

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

**General Instructions: -**

<b>1</b>	The CBSE has decided to introduce On Screen Marking (OSM) for the evaluation of Class XII answer Book with the 2026 Examination.
<b>2</b>	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.
<b>3</b>	<b>“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.”</b>
<b>4</b>	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. <b>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.</b>
<b>5</b>	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.
<b>6</b>	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.
<b>7</b>	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. <b>This is most common mistake which evaluators are committing.</b>
<b>8</b>	If a question has parts, please award marks on the right-hand side for each part in the OSM Portal. Marks awarded for different parts of the question will be totaled up by the OSM System.
<b>9</b>	If a question does not have any parts, marks must be awarded in the left-hand margin in the OSM Portal. This may also be followed strictly.

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"> <li>• 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.)</li> <li>• Half or a part of answer marked correct and the rest as wrong, but no marks awarded.</li> </ul>
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	The Examiners should acquaint themselves with the guidelines given in the <b>“Guidelines for Spot Evaluation”</b> before starting the actual evaluation.
16	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.
17	<b>If a candidate attempts both alternatives/options in a question where only one option/ alternative is required to be attempted, the Evaluator shall award marks in both the options. The system will take the higher of two scores and disregard the other response.</b>
18	<b>In a question having two options/alternatives, if a candidate has attempted only one, then the evaluator shall mark “NA” (Not attempted) against the option that has not been attempted by the candidate.</b>

**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
<b>Q.1</b>	<b>Answer any 4 out of the given 6 questions on Employability Skills (1x4=4 marks)</b>				
<b>i.</b>	(d) Formatting [Step 1,1 mark]	Employability Skills-Books XII	Unit 3	54	<b>1</b>
<b>ii.</b>	(c) Hydrogen [Step 1,1 mark]	Employability Skills-Books XII	Unit 5	119	<b>1</b>
<b>iii.</b>	(d) Introversion [Step 1,1 mark]	Employability Skills-Books XII	Unit 2	33-34	<b>1</b>
<b>iv.</b>	(b) Remove distractions [Step 1,1 mark]	Employability Skills-Books XII	Unit 1	5	<b>1</b>
<b>v.</b>	(b) Positive Attitude [Step 1,1 mark]	Employability Skills-Books XII	Unit 2	24	<b>1</b>
<b>vi.</b>	(c) Creating new App for online learning [Step 1,1 mark]	Employability Skills-Books XII	Unit 4	85	<b>1</b>
<b>Q. 2</b>	<b>Answer any 5 out of the given 7 questions (1x5=5 marks)</b>				
<b>i.</b>	(d) All individuals managing organizational tasks [Step 1,1 mark]	CBSE Study Material	Unit 1	8	<b>1</b>
<b>ii.</b>	(c) Reliance on creativity and personal skills [Step 1,1 mark]	CBSE Study Material	Unit 2	3-4	<b>1</b>
<b>iii.</b>	(b) Mission [Step 1,1 mark]	CBSE Study Material	Unit 3	05	<b>1</b>
<b>iv.</b>	(c) Emotional Hurdle [Step 1,1 mark]	CBSE Study Material	Unit 4	12	<b>1</b>
<b>v.</b>	(b) Basic factors whose absence causes dissatisfaction [Step 1,1 mark]	CBSE Study Material	Unit 5	8	<b>1</b>
<b>vi.</b>	(b) To visualize future events and guide the organization accordingly [Step 1,1 mark]	CBSE Study Material	Unit 6	8	<b>1</b>

