

(iii) Motivation of employees

(iv) Facilitation of growth

(v) Basis of management hierarchy

(vi) Better coordination (If an examinee has not given the headings as above but has given the correct explanation, full credit should be given)

## हिंदी माध्यम

प्रश्न 1 से 20 (उत्तर)

1. (b) आकस्मिक कॉलर
2. (d) कार्य समृद्धि (Job Enrichment)
3. (d) अधिकार एवं रिपोर्टिंग संबंध स्थापित करना
4. (c) दोनों कथन सत्य हैं।
5. (a) क्रियात्मक संरचना (Functional Structure)
6. (b) विकास
7. (b) बजट
8. (a) प्राथमिक
9. (b) सुरक्षा आवश्यकताएँ
10. (d) सामाजिक पर्यावरण
11. (b) सूचना प्राप्त करने का अधिकार

12. (d) सट्टेबाजी की कोई संभावना न रहना सुनिश्चित करना
13. (a) नियोजन एक निरंतर प्रक्रिया है
14. (b) लेबलिंग
15. (c) पहल
16. (c) जिला आयोग के आदेश के विरुद्ध राष्ट्रीय आयोग में अपील की जा सकती है।
17. (d) डिपॉजिटरी
18. (a) अभिक्षमता परीक्षण
19. (c) अधीनस्थों को उच्च स्तर की स्वतंत्रता दी जाती है।
20. (c) दोनों कथन सत्य हैं।

**Q21. (i) संचालन का स्तर (Scale of Operations)**

बड़े स्तर पर कार्य करने वाले संगठन को बड़े संयंत्र, अधिक स्थान आदि की आवश्यकता होती है इसलिए उसे स्थायी संपत्तियों में अधिक निवेश करना पड़ता है।

**(ii) वित्तीय विकल्प (Financing Alternatives)**

यदि लीज सुविधा उपलब्ध हो, तो स्थायी संपत्तियों में निवेश की आवश्यकता कम हो जाती है। लीज पर संपत्ति लेने पर संस्था किराया देकर उसका उपयोग करती है और बड़ी धनराशि निवेश करने से बच जाती है।

अथवा

**(i) नकदी प्रवाह की स्थिति (Cash Flow Position)**

लाभांश का भुगतान नकदी के बहिर्गमन से संबंधित है कंपनी लाभ कमा सकती है, लेकिन उसके पास पर्याप्त नकदी न हो इसलिए लाभांश घोषित करने के लिए पर्याप्त नकदी आवश्यक है।

**(ii) विकास के अवसर (Growth Opportunities)**

जिन कंपनियों के पास अच्छे विकास अवसर होते हैं, वे अपने लाभ का अधिक भाग भविष्य के निवेश हेतु रोककर रखती हैं इसलिए ऐसी कंपनियों में लाभांश कम होता है।

**Q22.(i) स्थान (Place/Physical Distribution)**

“उनके भारत में 16 स्टोर हैं” अथवा “उनकी अपनी सुव्यवस्थित भंडारण एवं वेयरहाउस व्यवस्था है”

स्थान या भौतिक वितरण में वे सभी क्रियाएँ शामिल होती हैं जो उत्पाद को उपभोक्ताओं तक पहुँचाती हैं इसमें भंडारण, परिवहन और इन्वेंटरी प्रबंधन शामिल हैं।

**(ii) संवर्धन (Promotion)**

“बुक स्टोर नियमित रूप से पुस्तकों की उपलब्धता, विशेषताएँ एवं लाभ ग्राहकों तक पहुँचाता है”

संवर्धन में वे गतिविधियाँ शामिल होती हैं जो ग्राहकों को उत्पाद के बारे में जानकारी देकर उन्हें खरीदने के लिए प्रेरित करती हैं।

Q23.

