**Viswanath, Name of the Candidate**

**Roll Number:** 305400123

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**Medium of Answering the Paper:** English

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**If physically challenged, tick the category:**

- B = Blind
- D = Deaf
- H = Handicapped
- S = Special
- V = Visually Impaired

**Whether writer provided:** No

**Mock Number:** 105400123

**Name of Software used:**

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Each letter is written in one box and one box is left blank between each part of the name. In case Candidate's Name exceeds 24 letters, write first 24 letters.
The working capital requirements of Indian logistics would be less. This is because it is a service company and does not require to maintain adequate levels of inventories.

Ans.2 - The marketing management philosophy being followed is THE SOCIETAL CONCEPT.

Ans.3 - No, Sandeep cannot appeal against the decision of the District Forum because the appeal can be made to the State Commission only within 30 days of the passing of the judgement by the District Forum.

Ans.4 - Every individual has a different purpose for joining the organisation. But as members of the organisation, all individuals strive to achieve the organisational goals. Therefore, management realises...
The personal objectives with the organisational objectives for complete harmony in the organisation. It thereby helps the individual to achieve their personal goals while contributing to the organisational goals.

Ans 5 - The function of Management discussed is ORGANISING.

Ans 6 - Cost of debt refers to the rate of interest payable on the debt. If the interest rate is low, then a company can use more debt in the capital structure. However, in case the rate of interest on debt is high, then a company will make use of equity.

Debt is the cheapest source of finance because the rate of interest on debt is a tax-deductible expense.
Ans 1 - Coordination means the process by which a manager synchronizes the efforts of the different departments. Coordination is referred to as the essence of management. It is inherent and implicit in all managerial functions.

Ans 2 - Planning refers to the process of setting objectives for a given time period, identifying the course of action to achieve them, and then selecting the best possible alternative from among the various courses available. It seeks to bridge the gap between where we are and where we want to go. It is concerned with both the means and the ends.

Ans 3 - Divisional structure refers to an organizational design which consists of separate business units or divisions. All the divisions have to report to a divisional head. Manpower is generally grouped on the basis of different products manufactured.
Advantages of Divisional Structure

1) Product Specialisation
   Divisional structure leads to product specialisation as the divisional head is able to gain experience in all the functions related to a particular product. This helps in preparing the divisional heads for higher positions.

2) Greater Accountability
   Divisional heads can be held accountable for the profits as the revenues and costs related to different departments can be easily identified and assigned to them. This provides a proper basis for performance measurement.
Following are the functions of financial markets:

1. Channele mobilisation of savings and channeling them into productive uses.

Financial markets provide to the investors the choice of different investments and helps to channelise the surplus funds into their most productive investment avenues. This leads to greater productivity for the economy and promotes the habit of savings and investment.
2) Providing Liquidity to the Financial Assets
The financial market provides a mechanism where the financial assets can be bought or sold. This provides liquidity to the financial assets as they can be easily converted into cash whenever required.

3) Reducing the Cost of Transactions
Financial markets help to save the time, money and efforts of the investors and the firms that would have been spent trying to find each other. It provides a common platform where the buyers and sellers can meet for the fulfillment of their individual needs.

Note: (a) The communication barriers discussed here is semantic barriers.
Ans.1 (a) The communication barrier discussed in badly 
Expressed Message.

(b) The Category of this Communication Barrier is Semantic 
Barriers.

(c) Faulty Translations

Sometimes, the communication drafted in a language (for 
example English) needs to be translated into a language that is 
readable and understandable by the workers (for example Hindi) 
Therefore, the translator has to be proficient in both the 
languages so that the instructions are effectively communicated.

Ans.2 Product related factors affect the choice of channels of 
distribution in the following ways:

(1) Nature of the Product

If the product is an industrial product then it is expensive, 
technical, made to order and has a few number of buyers. In such
Cases, shorter distribution channels are used in case of consumer products that are standardised, inexpensive, and required by a large number of consumers. For such products, shorter distribution channels having a large number of intermediaries are used.

(2) Perishable vs Non-Perishable Products:
Perishable products like fruits, vegetables, etc., need shorter channels of distribution because they have to be consumed immediately. Non-perishable products like toiletries, grocery products, and other consumer goods require longer channels of distribution.

