

ISC Class 12 • Business Studies

Important Questions 2027

Most repeated questions from the last few years of board and sample papers, grouped chapter-wise.

Introduction to Human Resource Management

1. Which characteristic of Human Resource Management deals with providing competent employees to an organisation, both now and in the future?

Seen in: Board 2024 · Sample 2024, 2025

2. The _____ significance of Human Resource Management implies maximum utilisation of human resources by ensuring their physical and mental well-being.

Seen in: Board 2025 · Sample 2025

Job and Manpower Planning

3. Observe the relation between the first two phrases / terms and complete the analogy.
Systematic study of a job : Job Analysis :: Explanation of the scope of a job : _____

Seen in: Board 2023, 2024, 2025, 2026 · Sample 2023, 2026

4. Differentiate between Job Enlargement and Job Enrichment on the following bases: (a) Nature (b) Content (c) Purpose (d) Skills required

Seen in: Board 2023 · Sample 2026

Staff Recruitment

5. With reference to e-recruitment, briefly explain: Internet

Seen in: Board 2026 · Sample 2026

6. ABC Ltd., a well-known IT firm has opened a new branch in Ahmednagar. In order to maintain their standards, the Company is committed to hiring the best brains in the field. As the HR Manager of ABC Ltd., suggest any two strategies that the firm can use to attract suitable candidates. Justify your suggestion.

Seen in: Board 2023 · Sample 2024, 2025

7. Briefly explain any two limitations of e-Recruitment as a source of Staff Recruitment.

Seen in: Sample 2024, 2025

Staff Selection

- 8.** Assertion: The process of recruitment concludes with the correct placement of applicants.
Reason: Recruitment is concerned only with shortlisting candidates from a pool of candidates.
(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.

Seen in: Board 2023, 2026 · Sample 2024, 2025

- 9.** Briefly explain the significance of the following step in the employee selection process:
Placement

Seen in: Sample 2025, 2026

- 10.** Briefly explain the significance of the following step in the employee selection process:
Reference check

Seen in: Sample 2023, 2026

- 11.** With reference to staff selection, explain the significance of Application Blank.

Seen in: Sample 2023, 2025

- 12.** Distinguish between Recruitment and Selection on the following bases: (a) Nature (b) Aim (c) Process (d) Number

Seen in: Board 2025 · Sample 2024

- 13.** Briefly discuss the following step in the Selection Procedure: Preliminary Screening

Seen in: Board 2023, 2026

- 14.** Briefly discuss the following step in the Selection Procedure: Final Interview

Seen in: Board 2023, 2026

Staff Training

- 15.** [context: image of a trainer presenting an 'EMPLOYEE HANDBOOK' slide to a group of employees seated around a table.] Identify the type of training indicated in the image shown above.



Seen in: Board 2024, 2025, 2026 · Sample 2023

16. [context: image of a trainer presenting an 'EMPLOYEE HANDBOOK' slide to a group of employees seated around a table.] State any two reasons for conducting this type of training.



Seen in: Board 2024, 2025

Staff Morale

17. As per the Morale Productivity Matrix, discuss the relationship between morale and productivity when morale is high.

Seen in: Board 2024, 2025 · Sample 2026

18. [context: At Pratiksha Ltd., VP (Marketing) Mr. Mehta gives his team complete autonomy and intervenes only when asked; VP (Production) Mrs. Kapoor regularly interacts with her team and makes decisions collaboratively.] Suggest a situation in which a centralised leadership style in an organisation could act as a morale depressant.

Seen in: Sample 2023, 2026

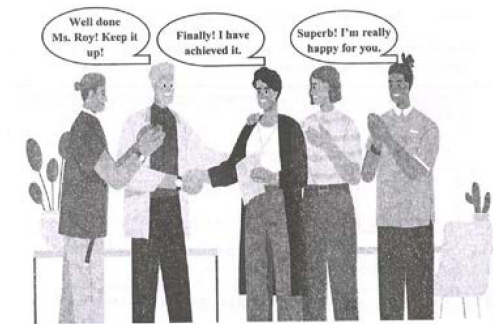
Staff Motivation

19. [context: pyramid of Maslow's Hierarchy of Human Needs with levels (top to bottom) Self Actualisation, Esteem, Social, Safety and a missing base level marked '?'.] Name the missing need that appears at the base of Maslow's Hierarchy of Human Needs.



