



INDIAN SCHOOL MUSCAT
SECOND PERIODIC ASSESSMENT



SUBJECT: BUSINESS ADMINISTRATION (833)

CLASS: XII

MAX.MARKS: 20

Marking Scheme

	Answer each question in 20 – 25 words. (1 mark each)	
1.	The essence of Scientific Management according to Taylor is mental revolution. He advocated complete change in the outlook of worker and owners.	1
2.	According to this concept the employees working at the same level can communicate with each other, after informing their respective superiors.	1
	Answer each question in 25 – 30 words. (2 mark each)	
3.	1. Determination of objectives 2. Identification and grouping of activities 3. Assignment of duties 4. Establishing relationship among individuals and group	2
	Answer each question in 30 – 40 words. (3 mark each)	
4.	1. Manpower planning 2. Recruitment 3. Selection 4. Placement 5. Induction and Orientation 6. Training and Development 7. Performance Appraisal 8. Promotion and Transfers 9. Compensation	3
5.	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.	3
	Answer each question in 60 – 90 words. (5 mark each)	
6.	F.W. Taylor was developing the Principles of Scientific Management According to Taylor “Scientific Management means knowing exactly what you want men to do & seeing that they do it in the best & the cheapest way”. (1) Science, Not rule of Thumb — Taylor suggested that each element of a job & 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. (2) Harmony, Not Discord — Taylor believed that the interest of employer & employees should be fully harmonized so as to secure mutual understanding between them. There should be no conflict between managers & workers. It is the combined efforts of management & its employees that helps a company to achieve its goals effectively & efficiently. (3) Maximum output in place of restricted output — Maximum output & optimum utilization of resources will bring higher profits for the employer and better wages as for the worker. Taylor believed that management & worker should have common interest in	5

	<p>increasing productivity.</p> <p>(4) Development of each person to his greatest efficiency — Efficiency of any organization depends on the skills & 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 & prosperity for both organization & the employees.</p> <p>(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. Management should always welcome the suggestions of the workers and reward them of the suggestions which prove beneficial for the organization. At the same time workers should resist from going on strikes or making unnecessary demands from the management. According to Talyor, there should be equal division of work & responsibility between worker & management.</p>	
7.	<p>Techniques of Science Management</p> <p>In order to implement the above principles, Taylor developed the following techniques –</p> <ol style="list-style-type: none"> 1. Time Study – Time study determines the standard time required to carry out a job under specific conditions. It involves analysis of job and study of each element of activity performed. The time of each task is measured using devices like stopwatch. Taylor suggested the use of time study to lay down a fair day’s work, determine number of workers required to perform a particular task. 2. Motion Study – Motion study refers to the study of movement of an operator on machine involved in particular task. The purpose is to eliminate useless motions & determine the best way of doing the job. It increases the efficiency & productivity by cutting down all the wasteful motions. Taylor used cameras, stopwatches, symbols & colours to identify different motions & designed an efficient way of performing the work with productive motion. 3. Method Study – Method study aims at eliminating unnecessary operations & achieving the best method to perform the required task. It contributes to increased efficiency by improving the current processes and procedures. It involves systematic recording and scrutinized inspection of existing and proposed ways of doing work. 4. Fatigue Study – Fatigue is generally caused by long working hours. (over burden, bad working conditions or lack of cooperation among workers). This study aims at providing proper rest intervals or breaks to workers to increase the effectiveness of the work. 5. Standardization and Simplification of work – Under scientific management, predetermined standards are laid down regarding the task, material, methods, time, quality, cost & working conditions. Standardization helps to simplify work, to ensure interchangeability of parts, uniformity of operations, optimum utilization of resources, increased production and low labour costs. 6. 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. 7. 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. He emphasized that to achieve maximum productivity of workers it is important that efficient and inefficient workers should to 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. 	5

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