

INDIAN SCHOOL MUSCAT
FIRST PRE-BOARD EXAMINATION
JANUARY 2021

SET B

CLASS XII

Marking Scheme – BUSINESS ADMINISTRATION

Q. NO.	Answers	Marks (with split up)
	SECTION A: OBJECTIVE TYPE QUESTIONS	
1	Answer any 4 out of the given 6 questions on Employability Skills.(1 X 4 = 4)	
	i) Antisocial ii) Conjunction iii) CTRL + P iv) Bio Fuel v) Entrepreneurship vi) Both I & II	1 1 1 1 1 1
2	Answer any 7 out of the given 8 questions (1X7=7 marks)	
	i) True ii) Hygiene and Behavioral iii) Concrete iv) Policies v) Profit sharing vi) Taylor's simplification technique vii) Suggestion system viii) Elements in directing <ul style="list-style-type: none"> a. Supervision b. Motivation c. Leadership d. Communication 	1 1 1 1 1 1 1 1
3.	Answer any 6 out of the given 7 questions (1X6=6 marks)	
	i) Authority and responsibility ii) Gang plank iii) Co-ordination iv) Administrative theory v) Self-actualization vi) Controlling vii) Departmentalization	1 1 1 1 1 1 1

4.	Answer any 6 out of the given 7 questions (1 X 6 = 6 marks)	
	i) Systematic ii) Art iii) Unity of command iv) Universal` v) Functional structure vi) True vii) Informal organization	1 1 1 1 1 1 1
5.	Answer any 6 out of the given 7 questions (1X6=6 marks)	
	i) Middle Level ii) Care towards the society iii) Legal responsibility iv) Society v) Recruitment vi) Harmony and discord vii) Retention of decision making authority	1 1 1 1 1 1 1
6.	Answer any 6 out of the given 7 questions. (1 X 6 = 6 marks)	
	i) True ii) Owing to data availability at one place, automation, faster problem solving with accuracy and speed results in decrease in cost. iii) Accuracy, Timeliness, Complete, Relevance iv) Lacks personal touch, Internet connection, High cost, Death of skilled manpower, highly competitive. v) False vi) Written Communication vii) Direction	1 1 1 1 1 1 1
	SECTION B: SUBJECTIVE TYPE QUESTIONS	
	Answer any 3 out of the given 5 questions on Employability Skills. (2 X 3 = 6 marks) Answer each question in 20-30 words	
7.	1) Taking actions to implement your ideas. 2) Understanding the need or the problem your offering is fulfilling or solving. 3) Strategizing and planning the steps that need to be taken.	½ X 4

	<p>4) Preparing an action plan and timeline.</p> <p>5) Networking with stakeholders.</p> <p>6) Interacting with customers.</p> <p>7) Gaining and analyzing insights.</p> <p>8) Looking for alternatives and adjusting plans according to analysis and feedback.</p> <p>9) Evaluating and calculating the risk involved.</p> <p>10) Building and motivating a team.</p> <p>11) Being patient and staying motivated to overcome and work around various obstacles.</p> <p>12) Showing the value that the business is creating for stakeholders and customers.</p> <p>13) Gaining the know-how of creating, building, launching, sustaining, managing and growing a business</p> <p style="text-align: right;">(Any four)</p>	
8.	<p>Four ways to make your home toxin free are:</p> <ol style="list-style-type: none"> 1. Avoid plastic food packaging 2. Use nontoxic cleaning and washing products 3. Avoid any pesticides in the house 4. Use nontoxic cleaning and washing products 	2
9.	<ol style="list-style-type: none"> 1 Large volumes of data can be easily handled and manipulated. 2 Data can be exported to or imported from other software 	1+1
10.	<p>Four sources of self-motivation are:</p> <ul style="list-style-type: none"> • Music • Books • Activities • Dreaming big (Any other points) 	$\frac{1}{2} \times 4$

