

CBSE – DEPARTMENT OF SKILL EDUCATION

BUSINESS ADMINISTRATION (SUBJECT CODE 833)

MARKING SCHEME OF Sample Question Paper

Class XII (Session 2019–2020)

Time: 3 Hours

Max. Marks: 70

General Instructions:

1. *This Question Paper consists of two parts viz. Part A: Employability Skills and Part B: Subject Skills.*
2. **Part A: Employability Skills (10 Marks)**
 - i. *Answer any 4 questions out of the given 6 questions of 1 mark each.*
 - ii. *Answer any 3 questions out of the given 5 questions of 2 marks each.*
3. **Part B: Subject Skills (40 Marks):**
 - i. *Answer any 10 questions out of the given 12 questions of 1 mark each.*
 - ii. *Answer any 7 questions from the given 9 questions of 2 marks each.*
 - iii. *Answer any 7 questions from the given 9 questions of 3 marks each.*
 - iv. *Answer any 3 questions from the given 5 questions of 5 marks each.*
4. ***This question paper contains 46 questions out of which 34 questions are to be answered.***
5. *All questions of a particular part/section must be attempted in the correct order.*
6. *The maximum time allowed is 3 hrs.*

PART A: EMPLOYABILITY SKILLS (10 MARKS)

Answer any 4 questions out of the given 6 questions of 1 mark each:

Q. NO	QUESTION WITH ANSWERS	MARKS
Ans. No 1.	The response to a sender's message is called _____. A. Food Bank B. Feed Back C. Food D. Back	(1)
2.	Which one is not considered a self-management skill..... A. Problem solver B. Stress-resistance C. A bargain hunter D. Communication	(1)

3.	<p>Characteristics that help an employee feel more productive in the workplace are called</p> <p>A. Self-betterment tools B. Self –management skills C. Self-knowledge D. Self-improvement skills</p>	(1)
4.	<p>What is the intersection of a column and a row on a worksheet called?</p> <p>A. Column B. Value C. Address D. Cell</p>	(1)
5.	<p>SBA stands for:-</p> <p>A. Small business accountants B. Small business administration C. Small business adequacy D. Small business advisors</p>	(1)
6.	<p>Who is responsible for the success of green economy in the country?</p> <p>A. Government B. Social workers C. Individual citizens D. All of the above</p>	(1)

Answer any 7 questions out of the given 9 questions of 2 marks each:

7. Ans .7	<p>How can you acquire good listening skills?</p> <p><u>Developing Good Listening Skills: understanding What is Really being said.</u></p> <ol style="list-style-type: none"> 1. Effective Listening Skills. 2. Repeat what is said to you.... 3. Write it down.... 4. Maintain eye contact and provide non-verbal cues... 5. Avoid outside distractions... <p>Listen from the heart</p>	(2)
8. Ans.8	<p>Define any four sources of motivation and inspiration?</p> <p>Four sources of motivation and inspiration are following:-</p> <ol style="list-style-type: none"> 1. Books: Books are said to be best friends. They expand our horizon of think. They help us visualize as unknown and uncharted territories beyond our capacities. 2. Music: Music is the language of the soul. A good inspiring piece touches everybody’s heart and can help create miracles. 3. Expansive thoughts: Thinking and discussing big and positive ideas motivates us to reach to our highest potential. 4. Dreaming big: Dreaming big is a journey not a destination. Dreaming big helps us to be mentally prepared to take that big leap forward. 	(2)
9. Ans. 9	<p>What do you mean by “Slide”?</p> <p><u>Meaning of slide</u> A slide is a single page of a presentation. Collectively, a group of slides may be known as a slide deck. A slide show is an exposition of a series of slides or images in an electronic device or in a projection screen.</p>	(2)

10.	Define any two quality of a successful Entrepreneurial?	(2)
Ans10,	<ol style="list-style-type: none"> Patience. Too many entrepreneurs get started with a business based on dreams of becoming an overnight millionaire. Several leaders in the tech sector with some great new ideas have been able to seemingly rise to success out of nowhere, but the reality is this level of success can only come after years of hard, committed effort. Trust. Mutual trust is a necessity when working in a position of leadership, especially in the context of a small team that typically defines startups. For example, entrepreneurs need to trust their team leaders to accomplish their primary objectives without interference. If that trust isn't there, team leaders will not be able to symptom of a hire that isn't te best fit for the organization. 	
11.	Write some activities are damaging our earth and environment.	(2)
Ans.11.	<ol style="list-style-type: none"> Mining: Mines are dug below the earth's surface to get ores. The ores are then refined to extract the valuable elements, such as metals, gems, minerals, etc. Some of the environmental impacts of mining include erosion, formation of sinkholes, loss of biodiversity, and contamination of soil, groundwater and surface water by chemicals from the mining processes. Deforestation: It is the clearance of a forest or stand of trees where the land is converted to a non-forest use, such as agriculture and construction of houses. It results in loss of habitat for many plants and animals living in the forest. It may also lead to extinction of plant and animal species. 	

