

BUSINESS STUDIES

Maximum Marks: 80

Time Allotted: Three Hours

Reading Time: Additional Fifteen Minutes

Instructions to Candidates

1. You are allowed an **additional fifteen minutes** for **only** reading the question paper.
2. You must **NOT** start writing during reading time.
3. This question paper has **7 printed pages and one blank page**.
4. There are **thirteen** questions in the paper. All questions are compulsory.
5. This paper is divided into **three sections: A, B and C**.
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.

SECTION A – 16 MARKS

Question 1

- (i) Amit, a consultant at Starshine Consultancy is unable to access his workstation at the office as it is undergoing renovation. [1]
Which emerging trend in Human Resources will help Amit to continue providing consultancy services despite unavailability of workstation?
- (ii) Name the external source of recruitment that generates applications from a large number of potential candidates. [1]
- (iii) Observe the relation between the first two phrases / terms and complete the analogy. [1]
(a) Leaders take all decisions : Autocratic Leadership :: Leaders give complete freedom to their followers : _____ [1]
(b) Contains confidential information : Private report :: Prepared at regular intervals : _____ [1]
- (iv) _____ appraisal gauges the untapped skills and abilities of the employees rather than assessing their actual work. [1]
- (v) The main objective of a _____ is to differentiate a job from other jobs and set its boundaries. [1]
- (vi) The process of integrating one country's market with that of other countries, thereby making their economies interdependent is called _____. [1]
- (vii) A _____ is a detailed account of the offence(s) an employee is alleged to have committed. [1]
- (viii) Which one of the following statements is **INCORRECT** about Human Resource Management? [1]
(a) It focuses more on actions rather than record keeping.
(b) It is the responsibility of only Human Resource Department.
(c) It is concerned with employees as 'individuals' as well as 'groups'.
(d) It involves application of knowledge drawn from several disciplines.
- (ix) Sakina, a gold medalist in M.Com, was selected by Moon Fisheries as an Accountant. She was placed under a strict and rude superior who penalised subordinates for their small mistakes, Sakina was worried about this and took extra care to ensure that her work was error free. [1]
Which one of the following quadrants **MOST** accurately indicates Sakina's position on the Morale-Productivity Matrix?
(a) High Morale → Low Productivity
(b) High Morale → High Productivity
(c) Low Morale → Low Productivity
(d) Low Morale → High Productivity

(x) Identify the common features of *equity* and *preference shares* from the following. [1]

- (P) They represent owners' funds.
- (Q) Profits of the company are used to pay dividend.
- (R) Dividend is payable every year irrespective of profits.
- (S) They carry voting rights in all the shareholders' meetings.

- (a) Only (P) and (Q)
- (b) Only (Q) and (R)
- (c) Only (R) and (P)
- (d) Only (Q) and (S)

(xi) Given below are two statements marked Assertion and Reason. Read the statements carefully and choose the correct option. [1]

Assertion: A sound placement policy is a necessary requirement for an organisation.

Reason: 'Right man at the right job' ensures work efficiency and employee satisfaction.

- (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) Recruitment is a process of linking the job seekers to the ones offering jobs. [1]
- (b) The accountability for the quality of output of the outsourced task rests with the outsourcer. [1]
- (c) Under Remedial Training, employees are trained in the use of latest methods and techniques. [1]
- (d) Motivational factors are necessary to avoid dissatisfaction while hygiene factors are required to achieve higher levels of satisfaction in employees. [1]

SECTION B – 32 MARKS

Question 2

- (i) With reference to methods of Staff Training, explain *any two* features of each of the following:

- (a) On-the-job Training [2]
(b) Off-the-job Training [2]

OR

- (ii) Briefly answer the following questions:

- (a) State *any two* features of a Private Limited Company. [2]
(b) What is meant by *cross reference* in a Report? Mention *any one* of its significance in a Report. [2]

Question 3

Jog & Sons Ltd. has its head office in Mumbai and a branch office in Nagpur. There was a requirement for a Senior Sales Manager in the Nagpur office. The company issued a circular to all the Assistant Managers informing them of the vacancy and encouraging the interested ones to apply. Gurjit, an Assistant Manager at the Mumbai office, submitted his candidature for the same and was selected. He was subsequently posted at the Nagpur branch.

- (i) Identify and explain the promotion policy adopted by Jog & Sons Ltd. [2]
(ii) Why will Gurjit's shift from the Mumbai office to the Nagpur branch be termed as *promotion* and not *transfer*? [2]

Question 4

[4]

Differentiate between Written and Oral Communication on the following bases:

- (i) Flexibility
(ii) Evidence
(iii) Feedback
(iv) Suitability

Question 5

- (i) Sally & Molly is a luxury hotel that requires additional staff as it has added more floors due to surge in demand. Various Hotel Management Institutes were contacted for the recruitment of middle level staff while internal sources of recruitment were used to fill vacancies at the higher level.
- (a) What type of external source of recruitment was used by Sally & Molly? [1]
 - (b) Justify the use of Hotel Management Institutes as a source of recruitment for middle level staff by Sally & Molly. [1]
 - (c) Give *two* reasons to support the management's decision of using internal sources of recruitment for higher level staff. [2]

OR

- (ii) Arul Sweets & Savouries, a brand based in India, expanded its market by opening new outlets in the Middle East.

