

Marking Scheme
Strictly Confidential
(For Internal and Restricted use only)
Senior Secondary School Examination, 2026 (XIIth)
SUBJECT NAME : Business Administration (Q.P. CODE 833/357)

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 totalled 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	Ensure that you do not make the following common types of errors committed by the Examiner in the past :- • Leaving answer or part thereof unassessed in an answer book. • Giving more marks for an answer than assigned to it. • Wrong totalling or marks awarded on an answer. • Wrong transfer of marks from the inside pages of the answer book to the title page. • Wrong question wise totalling on the title page. • Wrong totalling 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 totalling error detected by the candidate shall damage the prestige of all the personnel engaged in the evaluation work as also as the Board. Hence, in order to upload 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 totalled 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.

MARKING SCHEME
Business Administration (Subject Code-833)
(PAPER CODE : 357) (P3570833)

SECTION – A					
OBJECTIVE TYPE QUESTIONS					
Q.No.	Q.UESTION	Source material (NCERT/PSSCIVE /CBSE Study material)	Unit/ Chap. No.	Page no. of source material	Marks
Q.1	Answer any 4 out of the given 6 questions on Employability Skills (1x4=4 marks)				
i.	(b) A group of words that communicates a complete thought or meaning.	Employability Skills-Books XII	Unit 1	9	1
ii.	Stress is a state of feeling upset, annoyed and hopeless.	Employability Skills-Books XII	Unit 2	26	1
iii.	(a) Suspicious	Employability Skills-Books XII	Unit 2	34	1
iv.	(b) Information and Communcition Technology	Employability Skills-Books XII	Unit 3	39	1
v.	(d) Work Area	Employability Skills-Books XII	Unit 4	42	1
vi.	‘Startup India’	Employability Skills-Books XII			1
Q. 2	Answer any 5 out of the given 7 questions (1x5=5 marks)				
i.	(b) Management is multi-dimensional	CBSE Study Material	Unit 1	8	1
ii.	(c) A complete attitudinal change towards mutual trust	CBSE Study Material	Unit 2	9	1
iii.	Functional organization	CBSE Study Material	Unit 3	8	1
iv.	(d) Visual Communication	CBSE Study Material	Unit 4	9	1
v.	(b) Lazy and need to be controlled strictly	CBSE Study Material	Unit 5	12	1
vi.	(d) Encourages group members to share ideas and opinions	CBSE Study Material	Unit 6	8	1
vii.	(d) Maintaining relationship of trust with stake holders	CBSE Study Material	Unit 7	2	1

Q.3	Answer any 6 out of the given 7 questions (1x6=6 marks)				
i.	Increased availability of mobile, internet and need for automation	CBSE Study Material	Unit 8	8	1
ii.	(d) Bridging communication between top and lower levels	CBSE Study Material	Unit 1	12	1
iii.	Gang Plank	CBSE Study Material	Unit 2	13	1
iv.	Recruitment	CBSE Study Material	Unit 3	10	1
v.	(b) Presentation of views in a way best understood by the receiver	CBSE Study Material	Unit 4	9	1
vi.	Non-monetary incentives : 1. Status 2. Praise 3. Group Incentives 4. Participation & Involvement 5. Opportunity for Growth 6. Suggestion System (Any one)	CBSE Study Material	Unit 5	16-17	1
vii.	(d) Understanding things from others point of view	CBSE Study Material	Unit 6	7	1
Q.4	Answer any 5 out of the given 6 questions (1x5=5 marks)				
i.	Operating within laws and rules	CBSE Study Material	Unit 7	4	1
ii.	- Reverse auctions, in which customers quote the price for a product or service they wish to buy. - When a consumer provides a business with a free-based opportunity to market the business's products on the consumer's blog. (Any one)	CBSE Study Material	Unit 8	10	1
iii.	(b) Minimizing wastage of human, material and financial resources	CBSE Study Material	Unit 1	9	1
iv.	(b) Equity	CBSE Study Material	Unit 2	14	1
v.	(d) Measuring and controlling the plan	CBSE Study Material	Unit 3	5	1
vi.	Persuasive Leader	CBSE Study Material	Unit 6	5	1
Q.5	Answer any 5 out of the given 6 questions (1x5=5 marks)				