PART B: SUBJECT SKILLS (60 MARKS)

Answer any 10 questions out of the given 12 questions:

12.	Which is not a function of management of the following? A. Planning B. Staffing C. Cooperating D. Controlling	(1)
13,	Policy formulation is the function of: A. Top level management B. Middle level management C. Operational management D. all of the above	(1)
14.	The principles of management are significant because of: A. Increase in efficiency B. Initiative C. Optimum utilization of resources D. Adaptation of changing technology	(1)
15.	Henry Fayola was a: A. Social Scientist	(1)

	<p>B. Mining Engineer</p> <p>C. Accountant</p> <p>D. Production engineer</p>	
16.	<p>Centralization refers to:</p> <p>(a) Retention of decision making authority</p> <p>(b) Dispersal of decision making authority</p> <p>(c) Creating divisions as profit centers</p> <p>(d) Opening new centers or branches</p>	(1)
17.	<p>Controlling function of an organization is :</p> <p>(a) Forward looking</p> <p>(b) Backward looking</p> <p>(c) Forward as well as backward looking</p> <p>(d) None of the above</p>	(1)
18.	<p>A network of social relationship that arises spontaneously due to interaction at work is called :</p> <p>(a) Formal organization</p> <p>(b) Informal organization</p> <p>(c) Decentralization</p> <p>(d) Delegation</p>	(1)
19.	<p>The communication network in which all subordinates under a supervisor communicate through supervisor only is:</p> <p>A. Single chain</p> <p>B. Inverted-v</p> <p>C. Wheel</p> <p>D Free flow</p>	(1)
20.	<p>In Maslow's hierarchy of needs, food, water and sleep are considered in:</p> <p>A. Safety</p> <p>B. Self-actualization</p> <p>C. Physiological</p> <p>D. Social</p>	(1)
21.	<p>The two factor theory is based on which factor?</p> <p>A. Hygiene and behavioral.</p> <p>B. Safety and self-esteem</p> <p>C. Self-actualization and status quotient.</p> <p>D. None of the above.</p>	(1)
22.	<p>Which characteristic of leadership excellence, focuses to be clear, concise, and correct:</p> <p>A. Communication</p> <p>B. Vision</p> <p>C. People skills</p> <p>D. Character</p>	(1)

23.	<p>Leadership is:</p> <p>A. The process of influencing a group toward the achievement of goals</p> <p>B. A group that achieves goals.</p> <p>C. the function of influencing a group towards the achievement of goals</p> <p>D. directing a group towards the achievement of goals</p>	(1)
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Answer any 7 questions out of the given 9 questions of 2 marks each:

