

CBSE | DEPARTMENT OF SKILL EDUCATION

BUSINESS ADMINISTRATION (SUBJECT CODE - 833)

MARKING SCHEME FOR CLASS XII (SESSION 2025-2026)

Max. Time: 3 Hours

Max. Marks: 60

General Instructions:

1. Please read the instructions carefully.
2. This Question Paper consists of **24 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 + 18 =) 24 questions, a candidate has to answer (6 + 11 =) 17 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 (30 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 (30 MARKS):**
 - i. This section contains 18 questions.
 - ii. A candidate has to do 11 questions.
 - iii. Do as per the instructions given.
 - iv. Marks allotted are mentioned against each question/part.

SECTION A: OBJECTIVE TYPE QUESTIONS

Q. No.	QUESTION	Source Material (NCERT/PSSCIVE/ CBSE Study Material)	Unit/ Chap. No.	Marks
Q. 1	Answer any 4 out of the given 6 questions on Employability Skills (1 x 4 = 4 marks)			
i.	(d) He wrote a letter to his sister	Employability Skills- Books XII	Unit-1	1
ii.	First generation entrepreneurs are those who do not have any entrepreneurship background	Employability Skills- Books XII	Unit-4	1
iii.	(c) Send it back to the production line to be melted	Employability Skills- Books XII	Unit-5	1
iv.	b. CTRL + M	Employability Skills- Books XII	Unit-3	1
v.	c. Action-oriented	Employability Skills- Books XII	Unit-2	1
vi.	b) Self- confidence	Employability Skills- Books XII	Unit-2	1
Q. 2	Answer any 5 out of the given 7 questions (1 x 5 = 5 marks)			
i.	(b) Rule	CBSE Study Material	UNIT-3	1
ii.	(c) Controlling	CBSE Study Material	UNIT-3	1
iii.	(a) Principle of Equity	CBSE Study Material	UNIT-2	1
iv.	Informal Communication	CBSE Study Material	UNIT-4	1
v.	(c) (A) is true, but (R) is false.	CBSE Study Material	UNIT-5	1
vi.	(c) Variable	CBSE Study Material	UNIT-5	1
vii.	(b) Estimating manpower requirements	CBSE Study Material	UNIT-3	1
Q. 3	Answer any 6 out of the given 7 questions (1 x 6 = 6 marks)			

i.	(c) Both ways	CBSE Study Material	UNIT-4	1
ii.	a. Technological and social.	CBSE Study Material	UNIT-7	1
iii.	(b) Unsatisfied need, tension, drives, search behaviour, satisfied behaviour, reduction of tension	CBSE Study Material	UNIT-6	1
iv.	(c) To estimate a fair days work	CBSE Study Material	UNIT-2	1
v.	(c) Leadership	CBSE Study Material	UNIT-6	1
vi.	F.W. Talar	CBSE Study Material	UNIT-2	1
vii.	(c) A is true but R is false	CBSE Study Material	UNIT-5	1
Q. No.	QUESTION	Source Material (NCERT/PSSCIVE/ CBSE Study Material)	Unit/ Chap. No.	Marks
Q. 4	Answer any 5 out of the given 6 questions (1 x 5 = 5 marks)			
i.	(b) Visual Communication	CBSE Study Material	UNIT-2	1
ii.	(a) Tangible force	CBSE Study Material	UNIT-2	1
iii.	(A) Profit, People, and Planet	CBSE Study Material	UNIT-7	1
iv.	(b) Coordination	CBSE Study Material	UNIT-1	1
v.	Controlling	CBSE Study Material	UNIT-3	1
vi.	d) Mechanical relationship	CBSE Study Material	UNIT-3	1
Q. 5	Answer any 5 out of the given 6 questions (1 x 5 = 5 marks)			
i.	(b) Management is an activity	CBSE Study Material	UNIT-1	1
ii.	b) Customer Relationship Management	CBSE Study Material	UNIT-7	1
iii.	(d) The consequences of the act are substantial	CBSE Study Material	UNIT-7	1
iv.	(b) Encoding	CBSE Study Material	UNIT-4	1
v.	b) Consumer to Business (C2B)	CBSE Study Material	UNIT-8	1
vi.	time and money	CBSE Study Material	UNIT-8	1
Q. 6	Answer any 5 out of the given 6 questions (1 x 5 = 5 marks)			
i.	(a) Functional Foremanship	CBSE Study Material	UNIT-3	1
ii.	a) Classical Approach	CBSE Study Material	UNIT-1	1
iii.	(c) Putting right people in right job	CBSE Study Material	UNIT-3	1
iv.	(d) A is false but R is true.	CBSE Study Material	UNIT-2	1
v.	(b) It is more relevant at lower-level management	CBSE Study Material	UNIT-2	1
vi.	(d) Espirit De Corpse	CBSE Study Material	UNIT-2	1

