

Decision Making

The increasing prosperity of the plains people tempted those in the mountains to divert forest land for agriculture. Vanamali was afraid that expansion of agriculture would result in deforestation of the mountains.

Which of the following is the BEST course of action for Vanamali to conserve the mountain forest?

Q.1

For questions 30 to 32: Comprehension:

Read the situation below and answer the 3 associated questions:

A powerful, intelligent king Vanamali once ruled over an ancient kingdom, Vanarajya. The kingdom was known for its high mountains and sprawling plains, and ninety percent of its land was under forest cover. Trade in forest produce was the mainstay of its economy, supported by subsistence agriculture.

With the increase of population, over time the forest in the plains was cleared for agriculture. The forest in the mountains continued to supply nutrient-enriched water and abundant forest produce to the plains. As a result, agricultural yields were bountiful. The plains prospered as compared to the mountains.

a. Institute a mechanism that ensures plains people pay royalty, to be transferred to mountain people for maintaining forest cover

b. Constitute a committee to protect the forest with powers to punish those who fell trees

c. Levy a tax on traded agricultural produce from the plains to cross-subsidize supplies to mountain people

d. Declare a 'Mountain Day' when plains people meet and thank mountain people for sustaining their agriculture

e. Urge the elders of the mountains to come up with agricultural practices that ensure no erosion of forest cover

Bookmark

Answer key/Solution

The Small Shop wants to increase the variety of products sold, including expensive ones. However, it is averse to accumulating unsold products, specifically of the expensive kind.

Which of the following is the BEST option if The Small Shop wants to increase the variety of the products it sells?

Q.2

For questions 45 to 47: Comprehension:

Read the situation below and answer the 3 associated questions:

The Small Shop, selling computer peripherals, is the only one of its kind in the remote village of Turturunk. Because online purchases take two weeks or more to arrive, The Small Shop is a quick stop for buying items such as pen drives and USB cables. Besides selling computer peripherals, The Small Shop also undertakes repairs of out-of-warranty products.

a. The Small Shop should get suppliers to courier its requirements to the shop whenever needed. The suppliers require that The Small Shop orders a minimum quantity every month.

b. The Small Shop should focus exclusively on high-end peripherals which contribute to 10% of its revenues but 25% of its profits.

c. The Small Shop should acquire extra space at lower rentals available at a distance of three kilometres from its current location.

d. The Small Shop should focus only on low-end peripherals that currently contribute to 60% of its revenues.

e. The Small Shop should make an arrangement with a retailer of the nearest city. The shop can spare one of its employees once a week to procure the weekly requirements.

Bookmark

Answer key/Solution

The MNC has spotted traces of chemicals in their fortnightly water quality analysis. The MNC realizes that this is due to the contaminated agricultural runoff, flowing into the spring from the nearby fields where farmers use pesticides and fertilizers. This requires an immediate solution. Which of the following options will BEST resolve the situation for the MNC?

Q.3

For questions 42 to 44: Comprehension:

Read the situation below and answer the 3 associated questions:

A Multinational Company (MNC) sources pristine natural spring water from Bori, a village in Satpura mountains. The unprocessed natural spring water is directly bottled by the MNC. The company brands it as "Natural Spring Water" and sells at 50% premium vis-a-vis other brands that sell processed water.

The local panchayat, under the Panchayati Raj Act, 1992 controls the spring water usage. Hence, the company signed a 30-year contract with the panchayat for exclusive access to the spring water for business purposes. This contract contributes 50% to the panchayat's revenues besides providing 250 jobs in the panchayat. The spring also meets domestic and agricultural needs of the people of Bori and the surrounding villages.

a. Rebrand "Natural Spring Water" as "Purified Spring Water" after removing the contaminants through charcoal filtering

b. Continue bottling the natural spring water without processing since the villagers drink it as it is

c. Close down the bottling plant until the problem is resolved and inform the media that customer interests override profit concerns

d. Since the customers trust the MNC to do what is good for them, remove the contaminants and continue to brand as "Natural Spring Water"

e. Source water from an uncontaminated natural spring 150 kms away at an addition of 50% to the total cost

Bookmark

Answer key/Solution

Jagdeep wishes to open a 100% eggless branch in Ramnagar. To explore feasibility, he collected the following facts:

- 1. Eggless products account for 30% of Le Baguette’s sales.
- 2. At least 20% of all bakery sales in Ramnagar is from eggless products.
- 3. The eggless varieties of Le Baguette contain minute traces of egg.
- 4. Le Baguette currently makes 3% of its revenue from Ramnagar customers and all of it comes from eggless products.
- 5. Le Croissant’s Ramnagar branch struggles with a market share of 10%.

From the combinations below, in the DESCENDING order of effectiveness, choose the one that BEST supports Jagdeep’s decision.

Q.4

For questions 39 to 41: Comprehension:

Read the situation below and answer the 3 associated questions:

Two industrial towns, Jayanagar and Ramnagar, about 15 kms. apart, are similar in land area, population, ethnic diversity and per capita incomes.

Jagdeep Singh owns a bakery named Le Baguette in Jayanagar. He specializes in croissants, masala bread and whole wheat bread; eggless cakes are also a favorite. Among the four bakeries in Jayanagar, Jagdeep’s bakery with a market share of 30% is second only to the oldest Le Croissant bakery whose market share is 40%. Le Croissant commands a loyal customer base and does not offer eggless varieties.

a. 4, 3, 2

b. 2, 1, 3

c. 5, 4, 1

d. 2, 4, 1

e. 5, 2, 1

Bookmark

Answer key/Solution

While mulling over the offer, Rakesh consulted Manikandan, his trusted senior at SPCIL. Manikandan, who had friends in G&P, disclosed that it preferred government employees for its projects in Jharkhand, Bihar and Chhattisgarh. “Once the project is completed, G&P may not need your skills,” observed Manikandan.

Which of the following, if true, will BEST enable Rakesh to decide on the offer?

Q.5

For questions 36 to 38: Comprehension:

Read the situation below and answer the 3 associated questions:

Rakesh, who hailed from Dhanbad, worked in Jamshedpur with SPCIL, a government construction company. Although HR policies concerning job security & work-life balance attracted Rakesh to SPCIL, over time he found his work monotonous with no growth opportunities. However, the proximity to Dhanbad enabled him to visit his parents at his convenience.

Recently Rakesh applied to Grow and Prosper (G&P), a multinational company engaged in construction related operations, making inroads into many Indian states. G&P interviewed Rakesh and offered him three times his current salary at SPCIL.

a. As G&P also planned to enter two Southern states, it has decided to recruit people from those states.

b. During the interview, G&P quizzed if Rakesh would sustain his relationship with his former colleagues at SPCIL.

c. Manikandan stopped both of his sons from taking up private-sector jobs, given his loyalty to the government.

d. Senior-level employees at G&P, who began their career in similar projects, are now confined to their desk at the head office for almost a decade.

e. Through social media, Rakesh discovered that Manikandan's contact, who had left SPCIL to join G&P, is no longer with G&P.

Bookmark

Answer key/Solution

In the feedback column, Deepti awarded 1-star out of the maximum 5 stars to the seller and described her negative experience.

Later that evening, the sales head called and pleaded with her to retract her feedback and upgrade them to 5-star, as they had already fired the employee concerned. He appealed that they were a young organization and that their sales were getting badly affected.

Given the circumstances, what should be the IDEAL response?

Q.6

For questions 33 to 35: Comprehension:

Read the situation below and answer the 3 associated questions:

When Deepti opened the package, she was aghast. She received cotton pillow covers instead of satin pillow covers, she had ordered. Deepti ordered them for her father from a popular e-commerce website that hosted products of many sellers.

Confused, Deepti contacted the seller's office using the details given on the package. The seller's representative profusely regretted and promised to send the satin pillow covers at no extra cost. He added that Deepti need not return the cotton covers she received. Deepti happily accepted the deal.

A few days later, Deepti received another package from the seller. Unfortunately, this package also contained cotton pillow covers. Completely disillusioned with the seller's professionalism, Deepti decided to put to use these cotton pillow covers also.

- a. She should stick to her feedback and the stars awarded since she reported only what had taken place.
- b. She should retract the feedback and award 5-star since sales are getting affected.
- c. She should order again with the same seller and share her renewed experience.
- d. She should retain the feedback but award 3-star as a consolation measure.
- e. She should retract the feedback and award 5-star as the seller has already punished the concerned employee.

Bookmark

Answer key/Solution

Vanamali, afraid of further deforestation, issued a diktat against felling of trees in the mountains. In due course, thanks to the booming agriculture, the king along with plains people began to prosper. However, mountain people became relatively poor, thanks to Vanamali's diktat.

Which of the following options should mountain people choose to BEST protect their long-term interests?

Q.7

For questions 30 to 32: Comprehension:

Read the situation below and answer the 3 associated questions:

A powerful, intelligent king Vanamali once ruled over an ancient kingdom, Vanarajya. The kingdom was known for its high mountains and sprawling plains, and ninety percent of its land was under forest cover. Trade in forest produce was the mainstay of its economy, supported by subsistence agriculture.

With the increase of population, over time the forest in the plains was cleared for agriculture. The forest in the mountains continued to supply nutrient-enriched water and abundant forest produce to the plains. As a result, agricultural yields were bountiful. The plains prospered as compared to the mountains.

- a. Ignore Vanamali's diktat and divert forest land for agriculture
- b. Stop the flow of rivers to the plains
- c. Charge a premium on forest produce and issue hunting permits
- d. Seek employment in the plains
- e. Sell forest produce exclusively to the neighbouring kingdoms

Bookmark

Answer key/Solution

Vindhya's project is about understanding employee perception regarding the organization's HR policies. Against her own instinct, she is suggested by her mentor to interview only the good performers identified by his office because poor performers, he believes, usually crib against the policies.

Which of the following courses of action will BEST enable Vindhya to provide the organization with a complete picture?

Q.8

For questions 27 to 29: Comprehension:

Read the situation below and answer the 3 associated questions:

Vindhya, Shabnam and Amala are interning at a software organization as part of the requirement of their B-school curriculum.

The organization has allotted each of them a project based on their area of specialization. In the first meeting with the HR head, they are informed of a PPO possibility (preplacement offer, i.e., an offer to join the company after their MBA), based on their performance. All of them are eager to convert their internship into a job offer.

Each of them is assigned a mentor who evaluates the intern's performance along with the HR head.

- a. Vindhya should ignore her mentor's directive, collect data from all, but compile reports separately for the good performers and the poor performers.
- b. Vindhya should report this restraint to the HR head requesting her immediate intervention in the project.
- c. Vindhya should meet only those identified by her mentor, but also collect information from them as why their other colleagues are disgruntled.
- d. Vindhya should request the HR Head to allot her another mentor without divulging the reason.
- e. Vindhya should completely comply with her mentor's suggestion.

Bookmark

Answer key/Solution

An emerging brand offers a franchise to The Small Shop for repairing its products, on a condition that other brands are not to be repaired. Repairs currently account for 15% of its revenues.

Which of the following, if true, will BEST help The Small Shop to decide on the franchise?

Q.9

For questions 45 to 47: Comprehension:

Read the situation below and answer the 3 associated questions:

The Small Shop, selling computer peripherals, is the only one of its kind in the remote village of Turturunk. Because online purchases take two weeks or more to arrive, The Small Shop is a quick stop for buying items such as pen drives and USB cables. Besides selling computer peripherals, The Small Shop also undertakes repairs of out-of-warranty products.

a. For the first three years, the emerging brand has offered to pay a fixed amount equal to the revenues earned from repairs the previous year.

b. Revenues from repairs are expected to increase by about 3-5 percent annually.

c. The upcoming brand is very new and needs franchisees desperately.

d. The Small Shop will have to send two of its employees for a three-month training if it wishes to be a franchisee. The emerging brand will bear the training cost.

e. No big and reputed brand has shown any interest in franchising The Small Shop.

Bookmark

Answer key/Solution

The MNC is concerned about chemical contamination of the natural spring water due to the agricultural runoff with pesticides and fertilizers. The MNC is looking for a sustainable solution to this contamination.

Which of the following courses of action will BEST solve the issue?

Q.10

For questions 42 to 44: Comprehension:

Read the situation below and answer the 3 associated questions:

A Multinational Company (MNC) sources pristine natural spring water from Bori, a village in Satpura mountains. The unprocessed natural spring water is directly bottled by the MNC. The company brands it as “Natural Spring Water” and sells at 50% premium vis-a-vis other brands that sell processed water.

The local panchayat, under the Panchayati Raj Act, 1992 controls the spring water usage. Hence, the company signed a 30-year contract with the panchayat for exclusive access to the spring water for business purposes. This contract contributes 50% to the panchayat’s revenues besides providing 250 jobs in the panchayat. The spring also meets domestic and agricultural needs of the people of Bori and the surrounding villages.

a. Negotiate with the Panchayat to gain control of the entire spring and provide alternate sources of irrigation for farming

b. Coax the farmers in the natural spring’s catchment to move to organic farming

c. Move to another state with unexploited natural springs

d. Acquire all agricultural land in the natural spring’s catchment and afforest them

e. Change branding from “Natural Spring Water” to “Processed Drinking Water”

Bookmark

Answer key/Solution

From a newspaper, Jagdeep has learnt that Americans use their own ovens to bake ready-tobake products, sold by some bakeries. This idea is apparently catching up in Indian metros as well. Jagdeep wants to try this out in his bakery. He has gathered the following facts:

1. US bakeries that also sell ready-to-bake products earned higher revenues compared to those that do not.
2. Around 7% of Jagdeep’s regular customers own baking ovens in their homes.
3. The sale of baking ovens in India is forecast to increase by 12% every year, for the next three years.
4. 50% of Jagdeep’s regular customers are fulltime working couples.
5. In Indian metros, ready-to-bake products give higher profit margins compared to finished products.

Select the BEST of the following sequences of the above facts, in DESCENDING order of effectiveness, to support Jagdeep.

Q.11

For questions 39 to 41: Comprehension:

Read the situation below and answer the 3 associated questions:

Two industrial towns, Jayanagar and Ramnagar, about 15 kms. apart, are similar in land area, population, ethnic diversity and per capita incomes.

Jagdeep Singh owns a bakery named Le Baguette in Jayanagar. He specializes in croissants, masala bread and whole wheat bread; eggless cakes are also a favorite. Among the four bakeries in Jayanagar, Jagdeep’s bakery with a market share of 30% is second only to the oldest Le Croissant bakery whose market share is 40%. Le Croissant commands a loyal customer base and does not offer eggless varieties.

a. 2, 5, 1, 3, 4

b. 3, 4, 5, 1, 2

c. 1, 5, 3, 2, 4

d. 2, 3, 5, 1, 4

e. 3, 2, 1, 4, 5

Bookmark

Answer key/Solution

Rakesh, in his current job, came across incidences of bribing by private sector officials. He wondered if he might have to bribe government officials while at G&P. He reflected on his interview with G&P:

1. The interviewers were puzzled how Rakesh could manage his EMIs with his current income.
2. One interviewer was constantly probing how Rakesh managed to meet his project deadlines with little cooperation from his subordinates.
3. “What would you do if your project has a fortnight’s deadline and it takes a month to obtain a permit?,” asked another interviewer.
4. A question that intrigued Rakesh was, “Should a pack of dacoits share their loot with one of their gang, who had killed a bystander against their motto ‘Thou shalt not kill’?”

Which of the following sequences of the above statements is in the MOST appropriate DESCENDING order of bribing undertones?

Q.12

For questions 36 to 38: Comprehension:

Read the situation below and answer the 3 associated questions:

Rakesh, who hailed from Dhanbad, worked in Jamshedpur with SPCIL, a government construction company. Although HR policies concerning job security & work-life balance attracted Rakesh to SPCIL, over time he found his work monotonous with no growth opportunities. However, the proximity to Dhanbad enabled him to visit his parents at his convenience.

Recently Rakesh applied to Grow and Prosper (G&P), a multinational company engaged in construction related operations, making inroads into many Indian states. G&P interviewed Rakesh and offered him three times his current salary at SPCIL.

a. 3, 4, 1, 2

b. 4, 1, 2, 3

c. 4, 3, 2, 1

d. 3, 1, 2, 4

e. 1, 3, 2, 4

Bookmark

Answer key/Solution

After a few months, the sales head enquired, “In case you are using the cotton pillow covers and like them, kindly rate them on the e-commerce website. It will help us serve our customers better.”

Later that evening, her father remarked, “You know, I really love these pillow covers though I am not sure why you bought so many of them”.

Which of the following reasons gives Deepti the BEST rationale to ignore the sales head’s request?

Q.13

For questions 33 to 35: Comprehension:

Read the situation below and answer the 3 associated questions:

When Deepti opened the package, she was aghast. She received cotton pillow covers instead of satin pillow covers, she had ordered. Deepti ordered them for her father from a popular e-commerce website that hosted products of many sellers.

Confused, Deepti contacted the seller’s office using the details given on the package. The seller’s representative profusely regretted and promised to send the satin pillow covers at no extra cost. He added that Deepti need not return the cotton covers she received. Deepti happily accepted the deal.

A few days later, Deepti received another package from the seller. Unfortunately, this package also contained cotton pillow covers. Completely disillusioned with the seller’s professionalism, Deepti decided to put to use these cotton pillow covers also.

a. If the seller truly cared about customers, they should have shipped the satin pillow covers by now.

b. Cotton pillow covers were delivered erroneously. Hence the seller does not deserve appreciation.

c. Acceding to the request benefits just the seller while her sore experience remains.

d. Her review will lack credibility since there is no proof that she purchased the product.

e. Acceding to the request will imply that she was wrong in ordering satin pillow covers in the first place.