(3) Unit Value of the Product:
If the unit value of the product is high (e.g., gold, industrial product), shorter distribution channels are used. Whereas, if the unit value of the product is low, large numbers of intermediaries can be used to distribute the product. Hence, longer channels are used for products like needles, erasers.
(4) Technical v/s Non Technical Products

Technical products requiring huge technical details require shorter distribution channels as opposed to non technical products which are distributed through longer channels.

Ans: The style of leadership adopted by Pramod is DEMOCRATIC LEADERSHIP.

1) In this style of leadership, the leader never gives orders without working out in advance the goals of the organisation.

2) This style of leadership is known as SKE GmbH Group Centered Leadership.

3) The leader favours the decision-making by the group.

4) It gives dual benefits:


(a) It increases the morale and the motivation of the employees as they develop a sense of acceptance and feel that their jobs are important.

(b) It helps the leaders to take better decisions.
Principles of Management are broad and general guidelines for the decision making and the behaviour of managers.

Its importance can be elucidated as:

(A) Providing managers with useful insights into the reality, principles of management provide managers with useful insights into the real-world situations. Adherence to these principles will add to their knowledge, ability and understanding of managerial circumstances. It enables them to learn from past mistakes and conserve time by solving non-recurring problems quickly.

(B) Management Training, Education and Research. Principles of Management are at the core of the Management theory. They are the basis of management training, education and research. Entrance to management institutes are preceded by management aptitude tests. These tests could not have been
developed without proper understanding of these principles. Professional courses like BBA, MBA teach these principles as a part of their curriculum and techniques like Operations Research and Cost Accounting has developed due to research on these principles.

(C) Fulfilling Social Responsibility
The increased awareness of the public forces businesses, especially limited companies, to fulfill their social responsibilities. Management theory and principles have evolved in response to these demands. Value to the customers, fair dealings and care for the environment all come under the purview of this importance.
**Ans : (A) Right to Safety**

1) The consumer has a right to be protected against the use of products or services that are hazardous to his life and health.

   *For eg.* A consumer should look for ISI mark while purchasing the electrical appliances for quality assurance. Such a precaution can ensure the safety of the customer.

**Ans : (B) Right to be Heard**

1) A consumer has the right to file a complaint or to be heard in case of dissatisfaction with a product or service.

2) It is for this reason that enlightened businesses have set up customer complaint and redressal centers to address of such complaints.
Ans 16 (a) The money market Instrument that can be used for this purpose is Commercial Paper.

Commercial Paper are short-term, unsecured promissory note, negotiable and transferable by endorsement and delivery within a fixed maturity period.

(b) The duration for which the company can get funds from this Instrument is One day to Fifteen days. It is a short-term source of funds.

(c) This Instrument can be used as an Alternative to Bank Financing. It is used by credit worthy companies to meet its short-term requirements of funds. They are issued at rates lower than the market rates.
First (a) The principle of Management applied for the success of the programme is Espirit de Corps.

(b) Features of Management highlighted are:

1. Management is a group activity. Every individual has a different purpose for joining the organisation. However, as members of the organisation, all the individuals work with focused and coordinated efforts to achieve the goals of the organisation. It ensures that the individual efforts are directed towards the attainment of the goal.


3. Management is a goal oriented process. Every organisation has a set of goals to achieve. While one of the basic reasons for its existence, Management translates the goals into terms of objectives to be achieved and conjures the means to achieve them.
(c) Values communicated are:

(1) Holistic Development of the students:
Aapka Vidyalaya focused on the holistic development of the students. This will enable them to develop and excel in different areas like curricular, co-curricular, and sports activities.

(2) Concern for the Environment
Aapka Vidyalaya shows concern for the environment by using recycled paper for decoration instead of other plastic decorations.

Ans 18: The supervisors can use TRAINING to make the workers handle their work independently.

Benefits of Training to the Workers are:
1. Training makes the workers better equipped to use the machines and handle them; thus they are less prone to accidents.

