

CLASS 12 MARKING SCHEME
BUSINESS-STUDIES PRE-BOARD 1 2024-25
SET –B

1. **(a)** Aneffectivemanager
Explanation: Hewillbeconsideredtobeaneffectivemanager
2. **(b)** StatementIisincorrectandStatementIIisnotcorrect.
Explanation: StatementIisincorrectandStatementIIisnotcorrect.
3. **(c)** Option(b)
Explanation: Cooperation,notindividualism
4. **(b)** PoliticalEnvironment
Explanation: Political environment includes political conditions such as type of government in power, attitude of govt towardsdifferent groups of societies, policy changes etc. Thus it is an example of political environment.
5. **(d)** BoththeStatementsIandIIarenotcorrect.
Explanation: BoththeStatementsIandIIarenotcorrect.
6. **(d)** AisfalsebutRistrue.
Explanation: SpecifcForcesaffectbusinessenterprisesdirectlyandimmediatelyintheirday-to-dayworking.
7. **(c)** BoththeStatementsIandIIarecorrect.
Explanation: BoththeStatementsIandIIarecorrect.
8. **(b)** Base material for assumptions can be in the form of forecasts, existing plans or any past information about policies.
Explanation: Assumptions are the base material upon which plans are to be drawn. The base material may be in the form offorecasts, existing plans or any past information about policies. The premises or assumptions must be the same for all and thereshouldbetotalagreementonthem. Allmanagersinvolvedinplanningshouldbefamiliarwithandusethe sameassumptions.
9. **(c)** onlyi
Explanation: Anumberofemployeesasuperiorcanmanageeffectively
10. **(d)** Centralisationtodelegation
Explanation: Centralisationtodelegation
11. **(b)** BothAandRaretruebutRisnotthecorrectexplanationofA.
Explanation: Decentralizationisanextensionofdelegationbecauseindelegationbecause systematicdelegationtakingplace ateverylevelwillresultinevendistributionofauthorityandresponsibilityateverylevelandresultindecentralization.
12. **(a)** BothAandRaretrueandRisthecorrectexplanationofA.
Explanation: BothAandRaretrueandRisthecorrectexplanationofA.
13. **(b)** onlyi
Explanation: Job Enrichment is concerned with designing jobs that include greater variety of work content, require higherlevel of knowledge and skill.
14. **(b)** ApprenticeshipTraining

Explanation: Apprenticeship Training designed to acquire higher level of skill

15. **(a)** Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
Explanation: Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
16. **(d)** planned and actual
Explanation: Management by exception is an important principle of management control based on the belief that an attempt to control everything results in controlling nothing. It deals with deviations known by comparing the planned and actual.
17. **(d)** Both the statements I and II are not correct.
Explanation: Both the statements I and II are not correct.
18. **(a)** Both the statements I and II are correct.
Explanation: Both the statements I and II are correct.
19. (a) - (ii), (b) - (i), (c) - (iv), (d) - (iii)
20. **(d)** Within 30 days
Explanation:
- A complaint can be made to the appropriate District Forum when the value of the goods or services in question, along with the compensation claimed, does not exceed Rs. 20 lakhs.
 - In case the aggrieved party is not satisfied with the order of the District Forum, he can appeal before the State Commission within 30 days of the passing of the order.
21. i. **Scientific decisions:** The knowledge of management principles enables managers to learn the cause and effect relationship between variable, operating in the organization. They are able to develop a scientific and objective approach toward problem solving and decision-making. The managers are no longer dependent upon their experience, intuitions, and instincts rather they adapt invariably as per the prevailing situation which makes the decisions more scientific in nature.
- ii. **Provide the manager with useful insight into reality:** Management principles act as guidelines for the managers. These principles improve knowledge, ability, and understanding of managers under various managerial situations. The effects of these principles help the manager to learn from their mistakes. They deeply introspect the pros and cons of their decisions.
- OR
- Yes.
- i. **Organisational objectives:-** Profits of M. Tech Ltd. are enough for the survival and growth.' The principal objective of any company must be to use material and human resources to the maximum potential benefit, i.e., to meet the financial objectives of a firm.
- ii. **Social objectives:-** (M. Tech Ltd. has... gives 50% scholarship.' It includes the establishment of benefit for the community.
- iii. **Personal objectives:-** "...it pays competitive salaries ... personal growth and development. " Establishments are made up of resources who possess different backgrounds, experiences, objectives and personalities.
22. The three features of profession highlighted here are:
- i. **Well-defined body of knowledge:** An actor has to read books written about acting. All professions are based on some knowledge system.
- ii. **Restricted Entry:** To judge the ability of an actor an examination is conducted and then a degree is assigned to the qualified person who can act in films. This applies that only those candidates who have the relevant knowledge and educational background are allowed to enter the profession.
- iii. **Professional Association:** Actors in Wonderland who are compulsorily members of this organisation. All professionals are aligned with some professional association which sets the guidelines for that specific profession.
23. i. **Technological Environment:** It refers to innovations relating to various business activities.
- ii. "The company earned a huge profit this product".
Improvement in performance.
- iii. **Values**
- Saving in fuel
 - Environmental safety
24. (i) The name of the incentive offered is Job security. Employees want their job to be secure. They want certain stability about future income and work so that they do not feel worried on these aspect and work with greater zeal.

