

# XAT DECISION MAKING Question 2008 - 2016

1	A	2	B	3	B	4	A	5	B	6	E	7	B	8	B	9	C	10	D
11	E	12	E	13	D	14	C	15	C	16	D	17	A	18	D	19	C	20	D
21	B	22	D	23	A	24	D	25	B	26	B	27	B	28	D	29	C	30	E
31	E	32	D	33	C	34	D	35	E	36	B	37	C	38	D	39	C	40	D
41	D	42	E	43	D	44	B	45	C	46	B	47	E	48	E	49	D	50	E
51	E	52	D	53	B	54	A	55	E	56	C	57	A	58	C	59	B	60	B
61	E	62	B	63	D	64	E	65	E	66	B	67	C	68	E	69	B	70	D*
71	C	72	A	73	A	74	E	75	C	76	E	77	A	78	B	79	C	80	D
81	B	82	D	83	A	84	A	85	E	86	C	87	A	88	E	89	C	90	C
91	E	92	D	93	E	94	B	95	E	96	B	97	D	98	C	99	C	100	C
101	D	102	B	103	A	104	E	105	E	106	D	107	A	108	C	109	B	110	D
111	A	112	B	113	E	114	C	115	D	116	B	117	D	118	E	119	A	120	E
121	A	122	B	123	D	124	D	125	C	126	E	127	D	128	D	129	B	130	C
131	C	132	E	133	E	134	B	135	B	136	E								

1. A Since Seema is a conscientious female entrepreneur, she should realize that one of the basic premises behind her forming her company was to provide equal opportunity to female employees. Hence she cannot step back from that aim. At the same time she has to run her business profitably. Hence she should look at placing female employees in jobs where they can perform productively without the company's interests being compromised. For jobs requiring overtime and travel she could then look at perhaps hiring more male employees.
2. B As a recruitment manager one should focus Mayank's strengths and not necessarily his weaknesses. If Mayank has strengths in an area where there is a vacancy then he should be hired for that position. His lack of communication skills is a drawback which can be rectified through proper training on the job so long as it is not directly affecting his productivity too much. Hence the recruitment manager should give more priority to his qualities and not be governed by his drawbacks which may not be strictly relevant for the position he can join in.
3. B Since Saundarya Cosmetics has to maximize long-term profits, it has to look at moving beyond the 'rich' segment it has serviced so long. It has to look at catering to the middle class and poor segments which aspire to its products. Also sales in the rich segment are stagnating. Therefore the company should target products of different quality (and hence by implication price) to these other segments. Option (A) is ruled out because by selling-high quality products at low prices the company will lose money in the long run. (C) also implies selling the same products previously targeted at the rich (under different brand names) to the poor and middle classes. This would also potentially lead to losses through higher cost of productions and the need to maintain lower prices. Continuing to target only the rich would not maximize long-term profits as sales in this segment is clearly stagnating. Targeting only the middle-class would also be putting all eggs in one basket and hence not desirable. Thus option (B) is the correct answer as the company would be customizing its offering for targeting the different segments.
4. A The company has sold its software to more than a million of customers. The bug poses a significant threat to these customers. Hence if the problem is left unattended the company will face even greater loss of credibility and bad word-of-mouth if it keeps quiet and the customers discover the bug. Hence in order to keep its reputation with its customers and show its commitment to them the company should own up and fix the bug for all software copies sold even if it involves expenses for it. (B), (C) and (D) talk about keeping silent about the problem and hence can be ruled out. (E) is also not correct. Taking off a product that has sold more than a million copies is also an extreme step which will show up the company in a poor light.
5. B The important cause behind this entire incident was definitely the fact that while Mr Thakur took the bold initiative of negotiating wage contracts directly with supervisors he was inconsistent. He took the trouble to negotiate with day supervisors personally but failed to follow the same process for night supervisors which led to Ram Lal feeling aggrieved, resulting in the incident.
6. E Since the immediate cause of the problem was the inability of night supervisors to deal directly with Mr Thakur, if Thakur had created a process for night supervisors to meet him then the unpleasant incident with Ram Lal and its effect on the organization could have been avoided. Hence 2 comes first in terms of impact on organization. 3 would be next in terms of positive impact if Thakur had generally followed a policy of allowing employees to see him without an appointment. The problem with Ram Lal was aggravated by his repeated inability to see Thakur. Delegating the task of negotiating wage contracts with night shift employees to the Personnel Deptt. would have been next most effective though it would have been overall inconsistent with Thakur's policy. Postponing the decision of wage revision of night shift supervisors would have been least effective. Since contracts had been already made out for day supervisors this would have only added fuel to the problem. Hence the sequence 2-3-1-4 is the right one.

7. B Option (A) is incorrect because his objective was definitely not to create a channel wherein employees could bargain on their wages. Option (C) is not correct as there is no mention in the passage that the supervisors were planning collective action against the management. Similarly neither option (D) nor option (E) are borne out by the statements mentioned in the passage.
8. B The reason(s) for Ram let's "grievance" have been mentioned as both his inability to meet the President & the unfairness of his wage contract. Thus, option (B) is the correct answer. Option (C) states the immediate cause of his outburst in the President's office.
9. C Obviously the Personnel Department would be disgruntled with Mr.Thakur's initiative because he had deliberately aggravated the problem by keeping it out of the picture. Since Thakur was unilaterally negotiating contracts without keeping the company in the picture about the financial implications of his contracts the Finance Deptt would also be disturbed about it. Lastly since the problem involved factory supervisors the production department would also be annoyed. If consulted it would have been able to advise Thakur about day and night shift workers and how they were likely to react to his manner of dealing with them.
10. D The fact that Mr Thakur hit Ram Lal back when he tried to assault him shows that he clearly became emotionally unstable under pressure and did not deal with the problem in a manner befitting a mature, senior executive.
11. E The answer is 'may be never' because it is not possible to find out the year in which Shekhar is going to break even simply from the data provided. While the sales in Patna and Bistupur may be the same, the costs (for example rentals) may be very different in Patna compared to Bistupur and hence we cannot predict that Shekhar will enjoy the same profit margin as the franchisee in Patna. Thus in the absence of complete information we cannot predict any certain figure for break-even and therefore "may be never" is the best choice.
12. E 'Patronage' here means the support that a person gives to a shop/store etc. by spending money there. Refer to the lines "Most upper middle class customers stopped there". Thus option (E) is the most appropriate choice.
13. D Shekhar has made his initial assessment based on his impression of the 'low image' of Sakchi and his expectation that the college going crowd of Bistupur would be his target market. Since this has landed him in confusion, he should do a more in-depth study to find the drivers and potential of the business before coming to a conclusion.
14. C Shekhar's decision on whether to take up the Music World franchise would depend to a large extent upon how well he expects the business to grow in future. This would impart his decision, for instance, to set up the store in Sakchi rather than Bistupur if the market really is expected to grow there in future. Factors like real estate prices and profitability of business in first two years would be short-term factors while factors such as changes in the music industry would be largely beyond the scope of decision-making.
15. C The learning from the solitaire incident is that people in certain roles would have different ways of carrying out their duties. The way Rabindra reacted to the solitaire incident and took a unilateral decision without informing his supervisor clearly illustrates this.
16. D In this option both the problem and its justification are correctly linked. Rabindra jumping to conclusions without investigating whether Om had carried out his duties is the root problem with the right justification for it.
17. A In order to resolve the issue it is necessary to revoke Rabindra's order because it was definitely a harsh punishment for a small act of negligence not properly investigated. This would resolve the issue and communicating the right reason for it would benefit the organization as a whole.
18. D The problem that Rabindra's decision created lay with the fact that he acted on impulse without investigating the matter properly. Hence D is the right choice.
19. C Bola's desire to contribute to the society cannot be realized if he does not set-up business and earn money. At the same time, he has reservation against the possible damage caused by his enterprise to the environment. Option (C) provides the best way out as it resolves this conflict in the best possible manner.
20. D Option (A) can be eliminated as it won't pragmatic to stop developmental activities as the local people also enjoy the benefits of development. Option (B) can also be rejected as it goes against Bhola's idea of not damaging the environment. Option (C) can be eliminated. Eco-tourism, if controlled by the government keeping in mind the interest of stakeholders, may actually go against the larger interests of protecting the environment. Between options (D) and (E), option (D) is a better alternative as the kind of eco-tourism suggested here would involve synergetic efforts among NGOs, the government and the private players.
21. B Option (B) would be the most effective measure as it would encourage protection of the environment and discourage pollution of the environment at the same time.
22. D The best course of action that Guruji can suggest to Bhola to score a quick win would be best reflected by option (D). Statement D hints at pointing out the good work done by Bhola's government without pointing fingers at anyone. Option (C) is frivolous as it suggests accusing the opposition. Moreover, this measure might prove to be ineffective if the unemployment levels turn out to be more.
23. A The reasons for the Jet Airways not doing well is directly stated in these lines third paragraph fourth line which reads "consequently passenger load had fallen..... 70-75%." and eleventh line third paragraph. Which reads "According to the analyst.....and ATF prices.
24. D The daily loss of Air India as given in the passage is almost 10 crore. Jet Airline lost 3000 crore. So, the loss incurred by the Air India is  $10 \times 366 = 3660$ . So the loss for the Rest of the airlines is  $10,000 - (3660 + 3000) = 3340$ . Hence, option (D) is the correct answer.
25. B Even if the fuel constitutes 30% of the revenue, we are not sure how it will translate into load factor to reduce the operating costs. Hence, the data is insufficient to reach a decision.
26. B The question demands that Mr. Ranjan has to portray good image of himself as well as create a long lasting positive impact. For this, option (B) is the best choice. Providing adequate security protection will assuage the apprehensions of the players. Moreover, this will earn him the popularity of the followers of the game.