2. Training increases the morale of the employees and reduces absenteeism.

3. Training increases the efficiency of the employees and improves their performance. Efficient employees produce more and earn more.

Ano. 9 (a) The concept used by Sanin Gupta to steer his company to greater heights is Decentralisation.

(b) The importance of decentralisation can be elucidated as:
(A) Quick decision making
In decentralisation, the decisions are taken at the lower levels which are nearest to the points of action; there is no need for approval by many levels. The process is much faster. Also there are less chances of the information getting distorted as they do not have to pass through longer channels.

(B) Relief to Top Management
Decentralisation minimises the amount of direct supervision that is exercised by the superior over the subordinates as they are given freedom to act and decide in the limits set by the superior. It gives more time to the superior to focus on important policy decisions rather than occupying themselves with operational decisions.
(C) Develops initiative among the subordinates

It promotes self-reliance and confidence among the subordinates. When the subordinates are given freedom to take their own decisions, they learn to depend upon their own judgement. It enables them to face situations where they are constantly challenged and have to look for solutions for the problems that they encounter.

Ans.20 The importance of delegation of authority can be highlighted as:

Effective management by empowering the employees, the managers are able to function much more efficiently as they get more time to focus on important matters. This leads to efficiency in management.
(2) Employee Development
It allows them to develop those skills which will improve their performance and assume those responsibilities which

(2) Employee Development
It allows them to develop those skills which will enable them to perform complex tasks and assume those responsibilities which will improve their career prospects. It makes the employees better leaders and decision makers.

(3) Basis of Management Hierarchy
Delegation of authority establishes the superior-subordinate relationships which are the basis of management hierarchy. It is the degree of and form of authority that specifies who has to report to whom.
(4) Motivation of Employees
Responsibility for work not only involves the sharing of work but it involves trust on the part of the superior and commitment on the part of the subordinates. This motivates the employees and improves their performance.

(5) Better Coordination
The different elements of delegation namely authority, responsibility, and accountability help to define the powers, duties, and accountability related to the various job positions. This provides a clear picture of how the work is being performed and leads to better coordination among the various groups, departments, and the employees.
IMPORTANCE OF DELEGATION

EFFECTIVE MANAGEMENT

EMPLOYEE DEVELOPMENT

BASIS OF MANAGEMENT HIERARCHY

MOTIVATION OF EMPLOYEES

BETTER COORDINATION
Ans 2b: The functions of management discussed are:

1. Controlling
2. Staffing

(f.) The steps in the controlling process discussed are:

1) Comparing actual performance with the standards.
   In this step, the actual performance is measured against the standards to find out the deviations. Deviations refer to the difference between actual and desired results.

2) Analyzing the deviations.
   Some deviations in performance is always expected. It is important to find out the acceptable range of deviations. Moreover, in this step, the deviations are analyzed to find out their exact cause, failing which appropriate corrective action cannot be taken.
The steps in the staffing process are:

1) Estimating the manpower requirements
   This step involves estimating the number and type of human resources required for the performance of various jobs. It necessitates a workforce analysis and workload analysis.

2) Selection
   This step involves choosing the best person from the pool of prospective candidates developed at the time of recruitment.

3) Values communicated by the company are:
   [Note: The text appears to be cut off or unclear.]

4) Empowering the weaker sections of the society, like people with special abilities, people from backward areas, etc.
(2) Performance Measurement to ensure effective results. The company pay due attention to the production process to ensure that the targets are met and there is no delay in deliveries.

Ans 22
1) The function of management performed by Rita is Directing.
2) The element of the function will helped her to improve Smith's behaviour is Motivation.

3) Features of Motivation are:
(A) Motivation is an “internal feeling”. It is the urge, desires, strivings, aspiration or drive. The desires that
Adherence to norms in part necessitates adjustment of behavior to meet the demands of social expectations. This is because it may not necessarily result in a complete absence of deviations from the norm. However, adjustment itself can be both negative and positive. Failure to recognize and acknowledge the social expectations of others can lead to a range of negative consequences. Among other things, this can result in a decrease in self-esteem and a lack of recognition and acceptance. On the other hand, adherence to social norms can also be seen as a form of self-expression and identity formation, allowing individuals to feel a sense of belonging and purpose.
Ans. 23  (a) Differential Piece Wage System

1) Under this technique of scientific management, Taylor differentiates between the efficient and the less efficient workers.

