

माध्यमिक शिक्षा बोर्ड, राजस्थान, अजमेर

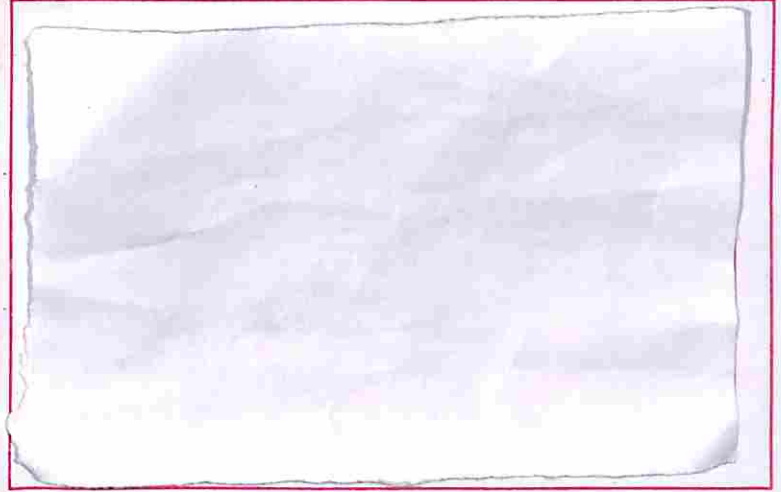
उच्च माध्यमिक परीक्षा

(परीक्षार्थी द्वारा स्वयं भरा जाना चाहिए)

प्रश्नवार प्राप्तांकों की सारणी (परीक्षक के उपयोग हेतु)			
प्रश्नों की क्रम संख्या	प्राप्तांक	प्रश्नों की क्रम संख्या	प्राप्तांक
1	18	19	4
2	6	20	4
3	12	21	
4	2	22	
5	2	23	
6	2	24	
7	2	25	
8	2	26	
9	2	27	
10	2	28	
11	2	29	
12	2	30	
13	2	31	
14	3	योग	80
15	3	प्राप्तांकों का कुल योग (Round off)	
16	3	अंकों में	शब्दों में
17	3	80	अस्सी
18	4		

परीक्षक के हस्ताक्षर 45संकेतांक 35892

प्रमाणित किया जाता है कि इस उत्तर पुस्तिका के निर्माण में 60 जी.एस.एम. ईको मैपलिथो कागज ही उपयोग में लिया गया है। 181/2026



नोट :- परीक्षार्थी उपरोक्त के अतिरिक्त उत्तर पुस्तिका के अन्य किसी भी भाग में अपना नामांक नहीं लिखें।

माध्यम - हिन्दी ☐ अंग्रेजी ☒विषय Business studiesपरीक्षा का दिन Wednesdayदिनांक 04-03-2026

नोट :- परीक्षार्थी के लिए आवश्यक निर्देश इस पृष्ठ के पिछले भाग पर उल्लेखित हैं। जिन्हें सावधानी पूर्वक पढ़ लें व पालन अवश्य करें।

परीक्षक हेतु निर्देश :- (1) परीक्षक को उपरोक्त सारणी अनुसार प्राप्तांक भरना अनिवार्य है, अन्यथा नियमानुसार दंडित किया जायेगा।

(2) परीक्षक उत्तर पुस्तिका के अन्दर के पृष्ठों के बायीं ओर निर्धारित कॉलम में लाल इंक से अंक प्रदत्त करें।

(3) कुल योग भिन्न में प्राप्त होने पर उसे पूर्णांक में ही परिवर्तित कर अंकित करें (उदाहरणार्थ: 15 ¼ को 16, 17 ½ को 18, 19 ¾ को 20)