नियोजन और नियंत्रण प्रबंधन के अविभाज्य जुड़वाँ हैं (कोई तीन)

1. नियोजन के बिना नियंत्रण अर्थहीन है तथा नियंत्रण के बिना नियोजन अंधा है।  
नियोजन मानक प्रदान करता है और नियंत्रण उनकी जाँच करता है।
2. नियोजन नियंत्रण की पूर्व आवश्यकता है।  
नियोजन के बिना अपेक्षित प्रदर्शन ज्ञात नहीं हो सकता।
3. नियोजन निर्देशात्मक है जबकि नियंत्रण मूल्यांकनात्मक है।  
नियोजन भविष्य की कार्यवाही निर्धारित करता है जबकि नियंत्रण परिणामों का मूल्यांकन करता है।
4. नियोजन भविष्य की ओर देखता है जबकि नियंत्रण भूतकाल की समीक्षा करता है।
5. नियंत्रण भी भविष्य उन्मुख होता है।  
क्योंकि सुधारात्मक कार्यवाही भविष्य के प्रदर्शन को बेहतर बनाती है।

अथवा

(i) क्रिटिकल पॉइंट कंट्रोल

नियंत्रण का ध्यान उन प्रमुख परिणाम क्षेत्रों पर होना चाहिए जो संगठन की सफलता के लिए अत्यंत महत्वपूर्ण हैं।

(ii) अपवाद द्वारा प्रबंधन (Management by Exception)

केवल महत्वपूर्ण विचलनों को ही उच्च प्रबंधन के ध्यान में लाया जाना चाहिए।

Q24.

(3)

(a) हेमा द्वारा निभाई गई जिम्मेदारियाँ

1. लेबल ध्यान से पढ़ना ताकि मूल्य, निर्माण तिथि, समाप्ति तिथि आदि की जानकारी मिल सके।
2. उत्पाद या सेवा में कमी होने पर उपयुक्त उपभोक्ता मंच में शिकायत दर्ज कराना।

(b) उपलब्ध राहतें (कोई दो)

1. दोषपूर्ण वस्तु को बदलना।
2. भुगतान की गई राशि वापस करना।

3. उपभोक्ता को हुई हानि के लिए मुआवजा देना।
4. अनुचित व्यापार व्यवहार को बंद करना।

#### Q25. प्राथमिक बाजार एवं द्वितीयक बाजार में अंतर (कोई तीन)

क्र. सं.	प्राथमिक बाजार (Primary Market)	द्वितीयक बाजार (Secondary Market)
1	यह नई प्रतिभूतियों (Securities) के निर्गमन से संबंधित होता है।	यह केवल विद्यमान प्रतिभूतियों के क्रय-विक्रय से संबंधित होता है।
2	कंपनी प्रतिभूतियों को सीधे निवेशकों को या मध्यस्थ के माध्यम से बेचती है।	विद्यमान प्रतिभूतियों का स्वामित्व निवेशकों के बीच कंपनी की भागीदारी के बिना हस्तांतरित होता है।
3	यह पूंजी निर्माण को प्रत्यक्ष रूप से बढ़ावा देता है क्योंकि धन सीधे बचतकर्ताओं से कंपनी तक पहुँचता है।	यह पूंजी निर्माण को अप्रत्यक्ष रूप से बढ़ावा देता है।
4	प्राथमिक बाजार में केवल प्रतिभूतियों की खरीद होती है।	द्वितीयक बाजार में प्रतिभूतियों की खरीद और बिक्री दोनों होती हैं।
5	प्रतिभूतियों की कीमत कंपनी के प्रबंधन द्वारा निर्धारित की जाती है।	प्रतिभूतियों की कीमत मांग और पूर्ति के आधार पर निर्धारित होती है।
6	इसका कोई निश्चित भौगोलिक स्थान नहीं होता।	यह एक निश्चित स्थान पर स्थित होता है।

प्रश्न 26

(4)

