

BUSINESS STUDIES

Maximum Marks: 80

Time Allotted: Three Hours

Reading Time: Additional Fifteen Minutes

Instructions to Candidates

1. You are allowed **additional fifteen minutes** for **only** reading the question paper.
2. You must **NOT** start writing during reading time.
3. This question paper has **8 printed pages**.
4. It is divided into **three sections** and has **thirteen questions** in all.
5. All questions are compulsory.
6. **Section A** has **sixteen subparts** which are very short answer questions. Each question carries 1 mark.
7. While attempting **Multiple Choice Questions** in Section A, you are required to **write only ONE option as the answer**.
8. **Section B** has **eight questions** which are short answer questions. Each question carries 4 marks.
9. **Section C** has **four questions** which are long answer questions. Each question carries 8 marks.
10. **Internal choices** have been provided in **two questions in Section B** and in **one question in Section C**.
11. The intended marks for questions are given in brackets [].

Instruction to Supervising Examiner

1. Kindly read **aloud** the Instructions given above to all the candidates present in the examination hall.

Note: The Specimen Question Paper in the subject provides a realistic format of the Board Examination Question Paper and should be used as a practice tool. The questions for the Board Examination can be set from any part of the syllabus, though the format of the Board Examination Question Paper will remain the same as that of the Specimen Question Paper.

SECTION A – 16 MARKS

Question 1

- (i) A manufacturing company files its GST returns and pays taxes through the official public portal of the income tax department. [1]
Which type of online transaction does this represent? (Understanding)
- (ii) What are the certificates issued by a company in India and traded on the London Stock Exchange known as? [1]
(Recall)
- (iii) Observe the relation between the first two words and complete the analogy. [1]
(Analysis)
- (a) Long chain of command: Organisational Barrier :: Unclear assumptions: _____ [1]
- (b) Attachment to a report: Appendix :: Attachment to a letter: _____ [1]
- (iv) Job _____ is a process of collecting and assessing data related to a job. [1]
(Recall)
- (v) _____ transfer refers to the practice of shifting employees across different roles, functions or departments in an organisation to widen their skills. [1]
(Recall)
- (vi) A _____ report is prepared and submitted in the format as laid down by law. [1]
(Recall)
- (vii) Welcoming a new employee in an organisation with a firm handshake / 'namaste' is an example of _____ communication. (Understanding) [1]
- (viii) Which of the following statements is **INCORRECT** about staff training? [1]
(Analysis)
- (a) Vestibule Training involves duplication of actual job conditions.
- (b) Apprenticeship Training involves only practical on-the-job experience.
- (c) Classroom Training includes case studies as one of the instructional methods.
- (d) Internship Training provides a good balance between theory and practice.

- (ix) XYZ Ltd. follows a compensation policy that focuses solely on financial incentives as it believes that money is a great motivator. Despite receiving handsome salaries, several managers have recently resigned from the company. [1]
Which one of the following is **MOST** likely the reason for their resignation? (Evaluate)
- (a) The managers are satisfied with only financial rewards.
 - (b) The managers are satisfied with non-monetary benefits.
 - (c) The managers feel that the monetary incentives are too high.
 - (d) The managers want both monetary as well as non-monetary incentives.
- (x) Which of the following items are **commonly** included as components of an employee's pay slip? [1] (Analysis)
- (P) Provident Fund
 - (Q) Gratuity
 - (R) House Rent Allowance
 - (S) Employee Stock Option
- (a) Only (P) and (Q)
 - (b) Only (P) and (R)
 - (c) Only (Q) and (R)
 - (d) Only (R) and (S)
- (xi) Given below are two statements marked Assertion and Reason. Read the statements carefully and choose the correct option. [1]
Assertion: Globalisation implies treating the entire world as one market.
Reason: Globalisation involves cross-border movement of goods, services, capital, technology, information and people. (Analysis)
- (a) Both Assertion and Reason are true, and Reason is the correct explanation for Assertion.
 - (b) Both Assertion and Reason are true, but Reason is not the correct explanation for Assertion.
 - (c) Assertion is true and Reason is false.
 - (d) Both Assertion and Reason are false.
- (xii) State whether the following are True or False:
- (a) Flexible hours are beneficial to the employees but not to the employer. [1] (Understanding)
 - (b) IRDA regulates the functioning of food laboratories in India. (Recall) [1]
 - (c) An unsolicited application letter is sent in response to a published job advertisement. (Analysis) [1]
 - (d) A dividend policy of the company determines the extent to which profits can be retained in the business. (Understanding) [1]