Seen in: Board 2023, 2024, 2026 · Sample 2023, 2025

20. [context: picture of colleagues congratulating Ms. Roy ('Well done Ms. Roy! Keep it up!', 'Superb! I'm really happy for you.') as she says 'Finally! I have achieved it.'] Briefly explain the need of Ms. Roy that is being satisfied.

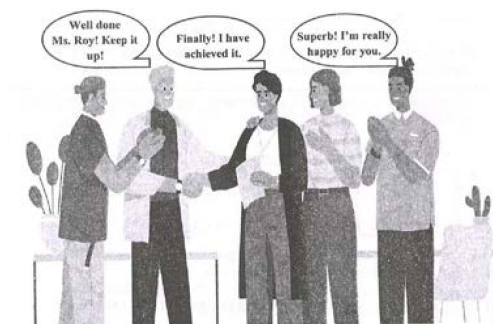


Seen in: Board 2024 · Sample 2026

21. 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. Which one of the following is MOST likely the reason for their resignation? (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.

Seen in: Board 2025 · Sample 2024, 2026

22. [context: picture of colleagues congratulating Ms. Roy ('Well done Ms. Roy! Keep it up!', 'Superb! I'm really happy for you.') as she says 'Finally! I have achieved it.'] Identify the factor indicated in the above image as per the Two-factor theory of Herzberg.



Seen in: Board 2024, 2026 · Sample 2024

23. With reference to Herzberg's Two-factor Theory, explain the motivational and hygiene factors.

Seen in: Board 2023, 2025

Staff Remuneration

24. Which of the following items are commonly included as components of an employee's pay slip? (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)

Seen in: Board 2025 · Sample 2023, 2026

25. [context: Speed Ltd. paid daily wage workers ₹100 per hour (Ravi got ₹800 a day); to increase productivity it switched to paying per unit produced, so fast worker Ravi now earns ₹1000 a day, but the trade union is dissatisfied.] Which system of wage payment was initially followed by Speed Ltd.?

Seen in: Board 2024, 2025, 2026 · Sample 2023

26. Distinguish between Piece rate system and Time rate system of remuneration on the following basis: (a) Quality of work (b) Wastage of resources (c) Attitude of Trade Unions (d) Weightage to efficiency

Seen in: Sample 2023, 2024, 2025

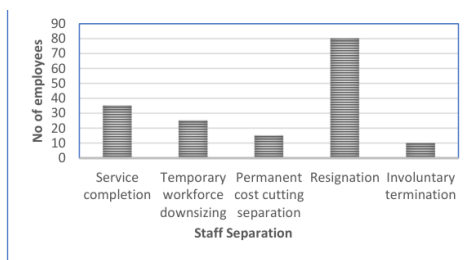
27. Varsha wants to attend the naming ceremony of her friend's baby which requires only a day's leave. Since her friend has been unwell and requires support, Varsha decides to apply for an additional day's leave. Considering the purpose and duration of leave, select the type of leave Varsha should apply for. (a) Earned leave (b) Medical leave (c) Casual leave (d) Maternity leave

Seen in: Board 2025, 2026 · Sample 2025

28. Briefly discuss: Group Life Insurance

Seen in: Board 2024, 2026 · Sample 2025

29. [context: bar graph 'Staff Separation' at Infotide Ltd. showing number of employees under Service completion, Temporary workforce downsizing, Permanent cost cutting separation, Resignation and Involuntary termination.] State any one monetary benefit available to the employees at the time of 'service completion'.



