

BUSINESS STUDIES (CODE - 054)
SAMPLE PAPER 3
CLASS XII

Time Allowed: 3 hours

Maximum Marks: 80

General Instructions:

1. This question paper contains 34 questions.
2. Marks are indicated against each question.
3. Answers should be brief and to the point.
4. Answers to questions carrying 3 marks may be from 50 to 75 words.
5. Answers to questions carrying 4 marks may be about 150 words.
6. Answers to questions carrying 6 marks may be about 200 words.
7. Attempt all parts of a question together.

1. A hotel general manager sets quarterly occupancy targets, assigns responsibilities to the front office, housekeeping, and catering teams, motivates staff through an 'employee of the month' scheme, and reviews guest feedback scores every fortnight, all as part of the same ongoing routine. Identify the characteristic of management illustrated here. [1]

- (A) Management is a continuous process
- (B) Management is goal oriented
- (C) Management is intangible
- (D) Management is a group activity

2. Fayol's principle of 'Esprit de Corps', which emphasises promoting team spirit and harmony among employees, was developed by Fayol based on his own extensive experience managing large mining and metallurgical companies. Which nature of principles of management does this best reflect? [1]

- (A) Universal applicability
- (B) Formed by practice and experimentation
- (C) Behavioural in nature only
- (D) Rigid and unchanging

3. Read the following statements: Assertion (A) and Reason (R). Choose the correct alternative from those given below: Assertion (A): Decentralisation is not the same as delegation of authority. Reason (R): Decentralisation extends to the lowest level of management, while delegation is restricted to a superior and a specific subordinate. [1]

- (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.

4. Read the following statements carefully: Statement I: Directing is concerned only with giving orders to subordinates. Statement II: Directing includes supervision, motivation, leadership, and communication. Choose the correct alternative: [1]

- (A) Both the statements are true.
- (B) Both the statements are false.
- (C) Statement I is true, Statement II is false.
- (D) Statement II is true, Statement I is false.

5. Neha is a senior manager who receives a fixed annual salary of ₹15 lakh, and separately, the company also contributes towards her health insurance premium and provides a company car for personal use. Identify the method being used to calculate part of her compensation represented by the insurance and car benefits.

[1]

- (A) Time based direct financial payment
- (B) Performance based direct financial payment
- (C) Indirect financial payment
- (D) Time based pay plus incentives

6. Out of the following, identify the component(s) of the political environment. 1) A change in the ruling party at the state level leads to a shift in industrial policy. 2) The central government announces stricter data privacy regulations for tech companies. 3) Growing urbanisation has increased demand for compact housing. 4) The introduction of a faster payment settlement system by the central bank benefits businesses. 5) A new coalition government emphasises protectionist trade policies over previous open trade stances. Choose the correct option: [1]

- (A) 1, 5
- (B) 2, 3, 4
- (C) 1, 2, 5
- (D) 3, 4

7. Name the element of the marketing mix that includes decisions relating to advertising, personal selling, sales promotion, and public relations, aimed at informing and persuading customers. [1]

- (A) Product
- (B) Price
- (C) Place
- (D) Promotion

8. Choose the correct statement about the directing function of management. [1]

- (A) Directing is required only at the lower level of management.
- (B) Directing initiates action and is a key part of the manager's job, involving guiding, supervising, and motivating subordinates.
- (C) Directing can be effectively performed without any communication with subordinates.
- (D) Directing has no connection with the concept of leadership.

9. Arrange the following elements of the directing function in a sequence that reflects how a manager might typically first establish direction before sustaining it: i) Motivation ii) Supervision iii) Communication of instructions iv) Leadership towards a shared goal Choose the most reasonable option: [1]

- (A) iii, iv, i, ii
- (B) i, ii, iii, iv
- (C) ii, i, iii, iv
- (D) iv, iii, ii, i

10. Choose the correct statement about the meaning of the money market. [1]

- (A) The money market deals in securities with a maturity period of more than ten years.
- (B) The money market is a market for short-term funds, with instruments typically having a maturity of up to one year.
- (C) The money market and the capital market are two names for the same market.
- (D) The money market deals exclusively in equity shares.

