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INDIAN SCHOOL MUSCAT
HALF YEARLY EXAMINATION 2023
BUSINESS ADMINISTRATION (833)

CLASS: XII

Max. Marks: 60

MARKING SCHEME			
SET	QN.NO	VALUE POINTS	MARKS SPLIT UP
A	Q.1		
	i.	(d) He wrote a letter to his sister.	1
	ii.	(c) I am so happy to see you!	1
	iii.	(a) Result Orientation	1
	iv.	(c) Histrionic Personality Disorder	1
	v.	(b) Remembering, Receiving, Understanding and Evaluating	1
	vi.	(a) Extrovert	1
A	Q.2		
	i.	c) Method	1
	ii.	b) Management is a goal-oriented process	1
	iii.	a) Management creates a dynamic organisation	1
	iv.	c) Functional foremanship	1
	v.	b) Divisional structure	1
	vi.	d) Measurement of actual performance	1
	vii.	b) Barriers	1

A	Q.3		
	i.	a) Top level	1
	ii.	d) Estimating the Manpower Requirements, Recruitment, Selection, Placement, and Orientation	1
	iii.	b) Emotional process	1
	iv.	a) Cooperation not individualism	1
	v.	a) Actual performance	1
	vi.	Grapevine communication	1
	vii.	This quote is attributed to Harold Koontz. He, along with Cyril O'Donnell, is known for the statement:	1
A	Q.4		
	i.	a) Semantic barriers	1
	ii.	d) The Father of Neo-Classical Approach	1
	iii.	a) Stability of personnel	1
	iv.	b) Directing	1
	v.	c) Fatigue	1
	vi.	c) Functional organization	1
A	Q.5		
	i.	b) Selection	1
	ii.	Communication	1
	iii.	c) Method study	1
	iv.	a) Organization Centered	1
	v.	Process means a combination of many actions / steps to be performed in the given order to get things done.	1
	vi.	b) The principles of management lack universal applicability	1
A	Q.6		

	i.	a) Visual Communication	1
	ii.	Staffing	1
	iii.	Continuous process	1
	iv.	c) Taking responsibility for all the activities of the business and its impact on the society	1
	v.	b) Science, not rule of thumb	1
	vi.	c) Deviations	1
A	Q.7	<p>The overcoming barriers to active listening are –</p> <p>Being pre – occupied -When you're preoccupied, you could not pay attention to what someone is saying.</p> <p>Noise and Visual distractions – In a noisy location, you might not be able to hear the other person clearly.</p> <p>Past experiences or mindset – You may have developed biases or prejudices based on past experiences and interactions.</p> <p>Personal factors – Your personal feelings may affect your listening, for example, your preconceptions about the other person. (ANY TWO)</p>	1+1=2
	Q.8	<p>Openness, Consciousness, Extraversion, Agreeableness and Neuroticism.</p> <p>(Any two)</p> <p>(a) Openness: Individuals with openness to experience are, generally, creative, curious, active, flexible and adventurous. If a person is interested in learning new things, meeting new people and making friends, and likes visiting new places, the person can be called openminded.</p> <p>(b) Consciousness: Individuals, who listen to their conscience, are self-disciplined, do their work on time, take care of others before themselves and care about others' feelings.</p> <p>(c) Extraversion: Extroverts are individuals, who love interacting with people around and are, generally, talkative. A person, who can easily make friends and make any gathering lively, is confident and an extrovert.</p> <p>(d) Agreeableness: Individuals having such a trait are, generally, kind, sympathetic, cooperative, warm and considerate. They accommodate themselves in any situation. For example, people who help and take care of others are, generally, agreeable.</p>	