Bookmark

Answer key/Solution

The village elders of the mountains had informed Vanamali about the presence of a precious metal in abundance under a large part of the forest. They pleaded with him to repeal his diktat and permit felling of trees for mining.

Vanamali knew that the precious metal would make his kingdom prosper. However, he was worried that mining would reduce the flow of nutrients, water and forest produce to the plains.

Vanamali’s advisor Vanapandit presented the following action plans for his consideration:

- 1. Repeal the forest diktat and charge hefty royalty for mining in the mountains
- 2. Permit mining in the mountains and enforce rainwater harvesting in the plains
- 3. Permit mining in the mountains and begin afforestation in the plains
- 4. Continue with the forest diktat in the mountains
- 5. Permit limited mining in rotation but maintain the forest diktat in the rest of the mountains

Which of the following sequences of action plans, in the DESCENDING order of their ability to contribute to Vanarajya’s sustainable prosperity, will be the MOST appropriate for Vanamali?

Q.14

For questions 30 to 32: Comprehension:

Read the situation below and answer the 3 associated questions:

A powerful, intelligent king Vanamali once ruled over an ancient kingdom, Vanarajya. The kingdom was known for its high mountains and sprawling plains, and ninety percent of its land was under forest cover. Trade in forest produce was the mainstay of its economy, supported by subsistence agriculture.

With the increase of population, over time the forest in the plains was cleared for agriculture. The forest in the mountains continued to supply nutrient-enriched water and abundant forest produce to the plains. As a result, agricultural yields were bountiful. The plains prospered as compared to the mountains.

a. 4, 2, 5, 1, 3

b. 5, 3, 2, 4, 1

c. 4, 5, 2, 3, 1

d. 3, 5, 2, 1, 4

e. 5, 2, 4, 3, 1

Bookmark

Answer key/Solution

Shabnam, who is working on sales executives’ work-life balance, has collected the following details about their frequent travels:

- 1. Frequent meetings help strengthen relationships with key customers.
- 2. Travelling has no effect on the personal lives of the sales executives as most of them are single.
- 3. Travel enhances the financial health of the sales executives since their fixed salaries are low.
- 4. Frequent travel has no significant impact on market budget, given the current high margins from sales.
- 5. The sales executives have the autonomy to decide the frequency of their travel.

Shabnam thinks that the frequency of travel is higher than required.

Which of the following combinations of the above reasons can enable Shabnam BEST substantiate her thinking?

Q.15

For questions 27 to 29: Comprehension:

Read the situation below and answer the 3 associated questions:

Vindhya, Shabnam and Amala are interning at a software organization as part of the requirement of their B-school curriculum.

The organization has allotted each of them a project based on their area of specialization. In the first meeting with the HR head, they are informed of a PPO possibility (preplacement offer, i.e., an offer to join the company after their MBA), based on their performance. All of them are eager to convert their internship into a job offer.

Each of them is assigned a mentor who evaluates the intern's performance along with the HR head.

a. 3, 4 and 5

b. 2, 3 and 4

c. 2, 3 and 5

d. 1, 2 and 4

e. 1, 3 and 5

Bookmark

Answer key/Solution

In the second week of her eight-week internship, Amala realizes that the project requires inputs from subjects she studied in her third trimester. However, during the third trimester, Amala was significantly distracted by an inter-college sports meet, affecting her grasp of the subjects.

Which of the following is the MOST appropriate way forward for Amala?

For questions 27 to 29: Comprehension:

Read the situation below and answer the 3 associated questions:

Vindhya, Shabnam and Amala are interning at a software organization as part of the requirement of their B-school curriculum.

The organization has allotted each of them a project based on their area of specialization. In the first meeting with the HR head, they are informed of a PPO possibility (preplacement offer, i.e., an offer to join the company after their MBA), based on their performance. All of them are eager to convert their internship into a job offer.

Each of them is assigned a mentor who evaluates the intern's performance along with the HR head.

a. Amala, after studying the organization for a week, should design her own project and pitch it to her mentor.

b. Amala should seek Shabnam's help who performed well in the third trimester.

c. Amala should realize that she may not get a PPO and so focus on networking with the experienced talent in the organization.

d. Amala should disclose to the mentor her limited understanding of the required inputs and seek his suggestions.

e. Amala should request her mentor to allocate a different project because of her limited familiarity with the inputs required.

Bookmark

Answer key/Solution

The Small Shop which earlier recorded an annual increase of approximately 12% in revenues has been stagnating at 4% for the last three years, during which e-commerce sidelined brick and mortar outlets. The shop is struggling to increase profitability. In general, The Small Shop has been offering a discount on MRP to compete with e-commerce prices.

Which of the following is the BEST reason for The Small Shop NOT to reduce the current discount offered to the customers?

For questions 45 to 47: Comprehension:

Read the situation below and answer the 3 associated questions:

The Small Shop, selling computer peripherals, is the only one of its kind in the remote village of Turturunk. Because online purchases take two weeks or more to arrive, The Small Shop is a quick stop for buying items such as pen drives and USB cables. Besides selling computer peripherals, The Small Shop also undertakes repairs of out-of-warranty products.

a. A new resident who earlier worked in the computer hardware industry is contemplating starting a business in Turturunk.

d. Recently customers from a nearby village have started shopping at The Small Shop for lowend peripherals, accounting for around 3% of the shop's total revenues.

c. To cover insurance costs, e-commerce has begun charging a delivery fee from last year.

d. Even though e-commerce offers a greater range of choices, villagers prefer buying readily available products from The Small Shop.

e. A large fading sign prominently placed behind the shop's cash counter reads "in business and in life, always be fair".

Bookmark

Answer key/Solution

Chanchala owns a small parcel of farming land in Bori. She grows cannabis in some part of her land and earns a significant amount of money from it. Soon after the bottling plant was commissioned, Chanchala, instigated by a landlord with a vested interest, starts accusing the MNC of robbing her of water and impacting her livelihood. She threatens to take the MNC to court.

Which of the following options will BEST solve the MNC's problem?

For questions 42 to 44: Comprehension:

Read the situation below and answer the 3 associated questions:

A Multinational Company (MNC) sources pristine natural spring water from Bori, a village in Satpura mountains. The unprocessed natural spring water is directly bottled by the MNC. The company brands it as "Natural Spring Water" and sells at 50% premium vis-a-vis other brands that sell processed water.

The local panchayat, under the Panchayati Raj Act, 1992 controls the spring water usage. Hence, the company signed a 30-year contract with the panchayat for exclusive access to the spring water for business purposes. This contract contributes 50% to the panchayat's revenues besides providing 250 jobs in the panchayat. The spring also meets domestic and agricultural needs of the people of Bori and the surrounding villages.

a. Buy Chanchala's produce at a premium of 30% to the market price

b. Promise to employ Chanchala's 17-year-old son as he turns 18

c. Get the villagers employed by the MNC to persuade Chanchala not to sue

d. Request the panchayat to excommunicate Chanchala for cultivating cannabis

e. Compensate the monetary loss as perceived by Chanchala

Bookmark

Answer key/Solution

Jagdeep has decided to open a branch in Ramnagar. Which of the following facts about Ramnagar will BEST support his decision?

For questions 39 to 41: Comprehension:

Two industrial towns, Jayanagar and Ramnagar, about 15 kms. apart, are similar in land area, population, ethnic diversity and per capita incomes.

a. Before starting his own bakery, Jagdeep was supplying bread to most bakeries in Ramnagar.

b. Jagdeep has managed to acquire a big space in Ramnagar at a nominal rent.

c. 3% of Le Baguette's current revenue comes from Ramnagar.

d. Ramnagar is served by 4 bakeries, with the two largest bakeries having market shares of 55% and 25% respectively.

e. Le Croissant's Ramnagar branch struggles with a market share of 10%.

Bookmark

Answer key/Solution

While considering G&P's offer, Rakesh pondered over the following facts:

1. A recent government policy made poor performance punishable by salary reduction or dismissal.
2. The first assignment at G&P is a bridge construction project in a village near Dhanbad.
3. With his current savings, Rakesh need not depend on regular income for at least six months.
4. Though an exemplary performer, Rakesh has hardly been recognized at SPCIL.
5. Based on the annual performance review at G&P, Rakesh will either earn double the salary or get fired.

Which of the following combinations of the above facts will BEST help Rakesh decide on joining G&P?

For questions 36 to 38: Comprehension:

Rakesh, who hailed from Dhanbad, worked in Jamshedpur with SPCIL, a government construction company. Although HR policies concerning job security & work-life balance attracted Rakesh to SPCIL, over time he found his work monotonous with no growth opportunities. However, the proximity to Dhanbad enabled him to visit his parents at his convenience.

Recently Rakesh applied to Grow and Prosper (G&P), a multinational company engaged in construction related operations, making inroads into many Indian states. G&P interviewed Rakesh and offered him three times his current salary at SPCIL.

a. 5, 4, 2

d. 2, 4, 3

c. 1, 4, 5

d. 4, 3, 5

e. 1, 3, 4

Bookmark

Answer key/Solution

A few days later, Deepti received an email from the e-commerce website, requesting her to share feedback about the seller. Deeply frustrated with the overall online purchasing experience, she deliberately ignored it.

Later that evening, over supper, her father opined that the balcony curtains needed to be changed. He suggested that they be bought from a local shop. "If something went wrong, we could at least yell at the seller," he added.

Deepti stared at her laptop and began writing her feedback.

What would Deepti DEFINITELY achieve by giving feedback?

For questions 33 to 35: Comprehension:

When Deepti opened the package, she was aghast. She received cotton pillow covers instead of satin pillow covers, she had ordered. Deepti ordered them for her father from a popular e-commerce website that hosted products of many sellers.

Confused, Deepti contacted the seller's office using the details given on the package. The seller's representative profusely regretted and promised to send the satin pillow covers at no extra cost. He added that Deepti need not return the cotton covers she received. Deepti happily accepted the deal.

A few days later, Deepti received another package from the seller. Unfortunately, this package also contained cotton pillow covers. Completely disillusioned with the seller's professionalism, Deepti decided to not use these cotton pillow covers also.

a. Coerce the e-commerce website to punish the seller

d. An act of social service

c. Prove a point to her father

d. Release her frustration

e. Instigate people against the seller

Bookmark

Answer key/Solution

Ms. Deelipa has asked you to conduct a Non Teaching Staff Induction Training. You are to call for a tender from various agencies with specifications that include the contents, duration, experience, budget and other relevant information. You then need to shortlist five agencies from the list of 20 and make a presentation within two days.

- Review the following responses:
1. Rate all 20 agencies on a scale of 1 to 5 on information available and select the top 5.
 2. Select the five lowest bids based on the price quoted.
 3. Seek selection criteria from Deelipa and the HR Director and shortlist the bidders accordingly.
 4. Follow the advise of a person who has completed a similar task.

Select the best of the following responses in the descending order of effectiveness?

Q.22
For questions 27 to 30: Comprehension:
Read the following caselet and answer the questions that follow:

You are a Human Resource (HR) Manager in the HR Department of Vikash Educational Charitable Trust. You organize and support recruitment and training, provide secretarial support for disciplinary investigations and keep personnel records of staff. You report to Ms. Deelipa, one of the two Senior HR Managers who reports to the HR Director.

a. 1, 2, 3

b. 3, 2, 4

c. 3, 1, 2

d. 1 , 3, 4

e. 4, 1, 3

Bookmark

Answer key/Solution

For the post of Consultant Professor in the Trust, two internal candidates, Mr. Rana and Mr. Charan were interviewed. Mr. Charan was selected as he was considered to be academically gifted with impressive leadership skills, even though he had less experience than the other. Three days later, Mr. Rana came to your office complaining that the selection was unfair as he had more experience than Mr. Charan.

Which of the following is the best way to handle the issue raised by Rana?

Q.23
For questions 27 to 30: Comprehension:
Read the following caselet and answer the questions that follow:

You are a Human Resource (HR) Manager in the HR Department of Vikash Educational Charitable Trust. You organize and support recruitment and training, provide secretarial support for disciplinary investigations and keep personnel records of staff. You report to Ms. Deelipa, one of the two Senior HR Managers who reports to the HR Director.

a. Tell Mr. Rana that the Institute finds the right person for the job, not the one who has been around the longest.

b. Tell Mr. Rana, that you empathize with him, but the process was fair, and details of the assessment could be shared with him.

c. Warn Mr. Rana that his complaint will be construed as misdemeanour and held against him in the next promotion cycle.

d. Offer tea to Mr. Rana and say that you can understand why he is upset. Let him have a bit of a moan and help him get it out of his system.

e. Tell Mr. Rana that if he is interested, he could write to the HR Director and you would act as per the directives received.

Bookmark

Answer key/Solution

Mr. Murugan from Chennai experienced the comfort of Limo during his visit to China. He was willing to deposit an approximate price of Limo to buy the first available unit from Mr. Ahmed, a dealer in Chennai. Electro Automobile is yet to announce the actual price, and the process for allocation of the vehicles.

Which of the following is the best option for Ahmed?

Q.24
For questions 46 to 47: Comprehension:
Read the following caselet and answer the questions that follow:

Due to increased competition, Electro Automobiles, the Indian subsidiary of Robert Automobile Company (RAC) reported lower sales and profits. RAC expects its new model Limo, developed especially for value conscious customers of India and China, would revive its fortunes. In order to prevent customers from buying competing products, RAC announced the launch of Limo six months ahead of schedule. Unrest in its Indian supplier resulted in delayed delivery of essential components to its main plant. Hence, Limo was launched on schedule only in China. Within a short span, Limo captured 30% of the Chinese market , which was 200% higher than expectation. Indian customers were becoming increasingly restless because they couldn't get a Limo in India. Electro's dealers were worried, customers might switch to other cars.

a. Collect the entire amount Mr. Murugan is willing to deposit after clarifying that delivery and price is subject to the company policy.

b. Collect the amount from Mr. Murugan. Later when the delivery is delayed, blame it on RAC's problems.

- c. Collect 50% of the entire amount Mr. Murugan is willing to deposit as advance and the remaining at the time of launch.
- d. Not collect the amount, but suggest to Mr. Murugan to write to Electro Automobiles.
- e. Collect the amount and transfer it to the account of Electro Automobiles, instead of keeping it in his personal account.

Bookmark

Answer key/Solution

The indian subsidiary is concerned that the delay in launching the product will give undue advantage to some competitor. The organization was considering the following strategies to keep customers engaged with the company:

1. Ask the dealers to encourage their prospective customers to seek similar products from the competition, rather than wait for Limo’s launch.
2. Suggest the dealers to accept booking for Limo, announcing the launch within six months of booking, while in reality plan to keep postponing launch indefinitely.
3. Run full page advertisements in the papers, every month, to keep the interest in the model from ebbing, with no mention of the launch date.
4. Import parts from outside India, and launch the product, at a 30% premium, planning a relaunch a few years later of the indianized version.
5. Go against its worldwide policy of noninterference in supplier plants, and announce a hefty bonus to the employees of the supplier with a hope to temporarily bring the plant to life.
6. Promise the supplier plant (that has some unrest) a higher margin share of about 5% compared to what was shared earlier, with an eye to stem the unrest.

Which of the following combination of responses above, will most likely keep the prospective customers engaged with the company and not jump to some competitor’s product?

Q.25

For questions 46 to 47: Comprehension:

Read the following caselet and answer the questions that follow:
Due to increased competition, Electro Automobiles, the Indian subsidiary of Robert Automobile Company (RAC) reported lower sales and profits. RAC expects its new model Limo, developed especially for value conscious customers of India and China, would revive its fortunes. In order to prevent customers from buying competing products, RAC announced the launch of Limo six months ahead of schedule. Unrest in its Indian supplier resulted in delayed delivery of essential components to its main plant. Hence, Limo was launched on schedule only in China. Within a short span, Limo captured 30% of the Chinese market , which was 200% higher than expectation. Indian customers were becoming increasingly restless because they couldn’t get a Limo in India. Electro’s dealers were worried, customers might switch to other cars.

- a. 3, 2, 5
- b. 1, 5, 6
- c. 1, 2, 3
- d. 2, 3, 4
- e. 3, 4, 5

Bookmark

Answer key/Solution

Given the current situation, which of the following is the most interactive and effective way to increase the learning among paramedics and doctors?

Q.26

For questions 43 to 45: Comprehension:

Read the following caselet and answer questions that follow:
Sanchit group of Hospitals seeks to improve the success rate and patient satisfaction rate by 100% in the next year. However, the management can’t afford to send doctors for professional development outside the country nor afford purchasing more equipment. As an in-house measure, the managing board thought of having doctors with high patient satisfaction to mentor those with less. Most of the doctors found it an interference by the management, judgmental and an expression of distrust. There were, however, some isolated few who found it a novel way of learning from each other. The doctors felt the management should instead increase consultancy fees and spend more on recruiting more paramedics who could spend time with patients, rather than blame doctors and decided to call it quits. For the management, this would mean loss of patients.

- a. Get doctors and paramedics with high satisfaction rates document their success stories for use of others.
- b. Implement professional development standards for staff linking it with an accountability framework.
- c. Encourage paramedics and doctors to pursue courses over MOOC platform, at their own cost, which shall be partially subsidized after successful completion.
- d. Ask doctors and paramedics with high satisfaction rate to give lectures to others before start of work.
- e. Create groups of paramedics and doctors, to meet everyday and discuss their insights and experience of the day.