<b>vii.</b>	(a) To earn profits by meeting consumer needs [Step 1,1 mark]	CBSE Study Material	Unit 7	4	<b>1</b>
<b>Q.3</b>	<b>Answer any 6 out of the given 7 questions (1x6=6 marks)</b>				
<b>i.</b>	(b) By making communication easier among customers, suppliers and employees [Step 1,1 mark]	CBSE Study Material	Unit 8	6	<b>1</b>
<b>ii.</b>	(b) Autocratic [Step 1,1 mark]	CBSE Study Material	Unit 6	9	<b>1</b>
<b>iii.</b>	(d) Enhancing competitive advantage [Step 1,1 mark]	CBSE Study Material	Unit 1	9	<b>1</b>
<b>iv.</b>	(d) Clarity on working relationships [Step 1,1 mark]	CBSE Study Material	Unit 3	15	<b>1</b>
<b>v.</b>	Equity [Step 1,1 mark]	CBSE Study Material	Unit 2	14	<b>1</b>
<b>vi.</b>	(a) It encourages people to share their problems freely [Step 1,1 mark]	CBSE Study Material	Unit 4	7	<b>1</b>
<b>vii.</b>	(a) Adding responsibility and challenge to a job [Step 1,1 mark]	CBSE Study Material	Unit 5	17	<b>1</b>
<b>Q.4</b>	<b>Answer any 5 out of the given 6 questions (1x5=5 marks)</b>				
<b>i.</b>	(b) Stability of tenure [Step 1,1 mark]	CBSE Study Material	Unit 2	8-9	<b>1</b>
<b>ii.</b>	(a) Target achievement and satisfaction [Step 1,1 mark]	CBSE Study Material	Unit 1	8	<b>1</b>
<b>iii.</b>	Training [Step 1,1 mark]	CBSE Study Material	Unit 3	11	<b>1</b>
<b>iv.</b>	(b) Tally [Step 1,1 mark]	CBSE Study Material	Unit 8	7	<b>1</b>
<b>v.</b>	(d) Aiding in recruitment and retention of employees [Step 1,1 mark]	CBSE Study Material	Unit 7	8	<b>1</b>
<b>vi.</b>	(b) To influence and guide people towards achieving goals [Step 1,1 mark]	CBSE Study Material	Unit 6	2	<b>1</b>
<b>Q.5</b>	<b>Answer any 5 out of the given 6 questions (1x5=5 marks)</b>				
<b>i.</b>	(c) Latin word MOVERE meaning to move [Step 1,1 mark]	CBSE Study Material	Unit 5	2	<b>1</b>
<b>ii.</b>	(d) Competitors [Step 1,1 mark]	CBSE Study Material	Unit 7	2	<b>1</b>
<b>iii.</b>	(c) Increased employee loyalty [Step 1,1 mark]	CBSE Study Material	Unit 2	13	<b>1</b>

<b>iv.</b>	Facilitates coordination [Step 1,1 mark]	CBSE Study Material	Unit 3	13	<b>1</b>
<b>v.</b>	(a) Analysing the business environment and its implications for the survival of the firm [Step 1,1 mark]	CBSE Study Material	Unit 1	12	<b>1</b>
<b>vi.</b>	Non-verbal communication	CBSE Study Material	Unit 4	8	<b>1</b>
<b>Q.6</b>	<b>Answer any 5 out of the given 6 questions (1x5=5 marks)</b>				
<b>i.</b>	Differential piece rate system [Step 1,1 mark]	CBSE Study Material	Unit 2	11	<b>1</b>
<b>ii.</b>	Planning [Step 1,1 mark]	CBSE Study Material	Unit 3	4	<b>1</b>
<b>iii.</b>	(b) To enable electronic exchange of information within the firm [Step 1,1 mark]	CBSE Study Material	Unit 8	10	<b>1</b>
<b>iv.</b>	(c) Elton Mayo's Hawthorne studies [Step 1,1 mark]	CBSE Study Material	Unit 2	15	<b>1</b>
<b>v.</b>	James V. Downton [Step 1,1 mark]	CBSE Study Material	Unit 6	5	<b>1</b>
<b>vi.</b>	(d) Coordination [Step 1,1 mark]	CBSE Study Material	Unit 3	17	<b>1</b>
<b><u>SECTION - B : SUBJECTIVE TYPE QUESTIONS</u></b>					
<b>Q.No.</b>	<b>QUESTION</b>	<b>Source material (NCERT/PSSCIVE /CBSE Study material)</b>	<b>Unit/ Chap. No.</b>	<b>Page no. of source material</b>	<b>Marks</b>
<b>Answer any 3 out of the given 5 questions on Employability Skills in 20 – 30 words each (2x3=6marks)</b>					
<b>Q.7</b>	1.These barriers can be easily overcome by studying the market well enough before taking a decision about the venture. [Step 1,1 mark] 2.Research, market surveys and mentor guidance can help overcome such barriers. [Step 2,1 mark]	Employability Skills-Books XII	Unit 4	92	<b>2</b>
<b>Q.8</b>	Developing biases or prejudices based on past experiences and interactions. [Step 1,2 mark]	Employability Skills-Books XII	Unit 1	6	<b>2</b>
<b>Q.9</b>	1.The Krishi Vigyan Kendra's (KVKs) set up by the government, can be utilised to provide support. [Step 1,1 mark] 2. Activities like technology, dissemination, training awareness to the local youth and farmers for collection, storage and reuse of agro-waste. [Step 2,1 mark]	Employability Skills-Books XII	Unit 5	115	<b>2</b>