27. B The best rationale behind Ranjan's decision in favour of IRC would be option (B). If the World Cup is held in a country which has adopted the DTC guidelines and Racket Club doesn't comply with the DTC guidelines, then the team will not be allowed to participate in the World Cup.
28. D Option (D) is the only issue which has no relation with the apprehensions raised by the top three popular players. After all security arrangements at the stadium where Racket is played has nothing to do with the security threat perceived by the players if they disclose their whereabouts/schedule for three months in advance.
29. C The case in question presents the view of the government that holds responsible the top executives of the PSUs for the failure in the implementation of plans. Statements (i), (iii) and (v) present arguments that tell us why it is the government that is responsible and not these executives.
30. E Since both the management and the economic situation of LMN has undergone a change, it will be pragmatic to look at this deal from a fresh perspective and let bygones be bygones. Hence, statement (iv) is a wise line of thought for the CEO of ABC. He can also consider the present market value and economic situation of LMN and decide to try and bid for this company at a later time at a cheaper price. Hence, statement (v) is also correct. This eliminates all the options except E.
31. E Since both the companies are facing similar problems and are in the same sector, there is no visible advantage monetarily as well as from the perspective of portfolio diversification for the resultant entity. The only advantage could be consolidation of assets. Hence E is the strongest option.
32. D The management needs to placate workers, expose contractors and take unbiased decisions against troublemakers. This will ensure that these workers will continue to work without causing further trouble. Statements 3 and 4 are possible course of actions.
33. C Since CMMS is an association for permanent labourers, they do not want to give membership to contract labourers. But if they continue to alienate themselves from contract labourers then their representative power will diminish. In these circumstances option C will be the best course of action.
34. D At the root of the problem lies the fact that there is no significant legislation that is effective in the current market situation where contract labourers are being employed in greater numbers. Also, it seems that contract labourers do not have any legislation safeguarding their rights. Thus, taking steps to enact relevant labour legislation is the best course for the government to take. Therefore, option (D) is the best choice under the circumstances.
35. E The immediate attention is required towards the labourers who are already disgruntled. They are also more vulnerable to influence by criminals of the area. Out of A and E, E is a better choice as it takes into account the entire labour class.
36. B The major restriction in case of free tickets offered by other websites (except Cozy\_travel) is that the tickets are non-transferable. Hence the free tickets may go waste if one does not wish to travel in the assigned period. However, in the Cozy\_travel offer, 'the free tickets are not amenable (except the passengers name)'. Thus the tickets can be gifted to others which increases the chance of utilising the free tickets manifold.
37. C With the recommended change, the Cozy\_travel offer definitely becomes far superior than the Cool\_yatra offer. Though Cozy\_travel were offering two free tickets initially, the customers probably didn't find the offer very attractive due to the restriction in booking dates. Since all other offers have date restrictions removing such restrictions in case of Cozy\_travel would have the greatest impact.
38. D Easy\_travel offer dates don't match with Jagan's travel plans. Cozy\_travel offer doesn't suit him as it requires him to book the free ticket at least 21 days in advance whereas he will get a maximum of 15 days for booking a ticket to Akashpur. Jagan should get the flight ticket from Cool\_yatra as it will give him time to make use of the free ticket.
39. C Easy\_travel's Ek ke sath ek offer (Option A) is not feasible because of the date restrictions. Options C and D are effectively the same and both are better than Options B and E in terms of saving money. Option C is the best as along with bringing down the cost of journey (by using one free ticket), it will give Janaki one extra free ticket that can be gifted to somebody.
40. D Statement a is not relevant and can be eliminated. The preface should start by statement c which says that adverse economic conditions have resulted in all-time highest profits for wind turbine makers worldwide. This negates the argument of the CEO that company's poor performance is a result of adverse economic conditions. It should be followed by statements b and e which state that though the company's sales volume has increased in the year under consideration, it has happened because of charging lower, unprofitable prices.
41. D The rules of the Members council say that no two officers shall serve on the same committee. Ajit Singh and Chaitanya Rao have been *nominated* for officer status, they have *not been confirmed as officers* yet. Thus, the writer has overlooked this flaw mentioned in option D. Option A is incorrect as both of them can be members of the Disciplinary Committee not necessarily as officers. Options B, C and E do not affect the reasoning of the letter in any sense.
42. E All other options except E are biased for/against one the two officers. Only E suggests a reasonable and exhaustive solution. Both the officers should resign from either of the committee so that there is only one officer in both the committees, so that the rule is not violated.
43. D The information given says that Limo captured 30% market share which was 200% of the expected share. It does not mean that the sales of Limo increased by 200%. Moreover, we don't know whose share Limo ate into to capture its share, it could well have come off other competitors. Hence we can't say that *Baft* and *Hebe* saw their market share decline by 10% due to Limo. The information doesn't in sense talk about the desirability of *Baft* and *Hebe* and about its features. So, both the conclusions can't be made. Hence the correct option is D.
44. B The best way to deal with unhappy customers is to suggest them to buy other models and offering to them discounts and gifts. This would not only make the customers happy but would also mean more business for the company. Option A is incorrect since suggesting the customers to wait will only aggravate the problem. Option C, D and E don't deal with issue of making the customers happy.

45. C Option A is unfair since Mr. Murugan is not informed about the delivery date and expected delay. Option B is incorrect for the same reason that Mr. Murugan is not informed about Ginger Automobiles and its announcements. Option D is correct as it maximizes Mr. Ahmed's cash flow as well informs Mr. Murugan of the delivery problem. The rest of the two options are incorrect since they do not maximize Mr. Ahmed's cash flow and inform Mr. Murugan about the delivery respectively.

**For questions 46 to 49:**

- (i) If Tina plans to go by train then she has to leave her home 10 minutes before the train departure time and after arriving at Delhi she will take  $30 + 5 = 35$  minutes to reach the work place.
- (ii) If Tina plans to go by flight then she has to leave her home 4 hours before the flight departure time and after arriving at Delhi she will take 90 minutes to reach the work place.
- (iii) If Tina plans to return by train then she has to leave her work place  $30 + 5 = 35$  minutes before the train departure time and after arriving at Jamshedpur she will take  $5 + 5 = 10$  minutes to reach home.
- (iv) If Tina plans to return by flight then she has to leave her work place  $90 + 60 = 150$  minutes before the flight departure time and after arriving at Ranchi she will take 3 hours to reach home.

