

**BUSINESS STUDIES (CODE - 054)**  
**SAMPLE PAPER 1**  
**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. The founder of a growing bakery chain personally plans the next quarter's menu, assigns baking and delivery tasks to staff, motivates them with a profit-sharing scheme, and checks daily sales figures against targets, all within the same week. Identify the characteristic of management illustrated here. [1]

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

2. Henri Fayol's principle that 'there should be one plan for a group of activities having the same objective' emerged from years of observing how divided leadership caused confusion in factories. Which nature of management principles does this best reflect? [1]

- (A) Universal applicability
- (B) Formed by practice and experimentation
- (C) Flexible
- (D) Cause and effect relationship

3. Read the following statements: Assertion (A) and Reason (R). Choose the correct alternative from those given below: Assertion (A): The technological dimension of business environment can convert an established product into an obsolete one almost overnight. Reason (R): Firms that fail to adopt technological changes are often edged out of the market by competitors who do. [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: Planning always guarantees success if implemented sincerely. Statement II: Planning involves setting objectives and deciding a course of action to achieve them. 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. Reema is employed as a sales executive at a fixed monthly salary, and in addition, earns a bonus for every sale made above her monthly target. Identify the method used to calculate her compensation. [1]

- (A) Time based direct financial payment
- (B) Time based pay plus incentives

- (C) Indirect financial payment
- (D) Performance based direct financial payment

6. Out of the following, identify the component(s) of the technological environment. 1) A textile company adopts 3D knitting machines, reducing fabric wastage by 40%. 2) The government revises import duty on raw silk. 3) A dairy cooperative launches an app allowing farmers to track milk collection in real time. 4) Rising literacy rates have increased demand for e-books. 5) A pharmaceutical company patents a new drug delivery mechanism. Choose the correct option: [1]

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

7. Name the element of the marketing mix concerned with deciding the retail outlets, warehousing, and transportation arrangements through which a product reaches the final consumer. [1]

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

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

- (A) Organising always results in a rigid, unchanging structure.
- (B) Organising involves identifying and grouping activities to be performed and establishing authority relationships.
- (C) Organising is only relevant to large-scale organisations.
- (D) Organising eliminates the need for coordination among departments.

9. Arrange the following steps of the selection process in the correct sequence: i) Medical examination ii) Preliminary screening iii) Selection decision and job offer iv) Employment tests v) Employment interview vi) Reference and background checks Choose the correct option: [1]

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

10. Choose the correct statement about the meaning of a stock exchange. [1]

- (A) A stock exchange is an organisation that manufactures financial products for direct sale to investors.
- (B) A stock exchange provides a platform for buying and selling of existing securities, providing liquidity to investors.
- (C) A stock exchange only permits trading in government bonds.
- (D) A stock exchange guarantees a minimum return on all listed securities.

11. 'Marketing begins and ends with the customer.' A firm redesigns its packaging based entirely on repeated customer feedback about ease of opening, rather than on manufacturing convenience. Name the feature of marketing reflected in this statement. [1]

- (A) Exchange mechanism
- (B) Customer orientation
- (C) Creating a market offering
- (D) Goal oriented process

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

**COLUMN I**

**COLUMN II**

- A. Delegation i. The process of distributing authority throughout the organisation among various management levels, down to the lowest level.
- B. Decentralisation ii. Downward transfer of authority from a superior to a subordinate.
- C. Span of management iii. Refers to the number of subordinates that can be effectively managed by a superior.
- D. Organisational structure iv. The framework within which managerial and operating tasks are performed, showing how different tasks or activities are linked.