24.	<p>Hine and Harish are typists in a company having same educational qualifications. Hine is getting Rs. 3,000 Per month and Harish Rs. 4,000 per month as salary for the same working hours. Which principle of management is violated in this case? Name and explain the principle.</p> <p><u>Principle of Equity</u> According to this principle, there should not be any discrimination among the employees on the basis of religion, language, caste, sex, belief or nationality. Equity refers to just and fair behavior of managers towards workers. This will ensure loyalty and cordial relations between superiors and subordinates.</p>	(2)
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25.	<p>Describe, in brief, Taylor's principles of: (i) Science, not the rule of thumb, and (ii) Harmony, not discord.</p> <p><u>Science not Rule of Thumb</u> According to this principle, there should be scientific study and analysis of each element of a job, in order to replace the old rule of thumb approach or hit and trial method. Taylor believed that there was only one best method to maximize efficiency. This method can be developed through study and analysis</p> <p><u>Harmony, Not Discord</u> According to this principle, there should be complete harmony and proper understanding between management and workers and they should work together for organizational goals. To get such harmonious relations, Taylor stressed on 'Mental Revolution', i.e. complete change in their mental outlook.</p>	(2)
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26.	<p>Define Training and Development.</p> <p><u>Training and Development</u> Training and development of employees is the most important aspect of staffing function. Training refers to a process of increasing the knowledge, skills and abilities of employees for doing a particular job.</p> <ul style="list-style-type: none"> . It is a systematic and continuous process of improving skills. . Training aims to enable the employee to perform present job better or to prepare him for a higher position with increased responsibilities 	(2)
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27.	<p>Write any four difference between delegation and decentralization.</p> <p><u>Difference between Delegation and Decentralization</u></p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Basis</th> <th>Delegation</th> <th>Decentralization</th> </tr> </thead> <tbody> <tr> <td>Nature</td> <td>Delegation is a necessary act because no individual can perform all tasks on his own.</td> <td>It is an optional policy is done at discrete management.</td> </tr> <tr> <td>Freedom of action</td> <td>Less freedom is given to subordinates as control is in the hands of superior.</td> <td>More freedom is subordinate to take de</td> </tr> </tbody> </table>	Basis	Delegation	Decentralization	Nature	Delegation is a necessary act because no individual can perform all tasks on his own.	It is an optional policy is done at discrete management.	Freedom of action	Less freedom is given to subordinates as control is in the hands of superior.	More freedom is subordinate to take de	(2)
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28.	<p>What is meant by 'non-financial incentives'? List any two non-financial incentives.</p> <p><u>Non-Financial Incentives</u> Refer to incentives or rewards which cannot be measured in terms of money.</p> <ol style="list-style-type: none"> 1. <u>Status</u>: Status refers to ranking of positions, authority, responsibility, recognition and prestige associated with a job in the organization. Higher status helps to satisfy social and esteem needs of the employees. 2. <u>Organisational Climate</u>: It refers to the characteristics which describe an organization and distinguish one organization from the other. These characteristics include individual autonomy, reward orientation, open communication, risk-taking etc. 	(2)
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29. Ans.29	<p>How is motivation different from motivator?</p> <p><u>Difference between motivation and motivators</u> Motivation is a process of stimulation and inspiring people at work to accomplish desired goals. It depends upon satisfying needs of people. Motivator is the technique used to motivate people in an organization. Managers use diverse motivators like pay bonus, promotion, recognition, responsibility, etc. to influence people to contribute their best.</p>	(2)
30. Ans.30	<p>What do you understand by social responsibility of business? How is different from legal responsibility.</p> <p>Social responsibility of business refers to its obligation to take those decisions and perform those actions which are desirable in terms of the objectives and values of our society. Social responsibility is different from legal responsibility as the latter may be fulfilled by mere compliance with law, whereas the former involves voluntary efforts of business for the benefit of society.</p>	(2)
31. Ans.31	<p>Write any two dis-advantages of information Technology?</p> <p><u>Disadvantage of Information Technology</u></p> <ol style="list-style-type: none"> 1. <u>Job Elimination</u>- Technology has replaces many positions humans used to occupy. Software is now doing complete accounting so trained accountants have fewer opportunities, robots can cut the lawn or clean the pools, no need for a handyman. 2. <u>Security Breaches</u>- Since businesses store their data on remote cloud servers which can be accessed online with a username and password, they risk potentially losing that data to hackers or viruses. 	(2)
32 Ans.32	<p>Discuss any two personal and any two organizational barrier inthe flow of communication.</p> <p><u>Personal Barriers</u></p> <ol style="list-style-type: none"> 1. <u>Fear of Challenge to Authority</u>: A superior always aims to maintain a higher position and prestige in the organization. If he fears that a particular communication may adversely affect his authority, then he may withhold such communication. 2. <u>Lack of Confidence of superior on his Subordinates</u>: Communication process of hampered when superiors do not have faith or confidence on the competence of their subordinates. <p><u>Organizational Barriers</u></p> <ol style="list-style-type: none"> 1. <u>Rules and Regulations</u>: Rigid rules and cumbersome procedures adversely affect the process of communication. Similarly, communications through prescribed channel may result in delays. 2. <u>Status</u>: Status relationships create psychological distance between superior and his subordinates. A status conscious manager also may not allow his subordinates to express their feelings freely. 	(2)

Answer any 7 questions out of the given 9 questions of 3 marks each:

33. Ans. 33	<p>Science is a systematized body of knowledge that explains certain general truths or the operation of general laws' in the light of this statement, describe whether management is Science.</p> <p><u>Management as a Science</u> Science is a systematized body of knowledge, acquired through observation and experimentation that explains certain general truths or the operation of general laws.</p> <ol style="list-style-type: none"> 1. <u>Systematized body of Knowledge</u>: Science is a systematic body of knowledge, whose principles are based on a cause and effect relationship. Management satisfies this feature as it also has a systematized body of knowledge. 2. <u>Principles based on Observation</u>: Science principles are first developed through observation and then tested through repeated experimentation under controlled conditions. This feature of science is not cent percent applicable in management. 	(3)
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	<p>3. Universal validity: Scientific principles have universal validity and can be applied in all situations and at all times. This feature of science is also not cent percent applicable in management.</p> <p>Conclusion On comparing the features of science with management, we can conclude that management cannot be considered an exact or accurate science like Physics or Chemistry. But, we can all it an inexact science or social science or soft science.</p>							
34. Ans. 34	<p>What is meant by Coordination? Explain why coordination is important In an Organization?</p> <p>The process of organization people or group so that they work together properly and well</p> <p>Importance of Coordination</p> <p>1. Growth in size: With increase in size of the organization, number of employees also rises. Individuals come from different backgrounds with difference in interests, habits of work and goals. At time, it may become difficult to integrate their efforts and activities.</p> <p>Specialization: Due to increasing complexities of modern technology and diversity of task, a number of specialists are hired. Specialists usually think that they only are qualified to evaluate, judge and decide according to their processional criteria.</p>	(3)						
35 Ans3 5	<p>State any three features of principles of management</p> <p>Characteristics of Principles of Management.</p> <p>1. Universal Applicability:The principles of management can be applied to all kinds of organizations, irrespective of size (small or large) and nature (business, government or social organization).</p> <p>2. Formed by Practice and Experimentation: Management principles are evolutionary in nature, they have been developed through observations, experimentation and experience of the management thinkers.</p> <p>3. Flexible: Management principles are not as rigid as in case of pure science principles. They are flexible and can be modified by the manager as per changes in the business environment. These principles cannot be applied blindly, even in an identical situation.</p>	(3)						
36. Ans. 36	<p>After setting the performance standards the next step in the controlling process is the ‘measurement of actual performance’. Explain this step in the process of controlling.</p> <p>Controlling process Controlling is a systematic process involving the following steps:</p> <p>Measurement of Actual Performance Once the standards have been established, the second step is to measure the actual performance.</p> <p>Comparison of Actual Performance with Standards The third step in controlling process is to compare the actual performance with the standards. Such comparison will reveal the deviation between the planned and actual performance.</p> <p>Analysing Deviations Some deviation in performance is expected in all activities. So, the next step in controlling process is to analyse the deviations. For this, an acceptable range of deviation must be fixed as significant deviations need more attention as compared to minor deviations.</p> <p>Taking Corrective Action The final step in the controlling process is taking corrective action. There is no need for corrective action, when the deviations are within acceptable limits</p>	(3)						
37. Ans3 7.	<p>Explain briefly three points of distinction between ‘on the job training’ and ‘off the job training’.</p> <table border="1"> <thead> <tr> <th>Basis</th> <th>On-The-Job Training Methods</th> <th>Off- The- Jobs Training</th> </tr> </thead> <tbody> <tr> <td>Meaning</td> <td>They refer to methods in which training is provided at the workplace.</td> <td>training is provided away job.</td> </tr> </tbody> </table>	Basis	On-The-Job Training Methods	Off- The- Jobs Training	Meaning	They refer to methods in which training is provided at the workplace.	training is provided away job.	(3)
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	Principle adopted	Principle of learning while doing is adopted.	Principle of learning before doing is adopted.	
	Place of training	Employees are trained at their workplace.	Employees are trained away from their actual workplace.	
38.	Write short notes on: (a) Authoritative Style of leadership; (b) Laissez Faire Style of Leadership.			(3)
Ans. 38	<p><u>Autocratic Leadership</u> Under this style, the leader centralizes all decision-making powers and exercises complete control over his subordinates. An autocratic leader gives orders and insists that they are obeyed. For example: If Mr. X distributes and delegates work to his staff as per his discretion, then Mr. X is behaving as an autocratic leader.</p> <p><u>Laissez Faire Leadership</u> Under this style, the leader gives complete freedom to the subordinates in setting goals. Such a leader avoids use of power. He depends largely upon the group to establish its own goals and work out its own problems. For example: If Mr. X keeps gives responsibility of setting goals and devising means to achieve them to the group members, then Mr. X is behaving as a free rein leader.</p>			
39.	Explain any three assumptions of Maslow's need Hierarchy theory			(3)
Ans. 39.	<p><u>Assumptions of Maslow's Theory</u></p> <ol style="list-style-type: none"> 1. People's behavior is based on their needs. Satisfaction of such needs influences their behavior. 2. People's needs are in hierarchical order, starting from basic needs to other higher level needs. 3. People are motivated by unfulfilled needs and once a particular need is satisfied, it ceases to be a motivating factor. 			
40.	Give the meaning of social responsibility of business. State any 3 reasons in favors of assuming social responsibility?			(3)
Ans. 40	<p><u>Meaning of Social Responsibility</u> Social responsibility is the obligation of business to act in a manner which will serve in the best interests of the society. Social responsibility of business to its obligation to take those decisions and perform those actions which are desirable in terms of the objectives and values of our society.</p> <ol style="list-style-type: none"> 1. <u>Long-term Interest of the Firm:</u>It is in the long-term self-interest of the business to fulfill its social responsibility towards various groups of society, like workers, consumers, shareholders, government officials, etc. A better social set improves its public images and prospects of growth in the long run. The society may also reject an enterprise if it does not care for the social welfare. 2. <u>Maintenance of Society:</u> If a business does not meet its social responsibilities, then people related to the business may resort to anti-social activities, if they feel that they are not getting their due from the business. This may be harmful for the business. So, business enterprises must fulfill social responsibilities. 3. <u>Converting Problems into Opportunities:</u> It is a common saying that risk is the reward of profit bearing'. Business is capable of converting risky situations into profitable deals. It not only helps in solving social problems but can also be used effectively as an opportunity for growth. 			
41.	State the responsibilities of business towards the shareholders.			(3)
Ans. 41.	<p><u>Responsibility Towards the Shareholders</u></p> <ol style="list-style-type: none"> 1. To provide fair return on their return on their capital investment. 2. To ensure safety of such investment. 3. To provide regular, accurate and complete information about the working of the company. 			