11.	<p>1) CONTACT—connect with the participant who is contributing; eye contact, open posture, and non - verbal responses.</p> <p>2) ABSORB—take in all aspects of the spoken message, implicit and explicit and non - verbal clues. Do not judge or evaluate.</p> <p>3) REFLECTIVE FEEDBACK—mirror, reflect, or give feedback on what you have heard and why the contributor claims to be valid.</p> <p>4) CONFIRM—receive confirmation from the speaker that you heard the participant’s message accurately. If not, start the method over again from the beginning by having the speaker restate their view.</p>	½ x 4
	Answer any 4 out of the given 6 questions in 20-30 words each (2 X 4 = 8 marks)	
12.	<p>Functional structure- This type of organization structure is formed by grouping together all activities into functional department and putting each department under one head. Functional structure leads to specialization. It promotes efficiency and results in increased profits. It’s suitable to organization where operations require high degree of specialization.</p> <p>Divisional Structure- Large Companies often find it to operate as one large unit under a functional organizational structure. The size of the company makes it difficult for managers to oversee operations and screen customers. To overcome this problem, most large companies are now structured as divisional organizations. Each division functions relatively autonomously because it contains most of the functional expertise under each unit.</p>	1+1
13.	<p>Promotion refers to being placed at a higher job position with more salary, job satisfaction and responsibility. On the basis of feedback report of employees’ performance they are given promotion and other opportunities</p> <p>Transfer means shifting of an employees from one job to another or one department to other. Transfer may take place due to change in organization structure or changes in the volume of work.</p>	1+1
14.	<p>Group Incentives: At times, group incentives act as more effective than individual incentives to motivate the employees. Particularly, when the prestige or even existence of a group is at stake, the group members work with a team spirit. This result in high morale and sequentially, increases in its productivity.</p> <p>Suggestion System: Many organizations which use the suggestion system make use of cash awards for useful suggestions. Sometimes, they publish the workers name with his photograph in the company’s magazine or newsletter. This motivates the workers to be in search for something which can be of greater use to the organization.</p>	1+1

15.	<p>Unity of command prevents dual subordination whereas unity of direction prevents overlapping of activities.</p> <p>Unity of command affects the efficiency of an employee whereas unity of direction affects the efficiency of the organization.</p>	1+1
16.	<p>Formal & Informal There are two types of communication when considering the formality of the communication. One is the formal and official type of communication which can be emails, letterheads, memos, reports and other such kinds of written material. These are considered as documentary evidence and certain formality is associated with them. You cannot submit such formal documents and later deny them.</p> <p>Informal communication is one where there is nothing official about the communication that is happening. It can be known as Grapevine communication. There is no specific channel of informal communication because there is Social media, WhatsApp, SMS which are all vehicles of informal communication which can be used by people.</p>	1+1
17.	<p>(i) Specialized body of knowledge – Every profession has a well-defined body of knowledge relevant to the area of specialization. In order to practice a profession, a person requires specialized knowledge of its principles and techniques. A manager must have intensive devotion and involvement to acquire expertise in the science of management.</p> <p>(ii) Restricted Entry – There exists institutions and universities to impart education and training for a profession. No one can enter a profession without going through the prescribed course of learning. For example one must MBBS to become a doctor and practice medicine. 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. But no minimum qualification or course of study has been prescribed for managers by law.</p> <p>(iii) Service motive – A profession is a source of livelihood but professionals are primarily motivated by the desire to serve the community.</p> <p>(iv) Representative association – In management, associations have been established both in India and abroad. In India, there is the All India Management Association. However, this association does not have the statutory power to regulate the activities of managers. Membership of this association is not compulsory in order to become a manager.</p>	1+1