Choose the correct option:

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

**13.** Ms Aditi Rao, the operations head of a logistics startup, scans changing fuel prices and new government transport policies, and adapts her delivery routes and pricing accordingly. However, despite her best efforts, unexpected regulatory changes still occasionally catch her off guard. Identify the limitation of planning related to the above. [1]

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

**14.** Name the step in the staffing process that involves familiarising a newly selected employee with the job, the work unit, and the organisation as a whole, in order to reduce their initial anxiety and help them adjust quickly. [1]

- (A) Recruitment
- (B) Placement and orientation
- (C) Performance appraisal
- (D) Training and development

**15.** A toy manufacturing company decides to set up a new factory in another state, requiring an investment of ₹200 crore over the next three years. Identify the financial decision involved. [1]

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

**16.** The Finance Manager of Kiran Textiles observes that the company's earnings fluctuate significantly from year to year due to the seasonal nature of the business, and concludes that relying heavily on debt would be risky given this instability. Identify the factor affecting choice of capital structure discussed above. [1]

- (A) Cost of debt
- (B) Cash flow position
- (C) Control
- (D) Flotation cost

**17.** Mr Aslam Sheikh wants to invest his surplus funds for a period of 60 days in a highly liquid instrument. Identify the market where he should invest. [1]

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

**18.** 'A company avoids paying a high dividend during a year of expansion, since it may need to approach the stock market again soon for fresh equity capital, and a low dividend track record could make investors wary.' Identify the relevant factor affecting dividend decisions. [1]

- (A) Legal constraints
- (B) Contractual constraints
- (C) Access to capital market
- (D) Stability of dividends

**19.** Read the following statements carefully: Statement I: The objective of financial management is to maximise the wealth of shareholders of the company. Statement II: The investment decision of a company is concerned only with how funds will be raised, not how they will be used. 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 controlling function of management. [1]

- (A) Controlling is relevant only at the top level of management.
- (B) Controlling ensures that activities are performed in a manner that leads to the achievement of organisational goals.
- (C) Controlling can be performed only after planning has been completely abandoned.
- (D) Controlling has no relationship with the planning function.

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

**(A)**

State any three points of importance of coordination in an organisation.

OR

**(B)**

State any three limitations of decentralisation.

**22.** Kavya Kitchens, a home-style meal delivery company, noticed a large stock of unsold festival-special meal kits nearing their best-before date. To clear the stock quickly, the company began offering a 'buy one get one free' scheme and started running aggressive discount advertisements across social media. However, customer feedback later revealed that many of the meal kits did not suit local taste preferences, which is why they had remained unsold in the first place. (a) Identify and state the marketing management philosophy being followed by Kavya Kitchens. (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 formal organisation and informal organisation.

OR

**(B)**

Give any three points of importance of delegation of authority.

**24.** Ritika Bhandari started an organic skincare manufacturing business in Pune in 2021 using sustainably sourced ingredients. For the financial year 2025-26, she set the organisational goal of expanding into three new states and devised broad strategies for achieving this. As her responsibilities grew increasingly complex, she appointed departmental heads to translate her strategies into day-to-day departmental plans and to supervise the workers directly executing them. Identify the level of management at which the departmental heads 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 components of physical distribution: a) Warehousing b) Order processing

OR

**(B)**

Explain two features each of the following elements of the promotion mix: a) Sales promotion b) Public relations

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

**(A)**

Explain the following principles of management given by Fayol: a) Unity of command b) Scalar chain

OR

**(B)**

Explain the following as a type of plan: a) Objective b) Budget

**27.** The Business Research Head of 'UrbanCycle Mobility', a company manufacturing electric bicycles, has been assigned the task of studying the forces influencing demand for eco-friendly commuting options in metro cities. On analysing the market, he found that rising fuel prices, growing traffic congestion, and increasing awareness of carbon emissions have led many young professionals to switch from two-wheelers to electric bicycles for short daily commutes. (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.** 'A well-designed control system benefits an organisation in several ways.' State any four points to support this statement. [4]