Additional information:

**Onward Journey:**

	Departure	Leave home (latest by)	Reach work place (earliest by)	Work finished (earliest by)
<b>Flight</b>				
<b>AI-9810</b>	8:00 hrs	4:00 hrs	11:15 hrs (1)	17:15 hrs (1)
<b>AI 810</b>	15:25 hrs	11:25 hrs	18:40 hrs (1)	00:40 hrs (2)
<b>IT 3348</b>	19:20 hrs	15:20 hrs	22:35 hrs (1)	4:35 hrs (2)
<b>Train</b>				
<b>12801</b>	6:45 hrs	6:35 hrs	5:25 hrs (2)	11:25 hrs (2)
<b>12443</b>	15:55 hrs	15:45 hrs	11:10 hrs (2)	17:10 hrs (2)

**Note :** Number inside ( ) represents the day w.r.t the one on which she leaves for Delhi.

**Return Journey:**

	Departure	Leave work place (latest by)	Reach home (earliest by)
<b>Flight</b>			
<b>AI-9809</b>	5:50 hrs	3:20 hrs	10:35 hrs (1)
<b>AI 809</b>	11:00 hrs	8:30 hrs	15:45 hrs (1)
<b>IT 3347</b>	17:10 hrs	14:40 hrs	21:55 hrs (1)
<b>Train</b>			
<b>12802</b>	22:20 hrs	21:45 hrs	20:15 hrs (2)
<b>12444</b>	17:20 hrs	16:45 hrs	10:45 hrs (2)

**Note:** Number inside the ( ) represent the day w.r.t. the one on which she leaves for Jamshedpur.

46. B **Option A:** AI 9810 and return by IT 3347.  
She will leave at 4:00 hrs on day 1 and return at 21:55 hrs on day 2.  
Total time for which she is out of Jamshedpur = 41 hrs and 55 minutes.
- Option B:** AI 9810 and return by train 12802.  
She will leave at 4:00 hrs on day 1 and return at 20:15 hrs on day 2.  
Total time for which she is out of Jamshedpur = 40 hrs and 15 minutes.
- Option C:** IT 3348 and return by AI 9809.  
She will leave at 15:20 hrs on day 1 and return at 10:35 hrs on day 3.  
Total time for which she is out of Jamshedpur = 43 hrs and 15 minutes.
- Option D:** Train 12443 and return by train 12444.  
She will leave at 15:45 hrs on day 1 and return at 10:45 hrs on day 4.  
Total time for which she is out of Jamshedpur = 67 hrs.
- Option E:** AI 9810 and return by train 12444.  
She will leave at 4:00 hrs on day 1 and return at 10:45 hrs on day 3.  
Total time for which she is out of Jamshedpur = 54 hrs and 45 minutes.

Hence, best option is option B.

47. E **Option A:** Train 12443 and return by train 12444.  
She will leave at 15:45 hrs on day 1, complete the work between 9:00 hrs and 17:00 hrs on day 3 and return at 10:45 hrs on day 4.  
Total time for which she is out of Jamshedpur = 67 hrs.
- Option B:** Train 12801 and return by train 12802.  
She will leave at 6:35 hrs on day 1, complete the work between 9:00 hrs and 17:00 hrs on day 2 and return at 20:15 hrs on day 3.  
Total time for which she is out of Jamshedpur = 61 hrs and 40 minutes.
- Option C:** AI 9810 and return by AI 9809.  
She will leave at 4:00 hrs on day 1, complete the work between 9:00 hrs and 17:00 hrs on day 2 and return at 10:35 hrs on day 3.  
Total time for which she is out of Jamshedpur = 54 hrs and 35 minutes.

- Option D:** AI 810 and return by AI 9809.  
She will leave at 11:25 hrs on day 1, complete the work between 9:00 hrs and 17:00 hrs on day 2 and return at 10:35 hrs on day 3.  
Total time for which she is out of Jamshedpur = 47 hrs and 10 minutes.

- Option E:** IT 3348 and return by IT 3347.  
She will leave at 15:20 hrs on day 1, complete the work between 9:00 hrs and 14:40 hrs on day 2 and return at 21:55 hrs on day 2.  
Total time for which she is out of Jamshedpur = 30 hrs and 35 minutes.

Hence, option (E) is the correct answer.



48. E **Option A:** Train 12443 and return by train 12444.  
She will leave at 15:45 hrs on 9<sup>th</sup> of January and return at 10:45 hrs on 12<sup>th</sup> of January.  
Total time for which she is out of Jamshedpur = 67 hrs.

**Option B:** Train 12443 and return by AI 9809.  
She will leave at 15:45 hrs on 9<sup>th</sup> of January and return at 10:35 hrs on 11<sup>th</sup> of January.  
Total time for which she is out of Jamshedpur = 42 hrs and 50 minutes.

**Option C:** She cannot return by train 12801 because it does not run from Delhi to Jamshedpur.  
Hence, this option is eliminated.

**Option D:** She cannot return by train 12801 because it does not run from Delhi to Jamshedpur.  
Hence, this option is eliminated.

**Option E:** AI 9810 and return by AI 9809.  
She will leave at 4:00 hrs on 9<sup>th</sup> of January and return at 10:35 hrs on 10<sup>th</sup> of January.  
Total time for which she is out of Jamshedpur = 30 hrs and 35 minutes.

Hence, option E is the correct answer.

49. D **Option A:** Train 12801 and return by IT 3347.  
She will have to wait from 11:25 hrs to 14:40 hrs on the same day. Hence, total waiting period is 3 hrs and 15 minutes.

**Option B:** Train 12443 and return by train 12802.  
She will have to wait from 17:10 hrs to 21:45 hrs on the same day. Hence, total waiting period is 4 hrs and 35 minutes.

**Option C:** AI 9810 and return by train 12802.  
She will have to wait from 17:15 hrs to 21:45 hrs on the same day. Hence, total waiting period is 4 hrs and 30 minutes.

**Option D:** AI 810 and return by AI 9809.  
She will have to wait from 00:40 hrs to 3:20 hrs on the same day. Hence, total waiting period is 2 hrs and 40 minutes.

**Option E:** IT 3348 and return by AI 809.  
She will have to wait from 04:35 hrs to 08:30 hrs the on same day. Hence, total waiting period is 3 hrs and 55 minutes.

Hence, option D is the correct answer.

50. E Including all the BAG members in the decision making process would make them more responsible and involved in the project. Thus, option E is a good way of dealing with the problem of rescheduling the ERP implementation. Option A only looks at a probable deadline date but doesn't deal with the core problem of how it will be met. Option B would not solve the problem since the problem is not about lack of professional advice but how other members can be made receptive to change in the plans. Option C is biased as it overlooks the older members. Option D is incorrect and not in line with the passage, it is nowhere mentioned that external consultants are slow.

51. E Unilateral decision making by Mr. Shiv is the cause for the problems faced by BAG. He did not take the other members into confidence while committing to the deadline. Hence, option E is correct. Option A is not the immediate cause of the problem. Option B is incorrect because we can't comment on the competence of the consultant, moreover he wasn't directly responsible for the problem. Options C and D are out of scope since it is not mentioned that there

was any lack of information or infighting between members in the ERP project.

52. D Option A and B do not solve the problem in any way. Resigning or firing old members does not address the problem in any way. Option C is unfair since it sidelines the old members and their concern, neither does it guarantee that the same problem won't be faced with the new members. Option E is too relaxed to work out in such a crisis like situation. It would not be intelligent to arrange for out-bound programs when deadlines need to be met. Option D is correct, it addresses the problem of extra work load by hiring extra resources along with developing specialized work-routines.

53. B Ms. Teknikwali's lack of faith on older members to implement new ideas is hinted through her action of inducting freshly graduated MBAs from premier B-schools for the very purpose of developing new ideas. Mr. Shiv committing to a 6 month deadline in place of 14 months hints at his intention of impressing Ms. Teknikwali. Thus, Option A and C are both hinted at in the passage. It has also been mentioned in the passage that though Ms. Teknikwali was aware of the latest in ERP technology, she was not equally abreast with the implementation of the same. Mr. Shiv's lack of understanding regarding the sensitivities of the older members is evident from his unanimous decisions of working on weekends and reprimanding older members. This negates options D and E too. The passage does not mention or hint at any problems of getting along between the younger and the older members of BAG. Thus, option B is correct.

54. A Option A is the best way that Ms. Teknikwali could have adopted to deal with the BAG group. The members were experienced and knew about the strengths and weaknesses of the BAG group. Options B and E are negative approaches that talk about scraping the entire team and breaking it down to sub-groups respectively. This does not make use of the years of experience of the group members. Option C talks about hiring an external consultant for interacting with the BAG which meant she won't get any first-hand experience. Option D is an indirect approach for getting to know one's own company.

