

SET**A**

INDIAN SCHOOL MUSCAT
FINAL EXAMINATION 2022
BUSINESS ADMINISTRATION(CODE NO. 833)

CLASS:XII

Max.Marks:60

MARKING SCHEME

QN.N O	VALUE POINTS	MARKS SPLIT UP
A.1 (i)	d) All of the above	1
(ii)	c) Avoidant	1
(iii)	c) Antagonism	1
(iv)	A workbook is a spreadsheet that has one or more worksheets.	1
(v)	a) Spreadsheet	1
(vi)	b) Row	1
A.2 (i)	d) Intrapersonal Activities	1
(ii)	ii) Development of each person towards greatest efficiency	1
(iii)	a) Classical Approach	1
(iv)	1. Supervision 2. Communication 3. Leadership 4. Motivation	1
(v)	b) Determination of objectives	1
(vi)	Verbal Communication	1
(vii)	Physiological	1
A.3 (i)	Massie & Douglas	1
(ii)	(i) Esprit De Corps	1
(iii)	Staffing	1
(iv)	Informal Communication	1

(v)	a) Cognition	1
(vi)	Leadership	1
(vii)	CSR is a concept whereby companies integrate social and environment concerns in their business operations and in their interaction with their stakeholder on a voluntary basis.	1
A.4 (i)	a) i, ii and iv	1
(ii)	c) Gang Boss	1
(iii)	Communication	1
(iv)	Concrete	1
(v)	Safety needs	1
(vi)	b) Human Relations Attitude	1
A.5 (i)	c) Management is pervasive	1
(ii)	Behavioral Science Approach	1
(iii)	Controlling	1
(iv)	b) Autocratic Leadership	1
(v)	From government point of view : When business pay regular taxes, follow the norms of government then it is consider as social responsibility of business which is duly fulfill by it.	1
(vi)	b) Elimination of physical restrictions	1
A.6 (i)	iii) Fatigue study	1
(ii)	c) Facilities discipline and order	1
(iii)	b) Democratic	1
(iv)	CSR gives people the leverage and the platform they need to make a difference in local and global communities. Companies are often collections of like-minded, talented people working towards a broader vision.	1
(v)	c) Motivation	1
(vi)	Information Technology	1
	SECTION B	

A.7	<p>Schizotypal personality disorder: People with this type of personality disorder believe that they can influence other people or events with their thoughts. They often misinterpret behaviors'. This causes them to have inappropriate emotional responses. They may consistently avoid having intimate relationships.</p> <p>Paranoid personality disorder: Paranoid personality disorder is characterized by distrust for others, including friends, family members and partners. People with such a disorder mostly hold grudges against others.</p>	2
A.8	<p>There are two parameters that describe an individual's personality. These five dimensions are also called the 'Big Five Factors' and the model is referred to as the 'Five Factor Model', which is abbreviated as FFM</p> <ul style="list-style-type: none"> • 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 open-minded. • Conscientiousness: 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. 	2
A.9	<p>To add a new slide to a presentation, do the following.</p> <ol style="list-style-type: none"> 1. Click on Slide. 2. Select New Slide from the drop-down. 3. You can also press Ctrl+M on the keyboard. 4. This will add a blank New Slide to the presentation. 5. The layout or arrangement of textboxes, etc., will be similar to the previous one. 	2
A.10	<p>The steps to protect a spreadsheet are as follows.</p> <ol style="list-style-type: none"> 1. Click on Tools and select Protect Spreadsheet 2. A Protect Document dialog box appears 3. Type in a password. 4. Type the same password in the Confirm textbox. 5. Click on OK. 6. Now, when you close the file and open it again, it will ask for the password. Remember this password so that you can open the file. 	2
A.11	<p>The steps to insert a clipart or an image are as follows.</p> <ol style="list-style-type: none"> 1. Click on Insert from the menu. 2. Select Image. 3. An Insert Image 4. Browse through folders and select the image you want to use 5. Click on Open. <p>In this way, you can insert images in your presentation slides and make it more interesting</p>	2
A.12	Features of management as science:-	2

	<p>(i) 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.</p> <p>(ii) 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.</p>	
A.13	<p>Importance of Planning:-</p> <p>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>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>	2
A.14	<p>Herzberg Two-Factor theory</p> <p>Frederick Herzberg developed motivation-hygiene theory on the basis of studies to understand the factors affecting satisfaction or dissatisfaction in a work environment. These factors have been classified as motivators and hygiene factors respectively.</p> <ul style="list-style-type: none"> • Hygiene Factors: These are the basic factors in a job and also known as extrinsic factors. Although, they may not provide positive satisfaction but absence of these factors lead to dissatisfaction. Examples of hygiene factors include status, job security, salary and fringe benefits. • Motivators: These factors are internal to the jobs that provide satisfaction. These are called intrinsic factors. Absence of these factors may not to yield to dissatisfaction but their presence in a job give a sense of satisfaction. Examples of motivators are job challenge, advancement, autonomy, responsibility, etc. 	2
A.15	<p>Advantages of Autocratic Leadership: -</p> <ol style="list-style-type: none"> 1. Such leaders dominate and get the work done through coercion, command and inculcating fear in the group members. 2. They basically dictate all the work methods. 3. This kind of leadership doesn't promote the concept of creativity from the subordinates. 	2