11. A software company builds a subscription-based product specifically after mapping out the day-to-day frustrations small business owners face with manual bookkeeping, rather than building generic accounting software and hoping it sells. Name the feature of marketing reflected in this statement. [1]

- (A) Creating a market offering based on customer needs
- (B) Exchange mechanism
- (C) Customer value
- (D) A social process

12. Match the concepts of management given in Column I with their meaning given in Column II: [1]

COLUMN I

COLUMN II

- A. Autocratic leadership style i. The leader consults subordinates and considers their suggestions before making decisions.
B. Democratic leadership style ii. The leader gives complete freedom to subordinates to make their own decisions.
C. Laissez-faire leadership style iii. The leader retains all authority and gives instructions without consulting subordinates.
D. Formal communication iv. Communication that flows through officially established channels within the organisation.

Choose the correct option:

- (A) A-iii, B-i, C-ii, D-iv
- (B) A-i, B-iii, C-ii, D-iv
- (C) A-ii, B-i, C-iii, D-iv
- (D) A-iii, B-ii, C-i, D-iv

13. Mr Anil Kapadia, the operations head of a food processing company, prepares a rigid five-year expansion plan and instructs all departments to strictly follow it without deviation, even as consumer preferences shift noticeably within the first year. Identify the limitation of planning related to the above. [1]

- (A) Planning leads to rigidity.
- (B) Planning is a time-consuming process.
- (C) Planning does not guarantee success.
- (D) Planning may not work in a dynamic environment.

14. Name the step in the staffing process that involves attracting a sufficiently large pool of prospective candidates to apply for vacant positions in an organisation. [1]

- (A) Selection
- (B) Recruitment
- (C) Placement
- (D) Induction training

15. A logistics startup decides to lease a fleet of delivery trucks rather than purchasing them outright, in order to conserve its cash reserves for the next two years. Identify the financial decision involved. [1]

- (A) Investment decision
- (B) Financing decision
- (C) Dividend decision
- (D) Working capital decision

16. The promoters of a family-owned business are reluctant to issue additional equity shares to outside investors, fearing that it would dilute their existing control over decision-making. Identify the factor affecting the choice of capital structure being discussed. [1]

- (A) Cost of equity
- (B) Control
- (C) Flotation cost
- (D) Tax rate

17. An investor wants to buy shares of a company that are already held by other investors, rather than subscribing to a fresh issue by the company itself. Identify the type of market where this transaction would take place. [1]

- (A) Primary market
- (B) Secondary market
- (C) Money market

(D) Government securities market

18. 'A profitable company chooses to retain a larger portion of its earnings and distribute a lower dividend, in order to fund an upcoming factory expansion without having to borrow at high interest rates.' Identify the relevant factor affecting dividend decisions being discussed above. [1]

(A) Growth prospects

(B) Legal constraints

(C) Stock market reaction

(D) Contractual constraints

19. Read the following statements carefully: Statement I: Working capital refers to the investment a business makes in its current assets to support daily operations. Statement II: A business with a long operating cycle generally requires less working capital than one with a short operating cycle. Choose the correct alternative: [1]

(A) Both the statements are true.

(B) Both the statements are false.

(C) Statement I is true, Statement II is false.

(D) Statement II is true, Statement I is false.

20. Choose the correct statement about the process of controlling. [1]

(A) Controlling begins with taking corrective action, without first setting any standards.

(B) Setting performance standards is the first step in the process of controlling.

(C) Controlling does not require measurement of actual performance.

(D) Controlling ends once deviations are identified, without any further action.

21. Attempt either (A) or (B). [3]

(A)

State any three features of directing as a function of management.

OR

(B)

State any three points of importance of the staffing function.