परीक्षार्थियों के लिए आवश्यक निर्देश

1. समस्त प्रश्नों का हल निर्धारित शब्द सीमा में इसी उत्तर पुस्तिका में करना है। विशेष परिस्थिति में अतिरिक्त उत्तर पुस्तिका, उत्तर पुस्तिका भरी हुई होने पर पर्यवेक्षक एवं वीक्षक की अनुशंसा पर ही उपलब्ध कराई जायेगी।
2. प्रश्न-पत्र पर निर्धारित स्थान पर ही अपना नामांक लिखें।
3. प्रश्न-पत्र हल करने के पश्चात् जिस पृष्ठ पर हल समाप्त होता है, उस पर अन्त में "समाप्त" लिखकर अन्त के सभी रिक्त पृष्ठों को तिरछी लाईन से काटें।
4. निम्न बातों का विशेष ध्यान रखें अन्यथा अनुचित साधनों की रोकथाम अधिनियम के तहत कार्यवाही की जा सकेगी:-
 - (i) उत्तर पुस्तिका के ऊपर/अन्दर तथा प्रश्नोत्तर के किसी भी भाग में चाही गई सूचना के अलावा अपना नामांक, नाम, पता, फोन नम्बर अथवा पहचान की कोई अन्य प्रकार की सूचना आदि अंकित नहीं करें अन्यथा "अनुचित साधनों के प्रयोग" के अन्तर्गत कार्यवाही की जावेगी।
 - (ii) उत्तर पुस्तिका के पृष्ठों को फाड़ें नहीं। उत्तर पुस्तिका के मुख पृष्ठ पर अंकित संख्या के अनुसार पृष्ठ पूरे होने चाहिए। परीक्षार्थी उत्तर पुस्तिका प्राप्त करते ही पृष्ठ संख्या जांच कर लें यदि पृष्ठ कम/अधिक या क्रम में नहीं हैं तो वीक्षक से तुरन्त बदलवा लें।
 - (iii) परीक्षा केन्द्रों पर पुस्तक, लेख, कागज, कैल्क्यूलेटर, मोबाईल, पेजर आदि किसी भी प्रकार का इलेक्ट्रॉनिक उपकरण तथा किसी भी प्रकार का हथियार आदि ले जाना निषेध है।
 - (iv) वस्त्र, स्केल, ज्योमेट्री बॉक्स पर कुछ न लिख कर लावें। टेबल के आस-पास कोई अनुचित सामग्री नहीं होनी चाहिए, इसकी जांच कर लें।
 - (v) अपनी उत्तर पुस्तिका/ग्राफ/मानचित्र आदि परीक्षा भवन से बाहर ले जाना दण्डनीय अपराध है, अतः परीक्षा समाप्ति पर उत्तर पुस्तिका वीक्षक को बिना सौंपे परीक्षा कक्ष नहीं छोड़ें।
5. उत्तरों को क्रमानुसार एक ही स्थान पर लिखें। प्रश्न क्रमांक भी सही अंकित करें, अन्यथा दण्ड स्वरूप परीक्षक को 1 अंक कम करने का अधिकार है। बीच में उत्तर पुस्तिका के पृष्ठ रिक्त न छोड़ें। गणित विषय के लिए रफ कार्य उत्तर पुस्तिका के अंतिम पृष्ठों पर करें तथा तिरछी रेखा से काटें। जहाँ तक हो सके प्रश्न के सभी भाग के उत्तर, उत्तर पुस्तिका में एक ही स्थान पर अंकित करें।
6. भाषा विषयों को छोड़कर शेष सभी विषयों के प्रश्न-पत्र हिन्दी-अंग्रेजी दोनों भाषा में मुद्रित हैं। किसी भी प्रकार की त्रुटि/अन्तर/विरोधभास होने पर हिन्दी भाषा के प्रश्न को ही सही माना जाये।
- 7.



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SECTION-A

1.

Question no.	Answers
(i)	C) — 1
ii)	B) 1
iii)	A) 1
iv)	B) 1
v)	D) 1
vi)	C) 1
vii)	B) 1
viii)	D) 1
ix)	D) 1
x)	B) 1
xi)	A) 1
xii)	C) 1
xiii)	D) 1
xiv)	D) 1
xv)	C) 1
xvi)	C) 1
xvii)	C) 1
xviii)	A) 1

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2.

- i) Training
- ii) Self-Actualisation
- iii) Current
- iv) Corrective action
- v) Fayol
- vi) Buyer

Question - 3.

- i) The concept of 'Mental Revolution' is presented by the Father of Scientific Management 'Frederick Winslow Taylor'.
- ii) India announced its new Industrial Policy in the year '1991'.
- iii) Planning is the foremost and the most basic activity of management and it involves creating & developing certain premises by the top management, on the basis of which, the managers make decisions and set the objectives.



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as well as the procedure of obtaining the same. Thus, planning involves decision making.

iv) decentralisation refers to the delegation of authority throughout all the levels of organisation. This helps the top management to explore new areas of decision making and areas of growth and expansion. Thus, decentralisation provides relief to top management.

v) Training involves the improvement of skills and abilities of an individual which results in an increased amount of efficiency and productivity. Training involves such activities which improves the performance of job of an individual. Thus, training is needed for both the organisation as well as the individual employee.

vi) Positive motivation refers to the use of incentives i.e. financial and non-financial in order to stimulate people to work

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for the achievement of goals. It includes motivators like pay and allowances, bonus, commission, etc. This is called positive motivation.

iii) The Bureau of Indian Standards Hallmark indicate that the consumers should purchase products having standard and premium quality.