SECTION B: SUBJECTIVE TYPE QUESTIONS

Q. No.	QUESTION	Source Material (NCERT/PSSCIVE/ CBSE Study Material)	Unit/ Chap. No.	Marks
Answer any 3 out of the given 5 questions on Employability Skills in 20 – 30 words each (2 x 3 = 6 marks)				
Q. 7	The steps to protect a spreadsheet are as follows. 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.	Employability Skills- Books XII	Unit-3	2

	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.			
Q. 8	Self-awareness is about understanding one's own needs, desires, habits, traits, behaviours and feelings. Steps towards self-awareness • The first step for practicing self-awareness is gaining a greater awareness of one's emotions • The second step to practicing self-awareness is making a habit of tracking one's feelings. • The third step for practicing self-awareness is expanding one's practice to areas of life beyond the person's feelings	Employability Skills- Books XII	Unit-2	2
Q. 9	<u>Qualities of a successful entrepreneur:</u> (a) <u>Initiative:</u> An entrepreneur must be able to initiate action and take advantage of an opportunity. (b) <u>Willingness to take risks:</u> In any business, there is an element of risk involved. It implies that it is not necessary that every business shall earn a profit. This deters individuals to take up risks and start a business. (c) <u>Ability to learn from experience:</u> An entrepreneur may make mistakes. However, once an error is committed, it must be tried that it is not repeated as it may lead to heavy losses. Therefore, the person must have the ability to learn from experience. (d) <u>Motivation:</u> It is necessary for success in every walk of life. Once you get motivated to do something, you will not rest until you complete it. It is an essential quality to become a successful entrepreneur. *ANY 2	Employability Skills- Books XII	Unit-4	2
Q. 10	Eco-tourism is intended to provide an experience to visitors to understand the importance of conserving resources, reducing waste, enhancing the natural environment and reducing pollution. This helps improve public image as the visitors feel good about	Employability Skills- Books XII	Unit-5	2

	being in an environment friendly place. Green jobs in eco-tourism include eco-tour guides and eco-tourism operators			
Q. 11	R: Remove distractions that may hamper listening. For example, reducing the volume of television, radio or mobile phone while talking to a person. E: Eye contact refers to looking at the speaker while listening. S: Show that you are listening attentively to the speaker through gestures. P: Pay attention and focus on what the speaker is saying. E: Empathise and feel the emotions of the speaker. Empathy is the ability to share someone's feelings or experiences by imagining what it would be like to be in that person's situation. C: Clarify doubts. Ask questions to clarify doubts. T: Tune yourself to the timing of the speaker, i.e., wait for the speaker to finish, and then, respond	Employability Skills- Books XII	Unit-1	2
Answer any 3 out of the given 5 questions in 20 – 30 words each (2 x 3 = 6 marks)				
Q. 12	Motivation is psychological process as each person in the organization is different and a same kind of motivational technique does not apply to all kinds of individuals	CBSE Study Material	UNIT-5	2
Q. 13	<u>Manpower planning</u> - Estimation of manpower requirements in the future is the first stage in the staffing process. It is known as manpower or human resources planning. Its purpose is to make right kind of personnel available so that there is no surplus or shortage of people in any department. To determine the qualifications needed to meet the requirements of jobs, the organisation first of all has to analyse the jobs, write the jobs description and prepare job specifications.	CBSE Study Material	UNIT-2	2
Q. 14	<u>Transformational Leaders</u> : - these leaders are responsible for introducing	CBSE Study Material	UNIT-6	2