A.16	<p>An effective leader possesses certain qualities or traits which differentiates them amongst common persons. Some of the qualities which are needed for a good leader are: -</p> <p>1. Physical Features: - A leader should have good health and physical fitness. Height, weight, physique and stamina are significant for leadership. Physical and mental strength also help in managing long hours of work.</p> <p>2. Intelligence: - A leader is expected to have superior knowledge and expertise to handle organisational issues. He should be able to identify the problematic areas and solve them. He should possess scientific and logical abilities along technical competence.</p>	2
A.17	<p>Principles of Management propounded by Henri Fayol are :-</p> <p>1. Division of work – This is the Principle of specialization which applies to all kinds of work. Specialization increases output by making employees more efficient. According to Fayol the work should be divided into small tasks which should be performed by trained specialist.</p> <p>2. Unity of Direction – According to Fayol there should be one head and one plan for a group of activities having same objectives. This Principle when applied properly ensures unity of action and facilitates coordination. Each department of the organization must have their own plans and focus should be towards achievement of organizational goals.</p> <p>3. Scalar chain – 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. 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>	3
A.18	<p>The communicative technologies in the world have been increasing in numbers as well as in speed, clarity and accuracy. The importance of communication are as follows:-</p> <p>1. For transfer of ideas: To transfer ideas from one to another person, communication plays significant role. Every human being has some ideas that are unique as well as creative. Out of all this ideas some ideas can be implemented in real life and can turn into measure creation too.</p> <p>2. Aids in Decision making: The information through communication is aids in decision making. Communication help to access vital information required to take important decision.</p> <p>3. Provide Effective Leadership: Through effective communication skill,</p>	

	<p>manager may become more connected with his sub-ordinates and exchange ideas as well as submit appropriate proposal, knows the opinions, seeks their advices and take decisions.</p>	
A.19	<p>Alderfer developed a model of motivation aligning with Maslow's motivation theory by reducing the five needs suggested by Maslow to three needs. These needs are Existence, Relatedness and Growth. According to Alderfer, there is no hierarchy of needs and any desire to fulfil a need can be activated at any point in time. This results in the lower level needs not requiring to be satisfied in order to satisfy a higher level need.</p> <ul style="list-style-type: none"> • Existence: It refers to our concern with basic material existence motivators. • Relatedness: It refers to the motivation we have for maintaining interpersonal relationships. • Growth: It refers to an intrinsic desire for personal development. 	3
A.20	<p>Top management constitute the highest level in the management hierarchy. This level consists of small group of executives who are the senior most in the organization. Top management has the maximum source of authority & it establishes goals & policies for the enterprise.</p> <p>Functions of Top Management</p> <ol style="list-style-type: none"> 1. To lay down the objectives of the enterprise. 2. To prepare strategic plans & policies for the enterprise. 3. To assign jobs to different individuals working at middle level. 4. To arrange all the finance required to carry on day to day activities. 	4
A.21	<p>An Organisation Structure shows the authority responsibility relationship between the various positions in the organization by showing who reports whom, It lays down the pattern of communication and coordination in the enterprise. It facilitates growth of the enterprise by increasing capacity to handle diversified situations. Organisation structure is usually shown on an organisation chart. There are basically 2 types of organization structure.</p> <p>1. 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. For example –A steel manufacturing Company .has divided its structure into Manufacturing, Finance, Marketing Personnel, Research and Development, as it has diversified activities and its operation require a high degree of specialization.</p> <p>2. 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 organisations.</p>	4