Bookmark

Answer key/Solution

Which of the following decisions is most likely to satisfy all the stakeholders?

Q.27

For questions 43 to 45: Comprehension:

Read the following caselet and answer questions that follow:
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a. Allow doctors to choose patients based on income levels, thus profiting both patients and the organization.

b. Increase the income of doctors and paramedics, and improve the ambience of the hospital.

c. Give 30% discount on medicines purchased from the hospital store.

d. Increase the income of doctors and the number of paramedics.

e. Raise income of doctors and reduce the waiting time of patients.

Bookmark

Answer key/Solution

Consider the following actions:

1. Conduct a survey of all stakeholders and ascertain their needs and suggestions.
2. Build consensus among doctors and paramedics on a possible way forward.
3. Prepare an action plan that details the road map along with financial implications.
4. Design differential service packages based on the affordability of the patients.
5. Run a brainstorming session among the leading doctors of the area.

Which of the following sequence of actions is most appropriate for the hospital administration in achieving their goal?

Q.28

For questions 43 to 45: Comprehension:

Read the following caselet and answer questions that follow:

Sanchit group of Hospitals seeks to improve the success rate and patient satisfaction rate by 100% in the next year. However, the management can't afford to send doctors for professional development outside the country nor afford purchasing more equipment. As an in-house measure, the managing board thought of having doctors with high patient satisfaction to mentor those with less. Most of the doctors found it an interference by the management, judgmental and an expression of distrust. There were, however, some isolated few who found it a novel way of learning from each other. The doctors felt the management should instead increase consultancy fees and spend more on recruiting more paramedics who could spend time with patients, rather than blame doctors and decided to call it quits. For the management, this would mean loss of patients.

a. 4, 2, 1

b. 1, 2, 3

c. 5, 4, 2

d. 4, 5, 2

e. 1, 5, 3

Bookmark

Answer key/Solution

According to DTC, each athlete/sportsperson needs to submit their schedule for the next three months specifying an hour each day when they can be randomly tested for drugs. DTC also ensures the confidentiality of the submitted schedule by:

- i. Limiting access of player-supplied information only to two senior officers.
- ii. Allowing these officers to access the schedule of only those sports persons who are randomly selected for testing.
- iii. Introducing similar security features for DTC database as is the case with financial institutions.

The top three popular players realize security is the only reason for them to get a favorable decision from Raja. Hence during discussions, they should focus on all options except:

Q.29

For questions 40 to 42: Comprehension:

Read the following caselet and answer the questions that follow:

Thakur Raja, a young cabinet minister, glanced through the notes of his secretary regarding the recent controversies on 'Racket', the most popular game of the country. While International Racket Association (IRA) has agreed to implement Drug Testing Code (DTC), the Racket Club which controls the entire Racket related activities had some reservations regarding the initiative. A majority of the citizens eagerly awaited their country's participation and performance at the international competitions during the Champions Trophy. Due to the popularity of the game, 70% of the total revenue associated with the game originates from the country. Hence, the Racket Club has earned high bargaining power with the IRA and can influence decisions not aligned with its interests. Three of the most popular and senior players of the Club, including the captain, are against the imposition of DTC citing security reasons. A decision against the interests of these players might result in law and order problems throughout the country. Other players support the decision of their senior colleagues and if the Racket Club refuses, players may support the rebel Counter Racket Club, a new national level initiative. The Counter Racket Club can challenge the monopoly of the Racket Club, if it succeeds in attracting some popular players.

Raja was a great soccer player and has major reservations against racket. According to him, racket has negative influence on the country's youth and distracts them from productive work. He also considers drug testing as an essential feature of any sports and games across the world. As the new cabinet minister for Youth and Sports, he needs to take some important decisions on this contentious issue.

a. It is difficult to provide adequate security coverage in large stadiums where Racket is played.

b. Popular Racket players are on the hit list of terrorist organizations.

c. DTC is unwilling to share details with security agencies of officers involved in background check.

d. Recent report includes their country to be among the top five nations vulnerable to data security breach.

e. Any leak of their private schedules may result in huge public gathering and it will make the job of security agencies very difficult.

Bookmark

Answer key/Solution

Identify the best argument for Raja to decide in favor of the IRA.

Q.30

For questions 40 to 42: Comprehension:

Read the following caselet and answer the questions that follow:

Thakur Raja, a young cabinet minister, glanced through the notes of his secretary regarding the recent controversies on 'Racket', the most popular game of the country. While International Racket Association (IRA) has agreed to implement Drug Testing Code (DTC), the Racket Club which controls the entire Racket related activities had some reservations regarding the initiative. A majority of the citizens eagerly awaited their country's participation and performance at the international competitions during the Champions Trophy. Due to the popularity of the game, 70% of the total revenue associated with the game originates from the country. Hence, the Racket Club has earned high bargaining power with the IRA and can influence decisions not aligned with its interests. Three of the most popular and senior players of the Club, including the captain, are against the imposition of DTC citing security reasons. A decision against the interests of these players might result in law and order problems throughout the country. Other players support the decision of their senior colleagues and if the Racket Club refuses, players may support the rebel Counter Racket Club, a new national level initiative. The Counter Racket Club can challenge the monopoly of the Racket Club, if it succeeds in attracting some popular players.

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- a. Raja and the President of the Racket Club are political opponents and could use the present issue to settle their mutual scores.
- b. Three of the top international teams are keen on implementing DTC.
- c. Raja can justify his decision citing his position as a cabinet minister.
- d. Raja is interested in making Racket less popular in the country.
- e. The next World cup is scheduled to be held in a country which has made DTC mandatory.

Bookmark

Answer key/Solution

If Thakur Raja wants to create a lasting impact, the most reasonable option for him is to:

Q.31

For questions 40 to 42: Comprehension:

Read the following caselet and answer the questions that follow:

Thakur Raja, a young cabinet minister, glanced through the notes of his secretary regarding the recent controversies on 'Racket', the most popular game of the country. While International Racket Association (IRA) has agreed to implement Drug Testing Code (DTC), the Racket Club which controls the entire Racket related activities had some reservations regarding the initiative. A majority of the citizens eagerly awaited their country's participation and performance at the international competitions during the Champions Trophy. Due to the popularity of the game, 70% of the total revenue associated with the game originates from the country. Hence, the Racket Club has earned high bargaining power with the IRA and can influence decisions not aligned with its interests. Three of the most popular and senior players of the Club, including the captain, are against the imposition of DTC citing security reasons. A decision against the interests of these players might result in law and order problems throughout the country. Other players support the decision of their senior colleagues and if the Racket Club refuses, players may support the rebel Counter Racket Club, a new national level initiative. The Counter Racket Club can challenge the monopoly of the Racket Club, if it succeeds in attracting some popular players.

Raja was a great soccer player and has major reservations against racket. According to him, racket has negative influence on the country's youth and distracts them from productive work. He also considers drug testing as an essential feature of any sports and games across the world. As the new cabinet minister for Youth and Sports, he needs to take some important decisions on this contentious issue.

- a. Align with Counter Racket Club and reinforce their initiatives.
- b. Get popular Racket players to endorse Soccer.
- c. Force the Racket Club to accept all regulations relating to drug testing.
- d. Ban Racket as a sport, citing its negative influence on youth.
- e. Enforce drug testing while providing adequate security to all players.

Bookmark

Answer key/Solution

Which is the most important decision criterion for Divya to consider in such a business situation?

Q.32

For questions 36 to 39: Comprehension:

Read the following caselet and answer questions that follow:

Divya grew up in a business family in Hyderabad. As a Systems engineer she travelled extensively on business deals and later settled in her in-law's place in Warangal. Once during her visit to Thailand she got to taste some roll over ice cream. Interestingly, a few weeks later, she came across an advertisement from a reputed Bangalore based Rollover Handcrafted Ice Cream Company calling for expression of interest from potential franchisees.

Warangal did not have any quality ice cream parlour. The company wanted the potential franchisees to invest Rs. 20 lacs and 700 square feet space. Profits were to be shared in 3:7 ratio between the company and the franchisee. Divya was excited, but was wondering if Rs. 20 lacs was too much to invest. Further, she did not have the entire amount and was thinking of taking a loan. She enquired with the Rollover franchisees and found that a franchisee in Hyderabad had sales revenue varying between 5 and 6 lacs rupees per month with a profit margin between 25-30%. Divya decided to go ahead.

Warangal had three main areas -Kazipet, Jangaon and Warangal. All areas were linked by good roads. Kazipet was a business area where most high end retail formats were located. It was also the education hub of the city. Jangaon, on the other hand, was a growing lower middle class business area and Warangal was mostly residential.

Divya favoured Kazipet. However, she soon encountered problems. Not only was it difficult to obtain space in Kazipet but property rentals touched 30-40 rupees per square feet per month as against Jangaon and Warangal where it was 15-20 rupees per square feet per month. Divya's friend, who lived in Jangaon, told her that a few branded outlets were opening in Jangaon and it appeared to be the fastest growing market in Warangal with the highest percentage of teenagers. But, Divya was not in favour of Jangaon. She hoped to target college going crowd of Kazipet. High real estate prices in Kazipet and lower profitability estimate in Jangaon market confused Divya.

- a. Availability of space in premium locality.
- b. Range and variety of ice-cream flavours.
- c. Consistent increase in the number of customers in the future.
- d. Attracting customers through big discounts in the initial phase of business.
- e. Availability of loan at low interest rate.

Bookmark

Answer key/Solution

What could be the most likely reason for Divya opting for Kazipet?

Q.33

For questions 36 to 39: Comprehension:

Read the following caselet and answer questions that follow:
Divya grew up in a business family in Hyderabad. As a Systems engineer she travelled extensively on business deals and later settled in her in-law’s place in Warangal. Once during her visit to Thailand she got to taste some roll over ice cream. Interestingly, a few weeks later, she came across an advertisement from a reputed Bangalore based Rollover Handcrafted Ice Cream Company calling for expression of interest from potential franchisees.

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a. High density of population in both Warangal and Jangaon.

b. High percentage of teenagers in Kazipet attracted to Rollover ice cream. X

c. No branded outlets is likely to come up in Jangaon in the near future.

d. Spiralling real-estate prices in Kazipet.

e. She felt, college going crowd is excited about the latest in ice creams.

Bookmark

Answer key/Solution

Which of the following is least likely to demotivate Divya?

Q.34

For questions 36 to 39: Comprehension:

Read the following caselet and answer questions that follow:
Divya grew up in a business family in Hyderabad. As a Systems engineer she travelled extensively on business deals and later settled in her in-law’s place in Warangal. Once during her visit to Thailand she got to taste some roll over ice cream. Interestingly, a few weeks later, she came across an advertisement from a reputed Bangalore based Rollover Handcrafted Ice Cream Company calling for expression of interest from potential franchisees.

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Warangal had three main areas -Kazipet, Jangaon and Warangal. All areas were linked by good roads. Kazipet was a business area where most high end retail formats were located. It was also the education hub of the city. Jangaon, on the other hand, was a growing lower middle class business area and Warangal was mostly residential.

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a. The bank would insist on loan repayment on a monthly basis.

b. The property rentals would soon go up in Kazipet.

c. Rollover franchise in Hyderabad is making huge profits.

d. Unlike Hyderabad, people in Kazipet don’t seem to like Rollover ice cream.

e. Investing a huge amount may not bring expected returns.

Bookmark

Answer key/Solution

Which of the following options, if true, would most likely interest Divya to start a franchise?

For questions 36 to 39: Comprehension:

Divya grew up in a business family in Hyderabad. As a Systems engineer she travelled extensively on business deals and later settled in her in-law's place in Warangal. Once during her visit to Thailand she got to taste some roll over ice cream. Interestingly, a few weeks later, she came across an advertisement from a reputed Bangalore based Rollover Handcrafted Ice Cream Company calling for expression of interest from potential franchisees.

Warangal had three main areas -Kazipet, Jangaon and Warangal. All areas were linked by good roads. Kazipet was a business area where most high end retail formats were located. It was also the education hub of the city. Jangaon, on the other hand, was a growing lower middle class business area and Warangal was mostly residential.

a. A bank is ready to give her a quick loan.

b. Her friend who runs a restaurant recently in Kazipet is doing good business.

c. She can charge high prices for her ice creams without losing customers.

d. Doctors of the area do not consider ice cream to be a major cause of obesity.

e. In recent times, a couple of franchisees shut down within months of starting.

Bookmark

Answer key/Solution

Which of these new developments, if true, would most justify a larger utilization of the advertising budget?

For questions 34 & 35: Comprehension:

The Public Relations Department of an organization has spent only 4 crores of its allocated 16 crores on publicity. There are 2 months left in the financial year. Due to shortage of officers, the Assistant Director, Operations has been given an additional charge of publicity. Because of his other commitments, he is unable to find time to undertake tasks such as baseline study, ascertaining communication needs, testing proposed messages and media channels, deciding optimum periodicity, measuring impact, etc. He also argues spending the rest of the budget is unnecessary because their regular programs are already widely known. His boss, the Director, however, feels that only by utilizing the entire budget can a similar amount be demanded the next year. He also thinks that there is nothing like enough publicity.

a. Advertising agencies have announced a 25% reduction in rates.

b. An internal committee of the organization has made strong recommendations to improve service delivery.

c. The findings of a baseline study on assessing communication needs are now available.

d. The organization has approved a new major scheme for immediate implementation.

e. A new Assistant Director has been posted to exclusively look after publicity.

Bookmark

Answer key/Solution

Which of these is the best course of action for the department?

For questions 34 & 35: Comprehension:

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a. Rely on the operational experience of the Director and the Assistant Director and start spending the optimal amount right away.

b. Repeat the advertising done so far 3 times over and thus exhaust the entire amount.

c. Request higher authorities to reallocate the remaining amount to other departments of the organization.

d. Hire a specialized external agency which will study the gaps and needs within a fortnight and follow its recommendations.

e. Surrender the budget right away so it can be utilized by other departments.

Bookmark

Answer key/Solution

Which of the following options will empower students the most?

For questions 31 to 33: Comprehension:

Read the following caselet and answer the questions that follow:

Mrs. Bhalla is the principal of 'Happy Public School'. While it is a private school, the trust is socially sensitive and as part of their "Spread Happiness Policy" provides quality education to many needy students from low income neighborhood for free. She received a strange complaint from some of the affluent parents regarding their discomfort with allowing poor children to study along with their kids. They were concerned more about their manners, habits and language than about schooling. They wanted the trust to either start a separate shift for such children or remove them from the school since they are supporting them. On the other hand, the parents of the poor children complained of bullying and teasing and shared their concern regarding the mental trauma their children undergo. While Mrs. Bhalla, by no means wants to yield to the demands of the affluent parents, she also cannot ignore them since some of them have been making substantial donations to the school.

- a. Help students relate learning to their real life experiences.
- b. Ensure no kid from poor income group is detained.
- c. Maximise students learning achievement.
- d. Ensure rich kids to get to know those on whom their money is spent.
- e. Encourage students to ask questions that teacher find difficult to answer.

Bookmark

Answer key/Solution

While Mrs. Bhalla understands the problems of overcrowded classrooms and classroom management, she foresees in them an opportunity to develop more sensitive and self-motivated learners.

Mrs. Bhalla is considering the following actions:

1. Take the student and teacher councils on board and seek their ideas to redress the challenge the school faces.
2. Brainstorm with teachers and students on a strategy to engage all learners in teams for meaningful learning and healthy relationships.
3. Encourage students for self-learning and teachers into more supervisory roles to ensure discipline.
4. Engage students in a process of periodic reflection so that they can get in touch with their thoughts, feelings and actions towards self and others.
5. Create achievement based student groups to encourage competition and ease classroom management.

Which of the following combination of actions would be most effective in developing sensitive and selfmotivated learners?

For questions 31 to 33: Comprehension:

Read the following caselet and answer the questions that follow:

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- a. 2, 1, 5
- b. 5, 4, 3
- c. 1, 2, 3
- d. 1, 2, 4
- e. 1, 3, 5

Bookmark

Answer key/Solution

Which of the following is most likely to get the affluent parents to accept the school's policy?

For questions 31 to 33: Comprehension:

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- a. Invite professionals to conduct workshop for the poorer children so that they learn basic manners, habits and language.
- b. Share the fact, that the government instituted school ranking, places 25% weight to policies similar to the school's.
- c. Invite the founder of the school to clarify to all parents the school's policy.
- d. Meet the two parent groups separately, understand their key concerns and seek solutions from both.
- e. Accept the suggestion of affluent parents to start a separate shift for the poor students.

Bookmark

Answer key/Solution

The new induction training program has been a roaring success. All new induction courses for the next 12 months have been tightly scheduled. This morning, you receive a call from Mr. Surya, the Head of the Trust requesting you to train eight newly recruited teaching assistants before they start their job next month. You explain that all the slots are fully booked for the next 3 months, but he insists that the new teaching assistants be trained immediately, to hopefully reduce turnover among them. You speak to Deelipa, who wants you to deal with the issue on your own.

Review the following responses that you wish to communicate to Mr. Surya:

1. Inform him that once the schedules are drawn up, it is not possible to effect any change as the reputation of the Trust would be at stake.
2. Suggest that a new agency may be permitted to run induction sessions for these teaching assistants, as a special case.
3. Tell him that if some inductees dropout in the first month, at least some teaching assistants can be accommodated.
4. Tell him that since no space is available in the induction training sessions for three months, you, as the HR manager would conduct induction sessions for them after office hours.