(ii) Employee participation: It means involving employees in decision making if the issues related to them. In many companies, these programmes are in practice in the form of joint management committees, work committees, canteen committees etc.

25. a. Inter-relation is the relevant feature of the business environment which is being discussed above. All the forces and factors of Business Environment are inter-related to each other.
- b. The three points which highlight the importance of the business environment and its understanding by managers are described below:
- Enables to Identify Business Opportunities:** All changes are not negative. If understood and evaluated them, they can be the reason for the success of a business. It is very necessary to identify a change and use it as a tool to solve the problems of the business or populous.
 - Helps in Tapping Useful Resources:** Careful scanning of the Business Environment helps in tapping the useful resources required for the business. It helps the firm to track these resources and convert them into goods and services.
 - Coping with Changes:** The business must be aware of the ongoing changes in the business environment, whether it be changes in customer requirements, emerging trends, new government policies, technological changes. If the business is aware of these regular changes then it can bring about a response to deal with those changes.
26. a. The Right to choose has been violated in the given case as Aryan was forced by the shopkeeper to buy a particular brand of chocolate.
- According to the Right to Choose, as per the Consumer Protection Act, 1986 the consumer has a right to choose from a variety of products at competitive prices or the right to be assured, wherever possible, to have access to a variety of goods and services at competitive prices. Also, marketers should offer a wide variety of products to buyers.
- b. The importance of consumer protection from the consumer's point of view is outlined below:
- Consumer Ignorance:** In order to remove their ignorance, it is essential that the consumers are made aware of their rights and responsibilities.
 - Widespread Exploitation of Consumers:** In pursuit of higher profits the businessmen are likely to resort to unfair trade practices like charging a higher price, selling adulterated products, deficiency in services etc. Thus, there is a need to curb this kind of widespread exploitation of consumers.
 - Unorganised Consumer:** We need a Consumer Organisation which can unify the consumers and help them seek relief with their consumer issues.

OR

Consumer protection is the practice of safeguarding buyers of goods and services against unfair practices in the market. It refers to the steps adopted for the protection of consumers from corrupt and unscrupulous malpractices by the sellers, manufacturers, service providers, etc. and to provide remedies in case their rights as a consumer have been violated. According to consumer Protection act, a consumer is

- One who buys goods or hires services for some value.
- Any user of such goods or beneficiary of services with approval of the buyer.
- Any one who uses the goods bought or services hired for earning livelihood by self-employment.

A complaint can be made to the appropriate State Commission when the value of the goods or services in question, along with the compensation claimed, exceeds ₹ 20 lakhs but does not exceed ₹ 1 crore.

A complaint can be made to the National commission when the value of the goods or services in question along with the compensation claimed, exceeds ₹ 1 crore.

27. i. (b) Facilitation of growth
ii. (d) Benefits of specialisation
iii. (a) Decentralisation
iv. (c) Functional
28. i. (a) Personality test
ii. (d) Estimating Manpower Requirement
iii. (b) Selection
iv. (b) Selection test
29. (i) Unity of direction:
(a) Achieving of organisational goals; Unity of direction helps in achieving organizational goals in a better way.
(b) Coordinated efforts: The efforts of all employees are directed in the same direction for achieving targeted results.
- (ii) Espirit de corps:
(a) Develop team spirit: This principle helps in developing team spirit for undertaking various tasks.