55. E The BAG group had a mixture of experienced as well as newly graduated employees; still it could not implement the ERP package. Thus, option A does not follow from the passage. Option B is incorrect as there is nothing in the given case that suggests that young people from top B-schools wouldn't have faced problems or have implemented ERP successfully. Similarly, we have no information regarding efficiency of employees who are networked with stakeholders. Thus, option C is ruled out. Option D is incorrect as a team of problemsolvers and those who know the latest technology does not guarantee success in ERP. Option E is correct; people involved in operations for a long time along with those who know the latest technology would work in implementation of ERP package. This is so because along with the knowledge of technology, it is imperative to have relevant experience to overcome road blocks in the implementation of such a package.

56. C Mr. Dev would like to have Bal Singh as his driver as he is experienced, trustworthy and a stable choice. Bal Singh meets the criteria of Mr. Dev's family too who do not want a young driver. Mani is young and so doesn't meet the criteria. Sunder is experienced but not stable. Chethan is willing to work long term but his services have been offered on a temporary basis. Chintan is inexperienced and unstable.

57. A Dev's most preferred employee would be Bal Singh as he is both stable and trustworthy. His least preferred choice would be Chinthan who is being offered on a temporary basis (which makes him unstable) by a competing firm. Also, it can be a ploy on the part of the competitor to know the inside information of Mr. Dev's company. This makes him untrustworthy too and thus, Mr. Dev's least preferred choice. Family members do not want a young driver so their least preferred choice would be Mani and not Chintan. Thus, statement II is not in conformance with the given information. Statement III is also not in conformance with the information. We do not have sufficient information regarding his most preferred choice and so it can be anyone out of the other four except Bal Singh who has a very similar profile to Ram Singh which created discontent among senior employees. Hence the correct answer is statement I which is option A.
58. C Ram Singh was a cause of concern for the HR manager because he provided insider information to Mr. Dev which used to irk the senior members. Bal Singh has a profile very similar to Ram Singh and thus, the HR manager would never like to take him on board.
59. B Compensating the teachers who volunteer to work on weekends is a good solution to deal with unhappy teachers. It is fair on the part of teachers to get additional incentives for coming on a weekend. Option A doesn't deal with the problem. Option C, appointing a committee of teachers, management and parents, is too impractical. Option D is biased as a committee of staunch supporters of the current practices would not consider the grievances of the teachers. Option E is incorrect because it does not show the principal as fair and just.
60. B Statements II and IV are good recommendations that deal with the problem of unhappy teachers. They not only help them understand the issues at hand but also soothe their (teachers') discomfort. Statement I does not help calm the teachers in any way. Statement III is unrelated to the problem. Hence, option B with Statements II and IV is the correct choice.
61. E Ethics as defined in the beginning of the case states that it is an individual's code for society survival. Naresh defines his society including himself, his family members, his employees and their family members. His action of paying the bribe is aimed at the survival and well-being of 'his society' and so he is being totally ethical. Thus, option E is the correct choice.
62. B Ethics is an individual's code for society survival. Naresh's society boundaries do not include his customers. Hence for him using inferior quality material was ethical as this kept prices down and customers happy (mentioned in the passage). Srikumar believed that the contractors need to stick together against any external treat. Hence Both Naresh and Srikumar are ethical in this case.
63. D Option D is correct. Morals are defined as society's code for individual survival. It is mentioned in the case that getting involved in court cases is a serious threat to an individual's business and leads to various unpredictable outcomes. By not speaking up, contractors ensured their own survival. They stopped Naresh from speaking up too and helped in his survival as well. Thus, option D is correct.
64. E Manohar would oppose the proposal because now he would be judged on three parameters instead of one and he may not be that good on the new criteria. He would have to definitely work harder to maintain his 'highest earning employee' status. Thus, option E is correct. Options B and D are ambiguous and can't be stated concretely. Option A is incorrect for the word 'favorable position'. Being highest paid does not mean he has a favorable or unfavorable position. Option C is ambiguous too because we don't know if the relative importance of the three parameters would not be specified later.
65. E The main reason for delaying the implementation of the proposal for a month is that the management would need time to think it out and get consensus from concerned employees. This makes option E correct. Options A and B give trivial reasons that the management would choose to overlook. Option C is irrelevant as it questions the competence of the GM which is certainly incorrect. Option D states that GM would require time to implement the plan, which is incorrect. It is the management in its entirety that implements the plan. Thus, the delay has nothing to do with the GM. This rules out option D.
66. B The passage states that "a fear had gripped the population" and "The common man was scared of the retribution". This explains that although people were grieving because of corruption and there was a feeling of resentment toward the corrupt, people were unable to do anything as they were scared. This makes statement 1 correct. Shambhu challenged the administration without regard to personal safety and sat on hunger strike for many days. His actions affected the government and helped in gathering support from the citizens. Thus statement 2 is also correct. Options 3 and 4 have not been mentioned as the reasons for the support gathered by Shambhu. Although media supported Shambhu, the passage does not tell us that they did so as they were starving for newsworthy issues. The correct answer is B.
67. C Shambhu insisted that only people that had an unblemished character should be allowed to hold office. If this is followed then people who have been indirectly associated with instances of corruption will also be excluded from holding office. People thought that Shambhu was laying a lot of stress on past and the standards set by him were unrealistic. Hence he lost support. Option C is correct.
68. E The minister tried to justify his actions by stating that these actions have benefited people. But, this is not a reason enough to perpetrate corruption of any kind. Also, the media has accused the minister of receiving kickbacks in exchange of incorrect allocations. This makes it all the more difficult for the minister to proclaim his act as justifiable. Hence, option E is correct.
69. B The minister had said-"the media cannot act as the reporter, prosecutor and Judge". It is not clear from the case whether the media was doing one or all of the stated and there is a possibility that the statement made by the minister be factually incorrect. Hence, correct answer is option B.
70. D\* The correct answer to this questions should have been 'both corporate managers and the minister'. The head of the nation should not have been accused as he was the one to identify the discrepancy in the allotments. Since the correct answer is not given in the answer choices, XAT is most likely to pick D as the correct answer.
71. C Loss of retail customers does not necessarily mean loss of revenue. It is important to understand that this reduction in retail customers may be by design and an organizational objective. The organization may have been trying to shift its customer base from retail to commercial and their success in doing so can account for the increase in revenue. Hence answer choice C is correct.