Select the best of the following responses in the descending order of effectiveness.

Q.41

For questions 27 to 30: Comprehension:

Read the following caselet and answer the questions that follow:

You are a Human Resource (HR) Manager in the HR Department of Vikash Educational Charitable Trust. You organize and support recruitment and training, provide secretarial support for disciplinary investigations and keep personnel records of staff. You report to Ms. Deelipa, one of the two Senior HR Managers who reports to the HR Director.

- a. 2, 4, 3, 1

- b. 3, 2, 4 1

- c. 3, 2, 1, 4

- d. 2, 3, 1, 4

- e. 2, 1, 3, 4

Bookmark

Answer key/Solution

The Vikash Trust has recently been plagued by a high turnover of teaching assistants with many looking for higher salary and better facilities. You have been asked to design and run a campaign to attract and appoint 10 teaching assistants. One of your measures of success will be the retention of the new recruits. You have 4 weeks for the interview.

Review the following:

1. Shortlist apt candidates who reflect values of the Trust from among respondees to your wide advertisement campaign.
2. Design an ad that attracts candidates with values that matches the Trust's, release it at an appropriate time and re-validate the candidates' credentials at the time of shortlisting.
3. Repeat the process that was followed by the Trust last time.
4. Seek expert advice on drafting an attractive advertisement.

Select the best of the following responses in the descending order of effectiveness?

Q.42

For questions 27 to 30: Comprehension:

Read the following caselet and answer the questions that follow:

You are a Human Resource (HR) Manager in the HR Department of Vikash Educational Charitable Trust. You organize and support recruitment and training, provide secretarial support for disciplinary investigations and keep personnel records of staff. You report to Ms. Deelipa, one of the two Senior HR Managers who reports to the HR Director.

- a. 4, 1, 2

- b. 2, 3, 4

- c. 1, 2, 3

- d. 2, 1, 3

- e. 4, 3, 1

Bookmark

Answer key/Solution

At the Disciplinary Committee meeting, members came up with the following suggestions. Which of the following suggestions would harm the party, the least?

Q.43

Answer questions 29-32 on the basis of information given in the following case.

The Disciplinary Committee of National Political Party (NPP) is meeting today to decide on the future of two of their party members, Mr. Loyal and his son Mr. Prodigal. Mr. Prodigal is the prime accused in the brutal murder of Mr. Victim, an opposition party leader. Mr. Prodigal is in police custody and his appeal for bail has got rejected. Mr. Loyal claims that his son is innocent and Mr. Victim's death was the result of internal rivalry in the opposition party. Though Mr. Loyal is not accused in this case, his weakness for his son is well known. The media is blaming him for influencing key witnesses to protect his son. Severe criticism of this father-son duo, both by the media and some social activists, is damaging the image of the party. However, Mr. Loyal has significant followers within the party and is considered an asset to the party. Any harsh decision against Mr. Loyal would adversely affect the future of NPP and could even lead to a split in the party. This would benefit the opposition.

- a. Maintain status-quo.

- b. Expel Mr. Prodigal from the party with immediate effect to maintain party's clean image.

- c. Initiate an internal inquiry to find the truth.

- d. Suspend Mr. Prodigious from the party with immediate effect but announce that he will be taken back if the court declares him innocent.

e. Suspend both Mr. Loyal and Mr. Prodigal from the party with immediate effect.

Bookmark

Answer key/Solution

ISM conducts a common entrance examination every year. This year, the question paper would comprise 60 questions with an equal mix of formulabased problems and application-based problems. All questions would carry equal marks. Balaji is appearing for the examination. Before, appearing for the examination he gets the following information from coaching institutes:

- I. Application-oriented problems take more time to solve in an examination hall.
- II. Chances of silly mistakes would be low in application-based problems.
- III. ISM would assist the students with bank loans to start a new venture.
- IV. Options are generally confusing for formulabased problems.
- V. 'Practice makes a man perfect' can apply only to formula-based problems. VI. Students get very good campus jobs.

Based on above information, which of the following options would help him to be better prepared for the examination?

Q.44

Answer questions 49-50 on the basis of information given in the following case.

MBA entrance examination comprises two types of problems: formula-based problems and application-based problems. From the analysis of past data, Interesting School of Management (ISM) observes that students good at solving application-based problems are entrepreneurial in nature. Coaching institutes for MBA entrance exams train them to spot formula-based problems and answer them correctly, so as to obtain the required overall cut-off percentile. Thus students, in general, shy away from application-based problems and even those with entrepreneurial mind-set target formula-based problems.

Half of a mark is deducted for every wrong answer.

- a. I & II
- b. I, III & V
- c. II, III & VI
- d. IV, V & VI
- e. I, II, IV & V

Bookmark

Answer key/Solution

Mohan sought feedback from a few of his businessmen friends, who were familiar with both the branches. Here is what they said:

- Businessman 1: Customers of Connaught place and Panipat are very different.
- Businessman 2: Customers in Panipat are extremely happy with Ram's behaviour.
- Businessman 3: Panipat branch does not use the same quality of ingredients but maintains good hygiene and taste.
- Businessman 4: Who knows, tomorrow the customers of Panipat might also appreciate what Connaught place customers appreciate today!

If Mohan thinks all these are valid concerns, which of the following actions would be best for the business?

Q.45

Answer questions 46-48 on the basis of information given in the following case.

Mohan's was a popular fast-food joint at Connaught Place, Delhi. Initially Mohan handled his business alone. His sons, Ram and Kishan, joined the business after graduating from college. Ram was entrepreneurial in nature. Subsequently, another branch of Mohan's was opened in Panipat. Mohan had chosen Ram to head the Panipat branch. Though Ram increased sales in a short time, he had stopped using premium quality organic vegetables, the speciality of Mohan's. Mohan and Kishan were not happy with his way of doing business.

Now, the foremost challenge for Mohan was to sort out this issue with Ram. Mohan knew that replacing Ram with Kishan was difficult as Kishan did not want to leave Delhi. However, giving a freehand to Ram might have long term negative consequences. Mohan was confused about the future course of actions.

- Training Kishan to replace Ram in a few months.
- Not worrying about ingredients as long as business grows.
- Bringing Ram to Connaught place branch.
- Naming the Panipat branch as 'Ram's', and changing it back to Mohan's, when needed.
- Asking Kishan to run the Panipat branch.

Bookmark

Answer key/Solution

Mr. Rastogi, HR head of LSP, is contemplating of transferring Mr. Jose, from India to their Luxembourg office. Mr. Jose's wife is also with the HR department of LSP. The couple is expecting their first child within next four months and hence they want to be together. Mr. Rastogi is wondering whether Mr. Jose would accept the transfer. If he doesn't, Mr. Rastogi would have to send a less competent person for this job as early as possible. The office in Luxembourg is very important for the company's future. It is at its nascent stage and does not yet have an HR department. Hence, it is not possible to transfer Mrs. Jose to Luxembourg.

Which of the following options would be most appropriate, from the organization's perspective, to resolve the issue?

Answer questions 42-45 on the basis of information given in the following case.

a. Giving a salary hike to Mr. Jose with a promise to transfer Mrs. Jose to Luxembourg in the near future.

b. Giving Mrs. Jose option to work from home while in Luxembourg so that she can be with Mr. Jose.

c. Giving Mr. Jose option to work from India for the time being so that he can be with Mrs. Jose in India.

d. Giving a salary hike to Mr. Jose to compensate for Mrs. Jose's salary so that she can join Mr. Jose at Luxembourg, even with loss of pay.

e. Asking Mr. Jose to accept the offer right now but give him up to six months to join Luxembourg office.

Bookmark

Answer key/Solution

Mr. Arbit and Mr. Boring did not invest in the new technology, but the new technology is a big success. Repentant, they are now estimating the additional amount they would have earned (i.e. forgone earnings) had they invested in the new technology. However, the two owners differed on expected lifespan of the new technology. Mr. Arbit expected lifespan to be 5 years, whereas, Mr. Boring expected it to be 2 years. After the technology gets out-dated, the earnings from the business would drop back to 50,000 million rupees.

What would be the difference between two expected foregone earnings after 5 years of the technology investment, if yearly earnings are deposited in a bank @ 10%, compounded annually?

Note: Forgone Earnings = (Earnings from business with new technology) – (Earnings from business without new technology)

Answer questions 39-41 on the basis of information given in the following case.

A few years back Mr. Arbit and Mr. Boring started an oil refinery business. Their annual earning is currently just 50,000 million rupees. They are now exploring various options to improve the business. Mr. Kanadu, a salesperson from Innovative Technology Solutions (ITS), is trying to sell a new oil refinery technology to Mr. Arbit and Mr. Boring. This technology could potentially enhance their annual earning to 150,000 million rupees within a year. But they have to make onetime investment of 100,000 million rupees to implement the technology. If the technology is not successful, the investment would be lost. Mr. Arbit and Mr. Boring are discussing about possible risks of the investment.

a. 231,200 million rupees

b. 331,000 million rupees

c. 400,510 million rupees

d. 431,000 million rupees

e. 464,100 million rupees

Bookmark

Answer key/Solution

After a couple of weeks, Mr. Patel came to know that Dipangshu's project leader Mr. John, a very competent senior executive, may have wilfully influenced his team members to file a wrong complaint against Dipangshu. Mr. John may have done it because Dipangshu has refused to tow John's line. Mr. Patel also came to know that Dipangshu was thinking of quitting this job. He felt regretful about his letter to Dipangshu. He wanted to resolve the complicated situation. He was contemplating following five actions in his mind.

1. Talk to Mr. John about Dipangshu and convey to him that losing a bright employee would cost the organization dearly.

I. Catch up with Mr. John during coffee break and convey that Dipangshu has a very good track record.

II. Chat with Dipangshu during coffee break.

V. Catch up with Dipangshu during coffee break and convey that the organization values him.

V. Arrange a meeting among Mr. John, Dipangshu and himself to sort out the differences.

Which of the following is the best sequence of actions for resolving the problem?

Answer questions 36-38 on the basis of information given in the following case.

Mr. Dipangshu Barua, a young IT professional, came early to office to assist his boss in the preparation for an important client presentation. When he switched on his computer, he saw an email from Mr. Patel. The email was as follows:

January 2, 2015

Dear Mr. Barua,

This email serves as a follow-up of my conversation with you on December 1, 2014. I have already conveyed need for improvement in your behaviour as desired by your project leader and colleagues. They are yet to notice any visible improvements. I am apprehensive that your failure to act may warrant further action leading to dismissal. I will continue to monitor and assess your performance over the next three months to determine whether improvements meet the expectations. At the same time, I would like to re-affirm that you are very valuable for our organization.

Best Wishes,
Mr. A. Patel
HR Director

a. I, III, V

D. II, III, V

c. I, II, IV

d. I, IV, V

e. III, IV, V

Bookmark

Answer key/Solution

Vijay and Raj want to avoid each other. Vijay is interested in J-type electives and wants to avoid Qtype electives. Raj’s preference is G-type electives followed by Q-type electives. Raj noted that the number of only G-type electives is 2. Is there a possibility that they would not share any common elective(s)?

Q.49

Answer question 33-35 on the basis of information given in the following case.

Bright Engineering College (BEC) has listed 20 elective courses for the next term and students have to choose any 7 of them. Simran, a student of BEC, notices that there are three categories of electives: Job-oriented (J), Quantitative-oriented (Q) and Grade-oriented (G). Among these 20 electives, some electives are both Job and Gradeoriented but are not Quantitative-oriented (JG type). QJ type electives are both Job and Quantitative-oriented but are not Grade-oriented and QG type electives are both Quantitative and Grade-oriented but are not Job-oriented. Simran also notes that the total number of QJ type electives is 2 less than QG type electives. Similarly, the total number of QG type electives is 2 less than JG type and there is only 1 common elective (JQG) across three categories. Furthermore, the number of only Quantitative-oriented electives is same as only Job-oriented electives, but less than the number of only Grade-oriented electives. Each elective has at least one registration and there is at least one elective in each category, or combinations of categories.

- a. Yes. There is a possibility.
- b. No. They would meet in one elective.
- c. No. They would not be able to avoid in two electives.
- d. No. They would meet in five electives.
- e. Cannot be solved with the information given

Bookmark

Answer key/Solution

Innovative Institute of Business (IIB) has decided to be the first green campus in India. IIB Administration has advised all campus residents to reduce carbon footprints. IIB faculty members did a brainstorming and came up with the following suggestions:

- I. Replacing electricity source for street lights with solar panels.
- II. Replacing the existing buildings with environment friendly buildings.
- III. Organizing a seminar on ‘Towards a Sustainable Future’ involving all students, staff, and experts from around the country.
- IV. Introducing a compulsory course on sustainability to increase awareness among students.
- V. Conducting an initial energy audit to explore where IIB can reduce carbon footprints.

Which of the following options would be the most preferred sequence of actions to reduce carbon footprints on campus?

Q.50

Answer question 51 on the basis of information given in the following case.

a. II, IV, V

b. IV, V, III

c. V, I, II

d. V, I, III

e. V, III, I

Bookmark

Answer key/Solution

After discussing with a few customers, Mohan realised that compromising on the quality of ingredients at Panipat branch may not be a good idea but at the same time he also realised that Panipat branch had grown fast. He was contemplating following five actions. Which of the following actions would be the best for the future of his business?

Q.51

Answer questions 46-48 on the basis of information given in the following case.

Mohan’s was a popular fast-food joint at Connaught Place, Delhi. Initially Mohan handled his business alone. His sons, Ram and Kishan, joined the business after graduating from college. Ram was entrepreneurial in nature. Subsequently, another branch of Mohan’s was opened in Panipat. Mohan had chosen Ram to head the Panipat branch. Though Ram increased sales in a short time, he had stopped using premium quality organic vegetables, the speciality of Mohan’s. Mohan and Kishan were not happy with his way of doing business.

Now, the foremost challenge for Mohan was to sort out this issue with Ram. Mohan knew that replacing Ram with Kishan was difficult as Kishan did not want to leave Delhi. However, giving a freehand to Ram might have long term negative consequences. Mohan was confused about the future course of actions.

a. Creating awareness campaign for organic vegetables in Panipat.

b. Mohan himself should look after the Panipat branch.

c. Close down the Panipat branch.

d. Send Kishan to Panipat branch and bring Ram to Connaught place permanently.

e. Hire a new person to run the Panipat branch.

Bookmark

Answer key/Solution

Mr. Khan used to work as the Vice President of LSP India. However, he had resigned from LSP India for a better job in New York. In the meantime, his wife was promoted to head the HR of LSP India. Mrs. Khan had struggled hard to reach this position and was quite popular and respected within the organization. Mrs. Khan was contemplating whether she should give up her career and join him in New York. Mrs. Khan is considering the following actions:

- I. Take a break for the time being and focus on personal life. Given her reputation, she can always get back to the same job, if required.
- II. Go to New York, on leave without pay for two months to help Mr. Khan settle down. After that she can come back and resume her responsibility in LSP India.
- III. Request Mr. Khan to look for an equivalent job in India.
- IV. Resign from LSP India, join Mr. Khan in New York, and look for a similar job there.
- V. Request LSP India for a similar position in LSP USA and follow Mr. Khan to New York.

Which of the following sequence of actions can be immediately taken by Mrs. Khan to maintain her work-life balance?

Q.52

Answer questions 42-45 on the basis of information given in the following case.

Life Saving Pharmaceuticals (LSP) is an India-based pharmaceutical company. Their business mostly revolves around a couple of generic drugs and a few patented drugs. LSP operates in 30 odd countries and more than 50% of their sales volume is from outside India.

a. I & II

b. I & III

c. I & IV

d. II & V

e. III & V

Bookmark

Answer key/Solution

If more than 50% of their sales volume is from generic drugs, which of the following options is definitely correct? (Note: All percentages figures are with respect to total sales volume)

Q.53

Answer questions 42-45 on the basis of information given in the following case.

Life Saving Pharmaceuticals (LSP) is an India-based pharmaceutical company. Their business mostly revolves around a couple of generic drugs and a few patented drugs. LSP operates in 30 odd countries and more than 50% of their sales volume is from outside India.

a. If sales volume of patented drugs in India is 43%, the sales volume of generic drugs in India will be less than 43%.

b. If the sales volume of generic drugs in foreign countries is at least 24%, the sales volume of patented drugs in India will be above 24%.

c. If the sales volume of patented drugs in India is 54%, the sales volume of generic drugs in foreign countries will be above 54%.

d. If the sales volume of patented drugs in India is 29%, the sales volume of generic drugs in foreign countries will be above 29%.

e. If the sales volume of generic drugs in India is at least 60%, the sales volume of patented drugs in foreign countries will be above 60%.

Bookmark

Answer key/Solution

Mr. Arbit is enthusiastic about this investment idea but Mr. Boring is a little sceptical. This impasse makes them approach a consultant. The consultant makes some observations. Which of the following observations, made by the consultant, might reduce Mr. Arbit’s enthusiasm for the new investment idea?

Q.54

Answer questions 39-41 on the basis of information given in the following case.

A few years back Mr. Arbit and Mr. Boring started an oil refinery business. Their annual earning is currently just 50,000 million rupees. They are now exploring various options to improve the business. Mr. Xanadu, a salesperson from Innovative Technology Solutions (ITS), is trying to sell a new oil refinery technology to Mr. Arbit and Mr. Boring. This technology could potentially enhance their annual earning to 150,000 million rupees within a year. But they have to make onetime investment of 100,000 million rupees to implement the technology. If the technology is not successful, the investment would be lost. Mr. Arbit and Mr. Boring are discussing about possible risks of the investment.

a. Investment is warranted only when benefits outweigh costs.

b. Technology investments give higher earnings in future.

c. Investment in technology leads to reduction of costs in the long run.

d. Technology risks can be controlled.

e. Business is all about taking risky decisions.