वैज्ञानिक प्रबंधन की तकनीकें

1. विधि अध्ययन (Method Study)
2. गति अध्ययन (Motion Study)
3. थकान अध्ययन (Fatigue Study)

सामान्य प्रबंधन के सिद्धांत

1. समानता (Equity)
2. पारिश्रमिक (Remuneration)

प्रश्न 27

(4)

नियोजन (Planning)

नियोजन वह प्रक्रिया है जिसमें उद्देश्यों का निर्धारण किया जाता है, उन्हें प्राप्त करने के लिए विभिन्न विकल्प बनाए जाते हैं और सर्वोत्तम विकल्प का चयन किया जाता है।

नियोजन का महत्व (कोई तीन)

1. दिशा प्रदान करता है।

2. अनिश्चितता के जोखिम को कम करता है।
3. अपव्ययी क्रियाओं को कम करता है।
4. नवीन विचारों को बढ़ावा देता है।
5. निर्णय लेने में सहायता करता है।
6. नियंत्रण हेतु मानक स्थापित करता है।

प्रश्न 28

(4)

**व्यवसायिक वातावरण का महत्व (कोई चार):**

1. **अवसरों की पहचान एवं प्रथम लाभ प्राप्त करने में सहायक:**  
व्यवसायिक वातावरण उद्यम को अवसरों की पहचान करने में सक्षम बनाता है। अवसरों की समय पर पहचान करने से उद्यम प्रतिस्पर्धियों से पहले उनका लाभ उठा सकता है।
2. **खतरों एवं प्रारंभिक चेतावनी संकेतों की पहचान में सहायक:**  
व्यवसायिक वातावरण के प्रति जागरूकता प्रबंधकों को विभिन्न खतरों की समय रहते पहचान करने तथा प्रारंभिक चेतावनी संकेत प्राप्त करने में सहायता करती है।
3. **उपयोगी संसाधनों को प्राप्त करने में सहायक:**  
व्यवसायिक वातावरण की समझ उद्यम को ऐसी नीतियाँ बनाने में सहायता करती है जिससे वह आवश्यक संसाधन प्राप्त कर सके और उन्हें उत्पादन में परिवर्तित कर सके।
4. **तेजी से होने वाले परिवर्तनों का सामना करने में सहायक:**  
महत्वपूर्ण परिवर्तनों का प्रभावी ढंग से सामना करने के लिए प्रबंधकों को वातावरण को समझना और उसके अनुसार उचित कार्यवाही करनी होती है।
5. **नियोजन एवं नीति निर्माण में सहायक:**  
व्यवसायिक वातावरण की समझ भविष्य की कार्ययोजना (Planning) तथा निर्णय लेने के दिशा-निर्देश (Policy) तैयार करने का आधार प्रदान करती है।
6. **कार्य निष्पादन में सुधार करने में सहायक:**  
जो उद्यम अपने वातावरण की निरंतर निगरानी करते हैं और उपयुक्त व्यावसायिक प्रथाएँ अपनाते हैं, वे न केवल वर्तमान प्रदर्शन में सुधार करते हैं बल्कि लंबे समय तक बाजार में सफल बने रहते हैं।

प्रश्न 29

(4)

**नियुक्ति एवं परिचय के बाद स्टाफिंग प्रक्रिया के चरण**

1. प्रशिक्षण एवं विकास
2. कार्य निष्पादन मूल्यांकन
3. पदोन्नति एवं करियर नियोजन
4. प्रतिफल

अथवा

**चयन प्रक्रिया के चरण**

1. चयन निर्णय
2. चिकित्सीय परीक्षण
3. नौकरी प्रस्ताव

#### 4. सेवा अनुबंध

प्रश्न 30

(4)

पूंजी संरचना में ऋण (Debt) और इक्विटी (Equity) के बीच चयन को प्रभावित करने वाले कारक निम्नलिखित हैं :