SECTION B – 32 MARKS

Question 2

- (i) With reference to SEBI, briefly answer the following questions: **(Recall)**
- (a) Name *any two* intermediaries regulated by SEBI. [2]
- (b) State *any two* roles of SEBI as a regulator. [2]
- OR**
- (ii) With reference to Time Rate System of Wage Payment, answer the following questions: **(Recall)**
- (a) Briefly explain the *Time Rate System* of Wage Payment. [2]
- (b) Give *any two* situations where this system is suitable. [2]

Question 3

Arpita used her savings to start a small business in her town. Her business rapidly gained popularity due to its prompt service and the quality of the goods. Arpita is now considering expanding her business, without changing the ownership status.

- (i) Identify the form of business ownership established by Arpita. [1]
(Application)
- (ii) State *any one* advantage that Arpita enjoyed by using her savings to start the business. [1]
(Application)
- (iii) Name *any one* form of business organisation other than the one formed by Arpita. [1]
(Recall)
- (iv) Can Arpita invite the public to invest in her business by issuing equity shares? [1]
Justify your answer by giving one reason. **(Evaluate)**

Question 4 [4]

Differentiate between *Job Enlargement* and *Job Enrichment* on the following bases:

(Analysis)

- (a) Nature
- (b) Content
- (c) Purpose
- (d) Skills required

Question 5

- (i) PQR Ltd., an Indian software company, assigned its customer support operations to an external agency based in Philippines. The arrangement proved successful and PQR Ltd. is planning to outsource its Research and Development (R&D) wing to the same agency.
- (a) Identify the type of outsourcing used by PQR Ltd. in assigning its customer service operations. **(Understanding)** [1]
 - (b) Specify *any one* benefit of the above type of outsourcing to the firm in Philippines. **(Application)** [1]
 - (c) Give *any one* reason to explain why PQR Ltd. would choose to outsource a critical function like R&D. **(Analysis)** [1]
 - (d) Briefly explain *any one* potential risk the company might face if they outsource their R&D wing. **(Analysis)** [1]

OR

- (ii) The Vice President (Marketing) of Pratiksha Ltd., Mr. Mehta, gives complete autonomy to his team to plan and execute their work. Mr. Mehta intervenes only when the team seeks his suggestions or support. On the other hand, the Vice President (Production), Mrs. Kapoor regularly interacts with her team and makes decisions collaboratively.
- (a) Name the leadership style where the manager solely takes decisions and announces them. **(Recall)** [1]
 - (b) Suggest a situation in which a centralised leadership style in an organisation could act as a morale depressant. **(Application)** [1]
 - (c) Explain *any two* differences between the leadership styles demonstrated by Mr. Mehta and Mrs. Kapoor as described in the case. **(Analysis)** [2]

Question 6

Briefly explain the significance of each of the following steps in the employee selection process:

- (i) Reference check **(Understanding)** [2]
- (ii) Placement **(Understanding)** [2]

