

**INDIAN SCHOOL MUSCAT**  
**FIRST PRE-BOARD EXAMINATION**  
**FEBRUARY 2021**  
**CLASS XII**

**SET A**

**Marking Scheme – BUSINESS ADMINISTRATION**

Q.NO.	Answers	Marks (with split up)
1. i.	Paranoid	1
ii.	50 words	1
iii.	Entrepreneurial Competence	1
iv.	CTRL+C	1
v.	Rain Water Harvesting	1
vi.	Maintaining work –life balance	1
2. i.	True	1
ii.	The only way to get people to work is to push them hard.	1
iii.	Non- verbal communication	1
iv.	Career advancement opportunities	1
v.	Strategy	1
vi.	Science not rule of thumb	1
vii.	Physiological	1
viii.	Planning	1
3. i.	Development of each person towards greatest efficiency	1
ii.	Functional foremanship	1
iii.	Gang boss	1
vi.	Controlling	1
v.	Actual performance	1
vi.	Organizing	1
vii.	Social need	1
4. i.	Verbal communication	1
ii.	Science, art	1
iii.	Budget	1
iv.	Method Study	1
v.	True	1
vi.	Divisional structure	1
vii.	Informal organization	1
5. i.	Staffing	1
ii.	Community	1
iii.	Providing after sales service	1
iv.	Operations	1
v.	Dheeraj – Lower level. Suraj – Top Level	1
vi.	Philanthropic	1

vii.	Scalar chain	1
6. i.	This means particular information may be useful for one person while it may not be useful to another person. Information should be useful enough so that managers can draw decisions out of it.	1
ii.	Office automation, communication, Business analysis, Better organized data, reduction in cost and productivity improvement.	1
iii.	Information	1
iv.	Time Saving, No physical restrictions, Eliminates place and accessibility issues, Lower barriers to entry, Low cost advertisement medium.	1
v.	Courteous	1
vi.	Non verbal	1
vii.	Controlling	1
7.	<p>Some common fears seen in entrepreneurs are:</p> <ul style="list-style-type: none"> <li>a) Fear of failure</li> <li>b) Fear of unknown</li> <li>c) Fear of taking risk</li> <li>d) Fear of not being an expert</li> <li>e) Fear of being wrong</li> <li>f) Fear of being pushed into certain situation</li> </ul>	2
8.	4Rs of sustainable development – REFUSE, REDUCE, REUSE & RECYCLE.	2
9.	Parts of a speech are :Noun, pronoun, verb, adjective, adverb, preposition, conjunction and interjection	2
10.	<p>Self-motivation is important because</p> <ul style="list-style-type: none"> <li>1) It increases individual's energy and activity.</li> <li>2) It directs an individual towards specific goals.</li> <li>3) It results in initiation and persistence of specific activities</li> <li>4) It affects cognitive processes and learning strategies used for completing similar tasks.</li> </ul>	2
11.	A presentation is a systematic display of information. It consists of a number of slides containing text, graphics, movies, sound, and graphs. Slides of a presentation are displayed one by one on the screen.	2
12.	<p>Taylor emphasized that to achieve maximum productivity of workers it is important that efficient and inefficient workers should differentiate. 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.</p> <p>For example – A company has fixed the standard output as 10 units per day (through time and motion study). If the worker produces less than the standard he will be paid ` 40 per unit and if the worker produces more than the standard then he will be paid ` 60 per unit.</p>	2

	<p>The daily wages of 2 workers A and B who produce 8 and 12 units will be as under :</p> <p>A's wages – 8 units x ` 40 = ` 320</p> <p>B's wages - 12 units x ` 60 = ` 720</p>	
13.	<p>a.ii, b.iv, c.iii, d.i</p>	2
14.	<p>i. By providing them more freedom to work ii. By encouraging participation from the employees iii. By increasing the responsibility for the job. iv. By giving continuous feedback to the employees. v. By instilling a feeling of achievement.</p>	2
15.	<p>Planning is looking ahead because plans are prepared for future Controlling is looking forward because it aims to improve future performance and helps in better planning in future. Planning is looking backwards because new planning is guided by past experiences. Controlling is looking backwards as it compare actual performance with standards fixed in the past.</p>	2
16.	<p>When you want to finalize policy and want to decide a course to adopt, then formal communication is more effective</p> <ul style="list-style-type: none"> <li>• Formal communication can help in establishing procedures and ensuring that the steps are followed.</li> <li>• Any promises or any official plans need to be formally documented so that they can be referred to later.</li> </ul>	2
17.	<p>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>Scalar chain serves two important purposes i.e. as a chain of command where orders and instructions flow from top to bottom and as a chain of communication which passes through the chain in a systematic manner.</p> <p>Fayol felt that in emergency situation the chain of authority could be avoided for quick decisions. So he gave the concept of Gang Plank. According to this concept the employees working at the same level can communicate with each other, after informing their respective superiors.</p>	2
18.	<p>a. Unity of command b. Authority and responsibility c. Order</p>	3