		(e) Neuroticism: Neuroticism is a trait, wherein, individuals show tendency towards anxiety, self-doubt, depression, shyness and other similar negative feelings. People, who have difficulty in meeting others and worry too much about things, show signs of neuroticism. (Any one)				$\frac{1}{2}+\frac{1}{2}+1=2$											
	Q.9	<table><tr><td>S.No.</td><td>Basis</td><td>Formal Communication</td><td>Informal Communication</td></tr><tr><td>1</td><td>Meaning</td><td>Formal communication is defined as the communication which takes place through formal/ official routes and channels.</td><td>On the other hand, informal communication is defined as the communication which takes place unofficially between two or more people.</td></tr><tr><td>2</td><td>Reliability</td><td>There is more reliability of the information in formal communication.</td><td>There is less reliability of the information.</td></tr></table>	S.No.	Basis	Formal Communication	Informal Communication	1	Meaning	Formal communication is defined as the communication which takes place through formal/ official routes and channels.	On the other hand, informal communication is defined as the communication which takes place unofficially between two or more people.	2	Reliability	There is more reliability of the information in formal communication.	There is less reliability of the information.			$\frac{1}{2}+\frac{1}{2}+\frac{1}{2}+\frac{1}{2}=2$
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	Q.10	Self-motivation is important because <ul style="list-style-type: none">• It increases individual’s energy and activity.• It directs an individual towards specific goals.• It results in initiation and persistence of specific activities• It affects cognitive processes and learning strategies used for completing similar tasks.				$1+1=2$											
	Q.11	Stress is a state of feeling upset, annoyed and hopeless. There are times when we feel nothing is working right. (1 mark) Different ways to manage the stress are: (Any two) (a) Stay positive (b) Keep your thought in present (c) Talk to friend (d) Practice meditation and yoga				$1+\frac{1}{2}+\frac{1}{2}=2$											
	Q.12	Shop Disciplinarian – To maintain discipline in the factory and deal with absence from duty, violation of rules etc. Inspector – To check and maintain quality of work.				$1+1=2$											
	Q.13	Management is pervasive – Management is an essential element of every organised activity irrespective of the size or type of organization i.e., Government, business, sports, university or hospital. It is also prevalent in all															

		the levels of the organisation, and in all the departments.	1+1=2
	Q.14	<p>Yes, directing is the heart of management because</p> <p>(a) Initiates action: Direction initiates action that motivates people to convert the resources into productive outputs. It gives substance to managerial function of planning, Organising, Staffing and controlling. People learn to manage the resources in the most effective way that results in their optimum utilization.</p> <p>(b) Creates a Sound work environment: If direction is issued in consultation with employees, it creates an environment of understanding where people work to their maximum potential, willingly and enthusiastically to contribute towards organizational goals.</p> <p>(Anyone or other relevant point)</p>	1+1=2
	Q.15	<p>Planning and controlling are both forward looking and backward looking -</p> <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 compares actual performance with standards fixed in the past.</p>	2
	Q.16	<p>The observation through these experiments were as follows:</p> <p>(a) Workers can't only be motivated by money but they are socio-psychological beings & respond to total work situation.</p> <p>(b) Workers act or react not as individuals but as members of group.</p> <p>(c) Informal leaders play an important part in setting & enforcing group norms.</p> <p>(d) The amount of work to be done by a worker is not determined by his physical capacity but by the social norms. Other experiments were also performed & the researchers concluded that social factors play an important role in workers efficiency. (Any two)</p>	1+1=2
	Q.17	<p>Principle of Equity</p> <p>According to this principle, there should not be any discrimination among the employees on the basis of religion, language, caste, sex, belief or nationality. Equity refers to just and fair behavior of managers towards workers. This will ensure loyalty and cordial relations between superiors and subordinates.</p>	1+2=3