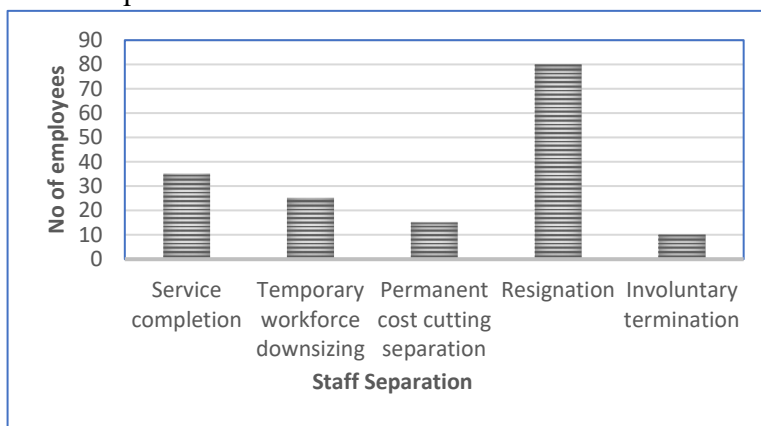
Question 7

Explain the concepts of *dry promotion* and *upgrading* in employee advancement.

(Recall)

Question 8

Study the data given below, which shows different forms of staff separation at Infotide Ltd., and answer the questions that follow.



- (i) Infotide Ltd. has temporarily reduced its workforce. Identify this form of staff separation. **(Understanding)** [1]
- (ii) Name the type of interview that Infotide Ltd. should conduct at the time of staff separation. **(Understanding)** [1]
- (iii) State *any one* monetary benefit available to the employees at the time of 'service completion'. **(Understanding)** [1]
- (iv) Which form of staff separation shown in the graph corresponds to retrenchment? **(Analysis)** [1]

Question 9

Briefly explain *any two* benefits of e-Business to each of the following:

- (i) Buyer **(Understanding)** [2]
- (ii) Seller **(Understanding)** [2]

SECTION C – 32 MARKS

Question 10

Briefly discuss *any two* features of each of the following sources of finance available to an organisation in India.

- (i) Discounting of Bills of Exchange **(Understanding)** [2]
- (ii) Debentures **(Understanding)** [2]
- (iii) Venture Capitalists **(Understanding)** [2]
- (iv) Factoring **(Understanding)** [2]

Question 11

- (i) Elucidate the types of communication based on *area of operation*. [4]
(Understanding)
- (ii) With reference to staff benefits, explain the following: (Understanding)
- (a) Gratuity [2]
- (b) NPS [2]

OR

- (iii) As per the Morale Productivity Matrix, discuss the relationship between *morale* and *productivity* when morale is high. [4]
(Understanding)
- (iv) With reference to Maslow's Theory of the Hierarchy of Human Needs, explain the following: (Understanding)
- (a) Physiological Needs [2]
- (b) Social Needs [2]

Question 12

[8]

global security. this meeting was productive and has brought major changes on Earth. We will visit several places of strategic interest and will discuss possible collaborations nationally.

for global warm- terrorism issues. other things will discuss new measures for security. Last meeting was very productive and has brought major changes on Earth. We will visit several places of strategic interest and will discuss possible collaborations nationally.

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al security. Last meeting was productive and has brought major changes on Earth. We will visit several places of strategic interest and will discuss possible collaborations nationally.

Will also discuss measures on global security. Last time this meeting was very productive and has brought major changes on Earth. We will visit several places of strategic interest and will discuss possible collaborations nationally.

Discussion for global security and terrorism. Among other things will discuss new measures for security. Last meeting was very productive and has brought major changes on Earth. We will visit several places of strategic interest and will discuss possible collaborations nationally.

WE'RE HIRING!

We are looking for experienced **Sales Executives** for sale of machinery. Good communication skills and proven sales track record are essential. Please send your resume to jobs@email.com

Draft a letter in response to the above job advertisement published in a weekly newspaper. (Application)

Question 13

The data given below shows the results of the survey conducted by the Human Resources Department at ABC Ltd. It helped them determine the most suitable sources of recruitment to meet their current manpower requirements.

Read the data carefully and answer the questions that follow.