Seen in: Sample 2024, 2026

30. With reference to staff benefits, explain NPS.

Seen in: Sample 2024, 2026

31. With reference to staff benefits, explain Gratuity.

Seen in: Board 2024 · Sample 2026

32. With reference to Time Rate System of Wage Payment, briefly explain the Time Rate System of Wage Payment.

Seen in: Board 2023 · Sample 2026

33. With reference to staff benefits, briefly explain: Encashment of Leave

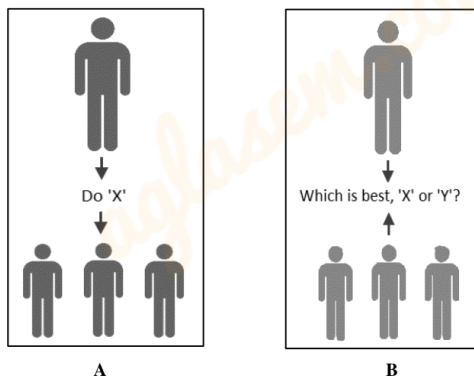
Seen in: Board 2025 · Sample 2024

Staff Leadership

- 34.** [context: At Pratiksha Ltd., VP (Marketing) Mr. Mehta gives his team complete autonomy and intervenes only when asked; VP (Production) Mrs. Kapoor regularly interacts with her team and makes decisions collaboratively.] Name the leadership style where the manager solely takes decisions and announces them.

Seen in: Board 2023, 2024 · Sample 2023, 2026

- 35.** [context: two images A and B depict two different styles of leadership.] State any one feature of each of the above styles of leadership.



Seen in: Sample 2024, 2026

- 36.** Distinguish between Authoritative and Democratic styles of Leadership on the following basis:
(a) Effect on motivation and morale (b) Development of subordinates (c) Speed of work (d) Resistance to change

Seen in: Board 2023 · Sample 2025

Staff Appraisal

- 37.** The Human Resource Department at Harry & Sons wants to reduce subjective bias while evaluating the performance of each worker and comparing the results. Which one of the following would be MOST suitable to appraise the workers at Harry & Sons? (a) Appraisal of performance based on achievement of targets. (b) Workers' performance evaluated by their immediate supervisors. (c) Feedback on performance collected from self, superiors, subordinates and peers. (d) Workers rated in fixed performance categories such as excellent, good, satisfactory and poor.

Seen in: Board 2024, 2026 · Sample 2025

38. Mahima has joined XYZ Ltd. as a Sales Executive. She is a bright employee with good interpersonal skills. At a review meeting, the management feels that Mahima is promising and can be considered for a future leadership role in the company. Identify the method of appraisal that has led the management to this conclusion about Mahima.

Seen in: Board 2025 · Sample 2024

Staff Promotion and Transfer

39. Vasu, a Sales Executive at Sunshine Ltd., has been working with the organisation for fifteen years. He has a good track record. In recognition of his capabilities and long years of service in the organisation, the management promotes him to the post of Sales Manager. Identify the basis on which Vasu has been promoted. Enumerate any three advantages of this type of promotion.

Seen in: Board 2023, 2025 · Sample 2023

40. [context: IBM's CEO Arvind Krishna says employees who work from home may be equally productive in the short term but their careers suffer — moving to another role is less likely because nobody observes them in another context, and remote workers do not acquire skills such as dealing with difficult clients.] Explain the two ways by which an employee can be moved from one position / department to another in an organisation.

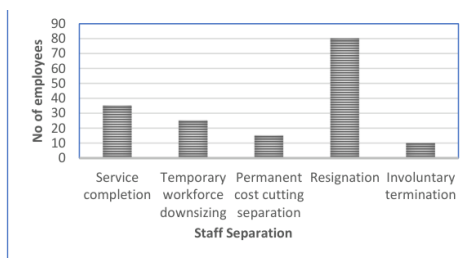
Seen in: Sample 2024, 2025

41. _____ transfer refers to the practice of shifting employees across different roles, functions or departments in an organisation to widen their skills.

Seen in: Board 2024 · Sample 2026

Staff Separation

42. [context: bar graph 'Staff Separation' at Infotide Ltd. showing number of employees under Service completion, Temporary workforce downsizing, Permanent cost cutting separation, Resignation and Involuntary termination.] Infotide Ltd. has temporarily reduced its workforce. Identify this form of staff separation.