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iiii) The main objective of controlling is comparision of the actual results with the pre-determined standards in order to analyze the deviations and offer corrective measures.

ix) Two qualities of a good leader are :-

- Influenciab~~le~~ personality.
- Physical Features should also be good and friendly, polite nature and cordial personality in order to lead the followers.



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x) Brand Name :- It is the part of brand which can be spoken or utterable.

In other words, the verbal component of a brand is called Brand name.

Example :- Tata, Lakmé, Loreal, etc.

xi) Advertisement is always presented through mass media, i.e., television, radio, magazines, etc. This lends credibility in the mind of customers and also the complex graphics and colour scheme used makes even a simple product very attractive and this attracts and induces the customer to buy the product. Thus, it influences the consumers.

xii) A complaint can be filed by complainant involving a consumer, or any consumer association, legal representative or legal heir, central authorities, central government, state government, parents in case of a minor. All of them can file a complaint.

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SECTION - B

4. Management is a multidimensional activity and consists of three dimensions, namely :-

- Management of work
- Management of people
- Management of operations.

Management of work :-

It involves managing the activities that are needed to be performed for the attainment of objectives.

Management of People :-

People or Human Resource is the greatest assets of every organisation and getting things done through people is the main task. Thus, here, the people are managed effectively.

Management of operations :-

It involves the integration of efforts of people as well as the work to be performed. All the operations need to be managed carefully for the achievement of desired objectives.



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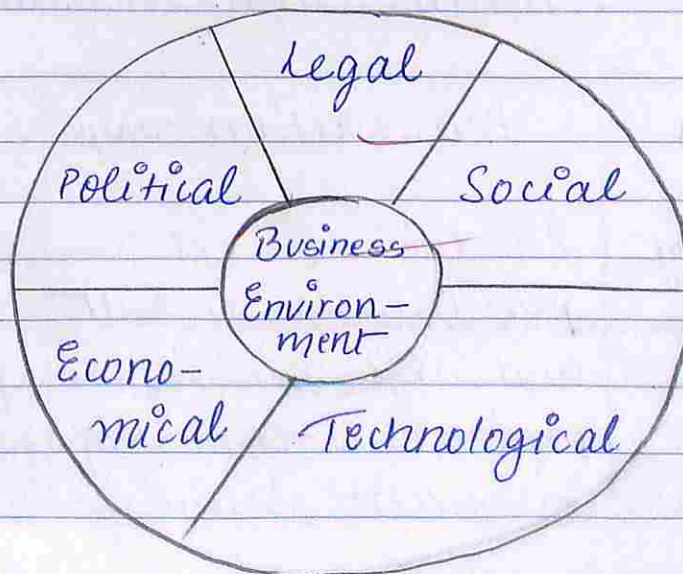
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Thus, management is a multi-dimensional activity.

5. Business Environment :- Business environment is the sum total of all the individuals, institutions and other factors that are outside the control of business but may affect its operations adversely.

There are five dimensions of Business Environment, namely :-

- Legal Environment
- Social Environment
- Political Environment
- Economical Environment
- Technological Environment



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6. Two external factors over which an enterprise has no control are :-

- Natural Calamities :- Earthquake, Flood, Destructions caused by wars, etc. all such factors over which an enterprise has no control.
- Political instability and economical issues :- Unstable political conditions, and rise in interest rates, inflation rates, growth in GNP, etc. may affect the enterprise.

7. Difference between Production concept and Product concept

Basis	Production concept	Product concept
Meaning	In this concept, production is bulk and affordability are considered key to profit maximisation.	Under this concept, the quality of product, features, shape, size, etc. are given importance for profit maximisation.



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	• Focus	The focus is on availability and affordability. The focus is on <u>premium</u> quality of products.

8. Two refiefs available to consumers under the Consumer Protection Act are as follows :-

- Repair of any defect and its removal in case of product and removal of deficiency in services.

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2. • Refund of the price paid as consideration for any defective product or service. and payment of considerable amount of compensation for any loss or harm caused to the consumer.

9. In such a situation, I would suggest my friend to appeal against such order to the National Commission within a period of thirty (30) days of such order. National Commission has territorial jurisdiction and entertain complaints where value of goods

2

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and services exceed ten crore rupees.
Thus, I would suggest my friend
to appeal to the National
Commission.

National Commission is set up
by the Central Government and
this commission ~~to~~ may help my
friend to acquire relief.

10. Frederick Winslow Taylor

10. Henry Fayol's principle, "Subordina-
tion of individual interest over
organisational interest" suggests
that the interest of the organisation
must take priority everytime
over any individual's interest.

② He suggests that individuals and
organisation both have their own
objectives and interests which at times may
contradict but the interest of the
organisation must supercede the
interest of any one individual
as it has more importance as it
is concerned about the whole enterprise.