Recruitment Sources	Percentage (%)
Advertisements	28
Job Sites / Portals	23
Campus Recruitment	22
Recommendation by Employees	11
Internal Job Posting	9
Employment Exchange	4
Casual Callers	3

- (i) State *any one* function of an employment exchange. **(Recall)** [1]
- (ii) With reference to the sources of recruitment used by ABC Ltd., identify one source each from: **(Understanding)** [2]
- (a) the Internet
- (b) the Intranet
- (iii) Justify the use of Campus Recruitment by ABC Ltd. **(Evaluate)** [1]
- (iv) Suggest *any two* limitations of using Casual Callers to indicate why ABC Ltd. should avoid this method to fill their current requirements. **(Application)** [2]
- (v) By providing *any two* reasons, explain why Advertisements have been the most successful source of recruitment for ABC Ltd. **(Analysis)**



BUSINESS STUDIES

ANSWER KEY

SECTION A – 16 MARKS

Question 1

In answering Multiple Choice Questions, candidates have to write either the correct option number or the explanation against it. Please note that only ONE correct answer should be written.

- | | | |
|--------|---|-----|
| (i) | B2G / Business to Government | [1] |
| (ii) | GDR / Global Depository Receipts | [1] |
| (iii) | (a) Semantic barrier | [1] |
| | (b) Enclosure | [1] |
| (iv) | Analysis | [1] |
| (v) | Versatility | [1] |
| (vi) | Statutory | [1] |
| (vii) | Gestural | [1] |
| (viii) | (b) or Apprenticeship Training involves only practical on-the-job experience. | [1] |
| (ix) | (d) or The managers want both monetary as well as non-monetary incentives. | [1] |
| (x) | (b) or Only (P) and (R) | [1] |
| (xi) | (a) or Both Assertion and Reason are true, and Reason is the correct explanation for Assertion. | [1] |
| (xii) | (a) False | [1] |
| | (b) False | [1] |
| | (c) False | [1] |
| | (d) True | [1] |

SECTION B – 32 MARKS

Question 2

[4]

(i) (a) **Intermediaries**

- Stock Exchanges
- Stock Brokers
- Merchant Bankers
- Depositories
- Credit Rating Agencies

(Candidates have to name any two intermediaries.)

(b) **Role of SEBI**

- It prohibits fraudulent and unfair trade practices. / It leads to promotion of fair practices and code of conduct in security market.
- It controls insider trading.
- It undertakes steps for investor protection.
- It promotes training of intermediaries of security market.
- It conducts research and publishes information useful to all participants in security market.
- It educates investors.
- It issues guidelines to streamline allotment of shares.
- It regulates business on stock exchanges through rules and regulations.
- It registers and regulates the working of mutual funds.

(Candidates have to write any two roles of SEBI in complete sentences.)

OR

(ii) (a) **Time Rate System**

- It is directly linked with the time spent by the workers on the job.
- $\text{Wages (W)} = \text{Time Spent (T)} \times \text{Rate of wages per unit of time (R)}$.
- It is simple and easily understandable.
- It gives a feeling of economic security to the workers.
- It reduces wastage.
- It ensures higher quality of work.
- It is accepted by trade unions.
- It is an encouragement to beginners.
- It makes it difficult to distinguish between efficient and inefficient workers.
- There is a lack of incentives to the workers.
- It increases supervision.
- The labour cost is uncertain.

(Candidates have to briefly explain the Time Rate System. They may elaborate on any two features given above.)

(b) **Time Rate System is suitable where:**

- quality is the main consideration.
- work cannot be accurately measured.

- work is standardised and not repetitive.
- work is machine paced.
- the collective efforts of a group of workers are required for performing the work.
- machines and equipment used are delicate and very expensive.
- production process is complicated and requires high degree of skill.

(Candidates have to briefly write any two situations / examples where Time Rate System is suitable.)