i.	(c) Referring collectively to CEO's, Dept Heads and Supervisors as Management	CBSE Study Material	Unit 1	8	1
ii.	(c) Improvement through practice	CBSE Study Material	Unit 2	3	1
iii.	It harmonizes individual efforts towards common goal	CBSE Study Material	Unit 3	17	1
iv.	(b) Improves Physical Health	CBSE Study Material	Unit 4	3-4	1
v.	(a) Motivation is unpredictable and complex	CBSE Study Material	Unit 5	4	1
vi.	CSR as Risk Management	CBSE Study Material	Unit 7	9	1
Q.6	Answer any 5 out of the given 6 questions (1x5=5 marks)				
i.	(a) Tools and methods to collect, process, and present information	CBSE Study Material	Unit 8	3	1
ii.	(a) Performance appraisal	CBSE Study Material	Unit 3	11	1
iii.	(c) Determining of objectives	CBSE Study Material	Unit 3	7	1
iv.	Check and maintain quality of work	CBSE Study Material	Unit 2	10	1
v.	Contemporary	CBSE Study Material	Unit 2	7	1
vi.	(d) Ensuring team spirit and job satisfaction	CBSE Study Material	Unit 6	3	1
<u>SECTION - B : SUBJECTIVE TYPE QUESTIONS</u>					
Q.No.	Q.UESTION	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 (2x3=6marks)					
Q.7	Communication is a two-way process through which information or message is exchanged between individuals using language, symbols, signs or behaviour. Speaking, listening, reading and writing are the parts of communication.	Employability Skills-Books XII	Unit 1	1	2

Q.8	1. Openness - Individuals are creative, curious, active, flexible and adventurous 2. Consciousness - Self disciplined, work on time, take care of others 3. Extraversion - love to interact with people 4. Agreeableness - Kind, Sympathetic, Cooperative, Considerate and Warm. 5. Neuroticism - Tendency towards anxiety, self doubt, depression, shyness. (any four)	Employability Skills-Books XII	Unit 2	33 Any 4	(0.5x4)=2
Q.9	1. Sorting Data in IT refers to the process of arranging data elements in a specific order such as ascending or descending based on pre-defined criterion. 2. It helps in data organization, making it easier to search, analyze and process information efficiently.	Employability Skills-Books XII	Unit 3	58	2
Q.10	Environmental barriers : 1. Lack of adequate resources or raw material. 2. Non-availability of skilled labour. 3. Lack of requisite machinery and infrastructure. 4. Unavailability of monetary resources on time.	Employability Skills-Books XII	Unit 4	-	(0.5x4)=2
Q.11	According to UNEP -United Nations Environment Program, green jobs or green collar jobs are works in agricultural, administrative, research and development, manufacturing and service activities that contribute substantially to preserving or restoring environment quality.	Employability Skills-Books XII	Unit 5	112	2

Answer any 3 out of the given 5 questions in 20 – 30 words each (2x3=6 marks)					
Q.12	Features of Free Rein leadership : (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. (Any two)	CBSE Study Material	Unit 6	11	2
Q. 13	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.	CBSE Study Material	Unit 6	8	2
Q. 14	Management as an Art : Features – (i) Practical knowledge (ii) Personal skill (iii) Creativity (iv) Improvement through people (Any two with explanation)	CBSE Study Material	Unit 2	4	2
Q. 15	Organisation Structure : An Organisation Structure shows the authority responsibility relationship between the various positions in the organization by showing who reports whom. It lays down the pattern of communication and coordination in the enterprise. It facilitates growth of the enterprise by increasing capacity to handle diversified situations.	CBSE Study Material	Unit 3	8-9	2
Q. 16	Esteem Needs : These needs include two aspects – self-esteem or self-respect through personal achievement and social esteem through respect and appreciation from others. Managers should motivate their subordinates by giving those awards and appreciation certificates for their achievements.	CBSE Study Material	Unit 5	7	2
Answer any 2 out of the given 3 questions in 30 - 50 words each (3x2=6marks)					

