


**INDIAN SCHOOL MUSCAT**  
**CLASS: 12**  
**SECOND PRE – BOARD EXAMINATION**  
 Business administration (833)  
**SET - A**

QP.NO.	VALUE POINTS	SPLIT UP MARKS
1.	a. Understanding	1
2.	c. Obsessive	1
3.	d)Taking Initiative	1
4.	c. CTRL + A	1
5.	c. carbon dioxide	1
6.	a.Excel sheet	1
7.	<div><div>i.</div><div>A formula is a sequence of values, cell references, functions, and/or operators that is contained in a cell which produces new values from existing values.</div><div>ii.</div><div>To enter a formula:<div><div>1. Select a cell and enter the formula directly in the cell or in the Formula bar.</div><div>2. Press ENTER key.</div></div></div></div>	1 + (1/2 + 1/2)
8.	<div><div><div>LISTENING VERSUS HEARING</div><div><div><div>Hearing is passive</div><div>Refers to the act of perceiving a sound through the ear</div><div>Does not require a conscious effort</div><div>Involuntary</div></div><div><div>Listening is active</div><div>Refers to the act of making a conscious effort to perceive the sound</div><div>Requires a conscious effort</div><div>Voluntary</div></div></div><div>Pediaa.com</div></div></div>	½ each = 2 4 points.
9.	Entrepreneurial behavior requires certain knowledge, skills or personality profile.	1 + ½ + ½

	Generally, it is called entrepreneurial competence or traits. Examples 1. Initiative 2. Seeking Opportunity 3. Persistence 4. Information Seeking 5. Concern for High Quality		(any two)
10.	Handouts are very small images of slides printed together on a sheet of paper, which can be given to the viewers for reference. Speaker notes are notes added to the slides as a reference for the presenter. They are not visible to the audience during a presentation.		1+1
11.	a) To protect existing and future water supplies, by ensuring that resources are not mismanaged, over exploited or otherwise used in manner that would be considered damaging. b) Identify potential problems to the ecology or environmental health and mitigate them.		1+1
12.	b.Organising		1
13.	a.Managers		1
14.	b.Route Clerk		1
15.	b. Unity of Direction		1
16.	c. Organizing		1
17.	d. Performance Appraisal		1
18.	a. Communication		1
19.	I. Email – formal II. Whatsapp- informal		1
20.	c. Cognition		1
21.	b. Lower order		1
22.	b) Democratic		1
23.	c) Intellectual leaders		1
24.	i. Differential Piece Rate System – In order to motivate workers, wage incentive plans were developed. Taylor advocated differential piece rate system based on actual performance of the worker. ii. He emphasized that to achieve maximum productivity of workers it is important that efficient and inefficient workers should be differentiated. iii. Taylor introduced 2 piece rates. One, low rate for those who fail to achieve the standard output and higher rate for those who perform above the standard output.		1+1(any two points)
25.	According to Fayol ‘the Scalar chain is the chain of superiors ranging from the ultimate authority to the lowest level’. This principle suggests that there should be clear line of authority from top to bottom linking managers at all levels. Example – Gang Plank.		1+1
26.	1. Rule 2. Coordination 3. Selection 4. Controlling	4. Enforces discipline 1. Essence of management 2. Includes the process of interview, tests 3. Measurement of actual performance with standards	2 ( ½ mark each)
27.	<ul style="list-style-type: none"> <li>coordination might be considered as an essential part of all the managerial functions of planning, organizing, directing and controlling. It is a managerial activity which is needed at all the levels of management.</li> <li>The planning function facilitates coordination by properly integrating and interrelating the plans of various departments.</li> <li>The organisation function facilitates coordination when a manager groups and assigns the various activities to subordinates or creates departments.</li> <li>The staffing function facilitates coordination for placing right number and</li> </ul>		1+1 (any two points)