Question 3

(i) Form of business: Sole Proprietorship [1]

(ii) Advantage of using Arpita's savings: [1]

- There is no need to source business finance.
- Using own funds creates financial discipline/encourages budgeting.
- There is no stress of repayment/ lower financial pressure in the initial stages of the business.
- There is no need to pay interest to anyone.
- It increases motivation to succeed as returns/profits will be enjoyed by owner.

(Candidates have to write any one advantage to Arpita of using her savings. This has to be written in a complete sentence and not as a caption or a phrase.)

(iii) Forms of business organisations: [1]

- Partnership firm
- Private Ltd. Co.
- Public Ltd. Co.

(Candidates have to name any one form of business organisation.)

(iv) Arpita cannot invite public to invest in her business by issuing equity shares. [1]

Equity shares cannot be issued by a sole proprietorship firm. They can be issued only by a Joint stock Company.

(Candidates have to first state their stance and then support it with a reason.)

Question 4

(i) [1]

Basis	Job Enlargement	Job Enrichment
Nature	Horizontal loading of job	Vertical loading of job

(ii)	<table><tr><th>Basis</th><th>Job Enlargement</th><th>Job Enrichment</th></tr><tr><td>Content</td><td>More tasks of a similar nature are added to the job.</td><td>Quality of job is improved.</td></tr></table>	Basis	Job Enlargement	Job Enrichment	Content	More tasks of a similar nature are added to the job.	Quality of job is improved.	[1]
Basis	Job Enlargement	Job Enrichment						
Content	More tasks of a similar nature are added to the job.	Quality of job is improved.						

(iii)	<table><tr><th>Basis</th><th>Job Enlargement</th><th>Job Enrichment</th></tr><tr><td>Purpose</td><td>To reduce monotony</td><td>To make jobs more challenging and satisfying</td></tr></table>	Basis	Job Enlargement	Job Enrichment	Purpose	To reduce monotony	To make jobs more challenging and satisfying	[1]
Basis	Job Enlargement	Job Enrichment						
Purpose	To reduce monotony	To make jobs more challenging and satisfying						

(iv)	<table><tr><th>Basis</th><th>Job Enlargement</th><th>Job Enrichment</th></tr><tr><td>Skills required</td><td>May not require higher level of skills</td><td>Requires higher level of skills</td></tr></table>	Basis	Job Enlargement	Job Enrichment	Skills required	May not require higher level of skills	Requires higher level of skills	[1]
Basis	Job Enlargement	Job Enrichment						
Skills required	May not require higher level of skills	Requires higher level of skills						

(Candidates have to give any one point of difference on the given basis. The differences must be written in sentences.)

Question 5

- (i) (a) BPO / Business Process Outsourcing [1]
(Candidates have to identify the type of outsourcing used by PQR Ltd.)

- (b) **Benefits to the outsourced:** [1]
- It helps the vendor grow their client base.
 - It is a source of income, from contracts.
 - It increases efficiency and skill of the outsourced party.

(Candidates have to specify any one benefit of outsourcing adopted by the firm. Any other correct benefit will be accepted.)

- (c) **Reasons for outsourcing critical functions:** [1]
- It gives access to highly skilled professionals with specialised knowledge.
 - It reduces costs related to hiring, training etc. of own employees.
 - The Outsourcer can focus on core competencies.
 - Compliance risk can be transferred to KPO reducing burden on the outsourcer.

(Candidates have to write any one reason for outsourcing a critical function.)

- (d) **Risk in outsourcing critical functions:** [1]
- The payment of high fees.
 - There is a risk of leakage of business secrets.
 - Companies may become too dependent on KPOs.

(Candidates have to write any one risk involved in outsourcing a critical function.)

OR

(ii) (a) Autocratic or Authoritative style Leadership [1]

(b) **Situations where centralised leadership acts as morale depressant:** [1]

- Leader makes all decisions without consulting the followers.
- They exercise tight control over tasks.
- There is a downward flow of communication/no feedback encouraged.
- The leader expects blind obedience from subordinates.
- The leader does not delegate, leading to no opportunity for growth / Lack of opportunity to exercise initiative and judgement.
- The leader uses punishment rather than rewards.