Bookmark

Answer key/Solution

Initially, the e-mail distracted Dipangshu but he decided to focus on the job. Which of the following options might best explain his decision to do so?

Q.55

Answer questions 36-38 on the basis of information given in the following case.

Mr. Dipangshu Barua, a young IT professional, came early to office to assist his boss in the preparation for an important client presentation. When he switched on his computer, he saw an email from Mr. Patel. The email was as follows:

January 2, 2015

Dear Mr. Barua,

This email serves as a follow-up of my conversation with you on December 1, 2014. I have already conveyed need for improvement in your behaviour as desired by your project leader and colleagues. They are yet to notice any visible improvements. I am apprehensive that your failure to act may warrant further action leading to dismissal. I will continue to monitor and assess your performance over the next three months to determine whether improvements meet the expectations. At the same time, I would like to re-affirm that you are very valuable for our organization.

Best Wishes,
Mr. A. Patel
HR Director

- a. Mr. Patel would soon be transferred to another department.
- b. Last week, Mr. Dipangshu has been assigned to a new team in the same project.
- c. Three days back, Mr. Dipangshu has been assigned a new project similar to his final year engineering project.
- d. His friend has been hospitalized for the last three months.
- e. Failing to perform in the client meeting might further complicate things.

Bookmark

Answer key/Solution

On her way back Simran met her friend Raj and shared the above information. Raj is preparing for XAT and is only interested in Grade-oriented (G) electives. He wanted to know the number of Gtype electives being offered. Simran replied, “You have all the information. Calculate the number of G-type electives yourself. It would help your XAT preparation”. Raj calculates correctly and says that there can be ___ possible answers.

Which of the following options would best fit the blank above?

Q.56

Answer question 33-35 on the basis of information given in the following case.

Bright Engineering College (BEC) has listed 20 elective courses for the next term and students have to choose any 7 of them. Simran, a student of BEC, notices that there are three categories of electives: Job-oriented (J), Quantitative-oriented (Q) and Grade-oriented (G). Among these 20 electives, some electives are both Job and Gradeoriented but are not Quantitative-oriented (JG type). QJ type electives are both Job and Quantitative-oriented but are not Grade-oriented and QG type electives are both Quantitative and Grade-oriented but are not Job-oriented. Simran also notes that the total number of QJ type electives is 2 less than QG type electives. Similarly, the total number of QG type electives is 2 less than JG type and there is only 1 common elective (JQG) across three categories. Furthermore, the number of only Quantitative-oriented electives is same as only Job-oriented electives, but less than the number of only Grade-oriented electives. Each elective has at least one registration and there is at least one elective in each category, or combinations of categories.

- a. 3
- b. 5
- c. 8
- d. 9
- e. 11

Bookmark

Answer key/Solution

Mr. Opportunist, a veteran member of NPP, stakes his claims to be nominated as an NPP candidate in the upcoming election. Mr. Opportunist presented the following arguments in favour of his candidature to the NPP Executive Committee.

- I. Mr. Loyal’s candidature in the upcoming election will adversely impact NPP’s chances. Hence, the party should not nominate him.
- II. The party should call a press conference to disown Mr. Loyal. This would enhance the party’s image.
- III. The party would not be able to take any strong disciplinary action against Mr. Loyal, if he gets re-elected.
- IV. I have a lot of goodwill and significant followers in the constituency.
- V. None of my close relatives are into active politics.

Which of the following combinations would best strengthen the claim of Mr. Opportunist?

Q.57

Answer questions 29-32 on the basis of information given in the following case.

The Disciplinary Committee of National Political Party (NPP) is meeting today to decide on the future of two of their party members, Mr. Loyal and his son Mr. Prodigal. Mr. Prodigal is the prime accused in the brutal murder of Mr. Victim, an opposition party leader. Mr. Prodigal is in police custody and his appeal for bail has got rejected. Mr. Loyal claims that his son is innocent and Mr. Victim’s death was the result of internal rivalry in the opposition party. Though Mr. Loyal is not accused in this case, his weakness for his son is well known. The media is blaming him for influencing key witnesses to protect his son. Severe criticism of this father-son duo, both by the media and some social activists, is damaging the image of the party. However, Mr. Loyal has significant followers within the party and is considered an asset to the party. Any harsh decision against Mr. Loyal would adversely affect the future of NPP and could even lead to a split in the party. This would benefit the opposition.

a. I & III

b. I & IV

c. II & III

d. III & V

e. IV & V

Bookmark

Answer key/Solution

Which of the following actions would adversely affect both NPP and Mr. Loyal, the most?

Q.58

Answer questions 29-32 on the basis of information given in the following case.

The Disciplinary Committee of National Political Party (NPP) is meeting today to decide on the future of two of their party members, Mr. Loyal and his son Mr. Prodigal. Mr. Prodigal is the prime accused in the brutal murder of Mr. Victim, an opposition party leader. Mr. Prodigal is in police custody and his appeal for bail has got rejected. Mr. Loyal claims that his son is innocent and Mr. Victim's death was the result of internal rivalry in the opposition party. Though Mr. Loyal is not accused in this case, his weakness for his son is well known. The media is blaming him for influencing key witnesses to protect his son. Severe criticism of this father-son duo, both by the media and some social activists, is damaging the image of the party. However, Mr. Loyal has significant followers within the party and is considered an asset to the party. Any harsh decision against Mr. Loyal would adversely affect the future of NPP and could even lead to a split in the party. This would benefit the opposition.

a. Take no action against Mr. Loyal.

b. Suspend Mr. Prodigal from the party with immediate effect.

c. Expel Mr. Loyal from the party with immediate effect.

d. Ban Mr. Loyal from entering party premises till completion of the court proceedings.

e. Initiate an internal inquiry to find the truth.

Bookmark

Answer key/Solution

ISM wants more students with entrepreneurial mindset in the next batch. To achieve this, ISM is considering following proposals:

- I. Preparing a question paper of two parts, Part A and Part B of duration of one hour each. Part A and Part B would consist of formula-based problems and application-based problems, respectively. After taking away Part A, Part B would be distributed. The qualifying cut-off percentile would be calculated on the combined scores of two parts.
- II. Preparing a question paper comprising Part A and Part B. While Part A would comprise formulabased problems, part B would comprise application-based problems, each having a separate qualifying cut-off percentile.
- III. Assigning one mark for formula-based problems and two marks for application-based problems as an incentive for attempting application-based problems.
- IV. Allotting one mark for formula-based problems and three marks for application-based problems, without mentioning this in the question paper.

Which of the following proposal (or combination of proposals) is likely to identify students with best entrepreneurial mind-set?

Q.59

Answer questions 49-50 on the basis of information given in the following case.

MBA entrance examination comprises two types of problems: formula-based problems and application-based problems. From the analysis of past data, Interesting School of Management (ISM) observes that students good at solving application-based problems are entrepreneurial in nature. Coaching institutes for MBA entrance exams train them to spot formula-based problems and answer them correctly, so as to obtain the required overall cut-off percentile. Thus students, in general, shy away from application-based problems and even those with entrepreneurial mind-set target formula-based problems.

Half of a mark is deducted for every wrong answer.

a. II

b. I & II

c. I & III

d. II & III

e. II & IV

Bookmark

Answer key/Solution

Mohan sought the help of five consultants, who gave the following opinions:

- I. Organic vegetables might be a big success at Connaught place but awareness about organic vegetables is low among Panipat customers.
- II. The Connaught place model can be implemented in Panipat provided the business is prepared to face the consequences.
- III. Many high end restaurants in Panipat use organic vegetables. So, using organic vegetables will not be a differentiating factor.
- IV. Selling prices of their dishes in Panipat are significantly lower. Using organic vegetables will bring down profits.
- V. Premium quality organic vegetables are not easily available in Panipat.

Which of the following set of options would support Ram's argument of not using organic vegetables?

Q.60

Answer questions 46-48 on the basis of information given in the following case.

Mohan's was a popular fast-food joint at Connaught Place, Delhi. Initially Mohan handled his business alone. His sons, Ram and Kishan, joined the business after graduating from college. Ram was entrepreneurial in nature. Subsequently, another branch of Mohan's was opened in Panipat. Mohan had chosen Ram to head the Panipat branch. Though Ram increased sales in a short time, he had stopped using premium quality organic vegetables, the speciality of Mohan's. Mohan and Kishan were not happy with his way of doing business.

Now, the foremost challenge for Mohan was to sort out this issue with Ram. Mohan knew that replacing Ram with Kishan was difficult as Kishan did not want to leave Delhi. However, giving a freehand to Ram might have long term negative consequences. Mohan was confused about the future course of actions.

- a. I, III, IV
- b. II, IV, V
- c. I, III, IV, V
- d. II, III, IV, V
- e. All of the above

Bookmark

Answer key/Solution

Mr. Sinha, a senior executive of LSP, observes that their business in India is not vibrant. LSP faces stiff competition from Indian and global players, except in rural areas. Interestingly, most of their sales in the rural areas are from cough syrup, used as sedatives by teenagers. Mr. Sinha is planning the following actions to improve business in the long run.

- I. Invest in development of new drugs.
- II. Increase sales of cough syrup in the rural markets.
- III. Try and cut costs.
- IV. Recruit more medical representatives in the rural areas.

Which of the following sequences is best arranged in the descending order of appropriateness?

Q.61

Answer questions 42-45 on the basis of information given in the following case.

Life Saving Pharmaceuticals (LSP) is an India-based pharmaceutical company. Their business mostly revolves around a couple of generic drugs and a few patented drugs. LSP operates in 30 odd countries and more than 50% of their sales volume is from outside India.

- a. I, III, II
- b. II, I, III
- c. II, III, I
- d. IV, II, III
- e. IV, III, I

Bookmark

Answer key/Solution

In order to sell the technology to Mr. Arbit and Mr. Boring, Mr. Xanadu is thinking of five possible sales pitches. Which of the following sales pitches would reduce uncertainties the most for Mr. Arbit and Mr. Boring?

Q.62

Answer questions 39-41 on the basis of information given in the following case.

A few years back Mr. Arbit and Mr. Boring started an oil refinery business. Their annual earning is currently just 50,000 million rupees. They are now exploring various options to improve the business. Mr. Xanadu, a salesperson from Innovative Technology Solutions (ITS), is trying to sell a new oil refinery technology to Mr. Arbit and Mr. Boring. This technology could potentially enhance their annual earning to 150,000 million rupees within a year. But they have to make onetime investment of 100,000 million rupees to implement the technology. If the technology is not successful, the investment would be lost. Mr. Arbit and Mr. Boring are discussing about possible risks of the investment.

- a. All other competitors are aggressively investing in risky technologies.
- b. If the technology succeeds, the annual earnings would grow 3 times from the next financial year and they would be able to recover the invested money within 1 year.
- c. Preliminary studies indicate that success rate of the technology is 85%.
- d. The R&D team of ITS is working to counter any possible downside of the technology.
- e. Business is all about taking risky decisions.

Bookmark

Answer key/Solution

The scheduled presentation went off smoothly. Back in his cabin, Dipangshu read Mr Patel's e-mail once more and pondered over it. During the last meeting he tried hard to put forward his explanation but Mr. Patel had not allowed him to speak. Dipangshu was thinking of meeting Mr. Patel once again but was doubtful whether that would help. Incidentally, he had a job offer from a start-up with a comparable salary. If Dipangshu was to join the new job, he had to accept the offer within the next two weeks. However, he cannot think of a life without a job. Dipangshu was confused!

Which of the following options would be the best move for Dipangshu?

Q.63
Answer questions 36-38 on the basis of information given in the following case.

Mr. Dipangshu Barua, a young IT professional, came early to office to assist his boss in the preparation for an important client presentation. When he switched on his computer, he saw an email from Mr. Patel. The email was as follows:

January 2, 2015

Dear Mr. Barua,

This email serves as a follow-up of my conversation with you on December 1, 2014. I have already conveyed need for improvement in your behaviour as desired by your project leader and colleagues. They are yet to notice any visible improvements. I am apprehensive that your failure to act may warrant further action leading to dismissal. I will continue to monitor and assess your performance over the next three months to determine whether improvements meet the expectations. At the same time, I would like to re-affirm that you are very valuable for our organization.

Best Wishes,
Mr. A. Patel
HR Director

- a. Talk to Mr. Patel and highlight the initiatives he has taken but at the same time start applying for other jobs.
- b. Reject the offer from the start-up. Use the next three months to find a better job, but continue in the present job.
- c. Resign from this organization right now.
- d. Accept the offer, only if the start-up gives a salary hike, else keep prospecting.
- e. Accept the offer with a request to give him a 10% salary hike.

Bookmark

Answer key/Solution

Simran prefers J-type electives and wants to avoid Q-type electives. She noted that the number of only J-type electives is 3. Raj’s preference is G-type electives followed by Q-type electives. However, they want to take as many common electives as possible. What is the maximum number of electives that can be common between them, without compromising their preferences?

Q.64
Answer question 33-35 on the basis of information given in the following case.

Bright Engineering College (BEC) has listed 20 elective courses for the next term and students have to choose any 7 of them. Simran, a student of BEC, notices that there are three categories of electives: Job-oriented (J), Quantitative-oriented (Q) and Grade-oriented (G). Among these 20 electives, some electives are both Job and Gradeoriented but are not Quantitative-oriented (JG type). QJ type electives are both Job and Quantitative-oriented but are not Grade-oriented and QG type electives are both Quantitative and Grade-oriented but are not Job-oriented. Simran also notes that the total number of QJ type electives is 2 less than QG type electives. Similarly, the total number of QG type electives is 2 less than JG type and there is only 1 common elective (JQG) across three categories. Furthermore, the number of only Quantitative-oriented electives is same as only Job-oriented electives, but less than the number of only Grade-oriented electives. Each elective has at least one registration and there is at least one elective in each category, or combinations of categories.

- a. 3
- b. 4
- c. 5
- d. 7
- e. Not possible to answer from the above information.

Bookmark

Answer key/Solution

The Disciplinary Committee has decided to suspend Mr. Loyal from the party because they felt he was influencing the judicial process. However, Mr. Loyal feels that the committee is biased and he is being framed. Now, election has been announced. The last time, Mr. Loyal had won with a majority on account of his good work. Which of the following options is most likely to resurrect Mr. Loyal’s immediate political career?

Q.65
Answer questions 29-32 on the basis of information given in the following case.

The Disciplinary Committee of National Political Party (NPP) is meeting today to decide on the future of two of their party members, Mr. Loyal and his son Mr. Prodigal. Mr. Prodigal is the prime accused in the brutal murder of Mr. Victim, an opposition party leader. Mr. Prodigal is in police custody and his appeal for bail has got rejected. Mr. Loyal claims that his son is innocent and Mr. Victim's death was the result of internal rivalry in the opposition party. Though Mr. Loyal is not accused in this case, his weakness for his son is well known. The media is blaming him for influencing key witnesses to protect his son. Severe criticism of this father-son duo, both by the media and some social activists, is damaging the image of the party. However, Mr. Loyal has significant followers within the party and is considered an asset to the party. Any harsh decision against Mr. Loyal would adversely affect the future of NPP and could even lead to a split in the party. This would benefit the opposition.

- a. The main opposition party has invited Mr. Loyal to join the party and contest the election. Chance of winning is high.
- b. Not participating in the campaign and instructing his followers to stay away from the campaigning process.
- c. Ask his followers to support the NPP nominated candidate and display his loyalty to NPP.
- d. Mr. Loyal should contest as an independent candidate. But because of a split in votes, his chances of winning would be low.
- e. Influence the nomination process through his followers within NPP, to get one of his close associates nominated.

Bookmark

Answer key/Solution

The following day Kamal, being the most competent hairdresser on the street, was contemplating charging higher than agreed upon price.

Which of the following would enable him to charge more with minimal violation of the agreement?

Q.66

Analyse the following caselet and answer the questions 27 – 28 that follow:

Kamal Chinnappa, Vimal Rao, Ganesh Krishnan and Dinesh Kumar own a saloon each on the Barbil street. They are the only hairdressers on that street. Each of them offered three services viz. haircut, shaving and hairdye. One evening, all four of them met in a nearby teastall and agreed to charge ₹100 for any of the three services (haircut, shave and hair-dye) on weekdays. They also agreed to increase this rate to ₹115 on weekends and holidays. All verbally decided to implement the agreement.

a. He should introduce a new and specialized service at ₹130.

b. He should open another shop on the same street and charge ₹150.

c. He should charge ₹130 for those wanting to jump the queue.

d. He should charge ₹115 for a service to a particular customer and give the next service free.

e. He should open his shop two hours before others and close it two hours after.

Bookmark

Answer key/Solution

Who/what is the main cause for the situation becoming unmanageable?