(b) Improves performance: A work done in a team spirit will bring better results and improves performance.

(iii) Subordination of individual interests to general interests:

(a) Achieving organizational goals: When organisational goals have priority over individual goals then it will be easy to achieve them.

(b) Coordination: There will be a coordination between organisational and individual goals and former will get priority.

OR

Time Study	Basis	Motion Study
It is a technique which is used to measure the time that may be taken by a workman of reasonable skills and ability to perform various elements of the task in job.	Meaning	It is a technique which involves close observation of the movements of the body and limbs required to perform a job.
Its purpose is to determine time normally required to perform a certain job and a fair day's work for the workman.	Purpose	its purpose is to determine the physical ability and mechanical abilities required by a person to perform the job
It is conducted with the help of stop watch.	Tools of Study	It is conducted with the help of a movie camera connected with micro-chronometer (i.e., a kind of clock).

30. Decentralization is an optional policy but it increases the importance of a subordinate's role. It spreads the decision-making process to all the levels of management. It develops managerial talent and facilitates growth by providing enough opportunities for all the subordinates to show their decision-making ability. Decentralization must always be balanced with centralization in areas of major policy decisions. The major policy decisions cannot be totally decentralized as the onus of such decisions lies on the top-level management.

An organization may choose decentralization because of following reasons:

- i. **Develops initiative among subordinates:** Decentralisation motivates lower level employees to take decisions in favor of organization regarding the problems they face. It promotes self-reliance and confidence among the subordinates and encourages them to take initiative and show their talent and skills. When employees at the lower level get the freedom to take their own decisions and to develop the solutions for the various problems they encounter, they learn to depend on their own judgments and are always ready to accept accountability of their decisions. Decentralization highlights those subordinates who have talent and potential to become dynamic leaders.
- ii. **Develops managerial talent for the future:** When authority is decentralized, employees get a chance of using their own judgments. They learn and understand how to take decisions in crunch situations. This leads to developing their managerial skills. They get experience by completing the given tasks independently which help in the smooth functioning of an enterprise. They get a chance to prove themselves for the managerial positions. Thus, they develop a managerial talent for the future.
- iii. **Quick decision-making:** In a way, the subordinates are independent to take their decisions, therefore, their dependence on their superiors is no longer in the picture. They take the decisions in no time if they believe that the decisions would be beneficial for the organization.
- iv. **Relief to top management:** In the process of decentralization top-level managers are not overburdened with the responsibilities and authority. Decentralization improves managerial efficiency because managers get more time to concentrate on important matters and in strategic planning and policy making. By empowering the employees, managers get freedom from

routine work and they get opportunities to explore new areas. However, initially, the managers must decentralize only those tasks which are not of strategic importance.

v. **Facilitates growth:** Decentralisation results in the growth and diversification of the enterprise. It provides more freedom to the subordinates which motivate them to do the work in an effective manner best suited for their department. As a result, each department does its best which helps in increasing the productivity and organization is able to make more returns which can be used for the expansion of the organization.

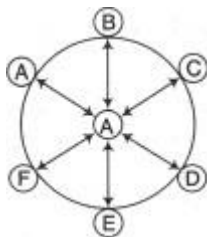
vi. **Better control:** Decentralisation provides better control because performance can be evaluated at each level and the departments can be individually held accountable for their results. It is the process of making subordinate accountable or answerable to the superior for final results. It flows top to downwards i.e. subordinate is answerable or accountable to his superior. A subordinate is fully answerable to his superior for the performance of the task assigned to him. In no way, the subordinates must believe that their decisions will not be questioned, and they will not be held accountable in case a decision backfires.

31. Planning is a vital process that provides direction, reduces uncertainty, and promotes innovation. It establishes clear goals and objectives, guiding individuals or organizations towards their desired outcomes. By defining a roadmap for success, planning ensures that efforts and resources are focused on a common vision. Additionally, planning helps mitigate uncertainty by identifying potential risks and developing contingency plans. It allows for proactive decision-making and preparedness, minimizing the impact of unforeseen circumstances. Moreover, planning encourages innovative ideas by fostering critical thinking, collaboration, and strategic exploration. It creates a structured environment for brainstorming and evaluating alternative solutions, stimulating the generation of fresh perspectives and approaches. Overall, planning is an essential tool for achieving success, managing uncertainties, and driving innovation.