(Candidates have to write any one situation where centralised leadership acts as a morale depressant.)

(c) **Leadership styles:** [2]

Laissez Faire style by Mr. Mehta	Democratic style by Mrs. Kapoor
The leader takes a hands-off approach and allows the group to take decisions without his intervention.	Here the leader actively guides, and supports group discussions and takes decisions jointly with the group.
Informal leaders emerge to fill the void left by lack of formal leadership.	There is formal leadership as the leader retains some control.
The group is deprived of the benefit of the leader's motivation and guidance.	The group gets complete benefit of the leader's motivation and guidance
This style is effective only when team members are highly skilled and mature.	This style is effective only when team members are willing to participate and share ideas,

(Candidates are required to briefly explain any two differences between the styles highlighted in the scenario given in the question. The differences have to be written in complete sentences.)

Question 6

(i) **Significance of Reference Check:** [2]

- It serves to verify information given in the application form.
- It gives an insight into the candidate's work ethics, work performance, character etc.
- It reduces the risk of hiring unknown / unreliable candidates.

(Candidates have to briefly explain the significance of reference check in complete sentences.)

(ii) **Significance of Placement:** [2]

- If selected candidates are posted as per their skills and qualifications, it ensures optimum utilisation of manpower.
- Proper placement helps improve work efficiency and satisfaction of employees.
- Correct placement helps new employees adapt better to their workplace.

(Candidates have to briefly explain the significance of placement in complete sentences.)

Question 7

Dry Promotion

- It involves movement of an employee from a lower- level to a higher-level job. [2]
- There is no increase in salary.
- It leads to an increase in status
- It leads to an increase in responsibility.

(Candidates have to briefly explain the concept of dry promotion in complete sentences.)

Upgrading

- It involves movement of an employee from a lower pay scale to a higher pay scale [2]
- It does lead to any change in status.
- It brings no change in responsibility.
- It is used to motivate employees who cannot be promoted.

((Candidates have to briefly explain the concept of upgrading in complete sentences.)

Question 8

(i) Layoff [1]

(Candidates have to identify the form of staff separation.)

(ii) Exit Interview [1]

(Candidates have to name the type of interview to be conducted at the time of staff separation.)

(iii) **Monetary benefits:** [1]

- Gratuity
- Provident Fund
- Pension
- Encashment of leave

(Candidates have to state any one monetary benefit available to staff at the time of service completion.)

(iv) Permanent cost cutting separation [1]

(Candidates have to identify the form of staff separation that corresponds to retrenchment.)

Question 9

(Candidates have to write any two benefits in complete sentences.)

(i) **To the buyer:** [2]

- The buyer has access to the global market.
- The buyer has a direct contact (no middleman).
- The products and services are customised.
- There is a wider selection of goods.
- The prices are competitive.
- It puts the buyer at ease in comparing prices.
- It is time saving.
- Shopping is 24/7.
- The data is secured.
- There are different modes of payment.
- The response and redressal are quick. / There are easy return and refund policies.

(ii) **To the seller:** [2]

- The seller has access to the global market.
- The operating costs are lower.
- It leads to an increase in sales / Round the clock working
- The seller enjoys a direct contact as there is no middleman.
- It ensures customer Satisfaction. /Feedback
- It requires less investment.
- It allows the seller to expand their business-from local to national to global.
- Generally, payment is received before despatching the goods.
- There is a fixed price / no bargaining.

SECTION C – 32 MARKS

Question 10

(Candidates have to write any two features of the following sources of finance. The features have to be written in complete sentences.)

(i) **Discounting of Bills of Exchange:** [2]

- It is a short-term credit facility.
- Bills of exchange discounted with bank/trader
- It is discounted before the due date
- The discounting charges are applicable.
- Original holder gets access to instant cash
- The bank / trader recovers dues from the signatory of the bill on the due date.