Q.67

Analyse the following caselet and answer the questions 25-26 that follow:

A pastor had eaten at a restaurant with his troupe of ten and his family. It is a norm to tip the waiter and about 20% of a waiter's salary comes from these tips. However, while paying the bill, the pastor crossed out the automatic 18% tip charged for parties of more than eight and wrote "I give God 10% why do you get 18%?" above his signature. The chagrined waitress at the restaurant posted a photo of this on the social media. She was subsequently fired for violating company's policy on customer privacy. This would have been understandable if the restaurant had not posted just 2 weeks ago a customer receipt that was complimenting them. Social media and social activists came heavily upon the management's ambivalent stand and the firing of the waitress. In response, the company posted a note on their social media page defending their actions. This quickly drew over 10,000 comments, mostly negative, to which the management started responding by posting the same note over and over again. There were also accusations of the company deleting negative comments and blocking users. The restaurant also experienced a sizable drop in their footfall.

a. The pastor for flouting the norm of restaurant.

b. The waitress for violating customer privacy.

c. The management for not taking action against the pastor.

d. The management for giving out disproportionate punishment to waitress.

e. The management for removing negative comments from the social media.

Bookmark

Answer key/Solution

Principal Maheswari of BINK School of Management is facing a problem that calls for quick action. She received an anonymous mail one day, possibly from one of the students, complaining about outdated syllabi, mediocre teachers and poor choice of courses on offer.

Which of the following is the best course of action available to the Principal?

Q.68

Analyse the following caselet and answer the question that follows:

a. She should invite students to discuss any problem openly, one on one or in small groups, promise to act on them but firmly condemn the culture of anonymous mails.

b. She should update the students about the efforts the institute is taking in sprucing up the syllabi, hiring talented faculty etc., but make no reference to the letter.

c. She should convene a meeting of the faculty at the earliest and get them to work on updating the syllabi and also arrange a faculty development program but keep mum about the letter.

d. She should convene a meeting of the faculty and talk about the letter as a symptom of a deeper malaise, ask them to update the syllabi and also organise a faculty development program.

e. She should ignore the letter and not think about it at all.

Bookmark

Answer key/Solution

As a newly started organization in the IT sector, Saksha IT is a fast growing 400 employee organization. Its head, Saksha Kumar believes in building an organization driven by humility. Which of the following policies would best help him achieve that?

Q.69

Analyse the following caselet and answer the question that follows:

a. Employees shall, in their annual evaluation form, be asked to acknowledge three of their shortcomings, overcoming which will make them better.

b. Employees shall be asked to share with their peers three shortcomings they had noticed about their peers.

c. The immediate superiors would suggest three shortcomings their subordinates have to work on in a given period.

d. Everyone beginning with Saksha, shall be asked to share three of their weaknesses, in a public forum.

e. Employees shall be asked to overcome three shortcomings in the following year. improvement, if noticed would attract rewards.

Shyam's stall was becoming popular by the day. Now he gets 5 customers every 10 minutes. After buying a second oven, he employed a helping hand, Aman at ₹100 for two hours. Aman can cook one handi of sabji in 20 minutes or can prepare 3 plates of purl in 10 minutes. Reheat time for sabji is 10 minutes. None of them can work on both the ovens simultaneously.

Which of the following options will help Shyam maximize his daily profit, if he does NOT bring sabji from home?

Q.70

Analyse the following caselet and answer the questions 41-43 that follow:

Shyam prepares and sells piping hot puri and sabji (gravy) from 7:00 am to 9:00 am (both inclusive) through a stall at XLRI campus. Presently, he has just a single oven, which can do only one job at a time. It takes 30 minutes to cook one handi (a large bowl) of sabji, sufficient for 12 customers. It takes him 10 minutes to prepare 2 plates of puri at a time. While the cost of a plate of puri-sabji is 10, the price is 25. Puri stays hot for only 5 minutes after preparation, while sabji stays hot for 30 minutes only. It takes 10 minutes to reheat the sabji which stays hot for another 30 minutes. If he brings a handi of hot sabji from home, the transport would cost him 50. It can also stay hot for 30 minutes excluding the transportation time. Currently, every 20 minutes five plates are ordered. All unsold quantities are distributed at cost after 9:30 am.

a. Shyam should dismiss Aman because his wages are more than the benefits he brings.

b. Shyam will prepare only puri and Aman will prepare only sabji.

c. Shyam will prepare only sabji and Aman will prepare only puri.

d. Shyam and Aman will prepare both purl and sabji.

e. Options B, C and D will yield the same profit.

Shyam's puri-sabji became famous. Now he gets 5 orders per 10 minutes and has invested in an additional oven. As he is working alone on both the ovens simultaneously, now in any one oven it takes him 45 minutes to cook one handi of sabji, 15 minutes for 2 plates of puri and 15 minutes to reheat the sabji. He can bring only one handi from home. What will be his maximum daily profit?

Q.71

Analyse the following caselet and answer the questions 41-43 that follow:

Shyam prepares and sells piping hot puri and sabji (gravy) from 7:00 am to 9:00 am (both inclusive) through a stall at XLRI campus. Presently, he has just a single oven, which can do only one job at a time. It takes 30 minutes to cook one handi (a large bowl) of sabji, sufficient for 12 customers. It takes him 10 minutes to prepare 2 plates of puri at a time. While the cost of a plate of puri-sabji is 10, the price is 25. Puri stays hot for only 5 minutes after preparation, while sabji stays hot for 30 minutes only. It takes 10 minutes to reheat the sabji which stays hot for another 30 minutes. If he brings a handi of hot sabji from home, the transport would cost him 50. It can also stay hot for 30 minutes excluding the transportation time. Currently, every 20 minutes five plates are ordered. All unsold quantities are distributed at cost after 9:30 am.

a. ₹250

b. ₹280

c. ₹300

d. ₹330

e. ₹360

Find the maximum number of plates of puri-sabji Shyam can sell in the first hour of business?

Q.72

Analyse the following caselet and answer the questions 41-43 that follow:

Shyam prepares and sells piping hot puri and sabji (gravy) from 7:00 am to 9:00 am (both inclusive) through a stall at XLRI campus. Presently, he has just a single oven, which can do only one job at a time. It takes 30 minutes to cook one handi (a large bowl) of sabji, sufficient for 12 customers. It takes him 10 minutes to prepare 2 plates of puri at a time. While the cost of a plate of puri-sabji is 10, the price is 25. Puri stays hot for only 5 minutes after preparation, while sabji stays hot for 30 minutes only. It takes 10 minutes to reheat the sabji which stays hot for another 30 minutes. If he brings a handi of hot sabji from home, the transport would cost him 50. It can also stay hot for 30 minutes excluding the transportation time. Currently, every 20 minutes five plates are ordered. All unsold quantities are distributed at cost after 9:30 am.

a. 6

b. 8

c. 10

d. 12

e. 15

Girirajan experimented with Karnataka food for a fortnight. He collected sales data for Karnataka food along with the trend of overall sales for the last seven days. Which of the following datasets, IF TRUE, will give Girirajan greater confidence to continue serving Karnataka food? (Figures below represent Karnataka food sales as percentage of total sales.)

Q.73

Analyse the following caselet and answer the questions 38-40 that follow:

Girirajan an unemployed youngster from Kumbakonam, Tamilnadu, visited Singapore where his school friend worked as software engineer. In Singapore, Girirajan realized that there were a lot of Tamils in "Little India" area. He soon assessed that there were very few restaurants serving authentic Tamil food and decided to set-up a restaurant "Giri's" in "Little India" serving authentic Tamil food in traditional banana leaf. Customers loved the food. Very soon word spread about the good quality food served in the traditional way. Girirajan expanded operation recruiting 10 employees, all Tamils.

Six months later, Girirajan realized that a lot of Kannadiga and Telugu customers started visiting the restaurant along with their Tamil friends. One day, a Kannadiga customer looking for Devangere Benne Dosa suggested that it may not be a bad idea for Girirajan to serve Karnataka and Andhra cuisines along with Tamil.

With time, the popularity of the restaurant kept soaring. As a result, a lot of Malays, Indonesians and Chinese started visiting the restaurant. His software engineer friend advised to cater to customers of all nationalities, Despite his desire to go grand, Girirajan realized he did not have enough money to get extra space anywhere in Singapore and banks were also reluctant to lend.

One day, while assessing the business, he realized that the restaurant had 90% occupancy rate during peak hours and 40% during the non-peak hours. Both figures were increasing with time.

a. 14, 15, 16, 17, 18, 19, 20, with total sales trend increasing by 0.4%.

b. 20, 20, 20, 20, 20, 20, 20, with total sales trend increasing by 0.4%.

c. 50, 47, 44, 40, 47, 45, 40, with total sales trend remaining same.

d. 45, 44, 43, 42, 41, 40, 39, with total sales trend remaining same.

e. 20, 50, 10, 45, 43, 13, 36, with total sales trend coming down.

Bookmark

Answer key/Solution

Girirajan started analysing his quarterly customer data to assess growth opportunities. He discovered that 20 % of his customers are Kannadigas and many of them were requesting for a few Karnataka dishes. He was not sure if it was a good idea to serve Karnataka food. He wanted to experiment before taking the final call. Which of the following options will be worth experimenting in the next fortnight?

Q.74

Analyse the following caselet and answer the questions 38-40 that follow:

Girirajan an unemployed youngster from Kumbakonam, Tamilnadu, visited Singapore where his school friend worked as software engineer. In Singapore, Girirajan realized that there were a lot of Tamils in "Little India" area. He soon assessed that there were very few restaurants serving authentic Tamil food and decided to set-up a restaurant "Giri's" in "Little India" serving authentic Tamil food in traditional banana leaf. Customers loved the food. Very soon word spread about the good quality food served in the traditional way. Girirajan expanded operation recruiting 10 employees, all Tamils.

Six months later, Girirajan realized that a lot of Kannadiga and Telugu customers started visiting the restaurant along with their Tamil friends. One day, a Kannadiga customer looking for Devangere Benne Dosa suggested that it may not be a bad idea for Girirajan to serve Karnataka and Andhra cuisines along with Tamil.

With time, the popularity of the restaurant kept soaring. As a result, a lot of Malays, Indonesians and Chinese started visiting the restaurant. His software engineer friend advised to cater to customers of all nationalities, Despite his desire to go grand, Girirajan realized he did not have enough money to get extra space anywhere in Singapore and banks were also reluctant to lend.

One day, while assessing the business, he realized that the restaurant had 90% occupancy rate during peak hours and 40% during the non-peak hours. Both figures were increasing with time.

a. Introduce a Karnataka food day every week to please the Kannadiga customers.

b. Recruit a few Kannadiga waiters to interact with Kannadiga customers.

c. Rename a few Tamil dishes as Karnataka dishes.

d. Serve Karnataka dishes as and when requested by customers without the menu displaying these dishes.

e. Add a few Karnataka dishes to the cuisine and display these in a separate menu.

Bookmark

Answer key/Solution

Which of the following options would be most suitable for the growth of the business?

Q.75

Analyse the following caselet and answer the questions 38-40 that follow:

Girirajan an unemployed youngster from Kumbakonam, Tamilnadu, visited Singapore where his school friend worked as software engineer. In Singapore, Girirajan realized that there were a lot of Tamils in "Little India" area. He soon assessed that there were very few restaurants serving authentic Tamil food and decided to set-up a restaurant "Giri's" in "Little India" serving authentic Tamil food in traditional banana leaf. Customers loved the food. Very soon word spread about the good quality food served in the traditional way. Girirajan expanded operation recruiting 10 employees, all Tamils.

Six months later, Girirajan realized that a lot of Kannadiga and Telugu customers started visiting the restaurant along with their Tamil friends. One day, a Kannadiga customer looking for Devangere Benne Dosa suggested that it may not be a bad idea for Girirajan to serve Karnataka and Andhra cuisines along with Tamil.

With time, the popularity of the restaurant kept soaring. As a result, a lot of Malays, Indonesians and Chinese started visiting the restaurant. His software engineer friend advised to cater to customers of all nationalities, Despite his desire to go grand, Girirajan realized he did not have enough money to get extra space anywhere in Singapore and banks were also reluctant to lend.

One day, while assessing the business, he realized that the restaurant had 90% occupancy rate during peak hours and 40% during the non-peak hours. Both figures were increasing with time.

a. Include Karnataka and Andhra cuisines in the menu.

b. Include Indonesian and Chinese cuisines in the menu.

c. Keep the focus on Tamil food only with an increased focus on quality improvement.

d. Expand to include either Karnataka and Andhra cuisines or Indonesian and Chinese cuisines.

e. Include Karnataka and Andhra cuisines as well as Indonesian and Chinese.

Bookmark

Answer key/Solution

Which of the following would be the best option to increase revenue, decrease carbon footprint and still satisfy all the stakeholders in the campus?

Q.76

Analyse the following caselet and answer the questions 36-37 that follow:

A college campus with a population of around 2,000 of whom 200 were children, 1,200 people between 15 and 45 years, 500 people between 45 and 65 and around 100 people more than 65 years of age. The campus has two big gates opening out to the city. There are 400 cars and 500 motorbikes inside the campus. The residents relied on these vehicles to visit the city located 10 kilometres away.

Now, with land within the campus becoming scarce, the chief administrator (CA) found the growing demand for parking lot difficult to handle. The faculty, staff and students wanted increased parking space. In the past six years, the parking requirement on campus had doubled. The CA found it inappropriate to construct parking lots from the students' fee, even though those with vehicles may not complain about it.

Besides creating parking problems, the CA felt that these vehicles added to the pollution and made residents less responsible towards each other. The risk to the children and the elderly because of over-speeding was menacing. Therefore, the CA wanted to reduce the number of vehicles in the campus. Many faculty members, students and staff members, however, felt that demand for more parking space was natural as vehicles were required to go to the market, railway station, airport, and inter-state bus terminal all located in the city. They also told the CA that the elderly, sick and the toddlers relied only on these vehicles.

After listening to all stakeholders, the CA wanted to solve these problems while ensuring the campus remained responsible and green.

- a. Make substantial collection from vehicles entering or leaving campus and construct a parking lot outside the campus.
- b. Levy extra fee on the students and build extra parking lots inside the campus
- c. Bring all stakeholders to table and let them build consensus.
- d. To reduce the carbon footprint, only pooled vehicles be permitted on campus.
- e. Let all vehicles be parked in a managed space outside the campus while battery operated vehicles parked at the two gates can be used inside the campus.

Bookmark

Answer key/Solution

Which of the following actions would best satisfy all the stakeholders within the campus?

Q.77

Analyse the following caselet and answer the questions 36-37 that follow:

A college campus with a population of around 2,000 of whom 200 were children, 1,200 people between 15 and 45 years, 500 people between 45 and 65 and around 100 people more than 65 years of age. The campus has two big gates opening out to the city. There are 400 cars and 500 motorbikes inside the campus. The residents relied on these vehicles to visit the city located 10 kilometres away.

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Besides creating parking problems, the CA felt that these vehicles added to the pollution and made residents less responsible towards each other. The risk to the children and the elderly because of over-speeding was menacing. Therefore, the CA wanted to reduce the number of vehicles in the campus. Many faculty members, students and staff members, however, felt that demand for more parking space was natural as vehicles were required to go to the market, railway station, airport, and inter-state bus terminal all located in the city. They also told the CA that the elderly, sick and the toddlers relied only on these vehicles.

After listening to all stakeholders, the CA wanted to solve these problems while ensuring the campus remained responsible and green.

- a. Levy extra fee on students to construct additional parking lots inside the campus. Students should pay for up-keep of the campus.
- b. Let all vehicles be parked in a college-managed space outside the campus while two battery operated vehicles handle exigencies inside the campus.
- c. Bring all stakeholders to the discussion table.
- d. To reduce carbon footprints, only pooled vehicles should be allowed to operate inside the campus.
- e. Charge significant fee from any vehicle entering or leaving the campus.

Bookmark

Answer key/Solution

Which of the following options is the correct statement for picking up the cricket team?

Q.78

Analyse the following caselet and answer the questions 33-35 that follow:

A University coach was asked to select teams in three sports: Shooting, Cricket (batsmen only) and "Snakes & Ladder". The honest and keen observer head boy of the school informed the coach that he had observed 100 students playing the three games - shooting, cricket and "Snakes & Ladder". In shooting, all students were given 100 chances to hit a target. In cricket, a batsman faced a maximum of 100 balls, provided he DID NOT GET OUT. In "Snakes & Ladder", every student could play 100 matches, one each with the other students and one against a computer. In shooting, a player got one point for hitting the target and zero point for missing the target. In cricket, a batsman got one point for hitting the ball and zero point for missing it. In "Snakes & Ladder", a person got one point for winning the game and zero for losing. To the coach's utter surprise, the distribution of points across all three games was the same. It was as follows:

Points scored	Number of students
0-9	1
10-19	8
20-29	5
30-39	15
40-49	20
50-59	20
60-69	13
70-79	7
80-89	9
90-99	2

The coach has to select a team of eleven in each sport.

- a. The coach should never select the player in the range of 0-9 points.
- b. The coach should never select players from the range of 50-59.
- c. The coach should never select players from the range of 70-79.
- d. The coach should definitely select players only from the range of 80-99.
- e. None of the above.

Bookmark

Answer key/Solution

Which of the following options is the best way of selecting the Shooting team?

Q.79

Analyse the following caselet and answer the questions 33-35 that follow:

A University coach was asked to select teams in three sports: Shooting, Cricket (batsmen only) and "Snakes & Ladder". The honest and keen observer head boy of the school informed the coach that he had observed 100 students playing the three games - shooting, cricket and "Snakes & Ladder". In shooting, all students were given 100 chances to hit a target. In cricket, a batsman faced a maximum of 100 balls, provided he DID NOT GET OUT. In "Snakes & Ladder", every student could play 100 matches, one each with the other students and one against a computer. In shooting, a player got one point for hitting the target and zero point for missing the target. In cricket, a batsman got one point for hitting the ball and zero point for missing it. In "Snakes & Ladder", a person got one point for winning the game and zero for losing. To the coach's utter surprise, the distribution of points across all three games was the same. It was as follows:

Points scored	Number of students
0-9	1
10-19	8
20-29	5
30-39	15
40-49	20
50-59	20
60-69	13
70-79	7
80-89	9
90-99	2

The coach has to select a team of eleven in each sport.