	<p>Code of conduct – Members of one profession have to abide by a code of conduct which contains rules and regulations providing the norms of honesty, integrity and professional ethics. For example a chartered accountant is not expected to commercially advertise his firm. Any member violating the code can be punished and his membership can be cancelled. The All India Management Association has framed code of conduct for managers to regulate their activities. But this code does not have legal sanctions.</p> <p style="text-align: right;">(Any two)</p>	
	Answer any 2 out of the given 3 questions in 30-50 words each (3 X 2 = 6 marks)	
18.	<p>McClelland's Theory</p> <ul style="list-style-type: none"> • Need for Achievement: People with a high need for achievement seek to excel and thus tend to prefer moderate risks. They choose those tasks whereby they can take personal responsibility for finding solutions to the problems. Achievers require regular feedback in order to check the progress of their achievements. The management should give high achievers challenging projects with attainable goals. • Need for Affiliation: Those with a high need for affiliation look out for pleasant relationships with other people and need to feel accepted by other people. Such people are desirous of companionship and helping each other. High affiliation individuals prefer work that provides them with significant personal interaction. They tend to conform to the norms of their work group. The managers should create an atmosphere of supportive interpersonal relations for the individuals seeking for affiliation and thus such kind of group formation leads to achievement of goals. • Need for Power: The need for power is stated by the desire to influence others. People seeking a need for power tend to be outspoken and forceful. They are willing to engage in confrontation. Need for power could be one of two types - personal and institutional. Those who need personal power want to direct others and this need is often considered as undesirable. Persons who need institutional power want to manage the efforts of others to promote the goals of the organization. It has been seen that managers with a high need for institutional power tend to be more effective than those with a high need for personal power. 	1+1+1
19.	<p>1. Control is always based on Planning- Every manager uses certain Standards for measuring the performance which are laid down by planning. So planning is a pre-requisite for controlling</p> <p>2. Planning without Controlling is meaningless and control without Planning is blind- A good plan will not bring any concrete result if the management is lacking in controlling Planning identifies the goals and determines the ways to achieve them whereas control ensures attainment of goals by evaluating performance and taking corrective action.</p>	1+1+1

	<p>3. Planning and controlling are both forward looking and backward looking - 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>	
20.	<p>Functional Foremanship – Taylor concentrated on improving performance at lower level of management. He was of the view that one supervisor cannot be expert in all aspects of supervision. All the qualities required in a supervisor cannot be found in one individual. So he suggested the system of functional foremanship in which four supervisors will be concerned with planning and four supervisors for execution of work. According to him each worker will be instructed by 8 bosses. The planning work would be carried on by the following foremen –</p> <ul style="list-style-type: none"> a) Route clerk – To lay down the sequence of operation and decide the route through which each piece of work should travel. b) Instruction Card Clerk – To prepare the detailed instructions for workers which includes speed of work, tools to be used, technical specification. c) Time & Cost Clerk – To frame time table for doing various jobs and maintain cost sheet. d) Shop Disciplinarian – To maintain discipline in the factory and deal with absence from duty, violation of rules etc. <p>The execution or production work would be carried on by the following foremen –</p> <ul style="list-style-type: none"> a) Gang Boss – To keep the machines & tools ready for operations. b) Speed Boss – To see that the job is completed in time. c) Repair Boss – To keep the machine & tools in proper working conditions. d) Inspector – To check and maintain quality of work. 	3
	Answer any 3 out of the given 5 questions in 60-90 words each (5 X 3 = 15 marks)	
21.	<p>Meaning -Management means getting the work done through & with others. Administration is concerned with the formulation of objectives, plans, policies of the organization.</p> <p>Level -Management is relevant at Middle & Lower Level or Management Administration is relevant at top level Management. Nature It is an executing function It is a decision making function.</p> <p>Skills -Technical & Human Skills for management. Conceptual & Human skills for administration.</p>	1 x 5