- In case of default, the bank/trader approaches the original holder of the bill to recover the dues.

(ii) Debentures: [2]

- Loan instrument / document issued under company's seal / acknowledgement of debt
- It is a long term credit facility.
- There is a fixed rate of interest.
- There are no ownership rights.
- They may be secured or unsecured.
- There is a charge on assets so they cannot be used as collateral.
- They may be redeemable or irredeemable.
- They are tradable.
- Priority in repayment
- They do not carry voting rights.

(iii) Venture Capitalists: [2]

- They provide funding to startups and accelerate early growth.
- They Invest in equity
- They are high-risk but high potential returns for the investor.
- There is an active supervision by investors.
- It is a long-term investment.
- It involves multiple rounds of funding.
- The focus is on high-growth sectors/preference for scalable businesses.

(iv) Factoring: [2]

- It is a short-term source of finance.
- Business sells its accounts receivable (invoices) to a third-party (the factor) at a discount.
- There is an immediate cash flow.
- No collateral is required
- There is a charge factoring fees for administrative services
- Discount is deducted from the invoice by the factor.
- It involves three parties in factoring.
- The burden of risk is on the factor.
- It is legally binding on the client.

Question 11

(i) Internal Communication:

[4]

- It occurs within the organisation.
- It may be vertical or horizontal.
- It can be formal or informal.
- It facilitates coordination.
- It is inexpensive.
- It encourages two-way flow
- Its aim is to improve staff relations and create a positive work environment

External Communication:

- It takes place between people inside the organisation and outsiders.
- It is of two types – inward and outward.
- It is generally formal in nature.
- It is expensive.
- It helps in networking/building relationships with outsiders.
- Its aim is to increase sales and grow the business.

(Candidates have to explain the two types of communication. The aforementioned features can be elaborated upon.)

(ii) (a) Gratuity:

[2]

- Gratuity is a lump sum payment given by an employer to an employee
- It is a reward for long-term service
- It is paid at the time of staff separation.
- It is paid only for continuous service of at least 5 years in an organisation.
- The amount depends on the last drawn salary and number of years worked
- It is governed by the Payment of Gratuity Act, 1972 (in India)
- Formula for employees covered under the Act:
$$\text{Gratuity} = (15 \times \text{Last drawn salary} \times \text{Number of years worked}) \div 26$$
 where salary = basic pay + dearness allowance

(Candidate are required to briefly explain the concept of gratuity.)

(b) **NPS:** [2]

- National Pension System (NPS) is a government-sponsored pension scheme in India that helps individuals save for retirement.
- It is open to all Indian citizens between 18 and 70 years of age.
- Account holders can contribute money regularly to their NPS account while they are working
- At the time of retirement, part of the amount can be withdrawn, and the rest is used to give a monthly pension
- It offers tax benefits.
- It is governed by the PFRDA Act, 2013.

(Candidate are required to briefly explain the concept of NPS.)

OR

(ii) **High Morale High Productivity:** [4]

- High morale leads to high productivity
- Good leadership / financial rewards / non-financial rewards etc. are the causes of high productivity.
- It is an ideal situation.
- There is alignment between individual and organisational goals.

High Morale Low Productivity:

- High Morale leads to low productivity.
- Employees spend their time satisfying their personal objectives unrelated to the company's goals.
- Faulty machinery, lack of training, poor leadership etc. are the causes of low productivity.
- There is no link between positive attitude and output.
- High morale combined with low productivity is not sustainable in the long run.

(Candidates have to discuss both the situations and bring out the relationship between high morale and productivity clearly.)

(ii) (a) **Physiological Needs:** [2]

- These include basic needs of food, clothing and shelter.
- These are essential for survival.
- These needs are satisfied before satisfying higher order needs.
- Organisation can satisfy these needs by giving a good pay package/comfortable working condition etc.

(Candidates have to briefly explain the physiological needs.)

