

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

QP.NO.	VALUE POINTS	SPLIT UP MARKS
1.	b. feedback	1
2.	b. bargaining	1
3.	d. Non-risk taking	1
4.	a. Central Processing Unit(CPU)	1
5.	d. All of the above	1
6.	a. Ctrl+S	1
7.	i. Select one or more paragraphs to update. ... ii. Go to Home > Line and Paragraph Spacing. iii. Select Line Spacing Options and choose an option in the Line spacing box. iv. Adjust the before and After settings to change spacing between paragraphs. Select OK.	½ each = 2 Any 4 points.
8.	Step 1: Face the speaker and maintain eye contact. Step 2: Be attentive, but relaxed. Step 3: Keep an open mind. Step 4: Listen to the words and try to picture what the speaker is saying.	½ each = 2 Any 4 points.
9.	Disciplined. Confidence. Open Minded. Self-Starter. Competitive. Creativity. Determination. Strong people skills.	½ each = 2 Any 4 points.
10.	A slide is a single page of a presentation. In the digital age, a slide most commonly refers to a single page developed using a presentation program such as Microsoft PowerPoint	2
11.	Humans are totally dependent on environment for food, water, air and other basic needs for survival. Deforestation occurs at the local level with the loss of ecological services provided by tropical rainforests and related ecosystems.	1+1
12.	d. Coordinating and integrating other's work	1
13.	b. Technical	1
14.	b. Functional foremanship	1
15.	a. Coordination	1
16.	c. Absolute	1
17.	b. By experience of a manager	1
18.	a. Increase in efficiency	1
19.	c. Wheel	1
20.	d. Organizing	1
21.	d. Getting others to follow	1
22.	c. ABCDEFG	1
23.	d) Specific, measurable, achievable, rewarded and timely	1
24.	It is considered as a science because it has an organized body of knowledge which contains certain universal truth. It is called an art because managing requires certain skills which are personal possessions of managers.	1+1
25.	Delegation is the assignment of any authority to another person (normally from a manager to a subordinate) to carry out specific activities.	1+1

	It is one of the core concepts of management leadership.	
26.	First-line managers operate their departments. They assign tasks, manage work flow, monitor the quality of work, deal with employee problems, and keep the middle managers and executive managers informed of problems and successes at ground level in the company.	2
27.	Organizing involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization. During the organizing process, managers coordinate employees, resources, policies, and procedures to facilitate the goals identified in the plan.	1+1
28.	Motivation is the act or process of giving someone a reason to do something, the internal and external factors that stimulate desire to do something. Motivator is an agent or stimulus who promotes interest to do something. It is something or someone that makes you want to do or achieve something.	1+1
29	Ans: Social responsibility of business refers to its obligation to take those decisions and perform those actions which are desirable in terms of the objectives and values of our society. Legal responsibility may be fulfilled by mere compliance with the law. Social responsibility is more than that.	.(1+1)
30	"Human beings cannot be motivated only through monetary incentives; non-monetary incentives are also necessary to motivate them." Explain any two such non-monetary incentives. Ans :- Some of the common Non-Financial Incentives are: (i) Status: Status refers to ranking of positions, authority, responsibility, recognition and prestige associated with a job in the organisation. Higher status helps to satisfy social and esteem needs of the employees. (ii) Organisational Climate: It refers to the characteristics which describe an organisation and distinguish one organisational from the other. These characteristics include individual authority, reward orientation, open communication, risk-tasking, etc.	
31.	<ul style="list-style-type: none"> • Business to business also called B to B or B2B, is a form of transaction between businesses, such as one involving a manufacturer and wholesaler, or a wholesaler and a retailer. • Business to business refers to business that is conducted between companies, rather than between a company and individual consumers 	1+1
32.	A transaction that occurs between two subsidiaries of the same parent company. For example, if a supplier sells to a retailer, and both are owned by the same conglomerate, this is said to be an intracompany transaction. It should not be confused with an intercompany transaction.	2
33.	Management is dynamic. Management is a group activity. Management is pervasive.	1+1+1
34.	Ans. Management is on the path of becoming a professional. A profession may be defined as an occupation that requires specialized knowledge and intensive academic preparations to which entry is regulated by a representative body.	1+2
35.	Ans:- Espirit de corps. The principle states that an organization must make every effort to maintain group cohesion in the organization. The principle states that 'Unity is Strength' Unity among the personnel can be accomplished through proper communication and coordination.	1+2
36.	Recruitment is called positive process because more and more people are invited to apply for the job. It is a positive approach because the company is making all the candidates to apply for the job. It involves searching for prospective employees and stimulating them to apply for the	3