	<p>quality of people at various positions.</p> <ul style="list-style-type: none"><li>• The directing function facilitates coordination when a manager instructs, guides and motivates the subordinates.</li><li>• The control function facilitates coordination when the manager evaluates the tasks and checks whether performance is in conformity with the desired standards and takes remedial action in case of any deviation.</li></ul>	
28.	<p>Job enlargement is a technique by which scope of the job is increased by increasing the number of tasks associated with the job but at the same level in the organisation. It is the horizontal expansion of job as it includes performing a variety of jobs or operations at the same time. It is done to reduce monotony in a job.</p> <p>Job enrichment basically means adding the contents to a job leading to increased responsibility, scope and challenge in its performance.</p>	1+1
29	<p>1. <b>From employees' point of view:</b> with the help of companies employment and healthy working condition, social responsibility of business is important for employees.</p> <p>2. <b>From Customer point of view:</b> under social responsibility, businesses follows ethical practice and manufacture the product which is as per expected quality and reasonable price.</p>	(1+1)
30	<p>1. Pay and Allowances</p> <p>2. Bonus</p> <p>3. Profit Sharing</p> <p>4. Commission</p> <p>5. Performance linked incentives</p> <p>6. Stock options</p>	1+1 (any two pints with explanation)
31.	<ul style="list-style-type: none"><li>• Lower costs</li><li>• Time saving</li><li>• No physical restrictions</li><li>• Eliminates place and accessibility issues</li><li>• Lower barriers to entry</li><li>• Acts as a low-cost advertising medium</li></ul>	1+1 (Any two points)
32.	<p>i. The consumer transacting online has to share various details which include name, phone number, address and bank details.</p> <p>There is a threat of safety of this information due to rampant hackers.</p> <p>ii. Digital payments are prone to online banking frauds.</p>	1+1
33.	<p>i. Management is an essential element of every organized activity irrespective of the size or type of organization i.e. Government, business, sports, university or hospital.</p> <p>ii. It is also prevalent in all the levels of the organisation, and in all the departments.</p> <p>iii. Management is pervasive means it has universal application.</p> <p>iv. It helps and directs various efforts towards a definite purpose.</p>	1+1+1 (any three points)
34.	<div><div><h3>Administraction vs. Management</h3><p>Administration</p><ul style="list-style-type: none"><li>• It is the process of determining the objectives</li><li>• It lays down the policies and principles</li><li>• It prepares the framework</li><li>• It provides direction, guidance and leadership</li><li>• It provides guidelines</li></ul></div><div><p>Management</p><ul style="list-style-type: none"><li>• It is the process of planning the work</li><li>• It executes the policies and programmes</li><li>• It supervises and controls</li><li>• It coordinates activities</li><li>• It derives strength from administration</li></ul></div></div> 	1+1+1 (any three points)
35.	<p>a) A profession may be defined as an occupation backed by specialized knowledge &amp; training and to which entry is regulated by a representative body.</p> <p>b) A good manager has to have administrative quality along with professional qualification to succeed.</p> <p>c) Management is a separate discipline having a specialized and organized body of knowledge acquired at different colleges and professional institutes.</p>	1+1+1 (any three points)