2) It rewards the efficient workers and motivates the less efficient ones to improve their efficiency.

3) In this system, there are two piece rates. One for the workers who produce the standard output or more and one for those who produce less than the standard output.

4) The difference in wages will be the strongest motivator for the less efficient workers to improve his efficiency.
Forex standard output to be produced = 100 units

Wages for workers who perform 100 units or more = £ 4
Wages for workers who perform less than 100 units = £ 3.

<table>
<thead>
<tr>
<th>Basic</th>
<th>Worker A</th>
<th>Worker B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output produced = 150 units</td>
<td>150 x 4</td>
<td>80 x 3</td>
</tr>
<tr>
<td>Wages paid = £ 600</td>
<td>= £ 240</td>
<td></td>
</tr>
</tbody>
</table>

Difference in wages is £ 360.

This will be the strongest motivator for Worker B to improve his performance.
16. Motion Study

1) It refers to the study of motions like lifting objects, sitting, changing positions, etc.

2) The main objective is to eliminate the waste, unnecessary movements or motions so that it takes less time to perform the job.

3) It helps to identify motions which are productive, incidental and which are unproductive.

4) Taylor used different colours or symbols to identify different motions.
The variables discussed are:

Product related variables / Product Mix

Their products include chips, biscuits, sweet and squashes.

Product mix refers to the combination of all the products that are offered for exchange by a company.

The major decisions with this respect include:

1. Deciding about the quality, design, features, etc.
2. Deciding about the branding of the product
3. Decisions regarding the packaging of the product
4. Decisions regarding the labelling of the product
2. Price Mix / Price Related Variables

"It offers discounts and easy credit terms to retailers."

price refers to the amount that has to be paid to purchase the product.

Important decisions with this regard will include:
1) determining pricing objectives
2) determining pricing strategies
3) factors affecting the price of the product
4) discount terms offered, etc.
Place Mix

"It sells its products through various grocery stores so that the products are made available to the customers at the right place, quantity and time!"

Place mix is concerned with the physical movement of the goods from places of production to places of consumption.

Important decision areas are:

1) Decisions regarding the channels of distribution (wholesalers, retailers, etc.) to be used.
2) The physical movement of the goods from where they are produced to the places where they are required for consumption.
(4) Promotional Mix

It regularly uses different communication tools to increase sales.

Promotional Mix refers to the set of promotional tools used by an organisation to achieve its communication objectives.

It consists of:

1) Advertising
2) Personal Selling
3) Sales Promotion Techniques
4) Public Relations

Decisions in this respect would be to determine the promotional budget; the promotional mix, etc.
The factors affecting dividend decisions are:

1. Amount of Earnings
   "Availability of enough cash in the company"

Since the dividends are paid out of current and past earnings, the amount of earnings is a major determinant of the dividend decision. If the amount of earnings are more, there is higher chance of dividends are likely to be distributed.

2. Growth Prospects
   "Good prospects for growth in future"

Companies having good growth opportunities are likely to retain more money to finance their investment requirements. Hence, lower dividends will be declared as opposed to a
Company which does not have opportunities for growth which will declare higher dividends.

Shareholders Reference

"It has many shareholders who prefer to receive a regular income from their investments."

While declaring the dividends, the companies also keep in mind the preference of the shareholders in this regard. If the shareholders desire that a certain minimum amount is paid as dividend, then companies are likely to provide the same. This is because there are always some shareholders who depend upon a regular income from their investments."
(D)  

Contractual Constraints

It had taken a loan of £40 lakhs from IDBI and is bound by certain restrictions on the payment of dividend according to the terms of loan agreement.

While granting loans, lenders may impose certain restrictions on the company on payments as dividends. This restrictions must be adhered to while declaring the dividend to ensure that the dividend paid does not violate the terms of the loan agreement with this regard.
Factors affecting dividend decisions

- Contractual constraints
- Dividend decisions
- Shareholders' preference
- Amount of earnings
- Growth prospects