**29.** Ramanlal, the production supervisor at Everclean Detergents, noticed frequent delays in the packaging line, with workers often unsure of the fastest and safest way to perform repetitive movements while sealing packets. He consulted a management expert, who suggested a systematic study of each worker's body and machine movements to eliminate unnecessary motion, and to determine the one best way of performing the packaging task. Identify and explain the technique of scientific management discussed above. [4]

**30.** Sunrise Apparels, a growing garment export company, wants to hire twelve new tailoring supervisors. Priyanka Deshmukh, the Human Resource Manager, has already collected application forms, shortlisted candidates through a preliminary screening, and conducted written aptitude tests. Identify and explain the remaining steps that Ms Deshmukh must undertake in order to select the best candidates from the pool of applicants. [4]

**31.** Harpreet Singh has been running a successful furniture retail business in Ludhiana for eight years. He maintains a substantial investment in showroom inventory to ensure customers always find what they need in stock. Recently, he supplied furniture worth ₹35 lakh to a hospitality chain on a 90-day credit period, and immediately placed a fresh order with his supplier to replenish stock, but received the new furniture only after a considerable delay. (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.** Ms Farah Khan is the branch manager of a private bank, leading a team of twenty relationship managers. She is known for building genuine rapport with her team members, understanding their individual concerns, and inspiring them to willingly go beyond their targets without being asked. Her team consistently ranks among the top performers in the region. (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.** Rohan and Meera both completed their MBA from the same institute. Rohan started his own event management company, 'Momentous Events'. To ensure smooth coordination and clear accountability, he divided the company into four departments: event planning, vendor management, finance, and marketing, with all departments reporting to him directly. The company thrived due to the high degree of specialisation achieved in each department. Meera joined a large conglomerate, 'Zenith Group', which operates several distinct businesses including Zenith Foods, Zenith Apparel, and Zenith Electronics. She was appointed head of the Zenith Apparel business and made responsible for its overall profit and loss, enjoying considerable autonomy in decision-making for her unit. (a) Identify the types of organisational structure within which

Rohan and Meera 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)**

Explain the redressal machinery available to consumers under the Consumer Protection Act, 2019 at the district, state, and national levels.

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1. (D) Management is multidimensional – the manager is simultaneously performing multiple dimensions of management (work, people, and operations) at the same time, which is the defining feature of this characteristic. [1]
2. (B) Formed by practice and experimentation – the principle evolved from Fayol's own accumulated managerial experience and observation, not from laboratory experiments or universal natural law. [1]
3. (A) Both A and R are true, and R is the correct explanation – rapid technological change can make existing products or processes obsolete, and firms that fail to keep pace lose out to competitors who adopt the new technology. [1]
4. (D) Statement II is true, Statement I is false – planning does not guarantee success (this is a recognised limitation of planning); Statement II is a correct, basic description of planning. [1]
5. (C) Time based pay plus incentives – Reema receives a fixed salary (time-based) plus a performance-linked bonus (incentive) in addition. [1]
6. (A) 1, 3, 5 – all three describe adoption of new technology/machines/processes (3D knitting, real-time tracking app, patented drug delivery mechanism), which are technological factors; options 2 and 4 relate to the legal/economic and social dimensions respectively. [1]
7. (B) Place – concerned with the physical distribution and availability of the product to the end consumer, including retail outlets, warehousing, and transportation. [1]
8. (B) Organising involves identifying and grouping activities to be performed and establishing authority relationships – this is the standard definition of organising as both a structure and a process. [1]
9. (B) ii, v, iv, vi, i, iii – the typical sequence is preliminary screening, employment interview, employment tests, reference and background checks, medical examination, and finally the selection decision and job offer. (Note: exact ordering of interview and tests may vary by organisation, but this is the standard textbook sequence.) [1]
10. (B) A stock exchange provides a platform for buying and selling of existing securities, providing liquidity to investors – this is the core function of a stock exchange as a secondary market. [1]
11. (B) Customer orientation – the firm is basing its decisions entirely on customer feedback and preference, reflecting a customer-oriented approach to marketing. [1]
12. (A) A-ii, B-i, C-iii, D-iv – delegation is the downward transfer of authority (ii); decentralisation is the systematic distribution of authority across levels (i); span of management refers to the number of subordinates a superior can manage (iii); organisational structure is the framework linking tasks and activities (iv). [1]
13. (B) Planning may not work in a dynamic environment – despite scanning the environment carefully, Ms Rao cannot predict every regulatory or market change, illustrating this limitation. [1]
14. (B) Placement and orientation – this step familiarises a new employee with the job and organisation to help them settle in and reduce initial anxiety. [1]
15. (B) Investment decision – concerned with how the firm's funds are invested in long-term (capital budgeting) assets, such as a new factory. [1]
16. (B) Cash flow position – the finance manager is concerned about the company's ability to meet fixed interest obligations given its fluctuating (unstable) earnings/cash flows, which relates to cash flow position as a factor affecting capital structure. [1]
17. (B) Money market – dealings in short-term funds (up to one year, here 60 days) take place in the money market, which is characterised by high liquidity. [1]
18. (C) Access to capital market – the company's dividend decision is influenced by the need to preserve access to capital markets for future fundraising. [1]