<b>Q.10</b>	Data stored in a spreadsheet can be used in calculations, graphical representation and display of information. [Step 1,2 mark]	Employability Skills-Books XII	Unit 3	50	<b>2</b>
<b>Q.11</b>	<ul style="list-style-type: none"> <li>People with such a disorder are characterized by lack of self-confidence and an extra need to be looked after. [Step 1,1 mark]</li> <li>They need a lot of help in making everyday decisions and surrender important life decisions to the care of others. [Step 2,1 mark]</li> </ul>	Employability Skills-Books XII	Unit 2	36	<b>2</b>
<b>Answer any 3 out of the given 5 questions in 20 – 30 words each (2x3=6 marks )</b>					
<b>Q.12</b>	<ul style="list-style-type: none"> <li>Efficiency of any organization depends on the skills &amp; capabilities of its employees. For this purpose proper training and selection of employees should be done. [Step 1,1 mark]</li> <li>This is possible only through scientific approach. The work assigned to each employee should suit the workers physical, mental and intellectual capabilities. This ultimately helps to attain efficiency &amp; prosperity for both organization &amp; the employees. [Step 2,1 mark]</li> </ul>	CBSE Study Material	Unit 2	9	<b>2</b>
<b>Q. 13</b>	<p>Explain any Two :</p> <p>(1) Division of labour [Step 1,1 mark]</p> <p>(2) Growth in size [Step 2,1 mark]</p> <p>(3) Interdependence of units</p> <p>(4) Growing specialization</p> <p>[Any two with explanation]</p>	CBSE Study Material	Unit 3	17	<b>2</b>
<b>Q. 14</b>	<ul style="list-style-type: none"> <li>Motivation is a psychological process. It is the process to achieve a desired result by stimulating and influencing the behaviour of subordinates. [Step 1,1 mark]</li> <li>A manager should carefully make an attempt to understand the needs, motives and desires of every employee in the organization. The reason for this is that each</li> </ul>	CBSE Study Material	Unit 5	3	<b>2</b>

	person is different and a same kind of motivational technique does not apply to all kinds of individuals. [Step 2,1 mark]				
<b>Q. 15</b>	<p><b>Intellectual Leaders :-</b>These leaders win the trust of their subordinates by their intelligence and knowledge. He is generally experienced in one of the areas of company's processes. [Step 1,1 mark]</p> <p><b>Institutional Leaders :-</b> 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. Some subordinates also respect him as they have a habit of obeying their seniors. [Step 2,1 mark]</p>	CBSE Study Material	Unit 6	5	2
<b>Q. 16</b>	<p>Emotional Balance : -</p> <ul style="list-style-type: none"> <li>• A leader must handle his emotions, particularly in crisis situations. [Step 1,0.5 mark]</li> <li>• He should be balanced in all the situations. [Step 2,0.5 mark]</li> <li>• He should not be biased; he should act logically in his actions. [Step 3,0.5 mark]</li> <li>• He should avoid demonstration of emotions like impatience, anger or hatred for any of his subordinates. [Step 4,0.5 mark]</li> </ul>	CBSE Study Material	Unit 6	7	2
<b>Answer any 2 out of the given 3 questions in 30 - 50 words each (3x2=6marks)</b>					
<b>Q. 17</b>	<ul style="list-style-type: none"> <li>• Alderfer's ERG Theory Alderfer developed a model of motivation aligning with Maslow's motivation theory by reducing the five needs suggested by Maslow to three needs. These needs are Existence, Relatedness and Growth. [Step 1,1 mark]</li> <li>• According to Alderfer, there is no hierarchy of needs and any desire to fulfil a need can be activated at any point in time. This results in the lower level needs not requiring to be</li> </ul>	CBSE Study Material	Unit 5	9	3