	d) Many institutes of management have been set up in India and abroad which offer courses for specialized training in management. Formal education and training has become very helpful in getting jobs as managers.	
36.	i. It is a science because it has an organized body of knowledge consisting of certain universal facts. ii. It is known as an art because it involves creating results through practical application of knowledge and skills. iii. However, art and science are complementary to each other. They are not mutually exclusive. iv. Management cannot be exact science like Physics, Chemistry etc. But it is considered soft science or social science. Science teaches one to know and art to do.	1+1+1 (any three points)
37.	<b>Time Study</b> – Time study determines the standard time required to carry out a job under specific conditions. <b>Motion Study</b> – Motion study refers to the study of movement of an operator on machine involved in particular task. <b>Method Study</b> – Method study aims at eliminating unnecessary operations & achieving the best method to perform the required task. <b>Fatigue Study</b> – Fatigue is generally caused by long working hours. <b>Standardization and Simplification of work</b> – Under scientific management, predetermined standards are laid down regarding the task, material, methods, time, quality, cost & working conditions. <b>Functional Foremanship</b> – Taylor concentrated on improving performance at lower level of management.	1+1+1 (any three points)
38.	Yes I agree. There should be mutual cooperation between workers and Management (1) 1. Cooperation, mutual confidence, sense of goodwill should prevail among both managers and workers. 2. The intention is to replace internal competition with cooperation. 3. Management should always welcome the suggestions of the workers and reward them of the suggestions which prove beneficial for the organization. 4. At the same time workers should resist from going on strikes or making unnecessary demands from the management. 5. According to Talyor, there should be equal division of work & responsibility between worker & management.(any two points)	1+1 +1
39.	I. Amit Verma is disappointed because he discovers ABC Technologies to be less good than he had believed. His new team leader had neither the time nor the leaning to groom her team members. Archita, had managed to significantly lower his motivation levels. Here he misses Social or Belongingness Needs. II. Amit can solve these Social needs by meeting friends, family and intimacy. III. A manager can work upon satisfying the social needs by ensuring that employees are provided with cooperative teamwork, kind supervision and sufficient work-life balance.	1+1+1
40.	<b>i. Motivating the employees</b> The first and foremost job of a leader is to motivate the employees. He combines people's ability with willingness and drive them to action. <b>ii. Facilitating the process of change</b> A leader has to convince the employees for organisational change. He needs to explain the need and benefits of introducing change. Along with that he has to provide necessary support to carry out the change smoothly. <b>iii. Building team spirit</b> A good leader is responsible for developing team spirit among employees. He imbibes a sense of collective effort in the people and thus makes them work as a team. He makes them understand that team work actually helps in achieving their individual goals. <b>iv. Confidence</b> A leader has to create confidence among the subordinates. Sometimes, the leader has to make them realise their potentials and capabilities to achieve organizational goals. Also, he has to provide them conducive environment for their individual growth.	1+1+1 (any three points)

	<p><b>v. Maintaining Discipline</b> Leaders exert their power and influence to ensure discipline in the organisation. They also make sure that subordinates are adhering to the rules and regulations with commitment.</p> <p><b>vi. Providing feedback</b> It is the duty of the leader to provide continuous feedback for their performance to his team members. This is done to assure the organisational goals are met effectively and efficiently.</p>	
41	<ol style="list-style-type: none"> <li>1. Supply goods and service which customer can't or do not want to produce themselves.</li> <li>2. Creating jobs for suppliers, co-workers, customer and distributor. This people make money to support themselves as well as their families, use their wages to purchase goods and service and pay taxes.</li> <li>3. Continually developing new process. Goods and service.</li> <li>4. Investment in new technologies as well as in the skills of employees.</li> <li>5. Building up as well as spreading international standards, for example environmental practice.</li> <li>6. Developing good practice in different areas such as environment and workplace safety.</li> </ol>	1+1+1 (any three points)
42.	<p><b>Principles of Scientific Management</b> To achieve efficiency &amp; reduced costs it was important to follow a scientific approach which would provide alternative &amp; expected consequences. According to Taylor "Scientific Management means knowing exactly what you want men to do &amp; seeing that they do it in the best &amp; the cheapest way". Following are the Scientific Principles of Taylor :-</p> <ol style="list-style-type: none"> <li>(1) Science, Not rule of Thumb — Taylor suggested that each element of a job &amp; the motions required to perform it should be scientifically analyzed and use the most efficient ways of doing it. It will not only save time but also reduce wastage.</li> <li>(2) Harmony, Not Discord — Taylor believed that the interest of employer &amp; employees should be fully harmonized so as to secure mutual understanding between them. There should be no conflict between managers &amp; workers. It is the combined efforts of management &amp; its employees that help a company to achieve its goals effectively &amp; efficiently.</li> <li>(3) Maximum output in place of restricted output — Maximum output &amp; optimum utilization of resources will bring higher profits for the employer and better wages as for the worker. Taylor believed that management &amp; worker should have common interest in increasing productivity.</li> <li>(4) Development of each person to his greatest efficiency — Efficiency of any organization depends on the skills &amp; capabilities of its employees. For this purpose proper training and selection of employees should be done. This is possible only through scientific approach. The work assigned to each employee should suit the workers physical, mental and intellectual capabilities. This ultimately helps to attain efficiency &amp; prosperity for both organization &amp; the employees.</li> <li>(5) Cooperation, Not Individualism – This Principle is an extension of 'Harmony, not discord'. It lays stress on mutual cooperation between workers and Management. Cooperation, mutual confidence, sense of goodwill should prevail among both managers and workers. The intention is to replace internal competition with cooperation.</li> </ol>	1+1+1+1+1
43.	<p><b>Subordination of individual interest to general interest</b> – According to Fayol in any organization the interests of employees should not take precedence over the interest of the organization as a whole. Efforts should be made to reconcile individual interest with common interests. This can be achieved when managers set an example through their good conduct, honesty, fair dealings with internal groups.</p> <p><b>Remuneration of Employees</b> – Fayol suggested that all the employees of the organization should be treated equally and paid fair amount of compensation in form of wages or salaries. It should provide and satisfaction to both employer &amp; employee. This way the organization will have a satisfied &amp; motivated staff.</p> <p><b>Centralization and Decentralization</b> – The concentration of decision making authority with one level in the organization i.e. top-level management is called Centralization.</p>	1+1+1+1+1