	job.	
37.	Centralization of authority means the power of planning and decision making are exclusively in the hands of top management. Decentralization refers to the dissemination of powers by the top management to the middle or low-level management.	1 ½ +1 ½
38.	<ul style="list-style-type: none"> On the job training refers to a form of training which is provided at the work place during the performance of the actual job. Employees learn by doing. It promotes self- learning When the employees are given training outside the actual work location, such a type of training is termed as off the job training. Emphasis on learning rather than doing. Trained experts give classes. Suitable for managerial jobs 	1 ½ +1 ½
39.	<ul style="list-style-type: none"> Motivation is key to employee performance. Effective managers have the ability to motivate those to behave in a specific, goal-directed way. Employees are a company's greatest asset, and good organizations will think of ways to maximize the return on their investment," Motivation increases efficiency and helps to achieve organizational goals. 	1+1+1
40.	<ul style="list-style-type: none"> Controlling is the managerial functions of planning, staffing, organizing, implementing and directing. It helps to check the errors and take the corrective action, so it is known as an important function of management. It is necessary to ensure that the desired results are achieved. 	1+1+1
41	<p>CSR is a crucial part of the process of risk management, which involves identifying appropriate risks, defining their influence and showing means of reducing the likelihood of risk and its consequences.</p> <ul style="list-style-type: none"> Corporate social responsibility is basically responsibility for an impact on the society. Social responsibility is the duty of businesses towards society. Businessmen must review their impact of decisions and actions on the different sections of society. 	1+1+1
42.	<p>Discuss any five Principles of management as laid down by Herry Fayol.</p> <p>Henri Fayol's Principles of Management:</p> <p>Division of Work: Division of work refers to dividing the work into compact jobs and allocating these compact jobs to different individuals.</p> <p>(a) Fayol recommended that work of all kinds must be divided and allocated as per competence, qualification and experience. The intent of division of work is to produce more and better work for the same effort. (1)</p> <p>(b) Authority and Responsibility: According to this principle, there should be a proper balance between authority and responsibility. Authority is the right to give orders to subordinates and responsibility is the duty, which a subordinate is expected to perform by virtue of his position in organisation. Authority and responsibility go hand in hand. (1)</p> <p>(c) Discipline: Discipline refers to obedience to rules and regulations of the organisation, which is necessary for systematic working of the organisation. According to Fayol, discipline requires good supervision at all levels, clear and fair agreement regarding rules and judicious application of penalties. (1)</p> <p>(d) Unity of Command: According to this principles, each subordinates should receive orders and be accountable to one and only one superior. If subordinates receives orders from more than one superior, he will find it extremely difficult to decide as to whom he has to obey first. (1)</p> <p>(e) Unity of Direction: Unity of Direction implies that there should be one head and one plan for group of activities having same objectives. According to this principle, all the units of an organisation should be moving towards the same objectives through coordinated and focussed efforts. (1)</p> <p style="text-align: right;">= 5 Marks</p> <p style="text-align: center;">(½ marks for heading and ½ marks for explanation)</p>	1+1+1+1+1
43.	"Though Planning is an important function of management. It is not remedy for all	1+1+1+1+1

	<p>managerial problems". Do you agree? Give reason in support of your answer.</p> <p>Ans:- Yes, I agree with the statement that planning is not remedy for all managerial problems.</p> <p>The reasons are highlighted through limitations of planning-</p> <ul style="list-style-type: none"> • Planning may not work in a Dynamic Environment: The business environment is dynamic. Plans have to operate in an external environment, which is beyond the control of organisation. The organisation has to constantly adapt itself to changes. Planning does not provide positive results when such changes are not accurately forecasted. (1) • Planning Reduces Creativity: Planning is an activity which is done by the top management and rest of the members have to strictly follow these plans. Middle management and other decision makers are neither allowed to deviate from plans nor are they permitted to act on their own. (1) • Planning involves Huge Costs: Planning is an expensive process as lot of money is spent on gathering and analysing information and evaluation of various alternatives. Detailed plans required scientific calculation to ascertain fact and figures. • Planning is a Time-Consuming Process: Planning is a time-consuming process as lot of time is needed for collection, analysis and interpretation of data. At times, formulation of plans take so much of time that there is not much time left for their implementation. (1) • Planning does not Guarantee Success: The success of an enterprise is possible only when plans are properly drawn up and implemented. It means, plans need to be translated into action, otherwise they become meaningless. Managers have a tendency to rely on previously tried and tested successful plans. (1) 	
44.	<p>The organizations which are keen on developing effective communication, should adopt suitable measures to overcome the barriers to communication and improve communication effectiveness.' Suggest and explain any such five measures.</p> <p>Ans: 'The organizations which are keen on developing effective communication, should adopt suitable measures to overcome the barriers to communication and improve communication effectiveness.' Suggest and explain any such five measures.</p> <p>Measures to overcome communication barriers:</p> <ol style="list-style-type: none"> (a) Clarify the ideas before communication: The problem to be communicated to the subordinates should be clear in all its perspective to the executive himself. The entire problem should be studied in depth, analysed and stated in such a manner that is clearly conveyed to the subordinates. (b) Communicate according to the needs of the receiver: The level of understanding of receiver should be crystal clear to the communicator. Manager should adjust his communication according to the education and understanding levels of the subordinates. (c) Consult others before communicating: Before actually communicating the message, it is better to involve others in developing a plan for communication. Participation and involvement of subordinates may help gain ready acceptance and willing co-operation of subordinates. (d) Be aware of languages, tone and content of the message: The contents of the message, tone, and language used, manner in which the message is to be communicated are the important aspects of effective communication. The language used should be understandable to the receiver and should not offend the sentiments of the listeners. The message should be stimulating to evoke response from the listeners. (e) Convey things of help and value to fire listeners: While conveying message to the others, it is better to know the interests and needs of the people with whom, you are communicating. If the message relates directly or indirectly to such interests and needs it certainly evokes response from communicated. (f) Ensure proper feedback: The communicator may ensure the success of communication by asking questions regarding the message conveyed. The receiver of communication may also be encouraged to respond to 	1+1+1+1+1