Answer any 3 questions out of the given 5 questions of 5 marks each:

42. Ans42	<p>Are the principles of management given by Fayola and the principles of scientific management given by R.W. Taylor mutually complementary? Give reasons to support your answer.</p> <p><u>Fayol vs Taylor – A comparison</u></p> <p>Both, Fayol and Taylor have contributed immensely to the knowledge of management, which has formed a basis for further practice by managers. Let us discuss some of the points of difference between their contributions.</p> <table border="1" data-bbox="225 338 1329 680"> <thead> <tr> <th data-bbox="225 338 363 371">Basis</th> <th data-bbox="363 338 1082 371">Henri Fayol</th> <th data-bbox="1082 338 1329 371">F.W. Taylor</th> </tr> </thead> <tbody> <tr> <td data-bbox="225 371 363 461">Perspective</td> <td data-bbox="363 371 1082 461">Fayol's principles were developed from the perspective of top level</td> <td data-bbox="1082 371 1329 461">Taylor gave the p techniques keeping i level.</td> </tr> <tr> <td data-bbox="225 461 363 551">Unity of Command</td> <td data-bbox="363 461 1082 551">This principle is strictly followed.</td> <td data-bbox="1082 461 1329 551">Taylor did not principles and functional foremensh</td> </tr> <tr> <td data-bbox="225 551 363 618">Applicability</td> <td data-bbox="363 551 1082 618">Fayol's principles are based on personal experiences.</td> <td data-bbox="1082 551 1329 618">Taylor's work is observations and exp</td> </tr> <tr> <td data-bbox="225 618 363 680">Focus</td> <td data-bbox="363 618 1082 680">Fayol focused on improving overall administration of the organization.</td> <td data-bbox="1082 618 1329 680">Taylor focused o productivity of worke</td> </tr> </tbody> </table>	Basis	Henri Fayol	F.W. Taylor	Perspective	Fayol's principles were developed from the perspective of top level	Taylor gave the p techniques keeping i level.	Unity of Command	This principle is strictly followed.	Taylor did not principles and functional foremensh	Applicability	Fayol's principles are based on personal experiences.	Taylor's work is observations and exp	Focus	Fayol focused on improving overall administration of the organization.	Taylor focused o productivity of worke	1 mark for each differe nce
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43. Ans. 43	<p>Write any five Principal of management given by Henri Fayol</p> <p><u>Management Principles Developed by Henri Fayol</u></p> <ol style="list-style-type: none"> 1. Division of Work: Division of work refers to dividing the work into compact jobs and allocating these compact jobs to different individuals. This Principle applies to both managerial as well as technical work. 2. Discipline: Discipline refers to obedience to rules and regulations of the organization, which is necessary for systematic working of the organization. 3. Unity of Command: Principles of unity of command is followed as subordinate receive orders and is accountable to only one superior. However, in the principle of unity of command is violated as subordinate get orders from two superiors. 4. Unity of Direction: Unity of Direction implies that there should be one head and one plan for group of activities having same objectives. It ensures unity of action and coordination and avoids unnecessary duplication of efforts. 5. Centralisation and Decentralisation: According to this principle, there should be proper balance between centralization and decentralization in the organization. Centralisation refers to concentration of decision-making authority, whereas decentralization refers to evenly distribution of authority at all levels of management. 	(1*5)= 5															
44. Ans.44	<p>What is meant by 'Divisional Structure' of an organization? For which type of business enterprises is this structure most suitable? State any four advantage of this form of organizational structure.</p> <p><u>Divisional Structure</u></p> <p>When jobs related to one product are grouped under one department, it is termed as divisional structure. This type of structure is suitable for large organization, which have various product lines or several products.</p> <p><u>Advantages of Divisonal Structure</u></p> <ol style="list-style-type: none"> 1. Product Specialization: The members of a division gain experience in all functions related to a particular product. Product specialization helps them in the development of varied skills and prepared them for higher positions. 2. Greater Accountability: In divisional structure, each product department is treated as a profit Centre' and is accountable for its own profit or loss. This provides a base for measuring performance and helps in fixing responsibility in case of poor performance. 3. Flexibility: it promotes flexibility and initiative as each division functions as an autonomous unity. It leads to fast decision-making. 4. Expansion and Growth: It facilitates expansion, diversification and growth as new divisions can be added without interrupting the existing operation. 	1 mark for defina tion+1 mark for each headin g 1+(1*4))=5															