72. A The reason why doctors have not embraced the surgery has to be linked to its potential side effects. Answer choice A tells us that the surgery can result in serious complications including death and this is a reason enough for the doctors to not recommend its use. Options B and C tell us the prevalence and effects of obesity which do not explain why doctors are wary of the discussed mode of treatment. Option D talks about how other methods like dieting are not very effective. Option E is irrelevant as it talks about cost and financing, something which the doctor may not be concerned with.
73. A The caselet does not give any reason to fire or demote Kale. The immediate course of action should be to investigate the accusations against Kale. If the charges are proved correct, Kale should be transferred as he can work effectively when working alone. In order to help Kale better, Marathe can suggest family counseling as a long term solution. Family problems may be affecting Kales work as well but there is nothing in the passage to suggest that. Hence, the correct sequence is 2, 1, 5.
74. E The only solution that pertains to personal problems (since it deals with family issues) is mentioned in statement 5 of the previous question – “Marathe should suggest Kale to visit a family counselor.” Therefore if Marathe has to agree with Lakhote’s opinion of not addressing the personal problems of employees then this solution (statement 5) becomes invalid. Hence, the correct answer is option E.
75. C Option A is negated because the major concern was Kale’s inability to work competently in a team and not his conflicting responsibilities at home and office. Kale was facing personal problems at home and option B states that employees’ problems at home affect their performance at work. This strengthens the argument rather than weakening it by citing one more reason to sack Kale. Option D is incorrect because if it holds true then it wipes out the possibility of sending Kale to some other location for work and does leave the management with the only option of sacking him. Option E is eliminated because it again strengthens the argument as the caselet clearly says that Kale was emotionally unstable. Option C is the correct choice as the report in the journal indicates that most managers find it difficult to work in a group. Even if Kale is sacked and a new manager is hired in his place, it is likely that the new manager may face the same problem (of not being able to work in a group). And hence it will not be a good business decision to sack Kale. Therefore, option C weakens the argument and is the correct answer.
76. E Appreciation by boss can never be demotivating for an employee. It will rather boost the morale of an employee and motivate him to work to hard. Hence, Vardarajan’s declining involvement cannot be attributed to the fact that his bosses appreciated him. Thus, option E is the most unlikely reason for his declining involvement in work. Options A, B, C and D, if true, could be considered as likely reasons for Vardarajan’s disinterest in work and hence are incorrect.
77. A Since Vardarajan does not find his work challenging so the first step that should be taken to motivate him will be to give him a more challenging assignment. Next step in the series would be to transfer him from the Projects Department to Training Department so as to give him a change of roles and responsibilities. This may prove to be beneficial as he would get a break from his routine tasks and will have an opportunity to explore new avenues. If all this fails then the best possible thing will be to give him a long break from work and send him on a vacation for two months. This will give him time to for self introspection and he can start afresh when he joins back. Hence, the sequence will be 1,2,3 which is given by option A. Statement 4 is irrelevant as Vardarajan is not facing this kind of problem at work.
78. B Option A is incorrect because promoting Vardarajan will not address the issue at hand. The problem can only be addressed by keeping the performance assessment system transparent and by ensuring impartiality in reviewing performance of each employee. Thus, the correct answer is given by option B. Options C, D and E are negated for the same reason as A i.e. the issue cannot be resolved by addressing Vardarajan’s case alone but by fairly judging the performance of all the employees in the organization.
79. C The caselet presents a complicated problem making it difficult to find out the guilty. The best way to proceed in cases like these is to launch an investigation into the matter so as to find out that who is at fault. Thus, the most appropriate course of action to be followed is presented by option C – Vijya should constitute a fact finding committee to investigate the matter and then decide about the next step to be taken. Options A and B are inappropriate because these steps could be taken only after finding out the person at fault. Option D is eliminated as involving the corporate recruiters in the matter will only aggravate the issue and bring a bad name to the college. An effort should be made to try and solve the problem internally rather than publicizing it.
80. D Option D is the correct answer. It is advisable to start from the scratch and shortlist candidates from the fresh set if bio-data. Since the fresh set contains the verified grades of the students so there are no chances of any discrepancy this time. Option A is incorrect as it is an extreme step and should not be taken when there is an option of screening the candidates again. Option B can be negated because the HR managers’s contact may not have the correct information. Furthermore it does not address the problem of recruitments from that college. It is unethical for an HR manager to recruit candidates even after knowing that that the information presented in their bio-data’s is not authentic. This will show his disloyalty towards the organization. Option E is incorrect as it reduces the pool of students to be recruited from.
81. B On being asked about information regarding pay packages of graduating students, the senior does not reveal much information and rather cautions you not to believe in any sort of rumors. He also said that for any further information the college authorities should be contacted directly. Thus option B presents the most suitable course of action for seeking further information about placements. Option A is incorrect because the senior has already warned you that believing in rumors will do you no good. The information that you get by networking with students may not be authentic. Option C can be eliminated because contacting the HR managers is beyond the purview of discussion held between the potential entrant and the senior. Option D is incorrect because the senior has advised to contact the student body and not any individual representing the body. Approaching the President directly may not prove to be of any help. Option E is negated for the same reason as option A.

82. D Option A is inappropriate as it will be unprofessional on Vijya's part to suppress this information by not paying heed to the phone call. Options B and C are negated because it is unethical to shrug off the responsibility by absenting oneself from work or by putting it on someone else. Option E is eliminated as it is not feasible to constitute a committee for every issue. Furthermore, this will only prolong things and will delay the matter. Option D is the correct answer. Since the matter cannot go unreported so it is advisable to consult the Director (Vijya's senior) and seek his opinion on the issue.
83. A The given argument states that the main problems that arise from the work of professionally trained anthropologists is that they are late in colonial/post colonial trajectories. This is so because they have been trained to think and interpret in a certain way. So, this training influences their work and interpretations. At the same time, within their field of interest and training, their works are systematic. This implies that two things, i.e. unbiased interpretation and systematic word, cannot exist together. Option A is the correct answer as it states the same i.e. speed and position cannot be determined with complete accuracy simultaneously. Option B is incorrect because the given argument does not talk about making comparisons. Option C is out of scope, the argument states nothing about personal gains. Options D and E are also far fetched and not in line with the analogy implied in the question.
84. A The passage states that parents and business leaders are unhappy for the fact that no carrots/sticks are used to motivate teachers and very little or no importance is given to performance while determining the pay. Option A disapproves the claim of the parents as it suggests that teachers are self motivated. This altogether eliminates the need for carrots/sticks. Option B supports the claim rather than weakening it. Option C challenges the yardstick (a test given once a year) used for judging the performance but does not affect the claim in any way. Options D and E are beyond the scope of the argument.
85. E Risk reduces to half for those who drank 2 to 4 cups of coffee compared to those who drank very little or no coffee. So, the graph at 2 cups would fall to half of its value from 0 cups and after that it would be a straight line from 2 to 4. Hence, the graph would roughly look like an L shaped curve.
86. C Let the runners be denoted with their initials. Then the given information can be depicted as:  
 (i)  $F > A$   
 (ii)  $D > B, D > E$   
 (iii)  $C > I$   
 (iv)  $A > G$   
 From (i) and (iv), it can be concluded that Girish finishes after Ashok and Faneesh. Hence, the best position to which Girish can finish is third.
87. A The problem at hand is that the demand for "quickie-quick" is increasing but the quality department is not happy with the quality of the product as the suppliers are willing to supply low standard raw material at a cheaper price. It would be illogical to increase the production of "quickie-quick" till this issue is resolved. Supplying low quality material will only bring a bad name to the company and could prove to be detrimental to its growth. This negates options B and C. Options D and E are incorrect because the company is making huge profits by selling this product. Therefore, stopping or reducing the production is impractical because the ultimate motto of any business is to make profits. Option A is the correct answer and is the only step that should not be taken by Ram because the caselet states that there is demand for the other two products as well. Refer to the line – "Some customers bought two...bought only one." In addition, it is important to resolve the quality issue before taking a step like the one mentioned in option A.
88. E The question states that the "customers were miffed with "run of the mill" and "maxi-max". It also states that the committee proposed to continue manufacturing all the three branded products. In order to adhere to the committee's proposal, it is important to understand the reason behind customers' dissatisfaction. Only then can the company come up with the alternate solutions to their problems. This makes option E the correct answer. Option A is incorrect because it will not resolve the issue at hand – committee has proposed to continue the production of "run of the mill" and "maxi-max". Option B can be eliminated because the problem does not pertain to "quickie-quick". Option C is incorrect because the customers are already aware of the product and are dissatisfied. Option D is unprofessional and not of any significance. Hence, option E is correct.
89. C The affected managers being talked about in the question are the managers in the production, finance and marketing teams. Nothing in the question hints at the fact that their rights were violated. The question only talks about some changes in work management. Such issues can be sorted by discussing problems in an open forum. No external body is required to resolve such cases. This makes option C the correct answer and eliminates options A, B and D. Option E is illogical in the given situation.
90. C Options A and B are incorrect because nothing in the passage supports these statements. A makes a very definite statement but on the basis of these three reports, it cannot be said that newspapers publish inauthentic data. B is incorrect as nothing has been said about these companies buying the reports. Option D is incorrect because nothing has been specifically mentioned about Korean market. Option E is incorrect because the customer talks negatively about Samsung. So, it cannot be said that he is neutral. Option C is the correct choice as it talks about a possibility, 'may'. Also, it can be seen that all the reports have varied information regarding different companies.
91. E None of the options give the necessary explanation for the divergent ranks. Options A, B and C only talk about one brand while the reports show divergent ranks of more than one brand. Option D gives reason for higher customer loyalty while the issue in the reports is lower customer loyalty. The brands with higher consumer satisfaction have lower consumer loyalty or sales. So, the correct answer is option E.
92. D This question demands for another reason for the same data provided in the previous question. Report 1 is based on sales figures and Report 3 is based on customer satisfaction. Only option D takes into account both these aspects and can be viewed as a possible reason for divergent ranks of different companies. No other option brings forth a possible reason for this discrepancy in ranks.
93. E Refer to the last line of report 2 – "Without accurate self-reporting...are worth a damn." Throughout the report, the reader complains that Samsung does not give accurate data as to the number of phones/tablets sold and that is why he says that none of the market share charts can be relied upon as they do not reflect authentic numbers. He wants companies to release more objective data. This makes option E the correct answer. Nothing in the report hints at the possibility of the reader being an Apple or HTC user, so



options A, B and C can be negated. Option D is incorrect because the reader talks about Samsung and not about Android phones.