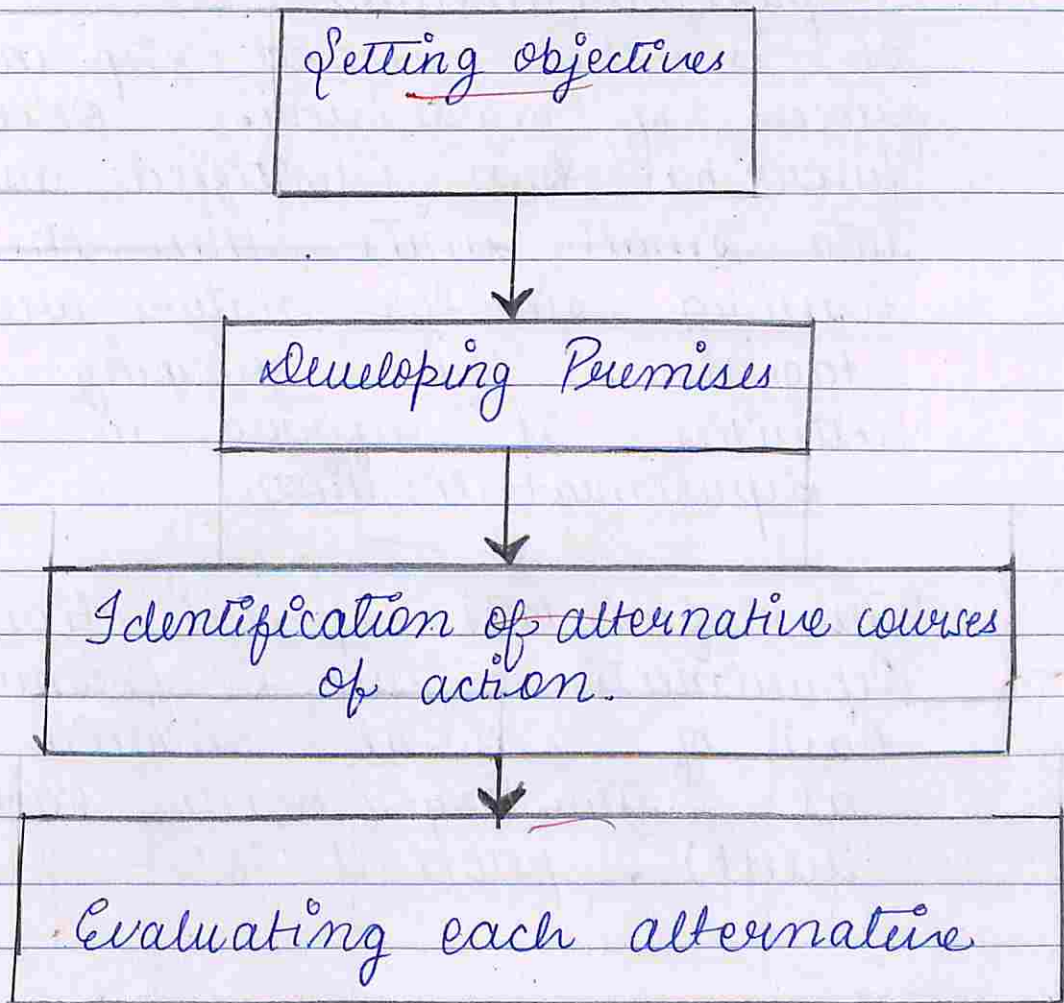
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PLANNING PROCESS.



- Setting objectives is the first step in the planning process where objectives are clearly stated.
- Assumptions on future happenings are created by management referred to as premises.

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- ° There are many ways to achieve target; they are identified. and they are then evaluated.

12. Departmentalisation :-

It is the second step in the process of organising. Once the work has been identified and divided into small units, then the activities having similar nature are grouped together. This grouping of similar activities is referred to as departmentalisation.

This facilitates specialisation. Departments can be formed on the basis of several criteria such as territory (north, east, south, west), product or functions.

13. Net Working Capital :-

It is the excess of current assets over current liabilities.