	<p>satisfied in order to satisfy a higher level need. [Step 2,1 mark]</p> <ul style="list-style-type: none"> <li>Existence : It refers to our concern with basic material existence motivators.</li> </ul> <p>Relatedness : It refers to the motivation we have for maintaining interpersonal relationships.</p> <p>Growth : It refers to an intrinsic desire for personal development. [Step 3,1 mark]</p>				
<b>Q. 18</b>	<p>Clear : The primary character of Any spoken or written form of transmission of information should be to state the message clearly. There are several ways to do it. [Step 1,1 mark]</p> <p>Concise : Time is an essential parameter in communications. The normal attention span is just a few minutes long. If you present your message in a clear and beautiful manner which is very long, the crux of the report or the message may be lost altogether. Long and lengthy communicate is boring and avoided by most. So to summarize this point, effective communication has to be concise. [Step 2,1 mark]</p> <p>Concrete : Whatever message or information or data is present in your communicate, it should be well-footed. Your arguments should have data that suitably backs it up. A tangible argument is always easy to understand. [Step 3,1 mark]</p>	CBSE Study Material	Unit 4	9-10	<b>3</b>
<b>Q. 19</b>	<ol style="list-style-type: none"> <li>1. Remuneration of Employees [Step 1,1 mark]</li> <li>2. Equity [Step 2,1 mark]</li> <li>3. Initiative [Step 3,1 mark]</li> </ol> <p>(With explanation)</p>	CBSE Study Material	Unit 2	13-14	<b>3</b>
<b>Answer any 3 out of the given 5 questions in 50-80 words each (4x3=12marks)</b>					
<b>Q. 20</b>	<ol style="list-style-type: none"> <li>(i) Organising [Step 1,1 mark]</li> <li>(ii) Steps of organizing:</li> </ol> <ol style="list-style-type: none"> <li>(a) Determination of objectives [Step 2,1 mark]</li> <li>(b) Identification and grouping of activities [Step 3,1 mark]</li> </ol>	CBSE Study Material	Unit 3	7	<b>(1+3)=4</b>



	(c) Assignment of duties [Step 4,1 mark] (with explanation)				
<b>Q. 21</b>	<p>(i) Laissez-Faire or Free Rein Leadership style (with explanation) [Step 1,2 mark]</p> <p>(ii) Advantages :-</p> <ol style="list-style-type: none"> <li>It provides team members to explore innovative ideas.</li> <li>It also provides job satisfaction to the employees.</li> <li>It also ensures a development of potential and skills of the group members.</li> <li>This kind of leadership also promotes independence at workplace.</li> </ol> <p>(...anyone) [Step 2,1 mark]</p> <p>Disadvantages :-</p> <ol style="list-style-type: none"> <li>Group members don't feel supported and directionless as there is no one to guide them.</li> <li>Occasionally, the group cohesiveness is reduced in such form of leadership.</li> <li>Often, it leads to miscommunication in the group.</li> </ol> <p>(....Any one) [Step 3,1 mark]</p>	CBSE Study Material	Unit 6	11	<b>(2+1+1)=4</b>
<b>Q.22</b>	<p>(i) Ethical Responsibility (with explanation) [Step 1,2 mark]</p> <p>(ii) Business need to work in society, some importance of social responsibility is also defined 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. [Step 2, 2 mark]</p>	CBSE Study Material	Unit 7	5-6	<b>(2+2)=4</b>
<b>Q. 23</b>	<p>(i) Customer-relationship management(CRM) (with explanation) [Step 1,2 mark]</p> <p>(ii) Customer-relationship management (CRM) is a tactic</p>	CBSE Study Material	Unit 8	8	<b>(2+2)=4</b>

	<p>to manage a company's relations with current and potential customers. The objectives of CRM are customer retention, increasing sales, improving customer service and thereby increasing profitability. There are many software's available at the disposal of firms to manage CRM. These softwares store information about current and prospective customers. Such information consists of the data about the products the customers buy, when do they buy, how much quantity is bought, etc. These software's also assist in sales forecasting. [Step 2,2 mark]</p>				
<b>Q, 24</b>	<p>(i) Feature of Management- Management is goal oriented – The basic goal of management is to ensure efficiency &amp; economy in the utilization of human, physical &amp; financial resources. managerial success is measured by the extent to which the objectives are achieved. Thus management is purposeful. [Step 1,2 mark]</p> <p>(ii) Importance of Management :</p> <p>Efficient use of resources -An efficient management can lead a business towards growth &amp; prosperity. Management reduces wastage of human, material &amp; financial resources through proper planning &amp; control. [Step 2,2 mark]</p>	CBSE Study Material	Unit 1	8-9	<b>(2+2)=4</b>
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