- a. The coach should select all students in 80-99 ranges.
- b. The coach should select both the students in 90-99 range; others can be from any of the other ranges.
- c. The coach should select at least 6 students between 40 and 49.
- d. The coach should not select students between 40 and 89.
- e. The coach can pick randomly any 11 players from any of the ranges.

Bookmark

Answer key/Solution

Which of the following options is the best way to select the "Snakes & Ladder" team?

Q.80

Analyse the following caselet and answer the questions 33-35 that follow:

A University coach was asked to select teams in three sports: Shooting, Cricket (batsmen only) and "Snakes & Ladder". The honest and keen observer head boy of the school informed the coach that he had observed 100 students playing the three games - shooting, cricket and "Snakes & Ladder". In shooting, all students were given 100 chances to hit a target. In cricket, a batsman faced a maximum of 100 balls, provided he DID NOT GET OUT. In "Snakes & Ladder", every student could play 100 matches, one each with the other students and one against a computer. In shooting, a player got one point for hitting the target and zero point for missing the target. In cricket, a batsman got one point for hitting the ball and zero point for missing it. In "Snakes & Ladder", a person got one point for winning the game and zero for losing. To the coach's utter surprise, the distribution of points across all three games was the same. It was as follows:

Points scored	Number of students
0-9	1
10-19	8
20-29	5
30-39	15
40-49	20
50-59	20
60-69	13
70-79	7
80-89	9
90-99	2

The coach has to select a team of eleven in each sport.

- a. The coach must select all students between 80 and 99.
- b. The coach must select both the students between 90 and 99.
- c. The coach must select at least 6 students between 40 and 59.
- d. The coach must not select students between 0 and 9.
- e. The coach can ignore the data in the table and randomly pick any 11 players.

Bookmark

Answer key/Solution

The Kerala Government recently announced a policy: In case of major quality infringement, the builder will pay a penalty of 50% of the price of the house in addition to the price of the house, to the client within a year of notice.
Rank in ASCENDING order the options that would ensure "control of quality".

Q.81

Analyse the following caselet and answer the questions 30-32 that follow:

Mrs Biswas was to retire in one year after serving in the construction department of the Gujarat government for more than thirty years. After retirement, she wanted to spend her retired life along with Mr Biswas, a retired school teacher in a small town in Kerala. They had two children, both studying in Bengaluru. The Biswas' wished to construct a house in Kerala with their life savings.

The couple gathered information about owning a house in Kerala. They had four options:

1. Buy a fully furnished house from a big developer and furnish it.
2. Buy a semi-furnished house from a big developer and furnish it.
3. Get a local unregistered contractor to construct a house and furnish it.
4. Mr Biswas with inputs from the family could supervise the construction of a house back in Kerala by employing the best material, engineers, masons and labourers.

a. 1,2,3,4

b. 2,3,4, 1

c. 3,1,2,4

d. 4,3,1,2

e. 4,1,2,3

Bookmark

Answer key/Solution

Which of the following additional information, IF TRUE, would improve the chances of the third option being preferred?

Q.82

Analyse the following caselet and answer the questions 30-32 that follow:

Mrs Biswas was to retire in one year after serving in the construction department of the Gujarat government for more than thirty years. After retirement, she wanted to spend her retired life along with Mr Biswas, a retired school teacher in a small town in Kerala. They had two children, both studying in Bengaluru. The Biswas' wished to construct a house in Kerala with their life savings.

The couple gathered information about owning a house in Kerala. They had four options:

1. Buy a fully furnished house from a big developer and furnish it.
2. Buy a semi-furnished house from a big developer and furnish it.
3. Get a local unregistered contractor to construct a house and furnish it.
4. Mr Biswas with inputs from the family could supervise the construction of a house back in Kerala by employing the best material, engineers, masons and labourers.

a. Based on the current information, with no additional information, the third is the best option.

b. Among local property holders, the contractor in the third option enjoys a good reputation.

c. Big developers are less open to changes in design.

d. Mr Biswas cannot stay back alone to supervise the construction.

e. The Biswas' want to select the furniture on their own.

Bookmark

Answer key/Solution

Which option would ENSURE the best control of quality of construction for the Biswas'?

Q.83

Analyse the following caselet and answer the questions 30-32 that follow:

Mrs Biswas was to retire in one year after serving in the construction department of the Gujarat government for more than thirty years. After retirement, she wanted to spend her retired life along with Mr Biswas, a retired school teacher in a small town in Kerala. They had two children, both studying in Bengaluru. The Biswas' wished to construct a house in Kerala with their life savings.

The couple gathered information about owning a house in Kerala. They had four options:

1. Buy a fully furnished house from a big developer and furnish it.
2. Buy a semi-furnished house from a big developer and furnish it.
3. Get a local unregistered contractor to construct a house and furnish it.
4. Mr Biswas with inputs from the family could supervise the construction of a house back in Kerala by employing the best material, engineers, masons and labourers.

a. The first option would ensure the best quality.

b. The second option would ensure the best quality.

c. The third option would ensure the best quality.

d. The fourth option would ensure the best quality.

e. Any of the options will equally ensure the best quality.

Bookmark

Answer key/Solution

Genius Consulting is a boutique consulting firm started by Shirish, Balram, Rahman and Xavier, four friends from a premier business school. They committed themselves to abide by two principles: a) not to indulge in anything unethical and b) share earnings equally.

Genius Consulting could not get a significant project till the following year, when they managed a big one after Rahman's father referred their firm to his top management. Convinced of the team's talent following an impressive presentation, the top management awarded them the project even though six other referred teams made presentations.

The day following the presentation, they met to decide the way forward for the organization. Which of the following choices would be the most appropriate for Genius Consulting?

Q.84
Analyse the following caselet and answer the question that follows:

- a. As this project violates both their principles, Genius consulting should not take up the project.
- b. Due to the violation of the first principle Genius consulting should not take up this project.
- c. They should take up the project. Further, since Rahman had agreed to equal sharing, he is not entitled to finder's fee.
- d. They should take up the project and as the referral helped them survive, Rahman should be paid finder's fee.
- e. They should take up the project. But, in or order not to violate the principles, Rahman can be paid finder's fee this year and an equal amount be deducted from his compensation the next year.

Bookmark

Answer key/Solution

Padma discovered some money missing from her purse. She suspects that Vimla has stolen it. She wants to prevent the stealing from happening again and is contemplating the following actions:

1. She should let it pass, since to err is human.
2. She should confront Vimla and tell her that she knows the truth and the act is unpardonable regardless of her past service and she is thinking of terminating her services.
3. She should tell Vimla that she is aware someone has stolen money from the house but is not sure who it is.
4. She should share with Vimla that neighbours think Vimla has stolen the money though she doesn't, but is interested in finding out the truth.
5. She should directly ask Vimla if she stole the money, promising her no punishment if she confesses.

Arrange the following combinations of the above actions in the DECREASING order of appropriateness.

Q.85
Analyse the following caselet and answer the questions 27-28 that follow:

Vimla is the domestic help for Shreya and her neighbour Padma; both live in a posh gated community. Vimla not only cleans the house, but also cooks for both the families. Shreya treasures Vimla ever since she joined her family four years ago. Vimla joined Padma's household this year.

- a. 1, 5, 4
- b. 2, 4, 1
- c. 2, 5, 4
- d. 3, 5, 4
- e. 5, 2, 4

Bookmark

Answer key/Solution

One evening Shreya trying to pay the pizza delivery was surprised to find a few five hundred rupee notes missing from her purse that she was sure were there earlier. She wants to ascertain if someone has stolen the money. On reflecting, the following facts crossed her mind:

1. In the last one year, Shreya had noticed cash missing on three occasions.
2. Shreya's husband also shared that a few notes were missing from his wallet, though he was not sure if they were stolen.
3. Her eldest son had been pestering Shreya for more pocket money for the last three weeks; in the last few days, he had stopped doing so.
4. In the last one year, Vimla had received six mails from her family asking for money.
5. Her eldest son's expenditure had gone up in the last few days.

Which of the following combinations of the above statements would DECREASE the likelihood that Vimla has stolen the money?

Q.86
Analyse the following caselet and answer the questions 27-28 that follow:

Vimla is the domestic help for Shreya and her neighbour Padma; both live in a posh gated community. Vimla not only cleans the house, but also cooks for both the families. Shreya treasures Vimla ever since she joined her family four years ago. Vimla joined Padma's household this year.

- a. 1 and 3
- b. 1 and 4

c. 1 and 5

d. 2 and 4

e. 3 and 5

Bookmark

Answer key/Solution

The downward spiral continued for the restaurant as the management persisted in defending their actions and argued with those who criticised them. By the following week, the original post had generated over 18,000 negative comments.

Which of the following is the best way forward for the restaurant at this juncture?

Q.87

Analyse the following caselet and answer the questions 25-26 that follow:

A pastor had eaten at a restaurant with his troupe of ten and his family. It is a norm to tip the waiter and about 20% of a waiter’s salary comes from these tips. However, while paying the bill, the pastor crossed out the automatic 18% tip charged for parties of more than eight and wrote "I give God 10% why do you get 18%?" above his signature. The chagrined waitress at the restaurant posted a photo of this on the social media. She was subsequently fired for violating company's policy on customer privacy.

This would have been understandable if the restaurant had not posted just 2 weeks ago a customer receipt that was complimenting them. Social media and social activists came heavily upon the management's ambivalent stand and the firing of the waitress. In response, the company posted a note on their social media page defending their actions. This quickly drew over 10,000 comments, mostly negative, to which the management started responding by posting the same note over and over again. There were also accusations of the company deleting negative comments and blocking users. The restaurant also experienced a sizable drop in their footfall.

a. Unconditionally restore the waitress to her former position and salary on the ground that she was never at fault in the first place.

b. Apologise to and reinstate the waitress and ask her to apologize for her breach of customer privacy and post both the apologies on social media.

c. Reinstate the waitress provided she apologises for her breach of customer privacy and post that apology on the restaurant's social media page.

d. Reinstate the waitress if and only if she apologizes for her breach of customer privacy and posts that apology on her social media page.

e. Recruit two waitresses at a higher wage but stick to the original decision of firing the waitress.

Bookmark

Answer key/Solution

Answer questions 27-29 on the basis of information given in the following situation.

Satyender heads a branch of a Micro-Finance company. The company provides small-size loans catering to rural households. As the head of the branch, he supervises three collection officers - Palani, Sayed, and Godwin. Palani was recently transferred by the company from another branch.

Sayed feared Palani's transfer may pull down the performance of the branch, as he felt Palani was transferred due to his poor performance in the previous branch.

Which of the following information will **most likely** assuage Sayed's fear?

Q.88

a. In the past 12 years as the head of branch, Satyender has exceeded targets every time.

b. Palani has been a top performer in the organization; his performance has deteriorated only in the last three years.

c. The branch's performance has been good for the past 10 years; Sayed has joined the organization 3 years back.

d. When Sayed joined as a fresher in this branch, others in the branch had feared that he might bring down the performance of the branch.

e. While calculating the branch's performance, the branch head has the choice to exclude new joinee's performance.

Bookmark

Answer key/Solution

Answer questions 27-29 on the basis of information given in the following situation.

Satyender heads a branch of a Micro-Finance company. The company provides small-size loans catering to rural households. As the head of the branch, he supervises three collection officers - Palani, Sayed, and Godwin. Palani was recently transferred by the company from another branch. Three months later, Palani submitted local travel bills to Satyender for reimbursement. Satyender realized that the bill amount was 30% higher than expected.

Which of the following options, **if true**, will enable Satyender take a decision that shall set a precedent, which is **least likely** to be misused in the future?

Q.89

a. Palani being new to the area uses autorickshaws which are more expensive than personal motorcycles used by other collection officers.

b. Unlike his colleagues, Palani's house has very poor public transport connectivity.

c. Unlike his colleagues, Palani's sales territory has a powerful competitor.

d. Unlike his colleagues, Palani's customers can meet him only during weekends.

e. Unlike his colleagues, Palani has to visit customers repeatedly as they require additional persuasion.

Answer questions 27-29 on the basis of information given in the following situation.

Satyender heads a branch of a Micro-Finance company. The company provides small-size loans catering to rural households. As the head of the branch, he supervises three collection officers - Palani, Sayed, and Godwin. Palani was recently transferred by the company from another branch.

Satyender is allocating territories to his subordinates for the coming financial year. So far, Palani's performance has been poor and this allocation will decide his future in the organization.

Which of the following information will be the **least useful** to Satyender in taking a fair allocation decision?

- Q.90
- a. Sayed's territory has shown consistently good performance in the past three years.

b. Sayed's territory faces stiff competition from a well-known brand.

c. A new territory that faces competition from two relatively unknown brands.

d. Godwin's territory has shown consistent results in the past three years.

e. Godwin's territory performance has been flat for the past two years.

Bookmark

Answer key/Solution

Answer questions 30-32 on the basis of information given in the following situation.

Lal & Sons, a family business, comprises three different companies in three different industries. Sudarshan Lal was heading this entire business from the inception. Two years ago, he hired three managers, one for each company and Chhaganlal Jha as Chief Executive Officer (CEO) to look after the entire business. These three managers are reporting to the CEO. However, Sudarshan Lal and his family still own the entire business, though they are not involved in day to day operations.

Two years after the handing over, Sudarshan was concerned that none of the companies, except one, is profitable.

Which of the following information, **if true, will most likely** reduce Sudarshan's concerns?

- Q.91
- a. A leading financial institution recently advised its investors to purchase the shares of the two loss making companies with a long term outlook.

b. The Corporation's performance was stagnant for three years, before Sudarshan handed it over to professionals.

c. The best performing division belongs to an industry, which is growing in double digits.

d. People holding senior positions have been replaced two years ago by fresh and young talent.

e. The rate at which employees are leaving the best performing division is higher than the industry average.

Bookmark

Answer key/Solution

Answer questions 30-32 on the basis of information given in the following situation.

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Some of the senior employees who left Lal & Sons in recent past have complained to Sudarshan that the long cherished values of the organization such as respect for elders, job security etc. are being compromised.

Which of the following options, **if true**, will indicate to Sudarshan that the employees are misleading him?

- Q.92
- a. The replaced employees have been average performers for many years.

b. When senior employees were assigned to lead challenging but critical positions in the organization, they resigned.

c. The senior employees were replaced by people below them and not from outside the organization.

d. The replaced senior employees had only 4 more years of service and were not compensated for the pre-mature termination.

e. The number of senior employees voluntarily leaving this organization is lower than the industry average.

Bookmark

Answer key/Solution

Answer questions 30-32 on the basis of information given in the following situation.

Lal & Sons, a family business, comprises three different companies in three different industries. Sudarshan Lal was heading this entire business from the inception. Two years ago, he hired three managers, one for each company and Chhaganlal Jha as Chief Executive Officer (CEO) to look after the entire business. These three managers are reporting to the CEO. However, Sudarshan Lal and his family still own the entire business, though they are not involved in day to day operations.

Chhaganlal Jha, the CEO, was certain that someone in his leadership team was leaking information to Sudarshan Lal, well before Chhaganlal communicated.

Given the following options, how **best** should Chagganlal Jha respond to this situation?

Q.93

- a. Chhaganlal should request Sudarshan to kindly wait for him to communicate as informal sources may lead to misinformation.
- b. Chhaganlal should complain about this to Sudarshan and threaten to resign.
- c. Chhaganlal should request his team to continue passing information, since it brings down the communication barrier.
- d. Chhaganlal should understand that this is bound to happen and should not bother.
- e. Chhaganlal should threaten his team that one of them will be fired by the weekend if this practice of passing information doesn't stop immediately.

Bookmark

Answer key/Solution

Answer questions 33-35 on the basis of information given in the following situation.

Rose is the Queen of Kingdom A and Emily is the Queen of Kingdom B; both share a common border. They also share a border with Kingdom C, a much larger kingdom, ruled by King Jonathan who has expansive ambitions. Though individually their armies were no match to his might, together their armies were more powerful than King Jonathan's army.

Jonathan's kingdom also bordered Kingdom K on the opposite side, making Kingdom C a buffer state between Kingdoms A, B and K. Kingdom K is ruled by King Summer Sault, who united a group of warring and belligerent tribes under his aegis. Kingdom K and Kingdom C had continuous skirmishes with each other.

Jonathan realized that he has limited arms and ammunition to fight on all the three fronts simultaneously. Therefore, he planned to double the arms and ammunition which will take a few years. When this news reached Emily and Rose they held a secret meeting to discuss the situation.

Which of the following actions, by Emily and Rose, will be the best suited to **delay** Jonathan's plan?

Q.94

- a. Emily and Rose should send arms and ammunition to Summer Sault for the next few years.
- b. The two queens should meet Jonathan and attempt to sign a peace pact.
- c. Emily and Rose should also double their armies.
- d. Emily and Rose should attack Jonathan immediately.
- e. The two queens should ignore the news.

Bookmark

Answer key/Solution

Answer questions 33-35 on the basis of information given in the following situation.