	<p>Decentralization means dispersal of authority to the lower levels of the organization. According to Fayol there should be a proper balance between the dispersal and retention of authority. Everything that increases the importance of subordinate's role is decentralization and which reduces it is centralization.</p> <p><b>Scalar chain</b> – According to Fayol 'the Scalar chain is the chain of superiors ranging from the ultimate authority to the lowest level'. This principle suggests that there should be clear line of authority from top to bottom linking managers at all levels.</p> <p><b>Order</b> – This principle states that there should be place for everything and everyone. It means that there should be fixed place for all the human resources &amp; physical resources. Fayol believed that material order and social order increases efficiency and productivity. This principle emphasizes orderliness.</p>	
44.	<p>“Direction is the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives.”</p> <p>1) Supervision – Supervision is an important element of directing. It implies overseeing the work of subordinates in order to guide and regulate their efforts. Supervision is very important at the operating level of management. The Supervision is in direct contact with the workers and acts as the link between workers and management. The purpose of supervision is to ensure that subordinates perform their tasks according to prescribed procedures and as efficiently as possible.</p> <p>2) Communication- It is the process of passing information view point, facts, ideas , opinion and understanding from one person to another .It is a two way process and is complete when there is some response from the receiver of information. Communication may take several forms like order, instructions, report, suggestion etc.</p> <p>3) Leadership- Leadership may be defined as the process by which a manager guides and influences the work of his subordinates. The success of every enterprise is dependent upon the quality of its leadership. For example Reliance would not have attained their present success but for the able leadership of Dhiru Bhai Ambani. A leader exercises his influence over the followers through the use of informal authority or power.</p> <p>4) Motivation- Motivation means inspiring the subordinates with zeal to do work for accomplishment of organizational objectives. A manager should make appropriate use of motivational tools to actuate the subordinates to work harmoniously towards achievement of organisational goals. Different people are motivated by different type of rewards, which can be financial incentives or non-financial incentives.</p>	1+1+1+1+1
45.	<p>Controlling is seeing that actual performance is guided towards expected performance .All other functions of management cannot be completed effectively without performance of the control function. It implies measurement of accomplishment against the standards and correction of deviation, if any, to ensure achievement of organizational goals. The efficient system of control helps to predict deviation before they actually occur.</p> <p>1) Basis of future action- Control provides the basis for future actions. It will reduce the chances of mistakes being repeated in future by suggesting preventive steps.</p> <p>2) Facilitates decision making- The process of control is complete only when corrective measures have been taken. This requires taking a right decision as to what type of follow up action is to be taken.</p> <p>3) Facilitates discipline and order – The existence of control system has a positive impact on the behavior of the employees. They are cautious while performing their duties as they know they are being observed by their superiors.</p> <p>4) Facilitates Coordination- Control helps in Coordination of the activities of various departments of the enterprise. It provides them unity of direction.</p> <p>5) Facilitates motivation – A control system is most effective when it motivates people to high performance. Since most people respond to a challenge, successfully meeting a tough standard may provide a greater sense of accomplishment.</p> <p>6) Effective plan Implementation-Controlling and planning are interdependent. Control is the only means to ensure that the plans are being implemented control points out short comings of not only planning but also other functions of management. Comparison can be done through various Performance report, Personal Observation.(any four points)</p>	
46.	<p>Effective communication is a process of exchanging ideas, thoughts, knowledge and information such that the purpose or intention is fulfilled in the best possible manner. In</p>	5