	<p>communication. The communication process may be improved by the feedback received to make it more responsive.</p> <p>(g) Communicate for the present as well as for the future: Generally, communication is needed to meet the existing commitments, to maintain consistency; the communication should aim at future goals of the enterprise also.</p> <p>(h) Follow up communications: There should be regular follow up and review on the instructions given to subordinates. Such follow up measures help in removing hurdles if any in implementing the instructions.</p> <p>(i) Be a good listener: Manager should be a good listener Patient and attentive listening solves half of the problems. Managers should also give indications of their interest in listening to their subordinates. Any Five</p>																			
45.	<p>Are the principles of management given by Fayol and the principles of scientific management given by R.W. Taylor mutually complementary? Give reasons to support your answer.</p> <p>Fayol vs Taylor – A comparison Both, Fayol and Taylor have contributed immensely to the knowledge of management, which has formed a basis for further practice by managers. Let us discuss some of the points of difference between their contributions.</p> <table border="1"> <thead> <tr> <th>Basis</th><th>Henri Fayol</th><th>F.W. Taylor</th></tr> </thead> <tbody> <tr> <td>Theory</td><td>Fayol's principles based on relationship between human and material resources and how it accomplishes the organizational goals.</td><td>Scientific management means knowing exactly what you want to do and seeing that that they do it in the best and cheapest form</td></tr> <tr> <td>Perspective</td><td>Fayol's principles were developed from the perspective of top level</td><td>Taylor gave the principles and techniques keeping in mind lower level.</td></tr> <tr> <td>Unity of Command</td><td>This principle is strictly followed.</td><td>Taylor did not follow this principles and insisted on functional foremanship.</td></tr> <tr> <td>Applicability</td><td>Fayol's principles are based on personal experiences.</td><td>Taylor's work is based on observations and experiments.</td></tr> <tr> <td>Focus</td><td>Fayol focused on improving overall administration of the organization.</td><td>Taylor focused on increasing productivity of workers</td></tr> </tbody> </table>	Basis	Henri Fayol	F.W. Taylor	Theory	Fayol's principles based on relationship between human and material resources and how it accomplishes the organizational goals.	Scientific management means knowing exactly what you want to do and seeing that that they do it in the best and cheapest form	Perspective	Fayol's principles were developed from the perspective of top level	Taylor gave the principles and techniques keeping in mind lower level.	Unity of Command	This principle is strictly followed.	Taylor did not follow this principles and insisted on functional foremanship.	Applicability	Fayol's principles are based on personal experiences.	Taylor's work is based on observations and experiments.	Focus	Fayol focused on improving overall administration of the organization.	Taylor focused on increasing productivity of workers	
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46.	<p>Yes, Coordination is indeed the essence of management.</p> <p>(a) By Coordination, we mean a path through which the group functions are linked up.</p> <p>(b) It binds the people of the organization and their activities to ensure a smooth functioning of the work.</p> <p>(c) Coordination is needed to perform all the functions of Management</p> <p>(d) In planning, coordination is required between the objectives and available resources.</p> <p>(e) Organising is ineffective there is lack of coordination between different departments and divisions.</p> <p>(f) In staffing, coordination is required between the required skills and abilities of an individual who is selected to perform a job.</p> <p>(g) Directing is impossible and of no worth, if there is lack of coordination between superiors and subordinates.</p> <p>(h) In controlling, coordination helps in ensuring that actual results are fruitful.</p> <p>Coordination is needed at all levels of Management</p> <p>(i) Top level: The top level coordinates activities of the whole organisation keeping in view the desired goals.</p>																			

	<p>(ii) Middle level: The middle level managers coordinate the activities of different departments.</p> <p>(iii) Lower level: The lower level coordinates the activities of the workers for achieving goals.</p>	
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