

Marking Scheme
Strictly Confidential
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Senior Secondary School Certificate Examination, 2025
SUBJECT NAME BUSINESS ADMINISTRATION (Q.P. CODE 357)

General Instructions: -

1	You are aware that evaluation is the most important process in the actual and correct assessment of the candidates. A small mistake in evaluation may lead to serious problems which may affect the future of the candidates, education system and teaching profession. To avoid mistakes, it is requested that before starting evaluation, you must read and understand the spot evaluation guidelines carefully.
2	“Evaluation policy is a confidential policy as it is related to the confidentiality of the examinations conducted, Evaluation done and several other aspects. Its’ leakage to public in any manner could lead to derailment of the examination system and affect the life and future of millions of candidates. Sharing this policy/document to anyone, publishing in any magazine and printing in Newspaper/Website, etc. may invite action under various rules of the Board and IPC.”
3	Evaluation is to be done as per instructions provided in the Marking Scheme. It should not be done according to one’s own interpretation or any other consideration. Marking Scheme should be strictly adhered to and religiously followed. However, while evaluating, answers which are based on latest information or knowledge and/or are innovative, they may be assessed for their correctness otherwise and due marks be awarded to them. In class-XII, while evaluating two competency-based questions, please try to understand given answer and even if reply is not from marking scheme but correct competency is enumerated by the candidate, due marks should be awarded.
4	The Marking scheme carries only suggested value points for the answers These are in the nature of Guidelines only and do not constitute the complete answer. The students can have their own expression and if the expression is correct, the due marks should be awarded accordingly.
5	The Head-Examiner must go through the first five answer books evaluated by each evaluator on the first day, to ensure that evaluation has been carried out as per the instructions given in the Marking Scheme. If there is any variation, the same should be zero after deliberation and discussion. The remaining answer books meant for evaluation shall be given only after ensuring that there is no significant variation in the marking of individual evaluators.
6	Evaluators will mark(✓) wherever answer is correct. For wrong answer CROSS ‘X’ be marked. Evaluators will not put right (✓) while evaluating which gives an impression that answer is correct and no marks are awarded. This is most common mistake which evaluators are committing.
7	If a question has parts, please award marks on the right-hand side for each part. Marks awarded for different parts of the question should then be totaled up and written in the left-hand margin and encircled. This may be followed strictly.
8	If a question does not have any parts, marks must be awarded in the left-hand margin and encircled. This may also be followed strictly.

9	If a student has attempted an extra question, answer of the question deserving more marks should be retained and the other answer scored out with a note “Extra Question” .
10	No marks to be deducted for the cumulative effect of an error. It should be penalized only once.
11	A full scale of marks _____(example 0 to 80/70/60/50/40/30 marks as given in Question Paper) has to be used. Please do not hesitate to award full marks if the answer deserves it.
12	Every examiner has to necessarily do evaluation work for full working hours i.e., 8 hours every day and evaluate 20 answer books per day in main subjects and 25 answer books per day in other subjects (Details are given in Spot Guidelines).This is in view of the reduced syllabus and number of questions in question paper.
13	<p>Ensure that you do not make the following common types of errors committed by the Examiner in the past:-</p> <ul style="list-style-type: none"> • Leaving answer or part thereof unassessed in an answer book. • Giving more marks for an answer than assigned to it. • Wrong totaling of marks awarded on an answer. • Wrong transfer of marks from the inside pages of the answer book to the title page. • Wrong question wise totaling on the title page. • Wrong totaling of marks of the two columns on the title page. • Wrong grand total. • Marks in words and figures not tallying/not same. • Wrong transfer of marks from the answer book to online award list. • Answers marked as correct, but marks not awarded. (Ensure that the right tick mark is correctly and clearly indicated. It should merely be a line. Same is with the X for incorrect answer.) • Half or a part of answer marked correct and the rest as wrong, but no marks awarded.
14	While evaluating the answer books if the answer is found to be totally incorrect, it should be marked as cross (X) and awarded zero (0)Marks.
15	Any unassessed portion, non-carrying over of marks to the title page, or totaling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also of the Board. Hence, in order to uphold the prestige of all concerned, it is again reiterated that the instructions be followed meticulously and judiciously.
16	The Examiners should acquaint themselves with the guidelines given in the “Guidelines for Spot Evaluation” before starting the actual evaluation.
17	Every Examiner shall also ensure that all the answers are evaluated, marks carried over to the title page, correctly totaled and written in figures and words.
18	The candidates are entitled to obtain photocopy of the Answer Book on request on payment of the prescribed processing fee. All Examiners/Additional Head Examiners/Head Examiners are once again reminded that they must ensure that evaluation is carried out strictly as per value points for each answer as given in the Marking Scheme.