	<p>Applicability -Management is applicable to business concerns i.e. profit making organization. Administration is applicable to non-business concerns i.e. clubs, schools, hospitals etc.</p> <p>Process- Management decides who should do it and how it is to be done. Administration decides what is to be done & when it is to be done.</p>	
22.	<p>Social responsibility is obligation of business towards the society.</p> <p>Economic Responsibility - While understanding the perspective of the consumer and meeting their needs and demand to earn a profit is the economic responsibility of a business. When a business earns a profit, it also means that the employees earn the profit in terms of incentives. The economic growth of a business is not restricted to it but affects the society as a whole.</p> <p>Legal Responsibility - Legal responsibilities are not only liable to the individuals in the society but also to the businesses in the society. As business is an entity itself, it must also follow laws and rules.</p> <p>Ethical Responsibility - Ethical responsibilities include the behavior of the firm that is expected by the society but not codified in law. The factors of ethical responsibility include that the business must be environmentally friendly. The business should always be aware of its activities and how do they affect the environment.</p> <p>Philanthropic Responsibility - Business is one the most important pillar of the society. And therefore it should support and improve the society whenever it can.</p>	1 + 4
23.	<p>An autocratic leader also known as authoritarian leader exercises complete control over the subordinates. He keeps power and authority with himself. He takes all the decisions without consulting the subordinates. It is generally a negative form of leadership as there is a lot of dominance from the leader. He gets the work done through coercion and command. He loves power and never delegates authority. . He uses rewards for good performance but alternatively he threatens the subordinates of penalties and punishments to direct the subordinates.</p> <p>Advantages:</p> <ul style="list-style-type: none"> (i) This style permits quick decision-making due to centralization of power. (ii) Organizations can hire less skilled people at lower levels. (iii)The style may prove constructive when higher speed is needed in certain processes. (iv)It can be motivating and satisfying for the leader who dictates terms. 	1+1+1+1+1

24.	<p>Steps in Planning Process</p> <ol style="list-style-type: none"> 1. Establishing verifiable goals- The first step in planning is to determine the enterprise objectives. These are more often set by upper level managers. The objective may vary from a desired sales volume or growth rate to development of a new product. 2. Establishing Planning Premises- Plans are made to operate in the future. The second step in planning is to establish planning premises i.e. assumption on the basis of which plans will be ultimately formulated. Planning premises are vital to the success of planning as they supply important facts and information related to future like population trends, economic condition, production cost, government control etc. 3. Deciding the Planning Period –The next task is to decide the period of the plan whether it's a yearly plan or a plan which is spread over for longer span of time. Choice of planning period is decided based on time required in development of new product, time required to recover capital investment and length of commitments already made. 4. Finding alternative course of action – The next in planning is to search for and examine alternative course of action. For Ex-Products may be sold directly to the consumers by the company's salesman or through exclusive agencies. 5. Evaluating and selecting a course of action- Having searched the alternative courses, the next step is to evaluate and analyze them in the light of premises and goals and select the best alternative. This is done with the help of quantitative techniques and operations research. 	5
25.	<p>Management as a Science</p> <ol style="list-style-type: none"> (i) Systematic Body of knowledge – Management has a systematic body of knowledge consisting of general principles and techniques. These help to explain events and serve as guidelines for managers in different types of organizations. (ii) Universal applicability – Scientific principles represent basic facts about a particular field enquiry. These are objective and represent best thinking on the subject. These principles may be applied in all situations and at all times. For example, the Law of Gravitation states that if you throw an object in the air it will fall on the ground due to the gravitational force of the earth. This law can be applied in all countries and at all points of time. 	1+1+1+1+1

Similarly management contains sound fundamental principles which can be universally applied. For instance, the principle of unity of command states that at a time one employee should be answerable to only one boss. This principle can be applied in all types of organization-business or non-business.

- (iii) Scientific enquiry & experiments – Scientific principles are derived through scientific investigation and reasoning. Scientific principles do not reflect the opinion of an individual, rather these can be scientifically proved at any time. They are critically tested. For example, the principle that the earth revolves around the sun has been scientifically proved. Similarly management principles are also based on scientific enquiry and investigation. These have been developed through experiments and practical experience of a large number of managers. For example, it has been observed that wherever an employee has two or more bosses simultaneously, confusion and indiscipline are likely to arise, with regard to following the instructions.
- (iv) Cause and effect relationship – Principles of science lay down a cause and effect relationship between related factors. For example, when water is heated up to 100°C, it starts boiling and turns into vapour. Similarly, the principles of management establish cause and effect relationship between different variables. For instance lack of balance between authority and responsibility will cause management to become ineffective.
- (v) Test of validity & predictability – Validity of scientific principles can be tested at any time and any number of times. Every time the test will give the same result. Moreover, the future events can be predicted with reasonable accuracy by using scientific principles. For example, the Law of Gravitation can be tested by throwing various things in the air and every time the object will fall on the ground. Similarly Principles of management can also be tested for their validity.