Seen in: Board 2023, 2026 · Sample 2024, 2026

43. Select the preliminary step in the procedure of Staff Dismissal. (a) Holding of an enquiry (b) Issuing of a written charge sheet (c) Issuing of a notice of enquiry (d) Receipt of an explanation

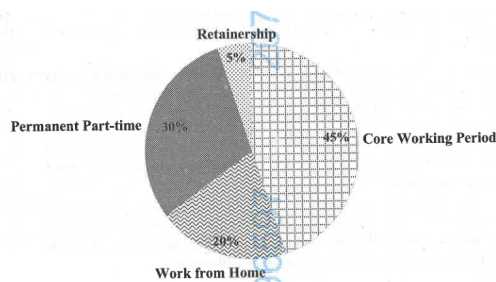
Seen in: Board 2024, 2025 · Sample 2025

44. Explain two types of Retirement.

Seen in: Board 2025 · Sample 2023

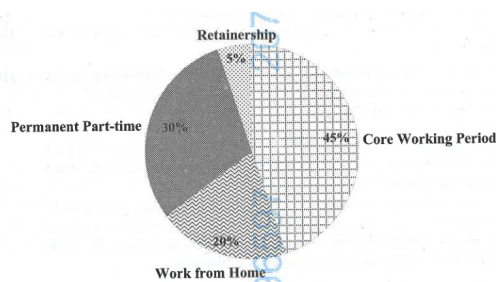
Emerging Trends in Human Resources

45. [context: pie chart of the workforce at Infogram Ltd. by emerging HR trends — Core Working Period 45%, Permanent Part-time 30%, Work from Home 20%, Retainership 5%.] Mention any one advantage to Infogram Ltd. of allocating core working period to 45% of its workforce.



Seen in: Board 2026 · Sample 2026

46. [context: pie chart of the workforce at Infogram Ltd. by emerging HR trends — Core Working Period 45%, Permanent Part-time 30%, Work from Home 20%, Retainership 5%.] Infogram Ltd. outsources the review of its Human Resources policy to a law firm. Name the trend used by the company.



Seen in: Board 2024, 2026 · Sample 2024, 2025

47. Briefly explain: Retainership

Seen in: Board 2024, 2025 · Sample 2025

Business Communication

48. Some employees at Dawn Ltd. overheard their managers discussing an upcoming Artificial Intelligence enabled project. The news spread quickly, leading to speculations about possible layoffs. What type of communication is indicated in the above case?

Seen in: Board 2023, 2025, 2026 · Sample 2024, 2025

49. Observe the relation between the first two words and complete the analogy. Long chain of command : Organisational Barrier :: Unclarified assumptions : _____

Seen in: Board 2023, 2024, 2025 · Sample 2026

50. State any four advantages of Oral Communication.

Seen in: Board 2025, 2026 · Sample 2023

51. Welcoming a new employee in an organisation with a firm handshake / 'namaste' is an example of _____ communication.

Seen in: Sample 2025, 2026

52. [context: Annie and Naveen are fresh engineering graduates at Scottish Automobile Ltd. Annie wants to introduce changes in production but is hesitant to discuss her ideas with her superior Mr. Shah, so she discusses them with Naveen; Naveen presents a PowerPoint on Annie's ideas to Mr. Shah in the monthly review meeting.] Name and explain the type of communication between Annie and Naveen.

Seen in: Board 2024 · Sample 2024

53. Differentiate between Horizontal and Vertical Communication on the following bases: (i) Purpose (ii) Direction (iii) Relationship (iv) Speed

Seen in: Board 2026 · Sample 2026

54. Briefly explain any two barriers to Communication.

Seen in: Sample 2024, 2025

55. In Business Communication, the use of _____ assists superiors and Team Leaders situated in diverse locations to have a 'real-time' conversation and take work-related decisions.

Seen in: Board 2024, 2026

Business Correspondence and Letters

56. State whether the following statement is True or False: A quotation letter seeks information about the availability of products with the seller.

Seen in: Board 2026 · Sample 2024, 2026

57. Madhuban Verma applied for the post of a Choreographer at Twist & Turn Dance Academy. At the end of the selection procedure, the panel found him suitable for the position. Draft an email from Twist & Turn Dance Academy to Madhuban Verma informing him about the final approval of the management.

Seen in: Board 2026 · Sample 2023, 2025

58. Advertisement (published in a weekly newspaper): "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.

Seen in: Sample 2024, 2026

- 59.** Neeta Kumar, an entrepreneur, wants a modern look for her new office. She comes across a newspaper advertisement from Majestic Furniture that gives an overview of the furniture available with them. Based on the above information, draft a letter from Neeta Kumar to Majestic Furniture seeking more information about the furniture.