It is computed as follows :-

$$\text{Net Working Capital} = \text{Current Assets} - \text{Current Liabilities}$$

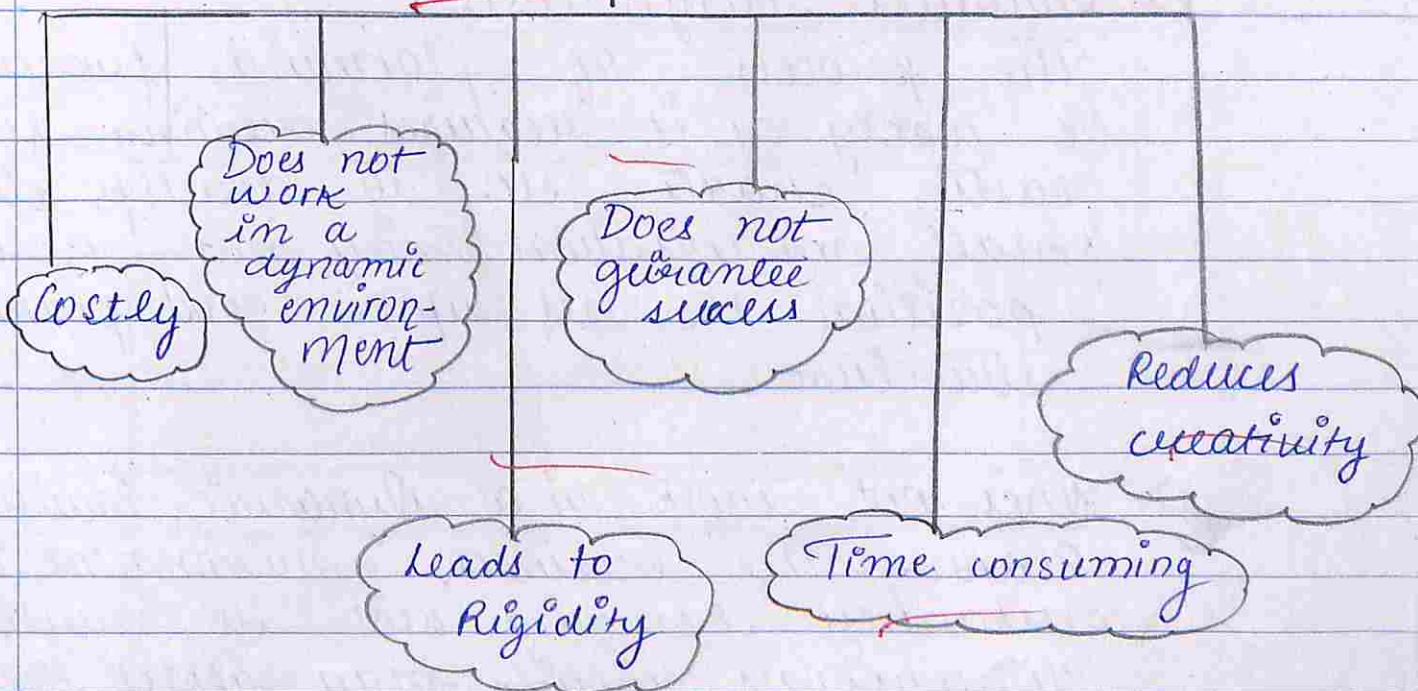
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Working capital is need for financing the day-to-day operations of a business. It ensures the smooth functioning of an organisation.

SECTION-C

14. Limitations of Planning :-



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Three limitations of planning :-

1) It reduces creativity :-

Planning function is performed by top management and the other decision makers usually only follow and carry out the orders.

They are not allowed to deviate or formulate their own plans and thus, it leads to reduction of creativity and initiative among them.

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2) Involves Huge Costs :-

The process of planning proves to be costly as it requires creating forecasts, charts, etc. to develop plans. Small organisation may not be in a position to set up a good planning structure.

3) Does not work in a Dynamic Environment

Plan. The business environment is constantly changing with its multiple dimensions which may affect the functioning of the organisation.

Plans do not necessarily prove to be efficient when there are changes taking place as it can not always



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accurately develop premises and forecasts the
future happenings.

15

Organisation process

Identification and division
of work



Departmentalisation



Assignment of duties



Establishing reporting
and authority
relationships.

Explanation :-

- 17 Identification and division of work :-
The first step in the process of

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organisation is identification of the work to be performed and then its division into small units or activities which helps in distribution of work load between the various employees.

2) Departmentalisation :-

Once the work has been divided into smaller units, then the works having similar nature are grouped together and this grouping of activities is called departmentalisation.

It leads to specialisation.

3) Assignment of duties :-

Once work has been divided, departments have been created, then each of them is placed under a superior or an individual and is given the charge of the department. Work is then assigned to the employees in every departments according to their needs, abilities, capacity, intellect, etc.

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- 4) Establishing Authority and Reporting relationships :-
Merely giving the duties is not enough for an organisation. A proper clarity in working relations should also be established. Every individual should know for whom he is to take orders from and whom he has to report to. This creates a hierarchical order in the organisation.