**19. (C)** Statement I is true, Statement II is false – wealth maximisation of shareholders (not merely profit) is the widely accepted objective of financial management; the investment decision is concerned with how funds are used/deployed, not how they are raised (that is the financing decision). [1]

**20. (B)** Controlling ensures that activities are performed in a manner that leads to the achievement of organisational goals – this is the essential purpose of the controlling function, and it is relevant at all levels of management, not just the top. [1]

**21 (A).** [3]

(Any three) Coordination integrates the efforts of individuals and departments towards achieving common organisational goals; it ensures unity of action and prevents conflict or duplication of effort; it helps in synchronising the activities of different departments (e.g. production and sales), so that each department's actions complement rather than obstruct the others; it enables the organisation to adapt smoothly to a dynamic environment by ensuring all parts move in the same direction.

**OR (B)**

(Any three) Delegated authority can be misused by managers at lower levels, since there is no scope for personal supervision of every subordinate; it may lead to a lack of uniformity in decisions across different divisions, as each unit head may decide matters differently; it may not be suitable for a small organisation with a simple structure, where decentralisation adds unnecessary complexity; it requires the availability of trained and competent managers at lower levels, which may not always be possible.

**22.** [3]

(a) Kavya Kitchens 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 clearing existing stock rather than first understanding what the customer actually wants.

(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 achieving high production efficiency and wide distribution. (ii) The product concept holds that consumers prefer products offering the best quality, performance, and features, so the focus is on continuous product improvement. (iii) The marketing concept holds that achieving organisational goals depends on understanding the needs of the target market and delivering satisfaction more effectively than competitors.

**23 (A).** [3]

(Any three) Formal organisation is deliberately created by management with clearly defined authority-responsibility relationships, while informal organisation arises spontaneously due to social and personal interactions among employees, without any deliberate design. Formal organisation follows official channels of communication, while informal organisation uses the grapevine. Formal organisation is relatively stable, while informal organisation may change quickly as personal relationships and group dynamics shift.

**OR (B)**

(Any three) Delegation reduces the workload of managers, freeing them to focus on more important, strategic tasks; it develops subordinates by giving them the opportunity to develop their decision-making skills; it facilitates growth and expansion of the business, as more work can be undertaken with the same top management team; it leads to quicker decision-making, since decisions related to routine matters can be taken at the point of action itself.

**24.** [3]

The departmental heads were appointed at the middle level of management. At this level, they would need to: (i) interpret and explain the policies and broad strategies framed by top management (Ritika) to the lower level/operational staff in their departments, and (ii) coordinate the activities of their department and ensure that the plans are implemented efficiently, while also motivating and supervising the lower-level employees carrying out the day-to-day tasks.