Rose is the Queen of Kingdom A and Emily is the Queen of Kingdom B; both share a common border. They also share a border with Kingdom C, a much larger kingdom, ruled by King Jonathan who has expansive ambitions. Though individually their armies were no match to his might, together their armies were more powerful than King Jonathan's army. Jonathan's kingdom also bordered Kingdom K on the opposite side, making Kingdom C a buffer state between Kingdoms A, B and K. Kingdom K is ruled by King Summer Sault, who united a group of warring and belligerent tribes under his aegis. Kingdom K and Kingdom C had continuous skirmishes with each other.

Jonathan aims to invade and annex Kingdom K once and for all.

Which of the following options will **best** enable him to accomplish the ambition?

Q.95

- a. He should request the cooperation of Queen Rose and Queen Emily.
- b. He should sign a peace pact with Queen Rose and Queen Emily.

- c. He should try and create a rift between the two Queens.
- d. He should secretly invest in doubling his army, by reducing all other expenditure.
- e. He should attack all three kingdoms simultaneously, giving them no time to cooperate.

Bookmark

Answer key/Solution

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King Summer Sault was growing tired of the warring tribes, who slowed down the overall economic development of Kingdom K.

Which of the following is the **best** option for King Summer Sault to focus on economic development?

- Q.96
- a. Align with Jonathan to eliminate one or two of the tribes and instil fear in others.
- b. Align with the two Queens to eliminate a few tribes and unify the rest.
- c. Design annual economic plans, with each plan named after a different tribe.
- d. Create a rift among the tribes and instigate a civil war.
- e. Request Jonathan to send teachers, doctors and artists to improve economic development of Kingdom K.

Bookmark

Answer key/Solution

Answer questions 36-38 on the basis of information given in the following situation.

Ava is the CEO of Ratan Brothers, a bicycle manufacturing company. The organization is doing well financially, with a steadily increasing share price. Recently, Ava promoted Bhushan, her nephew, to the position of head of procurement after he completed five years in the organization. After the promotion, he was automatically inducted into the quality council headed by Ava.

Dev and Sons is a supplier to Ratan Brothers. It supplies "ball bearings", an important part of any bicycle. After Bhushan took over, he switched to a new supplier citing quality deficiencies in Dev and Sons' product. Dev and Sons responded by publicly declaring that quality was not compromised. Further, it alleged that its competitor bribed Bhushan to get the contract.

Post this public allegation, the share price of Ratan Brothers started falling.

Which of the following is the best option for Ava to immediately stem the falling stock prices?

- Q.97
- a. Fire Bhushan, blacklist Dev and Sons and inform the press.
- b. Issue a press statement that a committee has been formed to look into the matter.
- c. Issue a press statement that the company's quality standards have increased and that anyone is welcome to scrutinize the relevant documents.
- d. Cancel the remaining order and call for a fresh tender.
- e. Do nothing, as Bhushan, as the head of procurement, has the right to decide on the supplier.

Bookmark

Answer key/Solution

Answer questions 36-38 on the basis of information given in the following situation.

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Under pressure from media and suppliers, Ava constituted a cross-functional committee of senior executives to investigate Dev and Sons' allegation against Bhushan. The committee exonerated Bhushan. However, rumors within the organization began to spread that the decision was influenced by nepotism.

Which of the following should be the **best** response from Ava?

- Q.98
- a. Do nothing, as the committee has exonerated Bhushan.

b. Force Bhushan to resign temporarily. Make an independent enquiry, if found innocent, reinstate Bhushan.

c. Communicate to all shareholders that these kinds of practices are very common in organizations.

d. Sack all those employees who questioned the authority of Ava.

e. Explain in a town hall meeting, open to all the employees, how the decision to exonerate Bhushan was taken.

Bookmark

Answer key/Solution

Answer questions 36-38 on the basis of information given in the following situation.

Ava is the CEO of Ratan Brothers, a bicycle manufacturing company. The organization is doing well financially, with a steadily increasing share price. Recently, Ava promoted Bhushan, her nephew, to the position of head of procurement after he completed five years in the organization. After the promotion, he was automatically inducted into the quality council headed by Ava.

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A few months after the issue of Dev and Sons, a vigilance committee discovered some financial irregularities attributable to Bhushan in his earlier stint as a senior manager in marketing. The board of directors was concerned about this and demanded a response from the CEO.

Ava contemplated following responses:

1. Offer to resign from the post of CEO, since as the CEO she is ultimately responsible for everything in the organization.

2. Sack Bhushan immediately and make the reason public.

3. Have a town hall meeting with all the employees and deny any financial irregularities in the organization.

4. Communicate to the board that as the CEO, the organization's financial health is her top priority, on which she has delivered stellar performance in the last five years.

5. Inform the board that Bhushan was promoted because his initiatives helped the company immensely.

Which of the following sequence of actions is the **most appropriate** for Ava?

- Q.99
- a. 5,2,1

b. 5,4,3

c. 1,2,3

d. 2,1,4

e. 3,4,1

Bookmark

Answer key/Solution

What will be the minimum time required to deliver a parcel at Kharagpur office from Jamshedpur station and come back to Jamshedpur station?

Q.100

Directions for questions 39 to 41: The basis of information given in the following situation.

A courier service has offices at three locations: Jamshedpur, Kharagpur and Howrah. Its employees travel by trains from one location to antoher for pick-up and delivery. It take 40 minutes for an employee to travel from any railway station to the nearest office (and antoher 40 minutes for coming back); the paperwork to deliver the pareel at the respective office takes an additional 10 minutes. Assume employees do not waste any time. Employees have the option to choose from any of the trains, whose timetable is given in the table below. Assume all trains travel on time and there is no time gap between arrival and departure of a train. Further, assume that the employee boards the train as soon as it arrives at the station.

Train Numbers →	T101	T102	T103	T104	T105
Jamshedpur Stations	06:00	07:30	10:15	15:00	17:00
Kharagpur Station	07:30	09:05	12:05	16:50	18:25
Howrah Station	09:05	11:10	14:30	19:00	20:30
Train Numbers →	T201	T202	T203	T204	T205
Howrah Station	06:30	08:30	10:30	14:30	16:00
Kharagpur Station	08:15	10:40	12:15	16:15	17:55
Jamshedpur Station	10:20	12:35	14:00	17:45	20:00

- a. 4 hours 25 minutes
- b. 5 hours 5 minutes
- c. 6 hours 35 minutes
- d. 7 hours 30 minutes
- e. None of the above

Bookmark

Answer key/Solution

An employee, starting from Howrah station, has to deliver one parcel at Kharagpur office and another parcel at Jamshedpur office. His task starts the moment he boards the train at Howrah station, and gets completed immediately after delivering the second parcel.

Which of the following trains should he board at Howrah station to **minimize** the time required to complete his task?

Q.101

Directions for questions 39 to 41: The basis of information given in the following situation.

A courier service has offices at three locations: Jamshedpur, Kharagpur and Howrah. Its employees travel by trains from one location to antoher for pick-up and delivery. It take 40 minutes for an employee to travel from any railway station to the nearest office (and antoher 40 minutes for coming back); the paperwork to deliver the pareel at the respective office takes an additional 10 minutes. Assume employees do not waste any time. Employees have the option to choose from any of the trains, whose timetable is given in the table below. Assume all trains travel on time and there is no time gap between arrival and departure of a train. Further, assume that the employee boards the train as soon as it arrives at the station.

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Train Numbers →	T201	T202	T203	T204	T205
Howrah Station	06:30	08:30	10:30	14:30	16:00
Kharagpur Station	08:15	10:40	12:15	16:15	17:55
Jamshedpur Station	10:20	12:35	14:00	17:45	20:00

- a. T201
- b. T202
- c. T204
- d. Both Option A and Option B
- e. Both Option B and Option C

Bookmark

Answer key/Solution

An employee, starting from Kharagpur station, has to deliver one parcel at Howrah office and another parcel at Jamshedpur office. His task starts the moment he boards the train at Kharagpur station, and gets completed immediately after delivering the second parcel.

Which of the following trains should he board at Kharagpur station to **minimize** the time required to complete the task?

Q.102

Directions for questions 39 to 41: The basis of information given in the following situation.

A courier service has offices at three locations: Jamshedpur, Kharagpur and Howrah. Its employees travel by trains from one location to antoher for pick-up and delivery. It take 40 minutes for an employee to travel from any railway station to the nearest office (and antoher 40 minutes for coming back); the paperwork to deliver the pareel at the respective office takes an additional 10 minutes. Assume employees do not waste any time. Employees have the option to choose from any of the trains, whose timetable is given in the table below. Assume all trains travel on time and there is no time gap between arrival and departure of a train. Further, assume that the employee boards the train as soon as it arrives at the station.

Train Numbers →	T101	T102	T103	T104	T105
Jamshedpur Stations	06:00	07:30	10:15	15:00	17:00
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Train Numbers →	T201	T202	T203	T204	T205
Howrah Station	06:30	08:30	10:30	14:30	16:00
Kharagpur Station	08:15	10:40	12:15	16:15	17:55
Jamshedpur Station	10:20	12:35	14:00	17:45	20:00

- a. T102
- b. T103
- c. T202
- d. T203
- e. Both Option B and Option D

Bookmark

Answer key/Solution

Answer questions 42-43 on the basis of information given in the following situation.

Three persons, A, B and C, lived on an island hill. A lived on the top of the island hill, B occupied the middle portion of the hill and C occupied the bottom of the hill. The top of the hill received good rainfall, the main source of water in the hill, though this portion of the hill had few trees. The middle of the hill however was lush with trees offering timber. The bottom of the hill had a good amount of stones and sand. A, B and C assessed their wealth in terms of ownership of timber, water, stones and sand available in the island hill only. During heavy rains, stones and sand from the top and middle portion of the hill rolled over to the bottom. When the rains stopped, both A and B claimed that some stones rolled down from their lands to the land occupied by C. They wanted the stones back. But C argued that rolling down of stones is a natural process.

All three approached a wise man for the settlement of the ownership dispute.

Which of the following is the **best** option available for the wise man?

Q.103

- a. Award ownership of stones to A.
- b. Permit A to build a dam so that B and C are deprived of water.
- c. Award ownership of stones to C, as stones rolled down naturally.
- d. Award equal rights to all three over all the resources.
- e. Award A, ownership of water and C, ownership of stones.

Bookmark

Answer key/Solution

Answer questions 42-43 on the basis of information given in the following situation.

Three persons, A, B and C, lived on an island hill. A lived on the top of the island hill, B occupied the middle portion of the hill and C occupied the bottom of the hill. The top of the hill received good rainfall, the main source of water in the hill, though this portion of the hill had few trees. The middle of the hill however was lush with trees offering timber. The bottom of the hill had a good amount of stones and sand. A, B and C assessed their wealth in terms of ownership of timber, water, stones and sand available in the island hill only. During heavy rains, stones and sand from the top and middle portion of the hill rolled over to the bottom. When the rains stopped, both A and B claimed that some stones rolled down from their lands to the land occupied by C. They wanted the stones back. But C argued that rolling down of stones is a natural process.

Six months later, the three realized that the solution offered by the wise man in the previous question wasn't working to the satisfaction of all, because it did not help them find the appropriate value of resources. Therefore, they reverted to status quo ante. After one year, all three of them wanted to construct a house each, on their respective property. Three types of resources-1.Timber, 2.water and 3.stone & sandwere required to build a house. While each had one resource in abundance none of them had all the three in sufficient quantity. They still could not come to an agreement on how to fairly value and use each other's resources to construct the house. They again approached the wise man for advice.

The wise man studied the situation carefully and proposed the following actions:

1. The governing body of the United Federation of Islands, of which the island hill is a part, should take ownership of all the three properties and construct houses for the three.
2. Each person should own one third of each of the resources.
3. The three persons should arrive at the value of resources by trading the resources among them.

Which of the following is the **most appropriate** in the best interests of A, B and C?

Q.104

a. 1 only

b. 2 only

c. 3 only

d. 1 and 2 only

e. All of 1, 2 and 3

Bookmark

Answer key/Solution

Answer questions 44-45 on the basis of information given in the following situation.

Ramesh, the owner of an auto-component manufacturing company in Sanand, had just returned after attending the funeral of his employee, Pankaj Kumar, who had died of cancer at the age of 35. Pankaj was a hardworking and sincere employee with impeccable performance record. Pankaj was the sole bread earner for his family with negligible savings and was survived by his wife and two school going children. His wife will get around 8 lakh rupees accrued to Pankaj as social security benefit.

A large number of employees wanted the organization to employ Pankaj's wife on compassionate grounds so that she could support her family. Though Ramesh was sympathetic to the demand, he realized that this could set a precedence, where the organization will have to provide jobs for everyone with similar conditions in the future. In fact, only recently, Ramesh had refused a request for a job to the daughter of an employee, who had died a few months before he was to retire.

Ramesh formed a committee to look into this matter and the committee came up with the following suggestions:

1. Create a fund to take care of immediate family expenses.
2. Finance the school and college education of his children.
3. Sponsor the vocational education of his wife and subsequently help her find a job.
4. Purchase insurance for all the family members.
5. Request all employees of the organization to contribute towards the welfare of the family.

Which of the following options, from the above suggestions, will be the **most sustainable** for Pankaj's family?

Q.105

a. 1 and 2

b. 2 and 3

c. 3 and 4

d. 4 and 5

e. 3 and 5

Bookmark

Answer key/Solution

Answer questions 44-45 on the basis of information given in the following situation.

Ramesh, the owner of an auto-component manufacturing company in Sanand, had just returned after attending the funeral of his employee, Pankaj Kumar, who had died of cancer at the age of 35. Pankaj was a hardworking and sincere employee with impeccable performance record. Pankaj was the sole bread earner for his family with negligible savings and was survived by his wife and two school going children. His wife will get around 8 lakh rupees accrued to Pankaj as social security benefit.

A large number of employees wanted the organization to employ Pankaj's wife on compassionate grounds so that she could support her family. Though Ramesh was sympathetic to the demand, he realized that this could set a precedence, where the organization will have to provide jobs for everyone with similar conditions in the future. In fact, only recently, Ramesh had refused a request for a job to the daughter of an employee, who had died a few months before he was to retire.

Ramesh, along with senior managers, was in the process of designing a **policy** to deal with such issues in the future.

Which of the following policy statements will be the **least amenable to misuse** in the future?

Q.106
a. The firm should provide one job to any of direct dependents of the deceased employee.
b. The firm should provide one job to any dependent, if employee dies during the service.
c. The firm should provide one job to any dependent, if the family does not have any other support and employee dies during service.
d. The firm should provide help to the dependent family members in pursuing good education and employment.
e. The firm shall constitute a committee, with fair representation from all stakeholders, to decide on the course of action based on specifics of the case.

Bookmark

Answer key/Solution

While Madhuri Apte's studio apartment gets good feedback on other aspects, many seem unhappy as they found the operation of the digital lock complicated.

Which of the following options is the **best** for Madhuri Apte in this context?

Q.107 Directions for questions 46 to 47: On the basis of information given in the following situation. Madhuri Apte, a busy professional, rents out her studio apartment located in South Mumbai. Since she stays three hours away from the studio apartment, she uses a networked digital lock to monitor the property remotely. Each customer gets a temporary and unique access code for the digital lock that enables them to enter the studio apartment for the duration of stay. The apartment's entrance door can also be opened with physical keys and Madhuri Apte has two such keys in her possession. Madhuri Apte has employed a cleaner who has a permanent access code to enter the apartment for cleaning every day. She is available only between 15:00 hrs and 17:00 hrs. Madhuri Apte's apartment caters largely to international customers. A customer typically stays for 3 days, paying an average rent of \$125 per day.
a. Madhuri should switch to a physical lock.
b. Madhuri, on request, should send one of the physical keys five days ahead of customer's arrival at an extra charge of \$75.
c. Madhuri should request the cleaner to explain the working of the digital access code to customers for an extra charge.
d. Madhuri should do nothing as digital locks shall be the norm in the future.
e. Madhuri should create a video manual on "how to use the digital access code" and e-mail it to the customers before their arrival.

Bookmark

Answer key/Solution

Madhuri's apartment received good feedback from the guests, except with respect to the operation of the digital lock. She decided to leave a spare physical key in the house for her guests. Recently some of the guests had forgotten to leave the key behind during checkout. Making a spare key will cost \$500 and will take about 10 days to arrive. She was confused if she should continue leaving the spare key and was looking for a way out. Which of the following would be the **best** way out for her?

Q.108 Directions for questions 46 to 47: On the basis of information given in the following situation. Madhuri Apte, a busy professional, rents out her studio apartment located in South Mumbai. Since she stays three hours away from the studio apartment, she uses a networked digital lock to monitor the property remotely. Each customer gets a temporary and unique access code for the digital lock that enables them to enter the studio apartment for the duration of stay. The apartment's entrance door can also be opened with physical keys and Madhuri Apte has two such keys in her possession. Madhuri Apte has employed a cleaner who has a permanent access code to enter the apartment for cleaning every day. She is available only between 15:00 hrs and 17:00 hrs. Madhuri Apte's apartment caters largely to international customers. A customer typically stays for 3 days, paying an average rent of \$125 per day.
a. Keep Digital lock as the only option and communicate to customers.
b. Be present during checkout to ensure the key is returned.
c. Request the cleaner to be present during checkout.
d. Send polite reminders to guests before checkout date and on the day of checkout to leave the key behind.
e. Charge security deposit of \$100 which will be forfeited if the keys are not left behind.

Bookmark

Answer key/Solution