16. There benefits that an organisation can derive from proper staffing can be understood through its importance, they are as follows :-

- Filling the positions with competent personnel :-
Staffing function enables the managers to fill the job positions and keeping it filled through qualified and competent personnel. This helps in the achievement of goals.

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- Placing the right person at the right place :-

The function of staffing involves placing the right, i.e. the deserving and qualified personnel at the right place, i.e. the right job which suits his interests and qualifications. This helps the organisation in acquiring specialisation.

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- Expansion and Growth of the Enterprise :-

The qualified human resource working for the organisation is the greatest assets of the business which leads to the success of any firm. Thus, staffing function helps in the continual survival as well as the growth of the enterprise.

P.T.O.



17. Two principles of 'Henry Fayol' :-
Unity of Command and Unity of
direction can be understood as follows:-

1. UNITY OF COMMAND :-

- According to this principle of Fayol, an individual working in an organisation should receive orders from only one superior.
- There should be one and only one boss of every individual in the organisation. If a subordinate receives order from more than one superior then this principle is violated.
- It avoids dual subordination and increases the efficiency of employees.

2. UNITY OF DIRECTION :-

- This principle emphasizes that every department and units in the organisation should be directed towards one common goal.
- Every activity having the same objective must have one head and one plan.

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- It reduces overlapping of activities.

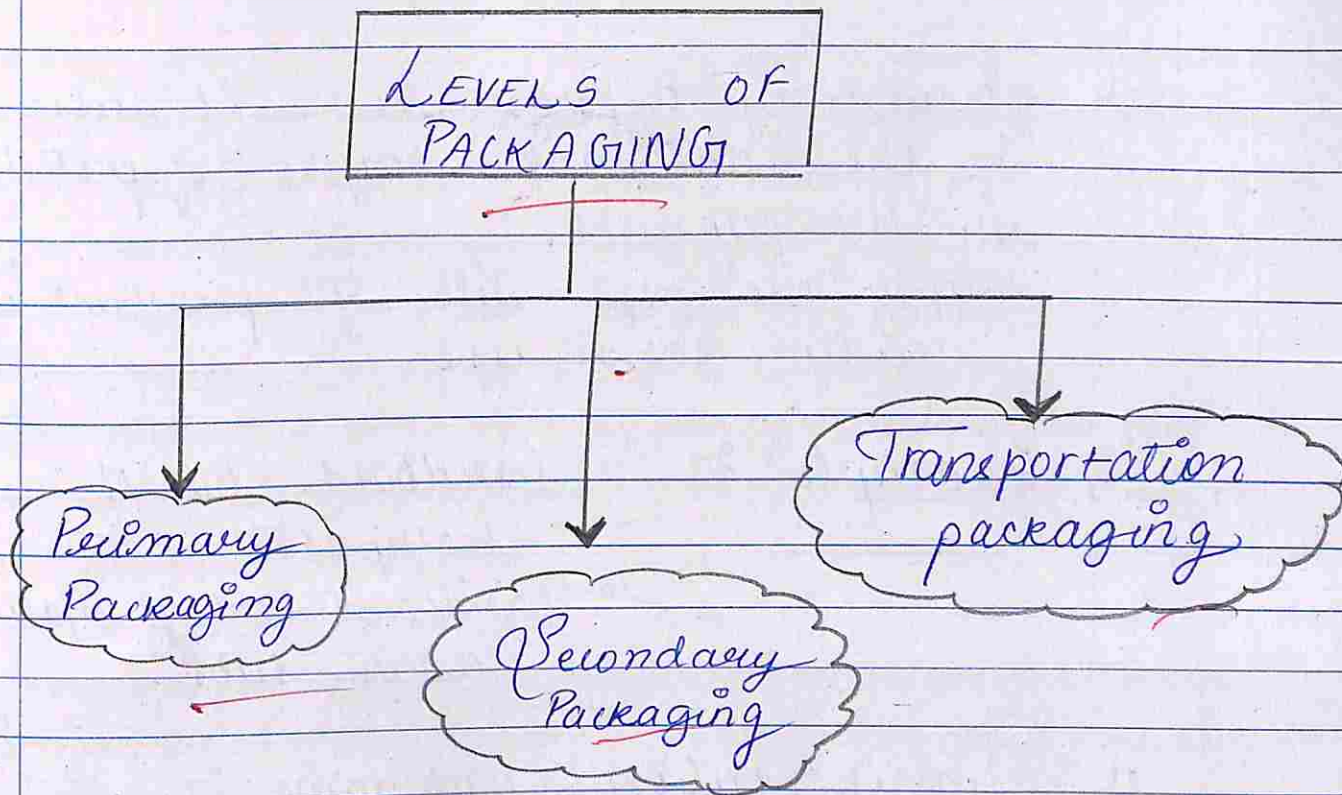
SECTION - 2

18.