- शेयर बाजार की स्थितियाँ (Stock Market Conditions):**  
यदि शेयर बाजार में तेजी (Bullish) हो, तो इक्विटी का प्रयोग अधिक उपयुक्त माना जाता है क्योंकि शेयरों को अधिक मूल्य पर आसानी से बेचा जा सकता है। मंदी (Bearish) की स्थिति में ऋण लेना बेहतर माना जाता है।
- नियंत्रण (Control):**  
अधिक इक्विटी शेयर जारी करने से व्यवसाय पर प्रबंधन के नियंत्रण में कमी (Dilution of Control) आ सकती है।
- निर्गमन लागत (Floatation Costs):**  
वित्तीय साधन जुटाने की प्रक्रिया में कुछ लागतें भी शामिल होती हैं, जैसे विज्ञापन, अंडरराइटिंग, दलाली आदि। ये लागतें भी ऋण और इक्विटी के बीच चयन को प्रभावित करती हैं।
- नियामक ढाँचा (Regulatory Framework):**  
पूंजी संरचना का निर्णय लेते समय कानून द्वारा प्रदान किए गए नियामक ढाँचे, जैसे Securities and Exchange Board of India (SEBI) के दिशा-निर्देशों को ध्यान में रखना चाहिए।

प्रश्न 31

वित्तीय प्रेरणाएँ (Financial Incentives)

1. वेतन एवं भत्ते
2. उत्पादकता आधारित मजदूरी प्रोत्साहन
3. बोनस
4. लाभ में भागीदारी
5. सह-भागिता/स्टॉक विकल्प
6. सेवानिवृत्ति लाभ
7. परिलब्धियाँ (Perquisites)

गैर-वित्तीय प्रेरणाएँ

1. पद प्रतिष्ठा
2. संगठनात्मक वातावरण
3. करियर उन्नति के अवसर
4. कार्य समृद्धि
5. कर्मचारी मान्यता कार्यक्रम
6. नौकरी सुरक्षा
7. कर्मचारी सहभागिता

## 8. कर्मचारी सशक्तिकरण

अथवा

संचार की प्रभावशीलता बढ़ाने के उपाय

1. विचारों को स्पष्ट करना
2. प्राप्तकर्ता की आवश्यकता के अनुसार संवाद करना
3. संवाद से पहले परामर्श करना
4. भाषा, स्वर एवं विषय-वस्तु पर ध्यान देना
5. उपयोगी एवं मूल्यवान जानकारी देना
6. उचित प्रतिपुष्टि सुनिश्चित करना
7. वर्तमान एवं भविष्य दोनों के लिए संवाद करना
8. संवाद का अनुवर्तन करना
9. अच्छा श्रोता बनना

प्रश्न 32

प्रबंधन की विशेषताएँ

1. प्रबंधन लक्ष्य उन्मुख है।
2. प्रबंधन एक गतिशील कार्य है।
3. प्रबंधन एक अमूर्त शक्ति है।

प्रश्न 33

(i) उत्पाद अवधारणा (Product Philosophy)

उत्पाद की गुणवत्ता एवं विशेषताओं में निरंतर सुधार पर बल देती है।

(ii) उत्पादन अवधारणा (Production Philosophy)

बड़े पैमाने पर उत्पादन करके लागत कम करने पर बल देती है।

(iii) विपणन अवधारणा (Marketing Philosophy)

ग्राहकों की आवश्यकताओं की पहचान कर उन्हें संतुष्ट करने पर बल देती है।

अथवा

विपणन मिश्रण के तत्व

1. उत्पाद
2. स्थान
3. मूल्य
4. संवर्धन

प्रश्न 34

(a) प्रत्यायोजन (Delegation)

प्रत्यायोजन का महत्व (कोई पाँच)

1. प्रभावी प्रबंधन
2. कर्मचारी विकास
3. कर्मचारियों की प्रेरणा
4. विकास में सुविधा
5. प्रबंधन पदानुक्रम का आधार

## 6. बेहतर समन्वय