22. Freshleaf Beverages, a fruit juice company, found itself with a surplus of a slow-moving mango-guava blend nearing its shelf life. To offload the stock, the company launched an aggressive price-slash campaign and hired promoters to distribute free samples at busy street corners. However, sales feedback later revealed that customers found the flavour combination unappealing from the start, which is why it had not sold well in the first place. (a) Identify and state the marketing management philosophy being followed by Freshleaf Beverages. (b) Name and briefly state any two other philosophies of marketing apart from the one identified in part (a). [3]

23. Attempt either (A) or (B). [3]

(A)

Give any three points of distinction between the money market and the capital market.

OR

(B)

Give any three protective functions performed by the Securities and Exchange Board of India (SEBI).

24. Imran Sheikh started a specialty spice export business in Kochi in 2019, sourcing directly from local farmers. For the financial year 2025-26, he set the organisational goal of entering the Middle Eastern retail market and outlined the broad strategies needed. As his operations expanded, he appointed regional coordinators to convert these strategies into specific quarterly action plans and to directly supervise the packing and quality-control staff. Identify the level of management at which the regional coordinators were appointed. State any two functions they would be expected to perform at this level. [3]

25. Attempt either (A) or (B). [4]

(A)

Explain the following functions of marketing: a) Risk-bearing b) Transportation

OR

(B)

Explain two features each of the following: a) Sales promotion b) Personal selling

26. Attempt either (A) or (B). [4]

(A)

Explain why planning is considered: a) pervasive b) a futuristic function of management

OR

(B)

Explain the following as a type of plan: a) Rule b) Programme

27. The strategy team at 'NightOwl Foods', a company running late-night food delivery kitchens, has been studying why demand for late-night food delivery has grown sharply in urban areas. Their research found that longer working hours among young professionals, increased use of smartphones for ordering food, and a cultural shift towards accepting food delivery as routine (rather than an occasional treat) have all contributed to this trend. (a) In the context of the above case, identify and explain the feature of the business environment highlighted. (b) Explain any two other features of the business environment, apart from the one identified in part (a). [4]

28. 'Motivation is regarded as a continuous process, since human needs are never fully and permanently satisfied.' Explain any four financial and non-financial incentives that a manager could use to keep employees consistently motivated. [4]

29. Deepak Malhotra, the workshop supervisor at a bicycle assembly unit, noticed that some workers assembled bicycles quickly and earned high wages, while others working at the same standard rate assembled far fewer units and earned much less, causing dissatisfaction among the slower workers. He consulted a management expert, who suggested a wage plan offering two distinct piece rates: a lower rate for output below the standard, and a considerably higher rate for output at or above the standard, so as to reward efficient workers significantly more. Identify and explain the technique of scientific management discussed above. [4]

30. GreenLeaf Organics, a company manufacturing organic fertilisers, wants to hire ten new field sales representatives. Neha Kulkarni, the Human Resource Manager, has already advertised the vacancies, collected applications, and conducted a preliminary screening interview to filter out clearly unsuitable candidates. Identify and explain the remaining steps that Ms Kulkarni must undertake in order to select the best candidates from the pool of applicants. [4]

31. Geeta Reddy has been running a successful electronics retail business in Hyderabad for ten years. She keeps a large inventory of the latest gadgets on display to attract walk-in customers. Recently, she supplied electronics worth ₹45 lakh to a corporate client on a 75-day credit period, and immediately placed a fresh order with her supplier to replenish stock, but received the new consignment only after a considerable delay due to a customs hold-up. (a) State the concept of financial management discussed above. (b) Briefly explain the factors highlighted in the case that affect the requirement of the concept identified in part (a). [6]

32. Mr Naveen Bhaskar is the store manager of a large supermarket chain outlet, leading a team of twenty-five floor staff. He is known for clearly explaining store targets, patiently addressing staff concerns, and inspiring his team to consistently deliver excellent customer service without needing to constantly monitor them. (a) Identify and explain the element involved in one of the functions of management discussed in the above case. (b) State any four features of the element identified in part (a). [6]

