

## Based on XAT

**Number of Questions : 30**

**CEX-0516/18**

**Read the following caselet and choose the best alternative (Questions 1 - 3):**

In the backdrop of the massive destruction in Uttarakhand due to flash floods, the country's disaster management chief said lives could have been saved if the Indian Meteorological Department (IMD) had issued precise forecasts. Denying the allegation that the department had failed to predict extreme weather conditions in Uttarakhand, Director General of IMD Dr L S Rathore said, "Early warnings had been issued about the approaching heavy rains in the hilly region." Despite the ongoing blame game, what has not changed is the ground-level situation. Even after two weeks of rescue operations in Uttarakhand, uncertainty prevails over the number of casualties and missing people, in what is described as the worst natural disaster that has ever struck the north Indian state. The Chief Minister of the mountainous state, Vijay Bahuguna, says that the exact number of deaths in the calamity will never be known as estimates of the actual casualties vary from hundreds to several thousands. Most of the victims identified so far have been outsiders who were on the Char Dham Yatra pilgrimage to Uttarakhand's shrines of Badrinath, Kedarnath, Gangotri and Yamnotri, which takes place between May and November. This is one of the reasons that the tragedy in the tiny state has impacted the whole nation.

1. Which of the following could be a possible argument against the allegation on IMD?
- (a) Timely warnings were issued by IMD but the state government did not take proper action accordingly.
  - (b) The state government confirmed that they had received warnings but claimed that

they were not specific enough to understand the intensity of the 'heavy' rainfalls.

- (c) People who were already on the move in that area had little or no access to any forms of communication. Hence, the warnings could not reach them.
  - (d) Request for weather radars for Uttarakhand has been caught up in bureaucracy since the last few years.
  - (e) It is difficult to make precise predictions but IMD has been spending on radars and satellite systems for more precision in forecasting.
2. Environmentalists claim that the devastation caused by the floods has magnified due to the unplanned construction in the state. Which of the following would be the most suitable action plan for the State government to deal with the aforementioned problem?
- I. Ongoing developmental projects in eco-sensitive areas must be reviewed.
  - II. Ongoing developmental projects in eco-sensitive areas must be halted.
  - III. The state government should put a blanket ban on all developmental activities along the river banks.
  - IV. Government should look at ways of development without destroying natural resources.
  - V. No agency should be allowed to build permanent structures in ecologically fragile zones.
- (a) II, III and V
  - (b) I and IV
  - (c) II and V
  - (d) I, IV and V
  - (e) I, III and V

3. The state government fears an epidemic outbreak in the flood-ravaged areas of Uttarakhand. As Head of the state Medical Team, you have been asked by the state government to suggest ways to avoid an outbreak. Which of the following would *not* be included in your suggestions?
- (a) Set-up medical camps to distribute medicines to the sick and the injured people.
  - (b) Do full-body check-ups of all the people in the affected areas and provide treatment to the sick.
  - (c) Arrange for standby medical teams to move at short notices.
  - (d) Assist villagers to leave the affected areas.
  - (e) Provide chlorine tablets in the affected areas to ensure availability of clean drinking water.

**Read the following caselet and choose the best alternative (Questions 4 - 6):**

Hannibal is a very ambitious researcher at Lambs, a non-profit organization. He has tremendous confidence in both his own abilities and the quality of his academic background. The complication was that, in the past, he had received artificially high evaluations. There were several reasons for this including the organization's culture: Lambs did not encourage a competitive attitude. Together with his defensive response to even the mildest criticism, this confidence led others—including the Director, Susan—to let slide discussions of weaknesses that were interfering with Hannibal's ability to deliver high-quality work. Hannibal had a cutting sense of humor, for instance, which had offended people inside and outside his unit. No one had ever said anything to him directly, but as time passed, more and more people were reluctant to work with him. Given that Hannibal had received almost no concrete criticism over the years, his biting style was now entrenched

and the staff was restive. Susan finally decided to do something about the situation. Susan called Hannibal for a meeting. She tried to be gentle but the conversation quickly became brutally honest, and she did almost all the talking. When the monologue was over, Hannibal got up in stiff silence and left. Susan was relieved.