	Each division functions relatively autonomously because it contains most of the functional expertise under each unit. Division can be formed according to product, customers, processes or geographical division. For Example Samsung has multiproduct based division Each Product division has its own Manufacturing, Research and Development, Marketing, Finance departments.	
A.22	<p>Participative Leadership</p> <p>Participative leadership also known as democratic leadership style involves the leader and one or more employees in the decision-making process. The decisions are made after consulting the group. Although, the leader keeps the final decision-making authority with him. Employees respect this kind of leadership.</p> <p>The democratic leader makes decision by consulting his team, but maintains control over the group activities. He allows his team to decide how the task will be done and who will perform which task. He also informs them about the matters which affect them.</p> <p>On one hand he encourages participation and delegates wisely, but he maintains the fact that he bears the responsibility of leadership. He takes suggestions from the group members. Their strong points are considered in order to obtain the best performance from his team. He also hears the grievances and opinions of his subordinates.</p> <p>Advantages of participative leadership:</p> <ol style="list-style-type: none"> Such kind of leadership inspires confidence and loyalty amongst the team members. Participation in the decision-making process satisfaction to the workers and increases productivity at work place. This kind of leadership induces confidence, cooperation and loyalty among the employees. Morale of the employees also becomes high. 	4
A.23	<p>Social responsibility of business is important from the following point of view.</p> <ol style="list-style-type: none"> From employees' point of view: With the help of companies' employment and healthy working condition, social responsibility of business is important for employees. From Customer point of view: Under social responsibility, business follows ethical practice and manufacture the product which is as per expected quality and reasonable price. From investor point of view: Business who understand value of social responsibility is provide protection to the investor fund with help of development and growth of its business as well as expected return to investors with profit earn by it. From Suppliers point of view: The importance of social responsibility is also require to perform in case of suppliers as they are one to provide raw material to business as well as other required material. When they are paid on time as well as 	4

	<p>reasonable demands of them are satisfied company, suppliers are loyal to business.</p> <p>5. From government point of view : When business pay regular taxes, follow the norms of government then it is consider as social responsibility of business which is duly fulfill by it.</p>	
A.24	<p>Merits of E-business</p> <p>1.Lower costs E-business helps in decreasing transaction costs. It saves paper and stationery costs. It is cheaper than traditional business models. The business man running an E-business model (particularly B2C) doesn't need to spend on purchasing physical space and maintaining it. He also saves costs on recruitment as there is no need to hire and train people for store. The only cost is hiring a person who is proficient on technology and computer skills.</p> <p>2.Time saving E-business helps in saving time for both the consumers and the business. On one hand, customer need not visit the store and waste their time. E-business permits for fast conversations between parties concerned in a business. This helps in quicker decision-making which saves time.</p> <p>3.No physical restrictions There are no geographical boundaries for e-business. The main benefit of E-business is that anyone can order anything from anywhere at any time.</p> <p>4.Eliminates place and accessibility issues Due to ready availability of internet, the consumer need not to go store to buy products. The shops and stores are opened for limited hours only. The internet is reachable across the entire world and available for all the time zones.</p>	4

SET	B
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A.10	<p>Presentation software is being widely used to make digital presentations. It has many advantages, which are as follows.</p> <ol style="list-style-type: none"> 1. They are interesting as they have features like images, videos, animation and music. 2. Making changes in digital presentations is easy. 3. A digital presentation can be shown to a much larger audience by projecting on a screen. 4. The presentation can be printed and distributed to the audience. 	2
A.11	<p>Schizotypal personality disorder: People with this type of personality disorder believe that they can influence other people or events with their thoughts. They often misinterpret behaviors'. This causes them to have inappropriate emotional responses. They may consistently avoid having intimate relationships.</p> <p>Paranoid personality disorder: Paranoid personality disorder is characterized by distrust for others, including friends, family members and partners. People with such a disorder mostly hold grudges against others.</p>	2
A.12	<p>Advantages of Autocratic Leaders: -</p> <p>Such leaders dominate and get the work done through coercion, command and inculcating fear in the group members.</p> <p>They basically dictate all the work methods.</p> <p>This kind of leadership doesn't promote the concept of creativity from the subordinates.</p>	2
A.13	<p>Importance of Controlling:-</p> <ol style="list-style-type: none"> 1) Facilitates decision making- The process of control is complete only when corrective measures have been taken. This requires taking a right decision as to what type of follow up action is to be taken. 2) Facilitates discipline and order – The existence of control system has a positive impact on the behavior of the employees. They are cautious while performing their duties as they know they are being observed by their superiors 	2
A.14	<p>An effective leader possesses certain qualities or traits which differentiates them amongst common persons. Some of the qualities which are needed for a good leader are: -</p> <p>1. Physical Features: - A leader should have good health and physical fitness.</p>	2

	<p>Height, weight, physique and stamina are significant for leadership. Physical and mental strength also help in managing long hours of work.</p> <p>2. Intelligence: - A leader is expected to have superior knowledge and expertise to handle organisational issues. He should be able to identify the problematic areas and solve them. He should possess scientific and logical abilities along technical competence.</p>	
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A.17	<p>Alderfer developed a model of motivation aligning with Maslow's motivation theory by reducing the five needs suggested by Maslow to three needs. These needs are Existence, Relatedness and Growth. According to Alderfer, there is no hierarchy of needs and any desire to fulfil a need can be activated at any point in time.</p> <p>This results in the lower level needs not requiring to be satisfied in order to satisfy a higher level need.</p> <ul style="list-style-type: none"> • Existence: It refers to our concern with basic material existence motivators. • Relatedness: It refers to the motivation we have for maintaining interpersonal relationships. • Growth: It refers to an intrinsic desire for personal development. 	3
A.18	<p>Formal Communication: 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.</p> <p>Advantages of formal communication</p> <ul style="list-style-type: none"> • When you want to finalize policy and want to decide a course to adopt, then formal communication is more effective 	