33. Tanya and Arjun both completed their business management degree from the same college. Tanya started her own digital marketing agency, 'PixelCraft Media'. To ensure smooth workflow and clear reporting lines, she divided the agency into four departments: content creation, paid advertising, client servicing, and analytics, all reporting to her directly. The agency gained a strong reputation due to the deep specialisation achieved within each department. Arjun joined a large diversified conglomerate, 'Orion Industries', which runs several distinct businesses including Orion Steel, Orion Textiles, and Orion Agro. He was appointed head of Orion Textiles and made responsible for the profit or loss of that entire business unit, enjoying

considerable freedom to make operational decisions without needing constant head-office approval. (a) Identify the types of organisational structure within which Tanya and Arjun were working. (b) Give any four differences between the two structures identified above. [6]

34. Attempt either (A) or (B). [6]

(A)

State any six reliefs available to a consumer under the Consumer Protection Act, 2019.

OR

(B)

Who can file a complaint under the Consumer Protection Act, 2019, and against whom? Also state where such a complaint may be filed.

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MARKING SCHEME - SAMPLE PAPER 3
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1. (A) Management is a continuous process – the general manager performs planning, organising, directing (motivating) and controlling activities repeatedly and on an ongoing basis, illustrating that management functions are performed continuously, not as a one-time task. [1]
2. (B) Formed by practice and experimentation – the principle was derived from Fayol's own long managerial experience, reflecting how management principles are typically developed through practical observation rather than laboratory experimentation or an immutable natural law. [1]
3. (A) Both A and R are true, and R is the correct explanation – decentralisation is indeed distinct from delegation because it is a wider concept extending systematically down to the lowest level, while delegation is confined to a specific superior-subordinate relationship. [1]
4. (D) Statement II is true, Statement I is false – directing is a much broader function encompassing supervision, motivation, leadership, and communication, not merely the act of issuing orders. [1]
5. (C) Indirect financial payment – benefits like health insurance premiums and a company car are indirect financial payments, i.e. benefits and services provided in addition to direct wages/salary. [1]
6. (C) 1, 2, 5 – changes in ruling party/industrial policy, new data privacy regulation, and a shift towards protectionist trade policy are all political/legal factors; option 3 relates to the social dimension and option 4 to the technological dimension. [1]
7. (D) Promotion – concerned with informing and persuading customers about a product through advertising, personal selling, sales promotion, and public relations. [1]
8. (B) Directing initiates action and is a key part of the manager's job, involving guiding, supervising, and motivating subordinates – this is the standard description of directing, which is required at all levels of management and is closely tied to both communication and leadership. [1]
9. (A) iii, iv, i, ii – a manager would typically first communicate instructions/direction (iii), provide leadership towards the shared goal (iv), motivate employees to pursue it (i), and then supervise ongoing performance (ii); (note: in practice these elements of directing are continuous and overlapping rather than strictly sequential, but this is the most reasonable order among the options). [1]
10. (B) The money market is a market for short-term funds, with instruments typically having a maturity of up to one year – this is the standard definition of the money market, distinct from the capital market which deals in long-term instruments. [1]
11. (A) Creating a market offering based on customer needs – the company designed its product specifically around an identified customer problem, rather than building a generic product first. [1]
12. (A) A-iii, B-i, C-ii, D-iv – autocratic leaders retain all authority without consultation (iii); democratic leaders consult subordinates before deciding (i); laissez-faire leaders give subordinates complete decision-making freedom (ii); formal communication flows through officially established channels (iv). [1]
13. (A) Planning leads to rigidity – by rigidly enforcing a fixed five-year plan without allowing for revision despite clear shifts in consumer preference, Mr Kapadia is exhibiting the rigidity limitation of planning, where a rigid plan may not adapt to changing circumstances. [1]
14. (B) Recruitment – this step is concerned with searching for and attracting a pool of prospective candidates to apply for vacant positions. [1]
15. (A) Investment decision – concerned with how funds are allocated/deployed, here the decision to lease (rather than purchase) delivery trucks, which is a long-term asset decision. [1]
16. (B) Control – the promoters' concern about diluting their decision-making control over the business by issuing more equity shares reflects the 'control' factor affecting capital structure choice. [1]
17. (B) Secondary market – the purchase of existing shares already held by other investors (rather than a fresh issue by the company) takes place in the secondary market. [1]