(b) **Social Needs:** [2]

- These focus on relationships and a feeling of belongingness.

- These are higher order needs that come after safety needs in the hierarchy/third level need.
- They are considered crucial for emotional well-being.
- An organisation can satisfy these needs by providing club memberships/ team get-togethers etc.

(Candidates have to briefly explain the social needs.)

Question 12

[8]

Subject: Application for the post of Sales Executive*

From

rahul.sharma@gmail.com*

To

jobs@email.com*

Dear Sir/Madam*,

Ref: Your advertisement in the The Employment Times*

Date: 04.08.25*

I am writing in response to your job advertisement published in The Employment Times dated 26.07.2025* for the position* of Sales Executive in the sale of machinery segment.

I have attached my resume* for your kind consideration.

I look forward to the opportunity for an interview*.

Yours sincerely, *
Rahul Sharma*

Attachment *: 1

Resume/Bio-data/C.V.*

Name: Rahul Sharma*

Date of Birth/Age: 16.07.1997*

Address: 42, Green Park Colony, Delhi – 110016*

Phone: 9876543210*

Career Objective*:

To work as a Sales Executive in a reputed organization.

Work Experience*:

- Sales Executive at ABC Industrial Solutions Pvt. Ltd., Delhi from March 2021 – Present
- Sales Associate at Techno Machines Ltd., Noida from January 2019 – February 2021

Education*:

ICSE: Frank Anthony Academy, Chennai in 2013

ISC: Frank Anthony Academy, Chennai in 2015

Bachelor of Business Administration (BBA) from Delhi University in 2018

Skills*:

- Excellent communication and presentation skills
- CRM software knowledge (Zoho, Salesforce)
- Time management and teamwork
- Strong negotiation and closing techniques

Languages Known*:

- English
- Hindi

References*:

- Mr. Dubey, Manager, ABC Industrial Solutions Pvt. Ltd
- Mrs. Geetanjali, Head of Sales Department, Techno Machines Ltd.

- *The application letter sent via email should be fully left aligned.*
- *Yours sincerely/truly/with regards should be used and not yours faithfully / obediently / affectionately.*
- *Date can be on top of the letter or at the bottom.*
- *The subject can be either before or after the salutation, or in the body of the letter.*

Question 13

(i) **Functions of Employment Exchanges:** [1]

- Registering names and other details of job seekers
- Sharing details of relevant job seekers with employers
- Notifying job seekers about vacancies.

(Candidates have to write any one function of employment exchanges in a sentence or two.)

(ii) (a) **Internet:** [1]
Job Sites / Portals

(b) **Intranet:** [1]
Internal Job Posting

(Candidates have to identify one source each from the internet and the intranet.)

(iii) **Reason for using ‘campus recruitment’:** [1]

- It is convenient.
- It is inexpensive.
- It has access to fresh talent / well educated candidates.
- It fosters tie-up with educational institutions leading to long term access to probable candidates

(Candidates have to justify the use of campus recruitment by ABC Ltd. by writing a reason. At least one reason must be written. The reason should not include benefits to students or the educational institutions.)

(iv) **Limitations of recruiting Casual Callers:** [2]

- Applicants may walk in without knowing the job requirements.
- These may not bring in candidates with the right experience or training.
- Screening large number of casual applicants takes time and resources.
- These are limited to lower or mid-level positions/less effective for technical jobs.

(Candidates have to suggest any two limitations of casual callers.)

(v) **Probable reasons for advertisements fulfilling manpower requirements for ABC Ltd.:** [2]

- They have a wider reach.
- Specific details of job were mentioned such as competitive pay etc. attracted the right candidates
- Compelling advertisements stimulated even passive job seekers to apply.
- Transparency in listing the requirements of the job helped to build trust.
- Detailed information about the Company generated interest in candidates.
- *(Candidates have to write two reasons to explain the success of advertisements as a source of recruitment for ABC Ltd.)*