The management sent five of its Senior Executives to ensure homogeneity of products and practices, keeping pace with the international standards.

- (a) Which emerging trend should be used by Arul Sweets & Savouries to coordinate its business operations in Middle East? Justify your answer by giving a reason. [2]
- (b) State *any two* benefits that the firm may derive by expanding its business overseas. [2]

Question 6

- (i) State *any two* objectives of using an Application Blank. [2]
- (ii) Name and briefly explain *any one* type of Staff Retirement. [2]

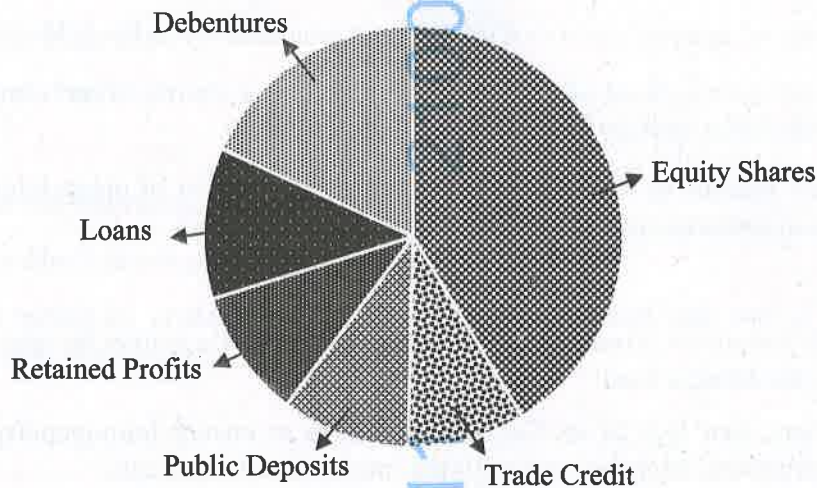
Question 7

Briefly explain the following terms:

- (i) Job Enrichment [2]
- (ii) Manpower Estimation [2]

Question 8

Observe the Pie chart given below that shows sources of finance for Khan Builders and answer the questions that follow.



- (i) Identify the largest source of finance for Khan Builders. [1]
- (ii) Name the short-term source of finance for Khan Builders. [1]
- (iii) State *any two* possible benefits that the 'investors' of Khan Builders may derive from the largest source of finance. [2]

Question 9

With reference to Maslow's Theory of Hierarchy of Human Needs, explain the following statements:

- (i) Safety needs comprise *physical safety* as well as *economic security*. [2]
- (ii) Esteem needs include *self-esteem* and *esteem of others*. [2]

SECTION C – 32 MARKS

Question 10

- (i) Briefly explain *any two* advantages of *merit-based promotion*. [2]
- (ii) State *one* similarity and *one* difference between Remedial Transfer and Remedial Training. [2]
- (iii) Briefly explain *any two* factors that can stimulate Staff Morale. [2]
- (iv) State *any two* objectives of Staff Appraisal. [2]

Question 11

- (i) Briefly explain the terms *regulators* and *intermediaries*. [4]
- (ii) With reference to Outsourcing, explain the following:
- (a) Outsourcer [2]
 - (b) Outsourced [2]
- OR**
- (iii) List *any four* benefits of e-business to the 'buyer'. [4]
- (iv) With reference to the Managerial Grid given by Blake and Mouton, explain the following:
- (a) Impoverished [2]
 - (b) Task Management [2]

Question 12

Geeta Jain applied to MOSCO Ltd. for the post of Operations Manager. The Senior Manager of Logistics wants to meet her in person for an interaction and judge her suitability for the job.

Draft a letter to be sent to Geeta Jain from MOSCO Ltd.

Question 13

Given below is an extract of a Payroll of Ahura Enterprises. Read it carefully and answer the questions that follow.

AHURA ENTERPRISES

Employee Id	Name of the Employee	Department	Designation	Bank A/c No.	PAN No.	Gross Salary	Total Deductions	Net Salary
AE01	Salamat Sethna	Production	Senior Manager	123456789	ABCDE1234F	1,40,700	30,000	1,10,700
AE02	Hamid Khan	Sales	Vice President	13579524	GHIJK5678L	2,30,600	40,000	1,90,300
AE03	Pari Joshi	Accounts	General Manager	246812345	MNOPQ9123N	2,05,100	50,000	1,55,100
AE04	Irene D'Souza	R & D	Executive Director	987654321	QRSTU4507V	2,50,200	60,000	2,00,200

- (i) What are the objectives of making a Payroll? [2]
- (ii) Using the information given in the above extract, design a financial document for Salamat Sethna. You may add relevant data to complete it. [4]
- (iii) What is the document designed for Salamat Sethna called? [1]
- (iv) How is the document designed for Salamat Sethna different from the Payroll? [1]