

CBSE | DEPARTMENT OF SKILL EDUCATION

BUSINESS ADMINISTRATION (SUBJECT CODE 833)

Marking Scheme of Sample Question Paper for Class XII

(Session 2020-21)

Max. Time: 3 Hours

Max. Marks: 70

General Instructions:

1. Please read the instructions carefully.
2. This Question Paper consists of **25 questions** in two sections – Section A & Section B.
3. Section A has Objective type questions whereas Section B contains Subjective type questions.
4. **Out of the given (6 + 19 =) 25 questions, a candidate has to answer (6 + 12 =) 18 questions in the allotted (maximum) time of 3 hours.**
5. All questions of a particular section must be attempted in the correct order.
6. **SECTION A - OBJECTIVE TYPE QUESTIONS (35 MARKS):**
 - i. This section has 06 questions.
 - ii. There is no negative marking.
 - iii. Do as per the instructions given.
 - iv. Marks allotted are mentioned against each question/part.
7. **SECTION B – SUBJECTIVE TYPE QUESTIONS (35 MARKS):**
 - i. This section contains 19 questions.
 - ii. A candidate has to do 12 questions.
 - iii. Do as per the instructions given.
 - iv. Marks allotted are mentioned against each question/part.

SECTION A: OBJECTIVE TYPE QUESTIONS

Q. 1	Answer any 4 out of the given 6 questions on Employability Skills (1 x 4 = 4 marks)	
i.	Ans. Reflective feedback (option b).	1
ii.	Ans. Mental set of characteristics (option a)	1
iii.	Ans. Ctrl+A (Option d)	1
iv.	Ans. United Nations Environment Programme	1
v.	Ans. Realistic.	1
vi.	Ans. Self-motivation is important because (Any Two) <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

Answer any 7 of the given 8 questions (1x7=8)

Q2.	Answer any 7 out of the given 8 questions (1 x 7 = 7 marks)	
i.	Ans. Massie & Douglas (Option C)	1
ii.	Ans Top level (option a)	1
iii.	Ans. Fatigue (option c)	1
iv.	Ans. Decentralization.(Option b)	1
v.	Ans. Division of work	1
vi.	Ans. False (Motivation)	1
vii.	Ans. Improve (option D)	1
viii.	Ans. Supervision, leadership , motivation, communication (any two)	1

Answer any 6 of the given 7 questions (1x6=6)

Q3.	Answer any 6 out of the given 7 questions (1 x 6 = 6 marks)	
i.	Ans. Coordination.	1
ii.	Ans. Henry Fayol	1
iii.	Ans. Gang-plank.	1
iv.	Ans. Non-Verbal	1
v.	Ans. False	1
vi.	Ans. Planning	1
vii.	Ans. Art (Option A)	1

Answer any 6 of the given 7 questions (1x6=6)

Q4.	Answer any 6 out of the given 7 questions (1 x 6 = 6 marks)	
i.	Ans. Top level	1
ii.	Ans. Systematic	1
iii.	Ans. Content theory.	1
iv.	Ans. Social needs	1
v.	Ans. Status, praise, group incentive, participation and involvement, opportunity for growth, suggestion system (any two)	1

vi.	Ans. Job enlargement	1
vii.	Ans. Transfer of ideas, Aids in Decision making, Provide Effective Leadership, for interacting with society, for education, Increases Cooperation and Organizational Peace. (any Two)	1

Answer any 6 of the given 7 questions (1x6=6)

Q5.	Answer any 6 out of the given 7 questions (1 x 6 = 6 marks)	
i.	Ans. Forms of verbal communication are: formal and informal.	1
ii.	Ans. Any one. (a) Supply goods and service which customer can't or do not want to produce for them. (b) Creating jobs for suppliers, co-workers, customer and distributor. (c) Continually developing new process for goods and service. (d) Investment in new technologies as well as in the skills of employees. (e) Building up as well as spreading international standards. (f) Developing good practice in different areas such as environment and workplace safety.	1
iii.	Ans. False.	1
iv.	Ans. Economic, legal, ethical, Philanthropic	1
v.	Ans. E- Commerce.	1
vi.	Ans. Information Technology (I.T)	1
vii.	Ans. E-business	1

Answer any 6 of the given 7 questions (1x6=6)

Q6.	Answer any 6 out of the given 7 questions (1 x 6 = 6 marks)	
i.	Ans. Technology	1
ii.	Ans. Cause-and-effect	1
iii.	Ans. TQM (Total Quality Management)	1
iv.	Ans. False (Classical)	1
v.	Ans. Direction.	1
vi.	Ans. Functional and divisional.	1
vii.	Ans. There are 5 types of plan. Objectives, Strategies, Policies, Procedure and Programmers	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.