Seen in: Board 2024, 2025

Reports

- 60.** A _____ report is intended for the use of a few authorised individuals only.

Seen in: Board 2024, 2025, 2026 · Sample 2024, 2025, 2026

Business Entities

- 61.** The Partnership Act limits the maximum number of partners in a non-banking partnership firm to _____.

Seen in: Board 2024 · Sample 2023, 2024, 2025

- 62.** [context: Anandita (invested ■20,00,000) and Rukhsana (invested ■30,00,000) started a business on a verbal understanding and agreed to share the financial outcomes equally despite unequal capital.] Anandita and Rukhsana agreed to share the financial outcomes of the business equally. Which feature of this form of business is highlighted here?

Seen in: Board 2026 · Sample 2026

- 63.** [context: Anandita (invested ■20,00,000) and Rukhsana (invested ■30,00,000) started a business on a verbal understanding and agreed to share the financial outcomes equally despite unequal capital.] Identify the form of business set up by Anandita and Rukhsana.

Seen in: Board 2026 · Sample 2026

- 64.** [context: Anandita (invested ■20,00,000) and Rukhsana (invested ■30,00,000) started a business on a verbal understanding and agreed to share the financial outcomes equally despite unequal capital.] If Anandita decides to leave the business in future, can Rukhsana continue business in the same form? Justify your answer by giving a reason.

Seen in: Board 2026 · Sample 2026

- 65.** Briefly explain: Private Limited Company

Seen in: Board 2023, 2025

Sources of Business Finance

- 66.** Briefly discuss any two features of the following source of finance available to an organisation in India: Factoring

Seen in: Board 2023 · Sample 2024, 2025, 2026

67. Briefly discuss any two features of the following source of finance available to an organisation in India: Venture Capitalists

Seen in: Board 2023, 2024, 2025 · Sample 2026

68. State whether the following statement is True or False: A dividend policy of the company determines the extent to which profits can be retained in the business.

Seen in: Board 2023 · Sample 2025, 2026

69. Briefly describe the following source of business finance: Equity Shares

Seen in: Board 2024, 2026

70. Briefly discuss any two features of the following source of finance available to an organisation in India: Discounting of Bills of Exchange

Seen in: Sample 2024, 2026

71. What is meant by the following term with reference to the sources of finance? Peer to peer Funding

Seen in: Sample 2024, 2025

72. Briefly discuss any two features of the following source of finance available to an organisation in India: Debentures

Seen in: Board 2024 · Sample 2026

73. Briefly explain: Loans

Seen in: Board 2023, 2024, 2025

Globalisation

74. State any four effects of Globalisation on business around the world.

Seen in: Board 2024, 2025 · Sample 2024

75. Assertion: Globalisation implies treating the entire world as one market. Reason: Globalisation involves cross-border movement of goods, services, capital, technology, information and people. (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.

Seen in: Sample 2023, 2026

76. State whether the following statement is True or False: Trade blocks such as increase in tariffs restrict globalisation of industries.

Seen in: Board 2023, 2024, 2026

e-Business and Online Means of Business

77. Briefly discuss: G2B

Seen in: Board 2024, 2025, 2026

78. A manufacturing company files its GST returns and pays taxes through the official public portal of the income tax department. Which type of online transaction does this represent?

Seen in: Sample 2023, 2026

79. _____ refers to commercial transactions done via internet wherein goods or services are delivered in an electronic or a tangible form.

Seen in: Board 2024 · Sample 2023

Outsourcing

80. Name the outsourcing process in which an organisation assigns its non-core processes to an external agency.

Seen in: Board 2026 · Sample 2023, 2026

81. Briefly discuss: Outsourcing

Seen in: Board 2026 · Sample 2023, 2025

Business Regulators and Intermediaries

82. State whether the following statement is True or False: Food Safety and Standards Authority of India (FSSAI) collects and collates data on contamination of water.

Seen in: Board 2024, 2025, 2026 · Sample 2023, 2024, 2025, 2026

83. Expand CRISIL

Seen in: Board 2023 · Sample 2024