



B.K. BIRLA CENTRE FOR EDUCATION

SARALA BIRLA GROUP OF SCHOOLS
A CBSE DAY-CUM-BOYS' RESIDENTIAL SCHOOL

TERM 1 EXAMINATION 2026-27
BUSINESS ADMINISTRATION (SET II)

Class: XII
Date: 7.09.2026
Admission no:

Marking Scheme

Time: 3 hrs
Max Marks: 60
Roll no:

1.	ANSWER ANY 4 OUT OF 6 i) Speaking, listening , reading and writing are the parts of communication ii) (B) phrase iii) (D) apostrophe iv) Stress v) (B) Result oriented goal vi) (C) Extraversion	(4)
2.	ANSWER ANY 5 OUT OF 7 i) dedication and punctuality ii) FALSE Max weber was GERMAN , Sociologist iii) (B) Restricted Entry iv) (D) Attitudinal hurdle v) (D) Physiological Needs vi) mentally and emotionally vii) (D) A is false, R is false	(5)
3.	ANSWER ANY 6 OUT OF 7 i) (D) Tactfully ii) (C) Sub-Department executives iii) (A) a → i, b → ii, c → iii, d → iv iv) ANS: Divisional ; Functional v) (B) Non-Verbal Communication vi) ANS: autocratic vii) B) To develop, produce, and supply goods and services to customers	(6)
4.	ANSWER ANY 5 OUT OF 6 i) (C) A is true, R is false ii) (D) c) and d) iii) red ribbons iv) (B) a) i) ; b) iii) ; c) iv) ; d) ii) v) informal vi) Herzberg and Vroom	(5)
5.	ANSWER ANY 5 OUT OF 6 i) ANS Directing ii) (C) Donating to charity iii) (A) Formal and Informal Communication iv) pessimistic ; optimistic perspective. v) (C) Intelligence and specialized expert knowledge vi) (D) Harmony not discord	(5)
6.	ANSWER ANY 5 OUT OF 6 i) (B) Intrapersonal activities	(5)

	ii) (A) Existence, Relatedness, Growth iii) (B) By creating jobs so they can support their families iv) (A) Both A and R are true and R is the correct explanation of A v) (C) Coordinating vi) Ans: F.W. Taylor	
7.	Answer any 3 out of the given 5 questions (2x3=6 marks) a) Noun: dress, parties Pronoun: she Adjective: beautiful (describes 'dress') Verb: wears Adverb: always (describes how often she wears) b) Noun: cake, friends Pronoun: they, their Adjective: delicious (describes 'cake') Verb: shared Adverb: happily (describes how they shared)	(1)
8.	Active listening is the art of fully concentrating, understanding, responding, and remembering what is being said, showing empathy and support to the speaker.	(1)
9.	R- Remove distractions, E- Eye contact, S- Show attentiveness, P- Pay attention, E- Empathise, C- Clarify doubts, T- Tune to the speaker's timing.	(1)
10.	(i) Practising meditation/yoga calms the mind and reduces anxiety. (ii) Talking to friends or family provides emotional support. (iii) Keeping an accomplishment sheet helps focus on achievements, boosting confidence and positivity.	(2)
11.	The Five Factor Model includes Openness (creative, curious), Conscientiousness (disciplined, organised), Extraversion (outgoing, energetic), Agreeableness (kind, cooperative), and Neuroticism (anxious, moody). For example, Conscientiousness involves being reliable and responsible.	(2)
12.	Ans: There are four steps i) Determination of objectives ii) Identification and grouping of activities iii) Assignment of duties iv) Establishing relationship among individuals and group Determination of objectives: It is important to identify the purpose of the organisation. Purpose determine the resources and all the activities that should be done to achieve the goal	(2)
13.	Advantages of formal communication i) To finalize policy and want to decide a course to adopt, then formal communication is more effective ii) Formal communication can help in establishing procedures and ensuring that the steps are followed. iii) Any promises or any official plans need to be formally documented so that they can be referred to later. Advantages of informal communication i) "Open door policy" and makes people more confident and forthcoming with their ideas and creativity. ii) Informal communication does not incite fear into peoples mind iii) Informal talks encourage people to share their problems.	(3)
14.	Ans: Psychological process: Motivation is a psychological process. It is the process to achieve a desired result by stimulating and influencing the behaviour of subordinates. A manager should understand the needs, motives and desires of every employee in the organization. The reason for this is that each person is different and a same kind of motivational technique does not apply to all kinds of individuals.	(3)