Q. 7	Ans. A spreadsheet is a file that exists of cells in rows and columns and can help arrange, calculate and sort data. Data in a spreadsheet can be numeric values, as well as text, formulas, references and functions. Insert or delete a column 1. Select any cell within the column, then go to Home > Insert > Insert Sheet Columns or Delete Sheet Columns. 2. Alternatively, right-click the top of the column, and then select Insert or Delete. Insert or delete a row	2
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	<ol style="list-style-type: none"> 1. Select any cell within the row, then go to Home > Insert > Insert Sheet Rows or Delete Sheet Rows. 2. Alternatively, right-click the row number, and then select Insert or Delete. 	
Q. 8	<p>Ans. Common personality disorders following are the common personality disorders.(Mention any two)</p> <ol style="list-style-type: none"> a. Paranoid b. Antisocial c. Schizoid d. Borderline e. Narcissistic f. Avoidant g. Dependent h. Obsessive- 	2
Q. 9	<p>Ans. Active listening helps others feel comfortable sharing information with us. When we demonstrate our ability to sincerely listen to what others have to say, people will be more interested in communicating with us on a regular basis. This can help open up opportunities to collaborate with others, get work done quickly or start new projects. All of these things can help lead us to success in our career</p>	2
Q. 10	<p>Ans. Green Job: The jobs which are related with the aim directly at protecting the environment or which seek to minimise impact on the health of the planet.</p> <p>Role in improving energy and use of raw material: The energy produced through hydro-electric power plants, thermal power plants, nuclear power plants has grave consequences on the environment. Using alternate source of energy to produce electricity will not only minimize the exploitation of resources but will help the economy to flourish</p>	2
Q. 11	<p>Ans. Barriers to becoming an effective entrepreneur are:</p> <ol style="list-style-type: none"> a. Unsupportive business b. Employee related difficulties c. Market entry regulations d. Shortage of funds and resources e. Lack of Entrepreneurial Capacity. f. Lack of Adequate Entrepreneurship Training. g. Lack of Appropriate. h. Fear of Failure. 	2

Answer any 4 out of the given 6 questions in 20-30 words each (2x4=8 marks)

Q. 12	<p>Ans. Following are the differences between Unity of Command and Unity of Direction.</p> <ol style="list-style-type: none"> i. Unity of command prevents dual subordination whereas unity of direction prevents overlapping of activities. ii. Unity of command affects the efficiency of an employee whereas unity of direction affects the efficiency of the organization. 	2
Q. 13	<p>Ans. Management as a Science- Science means a systematic body of knowledge pertaining to a specific field of study. It contains general principles and facts which explains a phenomenon. These principles establish cause-and-effect relationship between two or more factors. Scientific methods of observations and experiments are used to develop principles of science</p>	2

Q. 14	Ans. According to Henri Fayol “Coordination harmonizes synchronizes and unifies individual efforts for better action and for the achievement of the business objectives.”	2																		
Q. 15	Ans. The concept is Supervision and its purpose is to ensure that subordinates perform their tasks according to prescribed procedures and as efficiently as possible	2																		
Q. 16	Ans. 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.	2																		
Q. 17	<p>Ans.</p> <table border="1"> <thead> <tr> <th>S.No</th> <th>Motivation</th> <th>Inspiration</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Motivation is external as the individual is persuaded by someone else.</td> <td>Inspiration is internal as it comes from within the individual</td> </tr> <tr> <td>2.</td> <td>The encouragement comes from someone else by offering rewards both of financial and non-financial nature.</td> <td>The encouragement and ideas come from the individual itself.</td> </tr> <tr> <td>3.</td> <td>Motivation is a short lived phenomenon lasts as long as the reward is there</td> <td>Inspiration stays for long term</td> </tr> <tr> <td>4.</td> <td>Motivation is self-oriented as the outcomes matter to the individual</td> <td>Inspiration is service oriented as the outcomes matter to those who are being served. It promotes partnership.</td> </tr> <tr> <td>5.</td> <td>Motivation is competitive by nature</td> <td>Inspiration is collaborative by nature.</td> </tr> </tbody> </table>	S.No	Motivation	Inspiration	1.	Motivation is external as the individual is persuaded by someone else.	Inspiration is internal as it comes from within the individual	2.	The encouragement comes from someone else by offering rewards both of financial and non-financial nature.	The encouragement and ideas come from the individual itself.	3.	Motivation is a short lived phenomenon lasts as long as the reward is there	Inspiration stays for long term	4.	Motivation is self-oriented as the outcomes matter to the individual	Inspiration is service oriented as the outcomes matter to those who are being served. It promotes partnership.	5.	Motivation is competitive by nature	Inspiration is collaborative by nature.	2
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Answer any 2 of the given 3 questions 30-50 words each (3x2=6 marks)