simple words, it is nothing but the presentation of views by the sender in a way best understood by the receiver.

### **Clear**

The primary character of any spoken or written form of transmission of information should be to state the message clearly. There are several ways to do it. For example, the sentences should be short and simple. We should prefer the active voice over the passive voice. If we have to convey several messages then it is convenient to state it in separate bulleted points

### **Concise**

Time is an essential parameter in communications. The normal attention span is just a few minutes long. If you present your message in a clear and beautiful manner which is very long, the crux of the report or the message may be lost altogether. Long and lengthy communication is boring and avoided by most. So to summarize this point, effective communication has to be concise.

### **Concrete**

Whatever message or information or data is present in your communicate, it should be well-footed. Your arguments should have data that suitably backs it up. A tangible argument is always easy to understand.

### **Coherent**

when you are presenting your communicate, you need to be coherent. You need to understand what goes where and what comes when. The key to a coherent write-up is a well-planned, logical and sequential presentation of the information. The main ideas should be differentiable and they should follow each other in a way that is derivative of some rules.

### **Courteous**

We know that all business communications should have some degree of formal flavor. The presenter should try his best to be honest, respectful, considerate, open and polite with the receiver of the information. The message when supplemented with proper care and kindness will definitely find an audience. A rude presenter will have no audience even if the message he delivers is perfectly effective and important. Offensive words can put off certain factions of people. You should take ample care to not be racist or misogynist or any other bad influence on the audience. Even while using humor you should be very careful that you are not being inconsiderate or cruel to anyone.

### **Listening For Understanding**

Communication doesn't only mean presenting or generating information. It also means to receive it. In fact, an effective communication channel must have a transducer and a receiver.

Half of the faculty for the process is thus a receiver. For the purpose of effective communication, a receiver should have certain qualifiers.

He should be able to detect the message which may be hidden deep within the chatter or gibberish. The good listener observes not only what a person speaks of but also the non-verbal cues. This is what helps in the complete and full understanding of the transmission. A good listener will have some qualities. He would be emotionally intelligent and mature, objective in approach and practical. His understanding of the message should not be influenced by his own personal judgments of either the topic or the presenter. A good listener should be able to filter through all of these limitations and reach the actual message that the presenter is relaying before them.

### **Focus and Attention**

Multitasking is the name of the game these days. However, while receiving or transmitting information; a certain level of focus is essential. Suppose you are in a star communication channel and are relaying information to multiple sources. You are replying to emails, sending emails, and answering phones. Any misplaced communication could be disastrous. Also, while receiving information, if you lose focus, you may miss the important parts of the message altogether. Hence we say that focus and attention are very crucial for effective communication.

### **Emotional Awareness and Control**

This is the last but certainly the most important aspect of effective communication.

	Emotions will guide you through any situation of life. Whether you accept a message with the intention it is relaying with or not, depends on the emotional maturity and your emotional intelligence. Both while relaying information or while receiving it, you have to take extreme care in keeping yourself in an emotionally stable state.	
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