**25 (A).** [4]

(a) Warehousing: refers to the storage of goods from the time they are produced until they are sold, in order to bridge the gap between the time of production and the time of consumption, and to make goods available whenever required. It also helps in maintaining a continuous flow of goods and stabilising prices by adjusting supply according to demand. (b) Order processing: refers to the series of activities involved from the receipt of an order from a customer to the actual dispatch of goods, including checking stock availability, pricing, and preparing invoices. Quick and accurate order processing is essential to ensure customer satisfaction and repeat business.

**OR (B)**

(a) Sales promotion: refers to short-term incentives (like discounts, contests, or free samples) designed to encourage the purchase of a product. Features: (i) it is used to supplement, not replace, personal selling and advertising; (ii) its effects are usually short-lived and it works best when used for a limited period to create urgency. (b) Public relations: refers to a deliberate, planned effort to establish and maintain mutual goodwill and understanding between an organisation and its various publics. Features: (i) it covers a wide range of stakeholders, including employees, investors, government, and the general public, not just customers; (ii) it helps build a favourable image and reputation of the organisation over the long term.

**26 (A). [4]**

(a) Unity of command: this principle states that an employee should receive orders and instructions from one superior only. Receiving instructions from multiple superiors can create confusion, conflicting priorities, and a breakdown in discipline. (b) Scalar chain: refers to the formal line of authority that flows from the highest to the lowest rank in a straight line, showing the chain of superiors from top management down to the lowest level for the purpose of communication. Fayol also permitted a shortcut, known as 'Gang Plank', to enable faster communication between employees at the same level in different chains, with the knowledge of their superiors.

**OR (B)**

(a) Objective: refers to the end result that management seeks to achieve through its various activities; objectives provide direction to all other planning activities and are typically set for each department and level of the organisation. (b) Budget: is a plan expressed in numerical (usually financial) terms, prepared for a specified future period, and typically containing estimates of expected receipts and expenditure. Since it is stated in figures, it also serves as a control device by allowing comparison of actual performance against the budgeted figures.

**27. [4]**

(a) The feature of the business environment highlighted here is that business environment is dynamic, meaning it keeps changing due to changes in social, economic, political, technological, and other factors. The rising fuel prices, growing traffic congestion, and increasing environmental awareness are all changes in the environment that are reshaping consumer demand towards electric bicycles.

(b) Any two other features: (i) Business environment is complex, since it consists of several interrelated factors (economic, social, political, legal, and technological) that are individually easy to understand but together create a complex whole that is not always easy to analyse. (ii) Business environment has a far-reaching impact on the survival and growth of a business; those firms that keep track of and adapt to environmental changes not only survive but also flourish, while those that fail to do so are gradually pushed out.

**28. [4]**

(Any four) A good control system: (i) helps managers cope with uncertainty by anticipating changes and preparing to face them; (ii) facilitates coordination among various activities and departments by setting standards and monitoring conformity to them; (iii) improves employee motivation, since employees are made aware in advance of the standards they are expected to meet, and know they will be evaluated on that basis; (iv) helps in judging the accuracy of standards themselves, since deviations may reveal that the standard set was unrealistic and needs revision; (v) facilitates delegation and teamwork by allowing top management to delegate authority while retaining overall control through periodic checks.

**29. [4]**

The technique of scientific management discussed here is motion study. Motion study involves the close observation and study of the movements of a worker and the machine involved in performing a particular job, with the objective of eliminating unnecessary, wasteful, or awkward movements, so that the task can be performed with the fewest and most efficient movements possible, in the least amount of time and effort. By studying the workers' movements while sealing packets, the expert helps identify the single most efficient way to perform the task, reducing delays and improving safety.