Q. 18	<p>Ans. Henri Fayol (1841-1920) was revolutionizing managerial thinking in France. Fayol developed an administrative theory, which explained the process of managing an organization from top managerial perspective. He began by classifying business operations into six major activities i.e. Technical, Commercial, Financial, Security, Accounting & Managerial. He was also the first practitioner to identify five major functions of management i.e. Planning, Organising, Commanding, Coordination, Controlling.</p> <p>Fayol developed the concept of administration through the principles of management. These principles were published in 1917 in his book titled ‘Administration industrielle et generale’ which was reprinted in English in 1949 as ‘General & Industrial Management’.</p>	3
Q. 19	<p>Ans. Steps involved in the staffing Process</p> <ul style="list-style-type: none"> • Manpower planning • Recruitment • Selection • Placement • Induction and Orientation • Training and Development • Performance Appraisal • Promotion and Transfers • Compensation 	3

Q. 20	<p>Ans. 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 fulfill 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
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Answer any 3 out of the given 5 questions in 60-90 words each (5x3=15 marks)

Q. 21	<p>Ans. The efficient management of human & material resources is essential for achievement of objectives of any organization. The success of any business lies in the quality of management. The significance of management will be more clear through the following points :-</p> <ol style="list-style-type: none"> 1. Determination of objectives – Management helps in determining the objective of the organization. No organization can succeed in its operations unless its objectives are identified & well defined. These objectives have to be communicated to all the people working in the organization. 2. Achievement of the objectives – Management plays a vital role in accomplishment of organizational objectives & goals. The coordination & integration of material & human resources helps in achieving the pre-determined goals effectively & efficiently. 3. Efficient use of resources – An efficient management can lead a business towards growth & prosperity. Management reduces wastage of human, material & financial resources through proper planning & control. 4. Encourages innovation – Management encourage innovation in the organization. Innovation brings new ideas, new methods, new products & makes the organization more competitive. 5. Personal objectives – Personal objectives are concerned with satisfaction of financial & social needs of the employees. Through motivation & direction management helps the individuals to achieve their personal goals while working towards organizational objectives. 6. Economic development – Management helps in development of the society by producing good quality products, creating employment opportunities & adopting new technology. 7. Creates dynamic organization – Management helps the employees to overcome their resistance to change & adopt as per changing situation to ensure its survival & growth. 	5
Q. 22	<p>Ans. Techniques of Science Management 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 	5

	<p>motion</p> <ol style="list-style-type: none"> 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, and 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. 	
<p>Q. 23</p>	<p>Ans. The concepts are planning and controlling and the following steps are necessary to establish a good relationship between them.</p> <ol style="list-style-type: none"> 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 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. 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>5</p>
<p>Q. 24</p>	<p>Ans. Following are the qualities for a good leader</p> <ol style="list-style-type: none"> 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. 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. 3. Maturity: - A leader should possess a high level of emotional quotient. He should maintain cool temperament. He should be highly tolerant. He should be open minded to accept new ideas. He should be able to look at the things objectively. 4. Sense of Responsibility: - A leader should be prepared to take the responsibility for the consequence of any decision he contemplates. He should be aware of the duties and responsibilities related with the position he holds. 5. Human Relations Attitude: - A good leader should develop friendly relations with his team members. He should develop personal contact with them. He should understand. He 	<p>5</p>

	<p>should often talk to his team members to understand and listen their problems at professional and personal front. He should be able to provide solutions to their problems.</p> <ol style="list-style-type: none"> 6. Inner Motivation: - Leaders should be personally motivated to accomplish the Organisational goals. This way he will be inspiring his team to. He has to set example before his people. He should be dependable. 7. Emotional Balance: - A leader must handle his emotions, particularly in crisis situations. He should be balanced in all the situations. He should not be biased; he should act logically in his actions. He should avoid demonstration of emotions like impatience, anger or hatred for any of his subordinates. 8. Empathy: - The ability of a leader to visualise things from others' point of view is known as empathy. The manager must understand the needs and aspirations of his subordinates. These days organisations are becoming people centric. That's why empathy is regarded as an important trait in leadership. Research has proved that managers who are empathetic promote better job performance. 9. Vision and Foresight: - A leader should be able to visualize events well in advance. Visionary leaders determine the success of the organisation. He should be highly imaginative and determined. 	
<p>Q. 25</p>	<p>Ans. Social Responsibility means for every business as the objective of managers for taking decision related to business is not only to maximize profit or shareholder value but also to serve and protect the interest of other members of its society like consumer, worker and community as a whole.</p> <p>Social responsibility of business is important from the following point of view.</p> <ol style="list-style-type: none"> 1. From employees' point of view: with the help of companies' employment and healthy working condition, social responsibility of business is important for employees. 2. From Customer point of view: under social responsibility, business follows ethical practice and manufactures the product which is as per expected quality and reasonable price. 3. 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. 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. 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. 6. From Society point of view: business need to work in society, some importance of social responsibility is also define from society point of view. The business provide good product, try to maintain clean environment, provide opportunity to participate to business as well as work for the overall development of society, these are the some example of it. 	<p>5</p>