	Influences the behaviour: The most important objective of motivation is to influence the employees' behaviour and thus bringing about the behavioural changes. The managers influence the behaviour of workers and encourage them to concentrate more on their goals.											
15.	i) Maslow's Hierarchy of Needs ii) Herzberg's Two-factor theory iii) McClelland's Achievement Model iv) Alderfer's ERG Theory											
16.	Ans: Laissez-faire leaders are also known as Free Rein leaders give responsibility of setting goals and finding methods to achieve them to the group members. They allow group members to carry out the work on their own. The leaders play a minor role, exercises little control over his group and let the group members handle their problems and find solutions on their own. Advantage : i. It provides team members to explore innovative ideas. ii. It also provides job satisfaction to the employees. iii. It also ensures a development of potential and skills of the group members. iv. This kind of leadership also promotes independence at workplace.											
17.	Answer any 2 out of the given 3 question in 30-50 words each (3x2=6marks) ANS: Three principles can be identified. Division of Work, Scalar Chain and Authority & Responsibility Division of Work: Work should be divided into smaller tasks and assigned according to specialization. This reduces duplication, improves efficiency, and ensures employees focus on their strengths. Scalar Chain: A clear line of authority should exist from top management to the lowest level. Establishing a proper chain of communication will ensure employees know whom to approach, reducing delays and confusion. Authority & Responsibility: Managers must have the authority to give orders but must also take responsibility for the outcomes. This balance creates accountability, improves trust, and ensures employees respect managerial decisions. By applying Division of Work, Scalar Chain, and Authority & Responsibility, PQR Automobiles Ltd. can minimize duplication, establish clear communication channels and build accountability —leading to improved organizational efficiency and harmony.											
18.	Ans: Planning means deciding in advance what needs to be done. It is an action for the future course of action trying to achieve desired goals. Importance i) Planning increases efficiency ; ii) Planning reduces business related risk; iii) Planning provides direction; iv) Planning encourages creativity and innovation; v) Planning helps in motivation; vi) planning helps in decision making; vii) Planning helps to achieve objectives and viii) Planning provides basis of control											
19.	CSR as Value Creation: The highest-tier approach focused on building innovative, sustainable business models that deliver shared strategic value to both institutions and communities (p. 9). CSR as Risk Management: A compliance-driven approach aimed at mitigating operational impacts and protecting the firm from costly reputational or legal scandals (pp. 8-9). CSR as Corporate Philanthropy: The baseline approach centered on providing direct funding, sponsorships, or skills to charities, yielding lower long-term strategic impact (p. 9).											
20.	Answer any 3 out of given 5 questions in 50-80 words each (4x3=12 marks) <table><tr><td>Basis</td><td>Management</td><td>Administration</td></tr><tr><td>i) Nature</td><td>Executing function</td><td>Decision making function</td></tr><tr><td>ii) Skills</td><td>Technical and Human Skill</td><td>Conceptual and Human Skill</td></tr></table>		Basis	Management	Administration	i) Nature	Executing function	Decision making function	ii) Skills	Technical and Human Skill	Conceptual and Human Skill	
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	iii) Process	Who should do it How is it to be done	What is to be done When is it to be done	
	iv) Function	Doing function (manager get the work done)	Thinking function (Plans and Policies are determined)	
21.	Answer: The function demonstrated is Staffing. The steps involved are: Manpower planning: Assessing the shortage of nurses. Recruitment: Attracting candidates from nursing colleges. Selection: Conducting interviews and tests to choose suitable candidates. Placement: Assigning selected nurses to appropriate departments. Induction and orientation: Introducing new hires to the hospital environment. Training and development: Providing necessary training for job performance. This ensures the hospital has the right people in the right positions, improving efficiency and patient care.			
22.	Ans: Language hurdles The language used by the sender may not be understood by the receiver. Also, the two people communicating may speak the same language but the jargon used to pass the information may breakdown communication if the receiver doesn't fully understand it. For example, if an expert uses industry terminology while communicating to an intern he/she will not be understood because they are yet to learn the terminology. Emotional hurdles The state of mind of the communicators can hinder the delivery of information. If the receiver is having issues they are likely to be less attentive, which could lead to poor communication. The mental state of the sender and receiver influences how the message is received perceived and sent. Physical hurdle: The environment one is in determines how good communication is. If a receiver of a message is in a noisy place he is unlikely to hear what message is being conveyed. Vice versa if an encoder at a musical concert he cannot pass information clearly. Geographical distance also is a hurdle to communication. Generally, communication is faster over a short distance as many communication channels are available and less technology is required. If you are to send a message to a person in Antarctica this may prove difficult as mobile communication is unavailable or poor. Face to face communication is best as both are in the same place. Systematic hurdle In an organization communication may be barred because they are no channels to communicate amongst themselves. For example, a junior employee may not be able to access the company CEO because no measures have been put in place to allow for that. Systematic barriers exist in organizations with inefficient communication channels. Attitudinal hurdle Attitudinal hurdle are behaviors or perceptions that prevent people from communicating effectively. Attitudinal hurdle to communication may result from personality conflicts, poor management, and resistance to change, or a lack of motivation. Effective receivers of messages should attempt to overcome their own attitudinal hardule to facilitate effective communication			(4)
23.	Participative leadership involves the leader and employees collaborating in the decision-making process. The leader consults the group and considers their strong points and grievances, though the leader retains final authority and ultimate responsibility. Benefits (Advantages): It inspires deep confidence, cooperation, and loyalty among team members. Participation provides immense job satisfaction to workers, which naturally increases overall productivity. Employee morale remains consistently high because they feel valued and informed about matters affecting them.			

	Limitations (Disadvantages): It frequently leads to delays in final decision-making because consultation is required every single time. At times, employees may be passive and unwilling or unequipped to provide valuable suggestions. Constant consultation for every minor issue can counter and weaken the decisive ability of the leader.	
24.	A: Maslow's hierarchy of needs explains that human motivation is based on fulfilling needs in a sequence, starting from basic physiological needs to higher-level self-actualisation needs. XYZ Pvt. Ltd. addressed these needs as follows: Physiological Needs (Basic Needs): By increasing salaries and providing housing allowance, the company ensured employees could meet basic needs like food, shelter, and clothing. This satisfies the foundation level of Maslow's pyramid. Safety Needs: Health insurance and safe working conditions addressed employees' need for security and protection. This reduced anxiety about accidents or medical emergencies. Social/Belongingness Needs: Team-building activities and encouragement of friendships fulfilled the need for love, affection, and belonging. Employees felt connected and less isolated. Esteem Needs: Awards like "Employee of the Month" and appreciation certificates boosted self-respect and recognition from peers. This motivated employees to perform better and gain respect. Self-Actualisation Needs: By offering challenging projects and involving employees in decision-making, the company helped them realise their full potential. Employees could express creativity and innovation, achieving personal growth.	

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