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MARKING SCHEME

BUSINESS ADMINISTRATION

SECTION A

OBJECTIVE TYPE QUESTIONS

Q. No.	QUESTION	Source Material (NCERT/PSSCIVE /CBSE Study Material)	Unit/ Chap. No.	Page no. of source material	Marks
1.	Answer any 4 out of the given 6 questions on Employability Skills.				4% 1=4
(i)	Accurate	Employability Skills-Books XII	Unit 1	2	1
(ii)	Energy Efficiency Services Limited	Employability Skills-Books XII	Unit 5	115	1
(iii)	(D) Spreadsheet	Employability Skills-Books XII	Unit 3	3	1
(iv)	(B) Extroverts	Employability Skills-Books XII	Unit 2	33	1
(v)	(C) Market entry regulations	Employability Skills-Books XII	Unit 4	92	1
(vi)	Any one of the following : • Physical exercise and fresh air • Healthy diet • Organise academic life • Adequate sleep • Holidays with family and friends	Employability Skills-Books XII	Unit 2	25-26	1
2.	Answer any 5 out of the given 7 questions.				5% 1=5

(i)	(D) Practical application of knowledge and skills	CBSE Study Material	Unit 2	4	1
(ii)	(C) It doesn't incite fear in the minds of people	CBSE Study Material	Unit 4	6	1
(iii)	(C) An academic discipline	CBSE Study Material	Unit 1	8	1
(iv)	(B) Process	CBSE Study Material	Unit 5	10	1
(v)	(D) Philanthropic	CBSE Study Material	Unit 7	5	1
(vi)	(C) feedback	CBSE Study Material	Unit 6	2	1
(vii)	(A) Divisional Structure	CBSE Study Material	Unit 3	8	1
3.	Answer any 6 out of the given 7 questions.				6% 1=6
(i)	(B) determination of objectives	CBSE Study Material	Unit 1	9	1
(ii)	(C) Eliminate the unnecessary diversities in production	CBSE Study Material	Unit 2	9	1
(iii)	An institutional leader influences his team on account of the stature or position he holds in the organisation. He is able to command respect due to his position in the enterprise.	CBSE Study Material	Unit 6	4-5	1
(iv)	(A) Brand differentiation	CBSE Study Material	Unit 7	8	1
(v)	(C) Security issues	CBSE Study Material	Unit 8	12	1
(vi)	Human resource department	CBSE Study Material	Unit 3	10	1
(vii)	(D) Non-verbal communication	CBSE Study Material	Unit 4	8	1
4.	Answer any 5 out of the given 6 questions.				5% 1=5
(i)	Middle level	CBSE Study Material	Unit 1	12	1
(ii)	(B) Functional foremanship	CBSE Study Material	Unit 2	10	1

(iii)	Non-financial incentives (Any 2) <ul style="list-style-type: none"> • Status • Praise • Group incentives • Participation and involvement • Opportunity for Growth • Suggestion system 	CBSE Study Material	Unit 5	7	1
(iv)	Digital marketing is promotion of products and services using digital channels to reach consumers	CBSE Study Material	Unit 8	7	1
(v)	(A) Facilitates discipline and order	CBSE Study Material	Unit 3	15	1
(vi)	(D) Empathy	CBSE Study Material	Unit 6	7	1
5.	Answer any 5 out of the given 6 questions.				5% 1=5
(i)	(B) Strategy	CBSE Study Material	Unit 3	5	1
(ii)	(D) Equity	CBSE Study Material	Unit 2	14	1
(iii)	(C) Provide effective leadership	CBSE Study Material	Unit 4	3	1
(iv)	(B) Management requires Technical skills, Adminstration requires Conceptual Skills	CBSE Study Material	Unit 1	15	1
(v)	(A) Providing fair returns	CBSE Study Material	Unit 7	6	1
(vi)	(C) Job enrichment	CBSE Study Material	Unit 5	17	1
6.	Answer any 5 out of the given 6 questions.				5% 1=5
(i)	(B) Neo-Classical Approach	CBSE Study Material	Unit 2	15	1
(ii)	Induction and Orientation	CBSE Study Material	Unit 3	10	1

(iii)	(C) Democratic Leadership	CBSE Study Material	Unit 6	9	1
(iv)	(B) Communicating, Receiving	CBSE Study Material	Unit 8	4	1
(v)	(D) To keep machine and tools in proper working conditions	CBSE Study Material	Unit 2	10	1
(vi)	Taking remedial action	CBSE Study Material	Unit 3	16	1