Packaging :- Packaging refers to the creation and development of a package which means a packet or a container for a product.

In modern day marketing, packaging has become a crucial part of success of a product as it helps in product identification and differentiation.

Packaging and Labelling are also called as the 'pillars of marketing'. Innovative packages and innovations associated with it, induces consumer to buy a product.



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Levels of packaging :- There are three different levels of packaging which are described as follows :-

1) Primary Packaging :- This refers to the first layer of packaging and is kept till the product is ready for use. However, in certain cases the package is kept till the life of the product.

Example :-

- ° Shaving cream Tube,
- ° Toothpaste Tube,
- ° Packet of Eatables like chips.
- ° Socks Packet.

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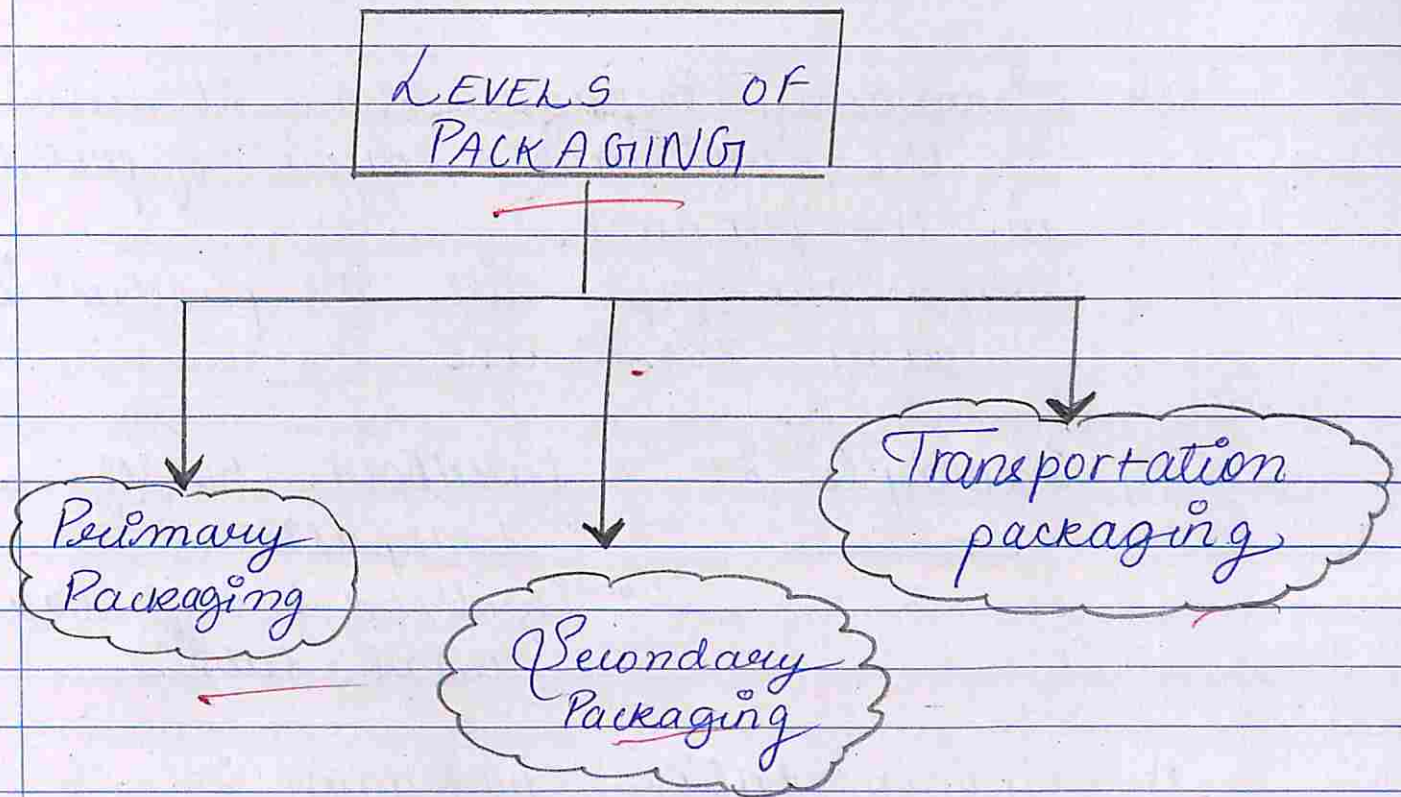
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In modern day marketing, packaging has become a crucial part of success of a product as it helps in creating product identification and product differentiation.

Packaging and Labelling are also considered as the 'pillars of marketing'. The attractive packages and innovativeness associated with it, induces the customer to buy a product.