Q.18	<p>a) Formal communication: When the company's General Manager knew about it, he ordered for fumigation in the company premises and cleaning the surroundings. Informal communication: One of his colleagues sent text message to his superior Mr. B Chatterjee. Mr. Chatterjee sent text message to the employees to donate blood for the Prateek.</p> <p>b) The features of informal communication are as follows:</p> <p>1) It spread very Fast and sometimes get distorted.</p> <p>2) It is very difficult to detect the source of such communication</p>	1+2=3
Q.19	<p>The importance of management is:</p> <p>1. Helps in achieving personal objectives– A manager motivates and leads his team in such a manner that individual members are able to achieve personal goals while contributing to the overall organizational goals.</p> <p>2. Helps in the development of society- The organisation tries to behave as responsible constituent of society and always creates good quality products.</p> <p>3. Creates a dynamic organisation- Organisations have to function in a constantly changing environment. Management helps people adapt to the changes so that organisation is able to maintain a competitive edge.</p>	1+1+1=3
Q.20	<p>Following are the types of plans highlighted above:</p> <p>(a) (i) Objective- “He made a plan forecasting..... profit of 20% on capital employed.”</p> <p>(ii) Policy- “He then set the purchases of raw material.</p> <p>(b) Objective: Objectives are the ends or results which the management seeks to achieve by its operations. Objectives define the future state of affairs (or desired future position) which an organisation strives to achieve.</p> <p>Policy: Policies are general statements that guide thinking or channelise energies towards a particular direction. A policy can be defined as a general statement that guides decision making. In simple words, it is the organisation's own way of handling the problems.</p>	$\frac{1}{2} + \frac{1}{2} + \frac{1}{2} + \frac{1}{2} + 1 + 1 = 4$
Q.21	<p>1. Media- It is the path through which encoded message is transmitted to receiver. The channel maybe in the written form, face to face, phone call, internet.</p> <p>2. Encoding- It is a process of converting the message into communication symbols like words, pictures, gestures etc.</p> <p>3. Decoding- It is a process of converting encoded symbols of the sender.</p>	<p>$\frac{1}{2}$ mark each for identification and $\frac{1}{2}$ mark for</p>

		4. Receiver- The person who receives communication of the sender.	stating
	Q.22	<p>a) The technique of Scientific Management which is used here is Functional Foremanship.</p> <p>b) The benefit will be that every worker cannot have all the qualities like intelligence, special knowledge, energy, honesty, etc. Individually each of the functional foremen like gang boss, speed boss, etc. will look after all these qualities.</p> <p>The principle of Fayol which will be violated here will be principle of 'Unity of Command' as a single worker will have to report to eight different people.</p>	1+2+1=4
	Q.23	<p>In the above case, management is being considered as an art.</p> <p>Art is the skillful and personal application of existing knowledge to achieve desired results. The evaluation of management as an art is given below:</p> <p>(a) Existence of theoretical knowledge: Art presupposes the existence of certain knowledge. Management fulfills this criterion as there exist a number of theories and principles on management which have been formulated by various management experts.</p> <p>(b) Personalised applications: Art is a personalised concept. Management fulfills this criterion as a good manager works through a combination of his own experience, creativity, imagination, initiative and innovation to carry out the assigned work.</p> <p>(c) Based on practice and creativity: All art is practical. Management fulfills this criterion as a person becomes a better manager with constant practice and experience. This also leads to emergence of different styles of management.</p>	1+3=4
	Q.24	<p>(a) Coordination is the quality of management that Kartik has introduced in the working of the production department as a corrective measure to control the output of the workers.</p> <p>Coordination is the process which helps to integrate the efforts of different individuals with diverse needs to secure a unity of action in the pursuit of common goals.</p> <p>(b) The two points highlighting the importance of coordination are stated below:</p> <ul style="list-style-type: none"> • Growth in the size: With the growth in the size of an organization, there is a proportionate increase in the number of its employees. So, there is a greater 	

		<p>need to unify the efforts of diverse individuals towards the realization of organizational goals.</p> <ul style="list-style-type: none"> • Functional differentiation: As a result of functional differentiation in an organization, its people and activities get divided into small departments on the basis of functions like marketing, finance etc. Since each such department tends to formulate its own objectives, policies etc., there is a need to reconcile the goals pursued by each of such departments with the goals of the organization as a whole. 	<p>1+1+1+1 =4</p>
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