

- Q.1 (a) Delegation of Authority (1/2 x 2 = 1)
(b) Decentralisation
- Q.3 It refers to evaluating an employees performance, as against certain predetermined standards. (1)
- Q.2 Division of Labour (1)
- Q.4 It refers to acquaint the newly appointed employees with their job and the organisation. (1)
- Q.5 Use of ambiguous symbols in encoding. (1)
- Q.6 Displaying employees achievements on the notice board or company's newsletter. (1)
- Q.7 Because in the absence of planning nothing will be there to monitor. (1)
- Q.8 (i) Zero deviation (ii) Positive deviation (1/2 x 2 = 1)
- Q.9 (i) Identification & division of work
(ii) Departmentalisation
(iii) Assignment of duties
(iv) Establishing reporting relations (3)
- Q.10 (i) Helpful in discovering & obtaining competent personnel
(ii) Helpful in better performance
(iii) Helpful in continuous survival and growth. (3)
- Q.11 Democratic leadership style.
In this leader consults with his subordinates before making any final decision (1 + 2 = 3)
- Q.12 (i) With the help of controlling, deviations are immediately detected & corrective action is taken.
(ii) Manager tries to find out whether the laid down standards are not more or less than the general standard. In case of need, they are redefined. (1/2 x 2 = 3)

- Q.13. (i) Develops initiative among subordinates
(ii) Quick decision making
(iii) Relief to top management
(iv) facilitate growth.
(Any other relevant points with explanation $1 \times 4 = 4$)

- Q.14 (i) Recruitment
(ii) Providing expert services
(iii) Developing compensation and incentive plans.
(iv) Handling grievances and complaints
(With explanation $1 \times 4 = 4$)

- Q.15 (i) The cycle company offered him a permanent -
perishable job.
(a) Physiological needs
(b) Safety & security needs.
(ii) (a) Affiliation need
(b) Esteem need. $(1 \times 4 = 4)$

- Q.16 (i) Setting performance standards
(ii) Measurement of actual performance
(iii) Comparing actual performance with standards.
(iv) Analysing deviations
(v) Taking corrective action (4)

- Q.17 (a) Informal organization
Adv. (i) It makes organisational communication effective
(ii) Problems can easily be solved.
(b) (i) faith (ii) Respectful treatment. $(1 \times 5 = 5)$

- Q.18 Internal sources of recruitment

Adv. -

- (i) Increase in motivation
(ii) Industrial peace

Disadv. -

- (i) Stop the entry of young blood
(ii) Employees become lethargic. $(1 + 2 + 2 = 5)$

- Q.19 (a) (i) Placement & Orientation
 (ii) Training & development
 (b) (i) Development of backward areas
 (ii) Equality

$$(2+2+1) = 5$$

- Q.20 (a) Non-financial incentive
 (b) Employee recognition programme
 (c) (i) Career advancement opportunity
 (ii) Employee participation

$$(1+2+2 = 5)$$

Q.21

Basis	functional	Divisional
i) formation	On the basis of work	On the basis of product
ii) Specialisation	Specialisation of job	Specialisation of product.
iii) Responsibility	Difficult to ascertain responsibility.	Easy to ascertain responsibility.
iv) Managerial development	Limited development	Immense development
v) Cost	less cost.	high cost
vi) Coordination	Difficult to establish coordination	Easy to establish coordination

- Q.22 (i) Stops the entry of young blood.
 (ii) Employees become lethargic
 (iii) Not available in new organisations
 (iv) Sense of competition among employees hampered
 (v) Frequent transfer hit productivity negatively.

$$(1 + 1 \times 5) = 6$$

Q.23 Controlling

- (i) Accomplishing organisational goals
- (ii) Judging accuracy of standards
- (iii) Making efficient use of resources
- (iv) Improving employees motivation
- (v) Ensuring order & discipline

$$(1 + 1 \times 5 = 6)$$

Q.24 (a) Motivation

(b) first friend - Safety needs

Second friend - Physiological needs

Third friend - Self actualisation needs

fourth friend - Social needs.

fifth friend - Esteem needs.

$$(1 \times 6 = 6)$$