SECTION B

SUBJECTIVE TYPE QUESTIONS

Q. No.	QUESTION	Source Material (NCERT/PSSCIVE /CBSE Study Material)	Unit/ Chap. No.	Page no. of source material	Marks
Answer any 3 out of the given 5 questions on Employability Skills in 20 – 30 words each.					<i>3% 2=6</i>
7.	Maintaining an eye contact with the person you are talking to sends a signal to the speaker that “Yes, I am talking to you or listening to you”. Avoiding eye contact could mean that you do not want to listen to the person speaking to you	Employability Skills-Books XII	Unit 1	4	2
8.	Eco tour guide, Eco Tourism Operator	Employability Skills-Books XII	Unit 5	116	2
9.	Professional entrepreneurs - Such an entrepreneur starts a business, nurtures it and makes it reach a point of self-sustenance. Once the project reaches that point, the entrepreneur sells the business and starts a new one, and then, follows the same cycle.	Employability Skills-Books XII	Unit 4	83	2
10.	1. LibreOffice Impress 2. Microsoft Office – PowerPoint	Employability Skills-Books XII	Unit 3	63-64	2

	3. OpenOffice Impress 4. Google Slides 5. Apple Keynote Any Four...				
11.	<ul style="list-style-type: none"> • Openness • Consciousness • Extraversion • Agreeableness • Neuroticism 	Employability Skills-Books XII	Unit 2	33-34	2
Answer any 3 out of the given 5 questions in 20 – 30 words each.					3% 2=6
12.	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	CBSE Study Material	Unit 2	8-9	2
13.	(i) This style permits quick decision-making due to centralisation of power. (ii) Organisations can hire less skilled people at lower levels. (iii) The style may prove constructive when higher speed is needed in certain processes. (iv) It can be motivating and satisfying for the leader who dictates terms.	CBSE Study Material	Unit 6	9	2
14.	This type of organization structure is formed by grouping together all	CBSE Study Material	Unit 3	8	2

	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 is suitable to organization where operations require high degree of specialization.						
15.	A persuasive leader possesses alluring personality that enable him to encourage the team members for getting the work done. Persuasion is the ability to convince others to change their actions, decisions, opinions or thinking. Persuasive leaders are generally friendly, polite, trustworthy and knowledgeable. They are loved and trusted by their group members.			CBSE Study Material	Unit 6	5	2
16.		Motivation	Inspiration	CBSE Study Material	Unit 5	18-19	2
	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	Inspiration stays for long				

	phenomenon lasts as long as the reward is there.	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				
Answer any 2 out of the given 3 questions in 30 – 50 words each.						<i>2% 3=6</i>
17.	Stability of Tenure – Management must implement practices which encourage long term commitment of employees. Time is required for an employee to get used to new work and succeed in doing it well. Instability of tenure can affect the organizations growth. Fayol believed that the employee turnover should be minimized for maximum development of the organization.	CBSE Study Material	Unit 2	14		<i>1+2=3</i>
18.	Advantages of informal communication <ul style="list-style-type: none"> • Informal communication helps the “Open door policy” and makes people more confident and forthcoming with their ideas and creativity. • Informal communication does not incite fear into peoples mind • Informal talks encourage people to share their problems. 	CBSE Study Material	Unit 4	7		<i>3</i>
19.	Reinforcement theory is the process	CBSE Study	Unit 5	12		<i>3</i>

	of influencing behaviour by controlling the consequences of the behaviour. The theory is based upon “law of effect” which means an individual tends to repeat behaviour which is rewarded while the behaviour which gives punishment is not repeated. They learn from the past and thus develop patterns of behaviour to regulate the future consequences. This approach is called operant conditioning. This theory was propagated by B. F. Skinner. Application of operant conditioning is called Organisational behaviour modification whereby the managers focus on positive rewards to elicit desirable behaviour.	Material			
Answer any 3 out of the given 5 questions in 50 – 80 words each.					<i>3%4=12</i>
20.	<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 manufacture the product which is as per expected quality and reasonable price. 3. 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. 	CBSE Study Material	Unit 7	6	4

	4. 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.				
21.	(a) Controlling (b) Measurement of performance (c) • Comparison of actual and standard performance • Taking remedial action (with explanation..)	CBSE Study Material	Unit 3	3, 16	$1+1+2=4$
22.	# Finance & Accounting # Human Resource Management # Marketing # Sales (with explanation)	CBSE Study Material	Unit 8	7-8	4
23.	Significance of Leadership : • Motivating the employees • Facilitating the process of change • Building team spirit • Confidence • Maintaining Discipline (with explanation's..)	CBSE Study Material	Unit 6	3-4	4
24.	(a) Top level Management (b) Importance of management • Determination of objectives • Achievement of the objectives • Efficient use of resources	CBSE Study Material	Unit 1	11,9	$1+3=4$

	<ul style="list-style-type: none">• Encourages Innovation• Personal objectives• Economic development• Creates dynamic organisation <p>(Any three with explanation...)</p>			
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