	<ul style="list-style-type: none"> • Formal communication can help in establishing procedures and ensuring that the steps are followed. • Any promises or any official plans need to be formally documented so that they can be referred to later. 	
A.19	<p>Principles of Management propounded by Henri Fayol are :-</p> <p>Division of work – This is the Principle of specialization which applies to all kinds of work. Specialization increases output by making employees more efficient. According to Fayol the work should be divided into small tasks which should be performed by trained specialist.</p> <p>Unity of Direction – According to Fayol there should be one head and one plan for a group of activities having same objectives. This Principle when applied properly ensures unity of action and facilitates coordination. Each department of the organization must have their own plans and focus should be towards achievement of organizational goals.</p> <p>Scalar chain – 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. 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>	3
A.20	<p>Principles of Scientific Management To achieve efficiency & reduced costs it was important to follow a scientific approach which would provide alternative & expected consequences. 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”.</p> <p>Following are the Scientific Principles of Taylor :-</p> <p>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.</p> <p>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.</p> <p>(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 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>	4
A.21	<p>Merits of E-business</p> <p>1.Lower costs</p> <p>E-business helps in decreasing transaction costs. It saves paper and stationery costs. It is cheaper than traditional business models. The business man running</p>	4

	<p>an E-business model (particularly B2C) doesn't need to spend on purchasing physical space and maintaining it. He also saves costs on recruitment as there is no need to hire and train people for store. The only cost is hiring a person who is proficient on technology and computer skills.</p> <p>2.Time saving E-business helps in saving time for both the consumers and the business. On one hand, customer need not visit the store and waste their time. E-business permits for fast conversations between parties concerned in a business. This helps in quicker decision-making which saves time.</p> <p>3.No physical restrictions There are no geographical boundaries for e-business. The main benefit of E-business is that anyone can order anything from anywhere at any time.</p> <p>4.Eliminates place and accessibility issues Due to ready availability of internet, the consumer need not to go store to buy products. The shops and stores are opened for limited hours only. The internet is reachable across the entire world and available for all the time zones.</p>	
A.22	<p>Participative Leadership Participative leadership also known as democratic leadership style involves the leader and one or more employees in the decision-making process. The decisions are made after consulting the group. Although, the leader keeps the final decision-making authority with him. Employees respect this kind of leadership.</p> <p>The democratic leader makes decision by consulting his team, but maintains control over the group activities. He allows his team to decide how the task will be done and who will perform which task. He also informs them about the matters which affect them.</p> <p>On one hand he encourages participation and delegates wisely, but he maintains the fact that he bears the responsibility of leadership. He takes suggestions from the group members. Their strong points are considered in order to obtain the best performance from his team. He also hears the grievances and opinions of his subordinates.</p> <p>Advantages of participative leadership: Such kind of leadership inspires confidence and loyalty amongst the team members. Participation in the decision-making process satisfaction to the workers and increases productivity at work place. This kind of leadership induces confidence, cooperation and loyalty among the employees. iv. Morale of the employees also becomes high.</p>	4
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	<p>4. From Suppliers point of view: The importance of social responsibility is also require to perform in case of suppliers as they are one to provide raw material to business as well as other required material. When they are paid on time as well as reasonable demands of them are satisfied company, suppliers are loyal to business.</p> <p>5. From government point of view : When business pay regular taxes, follow the norms of government then it is consider as social responsibility of business which is duly fulfill by it.</p>	
A.24	<p>An Organisation Structure shows the authority responsibility relationship between the various positions in the organization by showing who reports whom, It lays down the pattern of communication and coordination in the enterprise. It facilitates growth of the enterprise by increasing capacity to handle diversified situations. Organisation structure is usually shown on an organisation chart. There are basically 2 types of organization structure.</p> <p>1. 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. For example –A steel manufacturing Company .has divided its structure into Manufacturing, Finance, Marketing Personnel, Research and Development, as it has diversified activities and its operation require a high degree of specialization.</p> <p>2. 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 organisations. Each division functions relatively autonomously because it contains most of the functional expertise under each unit. Division can be formed according to product, customers, processes or geographical division. For Example Samsung has multiproduct based division Each Product division has its own Manufacturing, Research and Development, Marketing, Finance departments.</p>	4