**30. [4]**

The remaining steps of the selection process that Ms Deshmukh must undertake are: (i) Employment interview: a formal, in-depth conversation to assess a candidate's suitability, communication skills, and overall fit for the supervisory role, allowing an exchange of information between the candidate and the organisation. (ii) Reference and background checks: contacting previous employers or references provided by the candidate to verify the information given and to learn more about the candidate's past conduct and performance. (iii) Medical examination: ensuring that selected candidates are physically fit to perform the duties of the position, which is especially relevant for supervisory roles requiring shop floor presence. (iv) Selection decision and job offer: after evaluating all the information gathered from the above steps, the final decision is made regarding which candidates will be offered the position, followed by issuance of a formal job offer/appointment letter.

**31. [6]**

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

(b) Factors highlighted in the case affecting working capital requirement: (i) Nature of business: since Harpreet Singh runs a retail business, he must maintain a substantial stock of finished furniture to satisfy customer demand immediately, requiring higher working capital compared to a business with a shorter operating cycle. (ii) Credit allowed to customers: by supplying furniture worth ₹35 lakh on a 90-day credit period, funds remain blocked in receivables for a longer duration, increasing the working capital requirement. (iii) Credit availed from suppliers: since he received the fresh stock from his own supplier only after a considerable delay, he cannot rely on trade credit to reduce his working capital needs during that gap, and must fund the shortfall himself, further increasing the working capital requirement.

**32. [6]**

(a) The element discussed is leadership, which is an element of the directing function of management. Leadership is the process of influencing the behaviour of people in such a manner that they willingly and enthusiastically strive towards the achievement of group objectives, as demonstrated by Ms Khan's ability to inspire her team without needing to give direct orders.

(b) Any four features of leadership: (i) It is a process of influence between a leader and their followers; (ii) it is always relative to a particular situation, since a certain leadership style may work well in one context but not another; (iii) it involves a common goal, since a leader tries to mould the behaviour of the group towards accomplishing organisational objectives; (iv) it is a continuous process of influencing the behaviour of followers, requiring ongoing effort rather than a one-time act; (v) followers must willingly accept the leadership of the leader for effective leadership to take place.

**33. [6]**

(a) Rohan's company, Momentous Events, follows a functional structure (grouping of jobs by functions performed, e.g. event planning, vendor management, finance, marketing). Meera's company, Zenith Group, follows a divisional structure (grouping of activities on the basis of separate business divisions/products, e.g. Zenith Foods, Zenith Apparel, Zenith Electronics).

(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 product/business lines. (ii) Accountability: in a functional structure, it is difficult to fix accountability for overall profit/loss on any one department; in a divisional structure, each division head can be held accountable for the profit or loss of their own division. (iii) Managerial development: functional structure offers narrower, specialised experience to managers, while divisional structure gives managers broader, general management experience, as they handle all functions within their division. (iv) Autonomy: functional structure offers little autonomy to individual departments,

since they are all coordinated centrally; divisional structure grants considerable autonomy to each division to make its own operating decisions, enabling faster decision-making, as seen in Meera's case. (v) Cost: functional structure tends to be more economical, as it avoids duplication of resources across departments, whereas divisional structure may involve some duplication of resources and 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 for the goods or service; (iv) removal of hazardous goods from being offered for sale; (v) discontinuation of unfair or restrictive trade practices; (vi) payment of adequate compensation for any loss or injury suffered by the consumer 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)**

The Consumer Protection Act, 2019 establishes a three-tier redressal machinery: (i) District Commission: established in each district, it entertains complaints where the value of goods or services paid does not exceed ₹1 crore. (ii) State Commission: established at the state level, it entertains complaints where the value exceeds ₹1 crore but does not exceed ₹10 crore, and also hears appeals against the orders of District Commissions. (iii) National Commission: established at the national level, it entertains complaints where the value exceeds ₹10 crore, and hears appeals against the orders of State Commissions; its own orders can be appealed before the Supreme Court. This tiered structure allows consumers to seek redressal at a forum proportionate to the value of their dispute, while also providing a mechanism for appeal at each level.