Levels of packaging :- There are three different levels of packaging which are described as follows :-

1) Primary Packaging :- This refers to the first layer of packaging and is kept till the product is ready for use. However, in certain cases the package is kept till the life of the product.

Example :-

- Shaving cream Tube,
- Toothpaste Tube,
- Packet of eatables like chips.
- Socks Packet.

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2) Secondary Packaging :- It refers to the additional layers of protection in the product.

They are kept till the product is ready for use.

Example :- • Cardboard box of toothpaste

• Cardboard box of shaving cream tube.

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3) Transportation packaging :-

It usually refers to the additional protective layer of product which is used when the product is distributed, or at the time of transportation, or at the time of storage.

It protects the product from breakage, leakage or any type of damage.

Example :- • Carton in which 100 units of toothpaste is transported by a manufacturer to the retailer.

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19. Description of factors affecting the requirement of fixed capital are as follows :-

A) Nature of Business :-

- The nature of type of business affects the requirement of fixed capital by a firm.
- For example, a manufacturing concern will require a higher amount of investment in fixed assets as compared to a trading concern.

B) Scale of Operations :-

- The scale of operations also affect the fixed capital requirement of the company.
- Organisations working at a large scale will require higher investment in fixed capital, whereas company working at small scale will require less amount of fixed capital.

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C) Growth prospects :-

- Organisations having greater growth opportunities will require higher amount of investment in fixed assets as compared to a company having less growth opportunities.

D) Choice of Technique :-

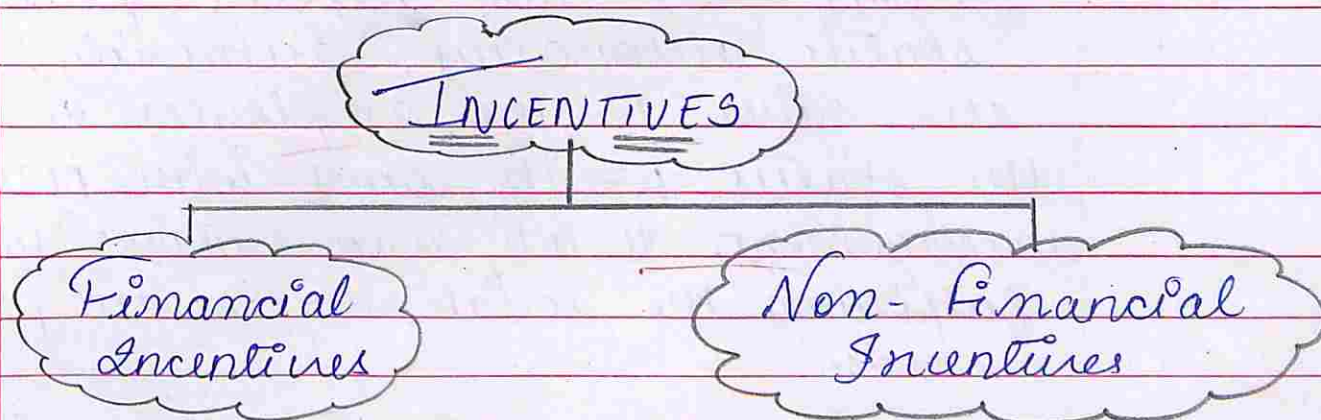
- choice of technique also influences the fixed capital requirement of a company.
- For example, for a company of IT concern and manufacturing companies will require greater investment as they involve use of sophisticated machineries and equipments. Whereas, companies who do not have much technological advancement would require less investment in fixed assets.



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20. Incentives :- It refers to all the measures through which people are motivated to act in a certain manner in order to achieve the organisational goals effectively and efficiently.

Incentives are majorly of two types.



(i) Financial Incentives :-

Those which can be converted into cash & cash equivalents.

Two types of Financial Incentives are :-

- Pay and Allowances :- The basic salary is the most basic incentive offered to employees with also consisting dearness allowances, other allowances. They show increments on a regular basis.

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- Bonus :- Bonus is an incentive which is paid over and above the salary. It is also a very good type of incentive.

ii) Non-Financial Incentives :-
Non-monetary form of incentives.

Two types are as follows :-

- Status :- The respect, prestige, status, autonomy, authority, perks, etc. given to the employees & indicates the status which comes with position in the management. It acts as a brilliant incentive for fulfilling the social, esteem and psychological needs.

- Job Enrichment :- It refers to creating and designing jobs having varieties of job contents, challenging work environment which will enable the employee to realise his potential and feel motivated.

When jobs are made interesting, then they act as an incentive as the individuals feel motivated to perform the same.

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