Q. 17	Formal & Informal : There are two types of communication when considering the formality of the communication. One is the formal and official type of communication which can be emails, letterheads, memos, reports and other such kinds of written material. These are considered as documentary evidence and certain formality is associated with them. You cannot submit such formal documents and later deny them. 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.	CBSE Study Material	Unit 4	6	3
Q. 18	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 motion.	CBSE Study Material	Unit 2	9	3
Q. 19	Disadvantages of Job Enlargement 1. Increases work burden : Job enlargement increases the work	CBSE Study Material	Unit 5	18	3

	of the employee and every organisation does not provide incentives or extra salary for additional work. Therefore, the efforts of the individual may remain unrecognized. 2. Increases frustration of the employee : In many cases employees end up being frustrated because increased activities do not result in increased salaries. 3. Problem with Union members : Many union members may misunderstand job enlargement as exploitation of worker and may object it.				
Answer any 3 out of the given 5 questions in 50-80 words each (4x3=12marks)					
Q. 20	(a) Mr Aman CEO – Top level Management Mr Pradeep – Operative Level Management Ms Tulika – Middle Level Management (b) Functions of Top Management 1. To lay down the objectives of the enterprise. 2. To prepare strategic plans & policies for the enterprise. 3. To assign jobs to different individuals working at middle level. 4. To arrange all the finance required to carry on day to day activities. 5. Top level management is responsible for the survival & growth of the organization. 6. It makes liaison with the outside world like government, suppliers, media, public etc. 7. It reviews the performance and controls the activities of all departments. Functions of Middle Level Management	CBSE Study Material	Unit 1	12-13	(1+3)=4

	1. They act as a linking pin between the top & lower level management. 2. They organize all the resources & activities of their department. 3. They execute & implement the plans of the organization in accordance with the policies of the top management. 4. They select, appoint & train employees of their department. 5. They evaluate the performance of their subordinates & prepare performance appraisal reports. 6. They offer various incentives to employees so that they perform to best of their ability & ensure higher productivity. Functions of Lower Level Management 1. To represent the problems or grievances of workers before the middle level management. 2. To plan & organize the activities of their unit. 3. To provide training to workers. 4. To maintain good working conditions & developing healthy relations between superior & subordinate. 5. To communicate with workers, listen to their suggestions & motivate them to take initiative. 6. To maintain discipline among the work force. 7. To maintain standard of quality, ensure steady flow of output & minimize wastage. (Any one from each)				
Q. 21	(a) Directing (b) Elements of Directing - Supervision - Leadership - Motivation (With explanation)	CBSE Study Material	Unit 3	13-14	(1+3)=4
Q.22	Qualities of a Good Leader : 1. Maturity	CBSE Study Material	Unit 6	6-7	(1+1+1+1)=4

	2. Human Relation Attitude 3. Emotional Balance 4. Empathy				
Q. 23	(a) Legal Responsibility (b) Legal Responsibility : Legal responsibilities are not only liable to the individuals in the society but also to the businesses in the society. As business is an entity itself, it must also follow laws and rules. Every business has a responsibility to operate within the boundaries set by the various commissions and agencies at every level of the government. These rules and regulations are set for maintaining balance and the greater good of the society. A law-abiding enterprise is a socially responsible enterprise as well. The business is free to do business however it wants but only within the boundaries of regulations of various laws such as labour law, environmental law and criminal law. For example, it's a business's duty to pay taxes to the government and keep its account books clean as it helps the government to track the economic state of the company.	CBSE Study Material	Unit 7	4	(1+3)=4

Q. 24	(a) IntraBusiness (b) IntraBusiness – In this type of e-business model, parties involved in the electronic transactions are from within a business firm, hence, the name Intra-business. Electronic exchange of information has helped the integration of all the departments of the firm. For instance, the marketing department can assess the demand and convey to the production department. Further production department can communicate with the procurement division for purchasing raw materials on time. Here, the purchase department will speak to the finance department for the requisition of funds. Hence, IT enabled communication can save on cost and time. This communication is done on Intranet. An intranet is a private network accessible only to an organization's staff. For convenient facilitation of business process firms make use of Enterprise Resource Planning software for better integration.	CBSE Study Material	Unit 8	10	(2+2)=4
- o O o -					