18. (A) Growth prospects – the company is retaining more earnings (paying a lower dividend) specifically to fund growth/expansion plans without resorting to costly external borrowing. [1]

19. (C) Statement I is true, Statement II is false – working capital is indeed the investment in current assets for daily operations; however, a business with a longer operating cycle (the time taken to convert raw material into cash from sales) generally requires more, not less, working capital, since funds remain tied up for a longer period. [1]

20. (B) Setting performance standards is the first step in the process of controlling – the controlling process begins with setting standards, followed by measurement of actual performance, comparison with standards, and finally, taking corrective action where necessary. [1]

21 (A). [3]

(Any three) Directing initiates action, since it is through directing that a manager actually gets things done by people, translating plans and organisational structure into actual performance; it takes place at every level of management, from top to supervisory level, as every manager must guide their immediate subordinates; it is a continuous activity, being performed throughout the life of the organisation as long as people are working within it; it flows from top to bottom, since every manager provides guidance and instruction to the subordinates working under them.

OR (B)

(Any three) Staffing helps in obtaining competent personnel for various jobs, ensuring the organisation has the right people in the right positions; it helps improve the quantity and quality of output by placing the right person in the right job through proper recruitment and selection; it helps promote the optimum utilisation of the human resource, avoiding both overstaffing and understaffing; it improves job satisfaction and morale of employees through fair recruitment, objective selection, and appropriate training and development practices.

22. [3]

(a) Freshleaf Beverages is following the selling concept of marketing management, which holds that consumers will not buy enough of an organisation's products unless the organisation undertakes aggressive selling and promotional efforts, focusing on offloading existing stock rather than first understanding customer taste preferences.

(b) Any two other philosophies: (i) The production concept holds that consumers prefer products that are widely available and inexpensive, so the focus is on production efficiency and mass distribution. (ii) The marketing concept holds that achieving organisational goals depends on identifying the needs of the target market and delivering the desired satisfaction more effectively than competitors. (iii) The societal marketing concept holds that a firm should satisfy customer needs in a manner that also preserves the long-term well-being of the consumer and society.

23 (A). [3]

(Any three) The money market deals in short-term funds (up to one year), while the capital market deals in medium and long-term funds. Instruments in the money market include treasury bills and commercial paper, while instruments in the capital market include equity shares and debentures. The money market has no fixed geographical location and operates mainly through telephone/electronic contact, while the capital market operates through formal stock exchanges with a definite location. Money market instruments generally carry lower risk and higher liquidity, while capital market instruments generally carry relatively higher risk.

OR (B)

(Any three) As a protective function, SEBI: (i) prohibits fraudulent and unfair trade practices in the securities market, such as price rigging and circulation of misleading information; (ii) controls insider trading and imposes penalties for such practices, preventing individuals with access to unpublished price-sensitive information from misusing it; (iii) promotes fair practices and a code of conduct in the securities market to be followed by intermediaries such as brokers and merchant bankers; (iv) undertakes steps to educate investors so that they are able to evaluate the risk and returns of various investment options themselves.

24. [3]

The regional coordinators were appointed at the middle level of management. At this level, they would need to: (i) interpret and explain the broad strategies and policies set by Imran Sheikh (top management) into specific quarterly action plans suited to their region, and (ii) coordinate and supervise the activities of the packing and quality-control staff to ensure the plans are executed efficiently and on schedule.

25 (A). [4]

(a) Risk-bearing: refers to the function of assuming the possibility of loss or damage to goods while they are stored, in transit, or in anticipation of demand, due to factors like fire, theft, spoilage, or changes in demand; marketers often use insurance to manage this risk. (b) Transportation: refers to the physical movement of goods from the place of production to the place where they are required for consumption, creating 'place utility'; the choice of transport mode (road, rail, air, water) affects both the cost and speed of getting goods to the market.