94. B The last line of the caselet states that hiring new consultants was very difficult. This implies that statement 5 should be the last in the order. The question states that some consultants were good at applying old solutions to the new problems. So if the consultants start working inter-industry and inter-domain, a lot of problems will be tackled across domains and this will benefit the organization. So statement 4 should be the first in the sequence. This should be followed by decreasing the work load of the consultants as they are overburdened with work. Next in the order should be statement 3 as hiring competent staff is important to keep consultants updated. This will also help them in performing better. The next best thing to do would be to reduce time on client interaction and to focus more on generating solutions. Thus, the correct sequence is 4, 3, 2, 1, 5. This makes option B correct.
95. E The best course of action in the given scenario would be to discuss the issue in an open forum. This will give everyone an equal opportunity to voice their opinion (suggestions, problems) and will also help in reaching to a solution amicably. This makes option E the correct answer. Option A is incorrect because the passage states that hiring new consultants was very difficult. Also, the old consultants were experienced but the new hires would have required a lot of training. Option B is unethical and such biases only increase the problem. Option C would prove to be unfair for the new consultants and hence is incorrect. Option D is vague and does not offer a solution to the problem.
96. B Options A, C and D can be negated because statement 1 – Do nothing – is impractical and not the right course of action. Between options B and E, B is a better choice because benchmarking performance with respect to the best consulting is more important than hiring outsiders. Since, the question states that Ajay wanted to leave behind a legacy and it can also be inferred from the caselet that he was very concerned about the company's growth and well being, so it can be understood that he will give more priority to company's performance. Hence, option B is correct.
97. D It can be inferred from the caselet that Rajinder shares a very good rapport with Balwant. Of the given options, the person who is most likely to understand Rajinder's problem is Balwant. And since the problem is regarding Balwant's store, it gives all the more reason to discuss the situation with him and no one else. Option A is incorrect because his wife has been talked about only once in the passage and we know nothing about her personality. Option B is incorrect as the boss will think from business point of view and may not understand Rajinder's dilemma. Option E can also be eliminated for the same reason. Option C is very general in nature and does not provide a solution to the given problem.
98. C Rajinder fears that Balwant's business will be affected if Bigmart opens its store in Bhatinda. Option A is incorrect because it addresses the issue of farmers while Balwant is not a farmer but a retailer. Option B also talks about farmers and hence is incorrect. Options D and E are highly impractical and do not offer a solution to the given problem. Only option C addresses the issue at hand as it talks about developing new solutions that can benefit the retailers, farmers, consumers etc. If the company comes up with any such solution, the local retailers' and traders' businesses would not be affected.

99. C Refer to the sixth paragraph of the caselet – "Bigmart had been a major force in improving the quality of life...as middlemen were removed." From these lines, it can be inferred that consumers were the ones who benefitted most from the Bigmart chain. The passage also states that "local stores in small towns often went out of business within a year of the Bigmart's opening". This implies that retailers were least likely to get benefitted and hence would be the first in the ascending order. Thus, the correct answer is option C i.e. retailers, farmers, consumers.
100. C Here it is important to note: Any action against Mr Prodigal would affect Mr Loyal which in turn may affect the party. Similarly, any direct action against Mr Loyal may again affect the party. In other words, any direct or indirect action against Mr Loyal may affect the party.
- Option A may affect party negatively because party may be perceived as inactive/ unethical. However, it is good for Mr. Loyal.
  - Option B talks about suspending Mr. Prodigal. Mr. Loyal has soft corner for his son and he may not like this option. In a way, it may be good for the party but Mr. Loyal may not like Mr. Prodigal to be suspended, when charges are yet to be proved.
  - Expelling Mr. Loyal for something that Mr. Prodigal has done may be unfair, unless charges are proved. Further, expelling Mr. Loyal from the party would alienate him. It is the worst action that can be taken against him and it might lead to a split within the party (as mentioned in the passage). Expelling indicates that chances of Mr. Loyal coming back to the party would be very low. Hence, Option C is the correct answer since this is not good for both of them.
  - Banning Mr. Loyal from entering party premises (Option D) would be similar to previous argument but the adverse impact would be less than Option C (both for the party and Mr. Loyal) as bans are temporary.
  - Initiating an internal inquiry would not impact either way (Option E). Neither it would impact the party/Mr. Loyal badly nor would the party gain significantly.
101. D
- Option A: Maintaining status-quo would be perceived as inactive. Hence, it may receive adverse media reactions which would harm the party reputation.
  - Option B: Mr. Loyal may not like the option of expelling Mr. Prodigal from the party with immediate effect. This might improve the party reputation but Mr. Loyal would get affected as a consequence party might also get affected. So this is not the correct option.
  - Initiating an internal inquiry would not help the party to improve its image (which is the main concern – as mentioned in the passage). This internal inquiry committee does not make sense when matter is sub judice (assuming judiciary is fair). Fate of Mr Prodigal is depending on court verdict not on the decision of internal inquiry committee.
  - Option D gives fair chance to Mr Prodigal and indirectly to Mr Loyal as well. Furthermore, this would ensure a good image among public and media that party adheres to the decision of the court. And at the same time it conveys a message that party is not unfair to the members during crisis time and would boost the morale of the party members.
  - Option E would adversely affect Mr. Loyal and hence, party.

102. B - Statements I, II, & III are against Mr. Loyal and options IV and V are in favour of Mr. Opportunist. Statement II talks about how party can improve image but not related to the candidature of Opportunist. Similarly, statement III talks about a post-election scenario. So, it is not pushing his candidature at this juncture. Statement V is irrelevant for Opportunist's candidature.
- Statement I directly conveys that Mr. Loyal might not have high chance of winning and Statement IV says how Opportunist can be ideal replacement of Loyal in terms of trustworthy followers.

So, a combination of I and IV (Option B) would be the correct answer. This option has both anti-Loyal and pro-opportunist arguments.

103. A Question asked on : Immediate political career

- Option A gives him chance to stay afloat. 'Chance of winning is high' (as mentioned in the option). Hence, it is better than Option D and this is the correct option.
- There are no obvious benefits from Option B, C and E for his immediate political career. These might be beneficial (except Option B) in the long run but not in near future. In case of Option E there is no guarantee that his close associate will remain loyal to him.
- Option D is a viable strategy but chances of winning is low and hence this option is less likely than Option A.

**Answer Table:**

			# of Only J type elective is 3			# of Only G type elective is 2
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
Only Q	1	2	3	1	2	1
Only J	1	2	3	1	2	1
Only G	8	6	4	5	3	2
QJ (but not G)	1	1	1	2	2	3
QG (but not J)	3	3	3	4	4	5
JG (but not Q)	5	5	5	6	6	7
QJG	1	1	1	1	1	1
<b>How many possible answers for G- type courses?</b>	17	15	13	16	14	15

104. E - Option A: Problem may be because of team or individual (Dipangshu). So, transfer of Patel may not solve the problem. The next HR Director would do the required official follow-up.
- Option B: Problem may be because of team, or Dipangshu. If the problem is because of the team, it might (though not necessarily) get resolved in a new team. But if the problem is because of Dipangshu, it would persist. Even if the problem is because of team, there is no guarantee that new team would not have such problems.
  - Option C: Change in the project may not change the team or individual and hence problem may not get solved. There is no guarantee that the new project would not have same problems or same team.
  - Option D: Unrelated to the argument.
  - Option E: Failure to perform the duty would lead to further complications. This is the least that he can do at this juncture and this is the only thing that can be controlled by Dipangshu to avoid further negative consequence. "We can only control the controllable". Hence, this is the best option.
105. E - Option A: Mr. Patel does not seem interested to talk (as given in the passage above and as perceived by Dipangshu). Hence, this might not sort out the problem. Further, if we discard the first part of the option then it would be similar to Option B.
- Option B: This is a viable option but it has a lot of uncertainty (he is sensing that he might be sacked three months down the line). Further, there is no surety of getting a new job, leading to further uncertainty. He is keen to

work (as mentioned on the situation 'he cannot think of a life without a job').