19.	<p>Coordination</p> <p>Importance of coordination:</p> <ol style="list-style-type: none"> <li>Division of labour</li> <li>Growth in size</li> <li>Inter dependence of units</li> <li>Growing specialization</li> </ol> <p style="text-align: right;">Point with explanation</p>	3
20.	<p>The theory which asserts that motivation depends upon the strength of a tendency to act in a certain way, which in turn depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual, is called Vroom's expectancy theory.</p> <p><b>1. Expectancy</b></p> <p>Effort                                  Performance</p> <p>It is the confidence that better efforts will result in better performance.</p> <p><b>2. Instrumentality</b></p> <p>Performance                                  Outcome</p> <p>It is the faith that if the person performs well he will receive a reward.</p> <p><b>3. Valence</b></p> <p>Valence is the value a person gives to the outcome.</p>	3
21.	<p>Benefits by companies to society</p> <ol style="list-style-type: none"> <li>Supply goods and service which customer can't or do not want to produce themselves.</li> <li>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>Continually developing new process. Goods and service.</li> <li>Investment in new technologies as well as in the skills of employees.</li> <li>Building up as well as spreading international standards, for example environmental practice.</li> <li>Developing good practice in different areas such as environment and workplace safety.</li> </ol>	5
22.	<p>Laissez Faire leadership style</p> <p>Merits :</p> <ol style="list-style-type: none"> <li>Provides team members to explore innovative ideas.</li> <li>Provides job satisfaction to the employees</li> </ol>	5

	<p>c. It ensures development of potential and skills of group members</p> <p>d. It also promotes inter dependence at work</p>	
	Point with explanation	
23.	<p>1. Planning increase efficiency –Planning makes optimum utilization of all available resources. It helps to reduce wastage and avoids duplication of work.</p> <p>2. Planning reduces business related risks- Planning helps to forecast the business related risk and also helps to take necessary precautions to avoid these risks and prepare for future uncertainties</p> <p>3. Planning provides direction – Direction means to give proper information, accurate instructions and guidance to the subordinates. Planning tells us what to do, how to do and when to do. It help the organization to achieve the goals through systematic coordination of the employees.</p> <p>4. Planning encourages creativity and innovation- Planning helps the managers to express their creativity and innovation. It brings satisfaction to the managers and eventually success to the organization.</p> <p>5. Planning helps in motivation- A good plan provides various financial and non-financial incentives to both managers and employees. These incentives motivate them to work hard and achieve the objectives of the organization.</p> <p>6. Planning helps in decision making – A manager makes many different plans. Then they evaluate every course of action and choose the best strategy. So decision making is facilitated by planning.</p> <p>7. Planning helps to achieve objectives- Without Planning each and every activity will be based on trial and error which will give rise to confusion Every organization has certain targets. Planning helps an organization to achieve their aims by avoiding overlapping, confusion and misunderstanding.</p> <p>8. Planning provides basis of control-Planning is the first function of management. The other functions like organizing, staffing, directing and controlling etc. are organized for implementing plans. Controlling records the actual performance and compares it with standards set. In case the performance is less than the standards set then deviations are ascertained and proper corrective measures are taken to improve the performance in future.</p>	5

24.	<ol style="list-style-type: none"> <li>1. <b>Development of personnel.</b> They are also given incentives both financial as well as non-financial. The result is employees see their development in the organization.</li> <li>2. <b>Development of society.</b> The organization tries to behave as a responsible constituent of society and always creates good quality products.</li> <li>3. <b>Helps in becoming dynamic organization.</b> The training modules are superb and the employees always try to find unique ways of providing solutions in the context of rapidly changing business environment.</li> <li>4. <b>Increases efficiency-</b> It gives importance in minimizing the cost of the organization through its various departmental heads.</li> </ol> <p><b>Achieve group goals-</b> All the departmental heads directs all the staff members under him to follow the targets and advises them to put their efforts in the direction of achievement of these targets.</p>	5
25.	<ol style="list-style-type: none"> <li>1. <b>Well-defined body of knowledge.</b> All professions are based on a well-defined body of knowledge that can be acquired through instruction. Management too is based on a systematic body of knowledge comprising well-defined principles. This feature of profession is present in management.</li> <li>2. <b>Restricted entry.</b> The entry to the above stated profession is restricted through a prescribed qualification. But there is no restriction on anyone being appointed as a manager in any business enterprise. So, presently this feature of profession is not present in management.</li> <li>3. <b>Professional association.</b> Legal and medical professions are affiliated to a professional association like bar council and medical council which regulates entry, grants certificates of practice and formulates and enforces a code of conduct. There are several associations of practicing managers in India, like the AIMA that has laid down a code of conduct to regulate the activities of their members. There is, however, no compulsion for managers to be members of such an association. So, presently this feature of profession is not present in management.</li> <li>4. <b>Ethical code of conduct.</b> Legal and medical professions are bound by a code of conduct which guides the behavior of its members. AIMA has devised a code of conduct for Indian managers but there is no statutory backing for this code. So, presently this feature of profession is not present in management.</li> <li>5. <b>Service motive.</b> The motive of legal and medical profession is to serve their client's interests by rendering dedicated and committed service. The basic purpose of management to help the organization achieve its goals by providing good quality products at reasonable prices, thereby serving the society, is being increasingly recognized</li> </ol>	5