OR (B)

(a) Sales promotion: refers to short-term incentives, like discounts, coupons, or contests, designed to encourage quicker or larger purchases of a product. Features: (i) it is generally used for a short, specific duration, unlike ongoing advertising; (ii) it directly stimulates immediate sales, unlike advertising or public relations, which tend to build awareness or image over a longer time. (b) Personal selling: face-to-face communication between a salesperson and a prospective customer aimed at making a sale. Features: (i) it allows for a highly flexible, customised message tailored to each prospect; (ii) it provides immediate feedback, allowing the salesperson to address objections and doubts on the spot.

26 (A). [4]

(a) Planning is pervasive: planning is required at all levels of management and in all types of organisations; although the scope and nature of planning differs (top management engages in broader, strategic planning, while lower levels engage in more operational planning), every manager, regardless of level or department, must plan. (b) Planning is a futuristic function: planning involves looking ahead and preparing for the future, based on forecasts about what is likely to happen; it aims to anticipate future events and prepare in advance for how to deal with them, rather than reacting to situations only after they occur.

OR (B)

(a) Rule: a specific statement that dictates whether a particular action should or should not be undertaken, allowing no discretion or flexibility, e.g. 'no smoking on the factory premises'; violation of a rule usually attracts a specific penalty. (b) Programme: a comprehensive plan that includes a specific set of goals, policies, procedures, rules, task assignments, and resources needed to carry out a particular course of action, e.g. a company's programme for launching a new product, which combines all the various single-use and standing plans relevant to that launch.

27. [4]

(a) The feature of the business environment highlighted is that business environment is dynamic, meaning it keeps changing due to changes in social (lifestyle, cultural attitudes), economic, and technological factors. Longer working hours, growing smartphone use for ordering, and a cultural shift towards routine food delivery are all environmental changes that together explain the surge in late-night food delivery demand.

(b) Any two other features: (i) Business environment is relative, since its impact differs from country to country and even region to region; the trend of accepting late-night food delivery as routine may be far more pronounced in large metro cities than in smaller towns. (ii) Business environment is inter-related, since its various dimensions are closely connected; here, economic changes (rising incomes enabling delivery spending), social changes (changing food habits), and technological changes (smartphone penetration) are all inter-linked in driving the same demand shift.

28. [4]

(Any four) Financial incentives: (i) Pay and allowances: a regular and fair wage/salary structure, along with dearness and other allowances, remains a fundamental motivator for most employees. (ii) Bonus: an additional, often performance-linked, one-time payment that rewards employees for good results and encourages continued effort. (iii) Co-partnership/stock options: offering employees a stake in the ownership

of the company (e.g. through Employee Stock Option Plans) aligns their interests with organisational performance and motivates sustained effort. Non-financial incentives: (iv) Status: giving an employee a higher rank, title, or position in the organisational hierarchy fulfils their esteem needs and motivates them to perform well to maintain or improve that status. (Employee recognition, job enrichment, or career advancement opportunities may also be cited as additional non-financial incentives.)

29. [4]

The technique of scientific management discussed here is differential piece wage system. Under this system, workers who produce the standard output or more are paid a significantly higher rate per piece, while those producing below the standard are paid a comparatively lower rate per piece for their entire output. This creates a strong financial incentive for workers to reach or exceed the standard output, rewarding efficient workers substantially more than inefficient ones, directly addressing the wage disparity and dissatisfaction Deepak Malhotra observed among his workers.

30. [4]

The remaining steps of the selection process that Ms Kulkarni must undertake are: (i) Selection tests: conducting aptitude or sales-skill assessment tests suited to the field sales representative role. (ii) Employment interview: a detailed, formal conversation to evaluate candidates' communication skills, product knowledge potential, and overall suitability for field sales work. (iii) Reference and background checks: verifying candidate information and gathering feedback from their previous employers or references. (iv) Selection decision, medical examination, and job offer: making the final hiring decision, confirming candidates' medical fitness for extensive fieldwork, and formally offering them the sales positions.