- In Option C, he loses his present job and nothing else is mentioned (probably we can assume that he will join the start up without any negotiation).
- Option D is good choice but not as good as E. If there is no salary hike then it would be similar to Option B.
- Option E is the best one. This is the safest option with comparable salary and if he gets a salary hike then it would be win-win for him and it would be better than Option D. However, if the start-up doesn't honour his request then it would be equivalent to Option C.

106. D The intention of HR Director is to retain Dipangshu (as it is good for the organization as well because organization does not lose a competent employee), by bringing all three together to amicably sort out the issues. Thus, one statement has to be picked from the first two statements; one statement has to be picked from Statements III and IV. Statement V is a must as no solution can be found without three of them coming together.

Out of statements III and IV, statement IV is a better option as statement III does not specify an action. Hence, statements IV and V should be part of the correct option along with either statement I or II. So, from the available choices, Option D is the best answer.

107. A - Only Option A reduces Arbit's enthusiasm. All others clearly favour his decision to go ahead with the investment decision.
- Statement B is in favour of Mr. Arbit, as technology investments give better results → green signal
  - Statement C is also in favour of Mr. Arbit, investment in technology reduces cost → green signal
  - Statements D and E also are in favour of Mr. Arbit, "risk controlled/risks have to be taken"- → green signal
108. C - Option A is not a choice because one cannot be driven by competitor's actions as competitors may be wrong. What is best for competitors may be good for the company.
- Option B is restatement of facts from the passage. It does not mention what are the chances of success. It could be 1%, it could be 99%.
  - Option D indicates that there is a possibility of failure. Moreover, it indicates that 'R&D team of ITS is working to counter' but there is 'no guarantee' (in the option) that they would be able to do so. They may be able to do it but they can fail as well.
  - Option E is generic and doesn't add much value to his sales pitches. Rather it is sensitizing them regarding the uncertainty related to this investment. It does not mention, "How risky". Someone can take decision with 20% risk, while others may not take the decision even at 80% probability.
  - Option C is the only answer which strongly hints about the potential success of this technology and low chances of failure (roughly 1 out of 6 cases i.e. 15%).

109. B

**Answer Table:**

Year	Forgone earnings of Arbit	Forgone earnings of Boring	Difference	Amount at the end of Five years
1	100,000	100,000	0	0
2	100,000	100,000	0	0
3	100,000	0	100,000	$100,000 \times (1.1)^2$
4	100,000	0	100,000	$100,000 \times (1.1)$
5	100,000	0	100,000	100,000
			<b>Total</b>	<b>331000</b>

Option B is the correct answer.

110. D

Main Passage & Question 42:		
	Patented < 50%	Generic > 50%
India < 50%	Patented India	Generic India
Foreign > 50%	Patented Foreign	Generic Foreign

Option A: Not possible

	Patented < 50%	Generic > 50%
India < 50%	43% (given)	< 7%
Foreign > 50%	< 7%	> 43%

Option B: Not possible

	Patented < 50%	Generic > 50%
India < 50%	< 24%	>50%-Generic (Foreign)
Foreign > 50%	>50%-Generic (Foreign)	>24% (given)

Option C: Patented drugs in India must be < 50% (as total sales in India is < 50%).

Option D:

	Patented < 50%	Generic > 50%
India < 50%	29% (given)	< 21%
Foreign > 50%	< 21%	> 29%

Option E: Generic drugs in India must be < 50% (as total sales in India is < 50%).

Hence, Option D is the correct answer.

111. A Question asked: Long term consequences

Statement I is the best option if we consider the long term prospect of the business. Statement II is clearly unethical and unethical actions might have some short term benefits but are least appropriate for long term. Statement III can boost performance in the near future. Statement IV might also have a negative connotation if we assume that LSP is recruiting more employees to sell cough syrup in the rural areas. Thus, Statement I should come first if we consider 'to improve business in the long run'. Moreover, Statement II should not come before Statement I as well as III from the long run perspective). Hence, Option A is the correct answer from the available choices.

112. B Question: Best solution for organization should also address the couple's concern.

- Option A is only a promise and salary hike does not solve the problem directly, as organization needs to find solution immediately without compromising couple's need.
- Option C is not viable as work in Luxembourg is very important and a competent person like Mr. Jose has to be there in Luxembourg (as mentioned in the passage).
- Option D is less acceptable as it assumes that Mrs. Jose's work is not important (which she as well as her husband might not accept).
- Option E just postpones the problem, when solution requirement is immediate.

Option B is the correct answer as it is suitable to all stakeholders. Organization gets the work done. Mr. Jose and Mrs. Jose stay together and Mrs. Jose does not lose her job.

113. E Question: the SEQUENCE of IMMEDIATE actions that maintains Work (i.e. job/career) Life (i.e. family – to stay with her husband) balance for MRS. KHAN

- Statement 1 suggests that "wife" should give up the work i.e. sacrifice her career at least in the near future.
- Statement II is similar to Statement 1 as "wife" is supposed to sacrifice her career (for husband's career) in the short run and sacrifice their family life in the long run (because she has to stay alone).
- Statement III is a valid option as she is requesting Mr. Khan to find a job in India. If he agrees and is able to find a suitable job, they can stay together without Mrs. Khan sacrificing her career. Thus, work-life balance might be maintained (this can be immediately requested by Mrs. Khan).
- Statement IV is uncertain as there is no guarantee of getting a job in the US. Her career may be jeopardised.
- Statement V is valid action as she can always make a request, if it is granted, the couple would be together. Thus, work-life balance can be maintained like Statement III. Further, it would be viable follow-up (sequential) action, if Statement III doesn't work.

Hence, Option E (which combines III and V) is the best possible sequential option.

114. C Question: statements favouring NOT USING organic vegetables
- Statement I states that awareness is low and hence it conveys that using organic vegetables in Panipat might be a premature step.
  - Statement II indicates that there is a risk involved in implementing the Connaught place model in Panipat but the tone conveys that businesses willing to take the challenge can do it. In other words, he is not saying in favour of 'not using organic vegetables'.
  - Statement III says that a few restaurants are already using organic vegetables but the argument here is that using Organic Vegetables is not going to be the unique selling point for them. Hence, they might not get any advantage by using organic vegetables. Why change something that is already doing well?
  - Statement IV implicitly indicates that Panipat customers might not accept high prices of dishes (due to uses of organic vegetables). Use of organic vegetables might reduce the profits.
  - Statement V states that if premium vegetables are not available then it might not be convenient to procure them on a regular basis. This will increase the complexity.
- Hence, Option C is the best answer.
115. D First businessman says that customers are very different. That indicates business at Panipat should be somehow different from Connaught place.  
Second businessman says that customers are happy with Ram, which means identity of business in Panipat should be ideally tied with 'Ram'.  
Third businessman says that ingredients at Panipat are not same as Connaught place but taste is good. It indicates both businesses have their own advantages and should be treated differently.  
Fourth businessman says that in future customers at both the places might have similar tastes. In other words, it suggests that in future the two business models might be alike.
- Options A and E may not be viable as Kishan is not interested to go to Panipat (as mentioned in passage).
  - Option B is not the correct answer (as per passage 'giving a freehand to Ram might have long term negative consequences').
  - Option C may not be best as Panipat customers like Ram (Businessman 2).
  - Option D is the only answer that can satisfy the opinions expressed by all four businessmen.
116. B Question asked: Maintaining BOTH quality and growth.
- Option A would face resistance from Ram as he is not keen to use organic vegetables. He might be reluctant about this idea. So, it can only be done in the absence of Ram.
  - Option C means that loss of revenues and hence growth.
  - Option D: Kishan would be reluctant to go to Panipat (as mentioned in the situation passage).
  - Option E: New person has to replace Ram (Hence for this solution, Ram has to leave Panipat). And there is no surety that new person would be a success (both in terms of pursuing growth and maintaining quality).
  - Option B is the best option because Mohan can drive Panipat branch and probably Kishan can handle Delhi branch. Or, Ram can join Kishan.
117. D
- Proposal I indicates that cut off would be based on combined score and hence students might maximise their score by attempting 'formula-based problems'.
  - Proposal II indicates that both parts would have separate cut offs and hence, most likely, students would be forced to attempt questions from both the sections. But in extreme

- cases, all students can choose to attempt very few (or zero) questions from 'application-based problems'.
- Proposal III gives additional incentive to attempt 'application-based problems'. In a way, it might avoid the extreme outcomes of Proposal II (as mentioned above).
  - Proposal IV is not 'fair' to the students as they have no idea about the evaluation.