OR

setting objective, developing premises, etc

32. i. The style of leadership used by Sandhya is 'Democratic leadership'. Democratic leadership, also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This type of leadership can apply to any organization, from private businesses to schools to government.



Group-Centred-Leadership (A is the leader, who consults with the group)

ii. Two positive effects of informal communication are:

- Prescribed lines of communication are not followed. Thus, it facilitates quick feedback and spreads information faster.
- It provides a sense of belongingness and gives due respect to social and psychological needs.

33. i. **Right to seek redressal:** The consumer has a right to file a complaint and to be heard in case of dissatisfaction with a good or a service. It is because of this reason that many enlightened business firms have set up their own consumer grievance cells. Many consumer organisations are also working towards this direction and helping consumers in redressal of their grievances. This means the right to seek redressal against any unfair trade practices or by the unscrupulous exploitation of the consumers. This Right also includes the right to fairly settle for the genuine grievances which are submitted by the consumers.

ii. **Right to Consumer education:** The consumer has a right to acquire knowledge and to be a well-informed consumer throughout life. He should be aware about his rights and the relief available to him in case of a product or service falling short of his expectations. Many consumer organisations and some businesses are taking an active part in educating consumers in this respect.

34. **Controlling:** Controlling refers to the process of evaluation and assessment of the work done. Under the process of controlling, standards are set for various tasks and activities. Accordingly, the various tasks and activities are evaluated against the set standards.

Importance of controlling

1) Judging Accuracy of Standards: While performing the function of controlling, a management should have a good control system which enables management to verify whether the standards set are accurate and objective.

2) Controlling function Making efficient use of resources: Controlling makes it possible to use human and physical resources efficiently. Under controlling, it is ensured that no employee can delay his work performance. In the same way, wastage in all the physical resources is monitored.

3) Controlling function Ensures Order and Discipline: controlling function ensures order and discipline. With its implementation, all the unnecessary activities like theft, corruption, delay in work and uncooperative attitude are checked.

4) Controlling Improve employee motivation: Through controlling function, an effort is made to motivate the employees. A good control system ensures that employees know well in advance what they have to do and what are the standards of performance on the basis of which they will be assessed.

5) Controlling function helps in Accomplishing organisational goals: The controlling function measures performance towards the organisational goals and brings to light the deviations, if any, and indicates corrective action. It, thus, guides the organisation and keeps it on the right track so that organisational goals can be achieved.

6) Controlling Facilitate coordination in action: Controlling provides direction to all activities and efforts for achieving organisational goals. Every department and worker is ruled by pre-determined standards that are unit well coordinated with one another. This ensures that overall organisational objectives are unit accomplished.

OR

Planning and controlling are inter-related to each other. Planning sets the goals for the organization and controlling ensures their accomplishment. Planning decides the control process and controlling provides sound basis for planning. In reality planning and controlling are both dependent on each other. In the words of M.C. Niles, "Control is an aspect and projection of planning, whereas planning sets the course, control observes deviations from the course, and initiates action to return to the chosen course or to an appropriately changed one."

The relationship between planning and control can be explained as follows:

- i. **Planning Originates Controlling:** In planning the objectives or targets are set in order to achieve these targets control process is needed. So planning precedes control.
- ii. **Controlling Sustains Planning:** Controlling directs the course of planning. Controlling spots the areas where planning is required.
- iii. **Controlling Provides Information for Planning:** In controlling the actual performance is compared to the standards set and records the deviations, if any. The information collected for exercising control is used for planning also.
- iv. **Planning and Controlling are Interrelated:** Planning is the first function of management. The other functions like organizing, staffing, directing etc. are organized for implementing plans. Control records the actual performance and compares it with standards set. In case the performance is less than that of standards set then deviations are ascertained. Proper corrective measures are taken to improve the performance in future. Planning is the first function and control is the last one. Both are dependent upon each other.
- v. **Planning and Control are Forward-Looking:** Planning and control are concerned with the future activities of the business. Planning is always for future and control is also forward looking. No one can control the past, it is the future which can be controlled. Planning and controlling are concerned with the achievement of business goals. Their combined efforts are to reach maximum output with minimum of cost. Both systematic planning and organized controls are essential to achieve the organizational goals.