	dramatic changes in the organisations. James V. Downton introduced the concept of transformational leadership. These leaders are charismatic and are capable of motivating others. This kind of leadership promotes intelligence, rationality and problem solving. <u>Transactional Leaders:</u> - As compared to transformational leadership, the transactional leadership works on the idea that people are self-motivated who work in a structured and organised way. This is more towards compliance of rules and regulations. Such Leadership get their work done through rewards and punishments.			
Q. 15	• Unity of command prevents dual subordination whereas unity of direction prevents overlapping of activities. • Unity of command affects the efficiency of an employee whereas unity of direction affects the efficiency of the organization.	CBSE Study Material	UNIT-3	2
Q. 16	TRAITS OF AUTOCRATIC LEADERS: (i) Such leadership styles lead to frustration, low morale and conflict among subordinates. (ii) Subordinates tend to shirk responsibility and initiative at times as they don't get an opportunity to participate in decision making process. (iii) Potential of subordinates and their creative ideas are not properly utilized. (iv) Such leadership style poses a threat for continuity of the organisation. ANY 2	CBSE Study Material	UNIT-6	2
Answer any 2 out of the given 3 questions in 30– 50 words each (3 x 2 = 6 marks)				
Q. 17	.Abraham Maslow First level need in 'Need Hierarchy Theory' is Psychological Needs: These needs include the basis needs of an individual which include food, air, water and shelter. Highest level need in 'Need Hierarchy Theory' is self-actualization needs. It is the pursuit of reaching one's full potential as a	CBSE Study Material	UNIT-5	3

	person			
Q. 18	A: <u>Functional Foremanship</u> – Taylor 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. B: <u>Differential Piece Rate System</u> – 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 be differentiated.	CBSE Study Material	UNIT-2	3
Q. 19	Ethical responsibilities include the behaviour of the firm that is expected by the society but not codified in law. The factors of ethical responsibility include that the business must be environmentally friendly. The business should always be aware of its activities and how do they affect the environment. It is the moral and ethical responsibility of every human and every business.	CBSE Study Material	UNIT-7	3
Answer any 3 out of the given 5 questions in 50– 80 words each (4 x 3 = 12 marks)				
Q. 20	CSR: CORPORATE SOCIAL RESPONSIBILITIES • <u>Potential business benefits of CSR:</u> Human resources: A CSR programme can be an aid to recruitment and retention, particularly within the competitive graduate student market. Potential recruits often ask about a firm's CSR policy during an interview, and having a comprehensive policy can give an advantage. • Risk management managing risk is a central part of many corporate strategies. Reputation as take decades to build up can be ruined in	CBSE Study Material	UNIT-7	4

	hours through incident such as corruption scandals or environmental accident. These can also draw unwanted attention from regulators, courts, governments & media. Building a genuine culture of <u>‘doing the right thing’</u> within a corporation can offset these risk. • Brand differentiation in crowded market places, company’s striving for a unique selling proposition. That can separate them from the competition in the minds of consumers. CSR can play role in building customer loyalty based on distinctive ethical values. • License to operate corporation are keen to avoid interference in there business through taxation. By taking substantive voluntary steps, they can pursuit governments that they are taking issues such as health & safety, diversity, or the environment seriously as good corporate citizen with respect to labor standards and impacts on the environment.			
Q. 21	The importance of management highlighted: 1. <u>Helps in achieving personal objectives</u>– 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. 2. <u>Helps in the development of society</u>- The organisation tries to behave as responsible constituent of society and always creates good quality products. 3. <u>Creates a dynamic organisation</u>- 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.	CBSE Study Material	UNIT-1	4
Q. 22	a. B. Initiates action b. C. Democratic c. D. Employee recognition d. C. Esteem needs	CBSE Study Material	UNIT-5/6	4
Q. 23	Miss Jyoti is working at lower level. Three functions performed by Miss Jyoti are	CBSE Study Material	UNIT-3	4

	• To represent the grievance of workers before the middle level management. • To plan and organize the activities of their unit. • To maintain discipline among workers. (any other relevant point)			
Q. 24	E-Business Difficulties of e-business: 1. Lacks personal touch. 2. Security issues 3. Internet Connectivity 4. High Initial Costs 5. Highly competitive 6. Dearth of skilled manpower Explain any 4	CBSE Study Material	UNIT-8	4