31. [6]

(a) The concept of financial management discussed above is working capital, i.e. the investment a business makes in its current assets to support smooth day-to-day operations.

(b) Factors highlighted in the case affecting working capital requirement: (i) Nature of business: as an electronics retailer, Geeta Reddy must maintain a large and varied inventory of the latest gadgets on display to attract and satisfy walk-in customers, requiring substantial working capital. (ii) Credit allowed to customers: supplying electronics worth ₹45 lakh on a 75-day credit period means a significant sum remains tied up in receivables for over two months, increasing the working capital requirement. (iii) Credit availed from suppliers: the customs-related delay in receiving fresh stock from her supplier means she cannot rely on timely replenishment or supplier credit to ease her own working capital position during that gap, requiring her to fund the shortfall herself, further increasing the requirement.

32. [6]

(a) The element discussed is leadership, an element of the directing function of management. Leadership is the process of influencing the behaviour of people so that they willingly strive towards the achievement of group objectives, as shown by Mr Bhaskar's ability to inspire consistent performance from his team without constant monitoring.

(b) Any four features of leadership: (i) it involves a process of influencing the behaviour of followers towards a common goal; (ii) it requires the willing cooperation of followers, since true leadership cannot rest on coercion alone; (iii) it is context-specific/relative to a particular situation, since a leadership approach effective in one setting may not work equally well elsewhere; (iv) it is a continuous process requiring ongoing effort to sustain motivation and direction, not a single action; (v) it can be developed and improved through experience, training, and self-awareness, and is not solely an inborn trait.

33. [6]

(a) Tanya's agency, PixelCraft Media, follows a functional structure (grouping of activities by function performed: content creation, paid advertising, client servicing, analytics). Arjun's organisation, Orion Industries, follows a divisional structure (grouping of activities on the basis of separate business divisions: Steel, Textiles, Agro).

(b) Any four differences: (i) Formation: functional structure is formed on the basis of functions performed, while divisional structure is formed on the basis of distinct product/business lines. (ii) Accountability: it is

difficult to fix accountability for overall profit or loss on any single function in a functional structure; in a divisional structure, each division head, like Arjun, can be held directly accountable for the profit or loss of their specific division. (iii) Autonomy: functional structure offers limited autonomy to individual departments, since decisions are centrally coordinated by Tanya; divisional structure grants considerable operational autonomy to each division, enabling faster decisions, as Arjun experienced. (iv) Managerial development: functional structure gives managers narrower, specialised experience within their function; divisional structure gives managers broader, general management experience, since they oversee all functions within their division. (v) Cost: functional structure tends to be more economical due to no duplication of resources across functions, while divisional structure may involve some duplication of facilities across divisions.

34 (A). [6]

(Any six) Reliefs available to a consumer under the Consumer Protection Act, 2019 include the right to: (i) removal of defects in goods or deficiencies in services; (ii) replacement of the defective goods with new goods free from defect; (iii) refund of the price paid; (iv) removal of hazardous goods from being offered for sale, and discontinuation of the hazardous practice; (v) discontinuation of unfair or restrictive trade practices; (vi) payment of adequate compensation for any loss or injury suffered due to the negligence of the opposite party; (vii) award of punitive damages, in appropriate cases; (viii) discontinuation of false or misleading advertisements.

OR (B)

Under the Consumer Protection Act, 2019, a complaint can be filed by: (i) the consumer to whom the goods are sold or service is provided; (ii) any registered consumer organisation, whether or not the consumer is a member of that organisation; (iii) the Central or State Government; (iv) one or more consumers, on behalf of a number of consumers having the same interest; (v) the legal heir or representative of a deceased consumer. A complaint can be filed against a manufacturer, seller, or service provider who is guilty of an unfair trade practice, a defect in goods, a deficiency in service, excess pricing, or the sale of hazardous goods/services. Such a complaint may be filed at the District Commission, State Commission, or National Commission, depending on the value of the goods or services paid as consideration, as prescribed under the Act.