Combining Proposals II and III is the best option among the four proposals mentioned above. Hence, Option D is the best answer.

118. E Question: to be better prepared for the examination  
Statements III and VI are unrelated to the examination and relate to post examination stages of candidate's life. Information provided on these dimensions would not be helpful 'to be better prepared for the exam'. Whereas, all other information is relevant.  
So, Option E is the correct answer as it excludes both III and VI.
119. A He wants to charge more for his competence but with minimum violation of the agreement. So for the agreed services he cannot charge more. But for any new service he can charge more. Hence A is the correct answer.  
In B he is in violation of the agreement since the agreement was between people and not the shops.  
C and E is wrong since charging more for jumping the queue and extending work hours may increase revenue but will not enable him to showcase his competence (which is his objective).  
D is a wrong answer since giving free service is a violation of the agreement.
120. E A, B and C will end in violation of the agreement. C because the price per visit comes down by one third. D does not violate but does not solve the problem of retaining the loyal customers. The correct answer hence is E where the customers get a preference but pay the same.
121. A E and C are wrong as they do not take care of Chatterjee's duty to the city. B is wrong since the locals and not Ghosh are made responsible for the greenery; moreover the 20-30 trees in their respective locality may not be sufficient or even relevant to reduce pollution. D is wrong since Chatterjee is taking the responsibility to buy land from the proceeds of the sale and Ghosh gets the land with no riders (similar to C). A ensures that Ghosh first plants a stipulated number of trees and that too around the factory and the city, hence is the right answer.
122. B Chatterjee may not pursue the green policy unless his future interests are protected.  
Option A will not convince Chatterjee as it will not affect his future interests. Moreover, Policy framed in favour of his friend makes it unethical.  
Option C is unfounded assumption and hence is wrong.  
D may gain Ghosh some sympathy but it is not going to convince Chatterjee.  
E may affect Chatterjee, but it might backfire on Ghosh too.  
B appeals to Chatterjee's stakeholders and hence is the right answer.
123. D A does not imply any punishment and therefore may not induce the drivers to care about comfort. B may not be taken up by the drivers if they are satisfied with the rents they currently receive and hence is not correct. C focuses on a specific market segment and may not solve the problem for the entire market. E does not ensure that the extra amount will be invested in comfort. D focuses on a measure of comfort and a penalty for lack of comfort based on the measure and hence is the correct answer.



124. D The customers are likely to pay more for comfort and not for safety.  
Taxi owners can be motivated to provide more comfort by allowing them to charge more, but only strong penalties would prevent safety violations. Only D addresses both safety and comfort concerns and therefore is the right answer.  
Option B and E focus on comfort but ignore safety (violation of traffic rule is only one aspect of safety rule). Moreover, Option E penalizes safety rule breakers by only denying the use of comfort related privilege. Penalty should be more with safety rule violation. Option C does not penalize safety violation. Moreover, the taxi owners may not require a second loan. Option A is wrong since customers are not willing to pay more for safety.
125. C Fact 1 cannot be the reason as a substantial increase in attrition is irrelevant for the government to take a decision regarding the quality of the scheme. Fact 2 cannot be the reason as one researcher could have died because of other reasons. Fact 3 corroborates the government's reason for not equating publications with rewards (the quality of articles published has decreased). Fact 4 cannot be the reason as 2% decrease is not substantial enough.  
Hence the only possible answer is fact 3 making C as right choice.
126. E That most famous researchers are also paid high does not imply that the highest paid researchers are always famous or that they will be productive. If an American Institute is giving extra benefits, it does not mean IIR should also follow it. The researcher may be getting the highest pay as a consequence of receiving the Nobel Prize, or there may be other reasons for the researcher to be highest paid.  
Hence E is the correct option.
127. D As given in note 1 of the caselet, the auditor's role is to verify accounts and not to make policies. The Director and other top officials are the best people to decide on policy related matters. As points 1 and 3 are policy related, D is the correct answer.
128. D Option A and Option C are both wrong since in both cases Purushottam is "paying" the police for discharging their duties. Option B is wrong since the pettiness of the bribe cannot be a defence.  
Option E is wrong because you don't become right just because others are also doing it. Option D is the best since Purushottam is sending a batch of sweets to many other social institutions and therefore can be argued as a goodwill gesture.  
Therefore Option D is the correct answer.
129. B Statement 1 by itself is not a correct answer since "no cause of worry" is not supported by any evidence. This support comes from Statement 4. Therefore Statement 1 together with Statement 4 will convince Ratan. Therefore Option B is the right answer.
130. C Option A is not correct since discount cannot be discontinued just because customers are in the top income bracket. Options B, D and E are not correct since not being present at one event cannot be used against them.  
Option C is the right answer since the customers do not seem to be loyal and are also taking advantage of the discount in an unfair manner, since this is a select discount only to the loyal customers.
131. C Action 1 is the third best and better than action 5 in which they get very high ratings for performance in a performance oriented organization.

Action 2 is the second best action since the trio get average ratings instead of less than average ratings for their poor performance.

Action 3 is the worst decision because this action sends mixed signals. Amelia is giving high ratings and simultaneously cutting salary.

Action 4 is the best action because, poor rating reflects the poor performance of the trio in tune with the performance orientation of the organization while giving the trio enough time to improve.

Action 5: The organization is right in giving them an opportunity but rating them high is wrong. This decision is better than action 3 since the communication is clearer and does not send any mixed signal.

Hence, the correct ranking is 4, 2, 1, 5, 3

Option C is in sync with the above logic and therefore is the correct answer.

132. E Ms Amelia "suspects" that the trio could affect her promotion. She should clear this suspicion by communicating the opinions of the trio to her boss. This will result in her boss reviewing his/her expectations from the trio and therefore also from Ms Amelia. Therefore E is the correct answer.

Options A, B and C do not serve the interests of the organization. While option A and option C might serve Ms Amelia's short term interests.

Option D is wrong since it is her own perception and unfounded.

133. E ABC is a performance focused organization, punishing poor performance and rewarding good. Among the combination of decisions that are appropriate for the given situation, one decision from 1, 2 and 3 and one from 4 and 5 have to be chosen (1, 2 and 3 are about Nicky and 4 and 5 are about Manoj and Benita).

Action 1: Amelia is running away from her responsibility with this action.

Action 2: This decision rewards Nicky for non-performance.

Action 3: Amelia is asking Nicky to focus on performance and gives her an ultimatum. This is a better decision compared to the actions 1 and 2.

Action 4: This decision is wrong because Amelia is punishing Manoj and Benita for their behaviour outside workplace.

Action 5: This decision rewards Manoj and Benita for their performance and is the right thing to do.

Based on this rationale, the best combination would be 3 and 5 therefore Option E is the right answer.

134. B Veracity of leaked report has not yet been ascertained. It may be a good idea to first check the credibility of the report through an independent agency. Based on these findings a concrete action can be taken.

Therefore 3 followed by 2 is the correct order. Therefore B is the correct answer.

135. B Actions 1, 3, and 5 are unethical because Mukesh is capitalizing on information he is privy to.

Action 4 is also unethical but to a lesser extent compared to 1, 3 and 5 though he is informing the consumers he is deliberately "understating the seriousness".

Whereas action 2 is ethical, 6 is not unethical. So the correct order would be: 2 > 6 > 4.

1, 3 and 5 are all unethical with no definite ranking among them. This rules out Option A, C, D and E.

Option B is definitely a wrong order and hence the correct answer.

136. E The objective is to bounce back i.e. resurrect the damaged image of the company and dispel all the doubts about their products. The company should ensure that such incidents are not repeated. The root cause of the problem is that the testing agency engaged in an inappropriate action (whereas the agency was supposed to be fair and neutral) at the behest of the competitor and this should be nipped in the bud. Option A and C: The option does address the national outcry but does not address the proxy war by the competitor, which might recur.  
Option B: The decision is inappropriate and not addressing the problem at all.  
Option D: Their competitor is engaged in a proxy war. So, directly targeting the competitor will be a disaster.  
Option E: The decision is appropriate as it targets the testing agency and not the competitor. It also addresses the national outcry indirectly because only a brand confident of its product quality will file a defamation suit. This in a way reassures the consumer about the product quality. Therefore Option E is the correct answer.

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