<p>45.</p> <p>Ans.45</p>	<p>The functions and performance of the supervisor are vital to an organization because he is directly related with the workers whereas other managers have no direct touch with bottom level workers'. In the light of this statement, explain any five functions of a supervisor</p> <p><u>Funcations of a Supervisor</u></p> <p>The functions of a supervisor can be understood from the following points:</p> <ol style="list-style-type: none"> 1. Promotes Group Unity: Supervisor plays a key role in maintaining group unity among workers. He sorts out their internal differences and adopts a people-oriented approach to build harmonious relations in his department. 2. Helps in Improving Performance: Supervisor ensures performance of work according to the targets set. He takes responsibility for achievement of task and motivates his workers effectively. 3. Provides Training to the Employees: Supervisor provides good on-the-job training to the works. A skilled and knowledgeable supervisor can build efficient team of workers by arranging appropriate training programmes for the employees. 4. Influences Workers: Supervisor plays a key role in influencing the workers in the organization. He builds up high morale among workers though good leadership. 5. Provides Feedback: A good supervisor analyses the work performed and gives feedback to the workers. He suggests ways and means of developing work skills. 	<p>1 mark for each headin g</p> <p>(1*5)= 5</p>
<p>46.</p> <p>Ans46.</p>	<p>The organizations which are keen on developing effective communication, should adopt suitable measures to overcome the barriers to communication and improve communication effectiveness.' Suggest and explain any such five measures.</p> <p><u>Measures to improve communication effectiveness</u></p> <ol style="list-style-type: none"> 1. Clarify the ideas before communication: The message to be communicated must be absolutely clear in the mind of sender. The message should be encoded in clear and simple language and should be stated in such a manner that it is clearly conveyed to subordinates. 2. Communicated according to the needs of receiver: The sender should communicate the message according to the needs of receiver. The message should contain the words which are according to the understanding and education level of receiver. 3. Consult other before communicating: Before communicating the message, it is better to involve others in developing a plan for communication. Participation and involvement of subordinates may help to gain ready acceptance and willing cooperation of subordinates. 4. Be aware of languages, tone and content of message: Since the objective of communication is mutual understanding, the works, tone, language or symbols used for conveying the message, must be easily understand able to the receiver. <ol style="list-style-type: none"> 1. The language used should not offend the sentiments of receiver. 2. The message should be stimulating to evoke response from the listener. 5. Convey things of help and value to listeners: Communication is more effective, if message contains something, which is useful and in the interest of receiver. So, while conveying the message, it is better to know the interests and needs of the receiver 	<p>1 mark for each headin g</p> <p>(1*5)= 5</p>