4. Two days after his meeting with Susan, Hannibal handed in his resignation. Which of the following would have been the most appropriate way for Susan to deal with Hannibal?
- (a) Start the confrontation by directly coming to the point and making sure that Hannibal gets an equal opportunity to present his case.
  - (b) Send a note to Hannibal about his colleagues' reluctance in working with him as a team and force him to attend a counseling session.
  - (c) Start a conversation with Hannibal by mentioning his high-quality work and then ease into a discussion about his shortcomings.
  - (d) Assign Hannibal to a project where no team-work is involved.
  - (e) Call Hannibal in a group meeting and discuss his short-comings in front of everybody.
5. Hannibal has submitted a brilliant project proposal to Susan. She really liked the proposal but is unsure as to how to go ahead given Hannibal's ambition and the people's reluctance to work with Hannibal. Which of the following states the best course of action that Susan can take?
- (a) Select employees to work with Hannibal and offer them a higher pay to be a part of the Project Team.
  - (b) Hire new employees to work with Hannibal for the project.

- (c) Allow Hannibal to be a part of the project but assign someone else to lead it.
- (d) Allow Hannibal to lead the project but counsel him about leadership skills before he takes up the project.
- (e) Reject the proposal and quietly assign someone else to start the project.

6. Susan has recommended the Board of Directors to fire Hannibal citing his previous poor performance. Matthew is another director who has found that Hannibal has always performed above average except for the last project. How should Matthew deal with this situation?

- (a) Ask Hannibal to apologize to Susan and all the staff for his poor performance and leave the final decision to the Board of Directors.
- (b) Discuss Hannibal's past and present performance with the Board of Directors, and convince them that Hannibal cannot be fired on the basis of a single poor performance.
- (c) See the negative effects of Hannibal's attitude on the team and give in to the peer pressure by supporting the decision to fire him.
- (d) Stand in full support of Hannibal and convey to the Board of Directors that if Hannibal is asked to resign, Matthew will also quit his job.
- (e) Recommend to the Board of Directors that if Hannibal is asked to resign due to his poor performance in the particular project, all people who did not perform well in that project should also be asked to resign.

**Read the following caselet and choose the best alternative (Questions 7 - 8):**

Shashi, a labourer, died on the shop floor of an automobile factory. Prior to his death, there was an incident on the shop floor in which two labourers were fighting. The floor manager tried to break up the fight but was hit by one of the two labourers while doing so. The floor manager tried to defend himself. Misinterpreting the commotion, more labourers joined in. The security staff tried to stop the fight but also ended up being involved in it. The fight dampened only when someone realized that Shashi had collapsed on the floor. He was taken to the hospital immediately but was declared brought dead. It was not clear whether Shashi was involved in the fight or was a mere bystander. Now, the Labour Union of the factory states that the floor manager and the security head are responsible for the incident. The Union has gone on an indefinite strike till both the employees are fired. Both of them are very old employees of the factory and have a very good track record. Because of the strike, the work has almost stopped in the factory. The factory cannot hire contract labourers instead because the skill set required for working in the automobile factory is very specific. The factory is falling behind on its delivery schedule and the customers who had placed orders have started cancelling their orders.

Additionally, the Labour Union is also asking for a monetary compensation of Rs. 1 lakh for Shashi's family, which is as per the company laws in case of accidental death of a labour on company grounds. The management is refusing to pay any compensation because as per the medical reports, Shashi succumbed to a heart attack and hence, died a natural death. The Labour Union is blaming the management of falsifying the medical reports. Earlier, when the management had come to know that Shashi was a heart patient, they had decided to terminate his employment but considering he was

the sole bread winner of his family, the management had decided to shift him to the least strenuous work profile on the shop floor.

7. You are the HR manager of the company. What should you do about the strike with specific focus on the resignations demanded by the Labour Union?

- (a) Ask the labour to immediately end the strike and join back. The ones who join will be given a small raise in their wages.
- (b) Ask the labour to end the strike and fire both the floor manager and the security head.
- (c) Form a committee to investigate the happenings on the shop floor and try to convince the Union that appropriate disciplinary action will be taken.
- (d) Ensure the Union that disciplinary action will be taken against the floor manager, the security head and the two labourers who got in the fight.
- (e) Try to convince the Union that the two labourers who were fighting were the reason for the whole commotion but as they are a part of the Union they will not be punished.

8. Mr. Dubey has recently retired as the HR head and both the Labour Union and the factory management trust him. Both the parties have decided to have a meeting regarding the compensation and have asked Mr. Dubey to be a mediator. What should be Mr. Dubey's stand in the given situation?

- (a) Should take the side of the factory management because they had continued Shashi's employment on humane grounds.
- (b) Should take Labour Union's side because Shashi's family needs the money and the importance of that money is more for Shashi's family than the factory.

(c) Should not take any party's side. Say that the issue is related to labour laws and should be dealt with in the court of law.

(d) Should try to make the Union understand that it is wrong to ask for monetary compensation for a natural death. Also suggest the management to provide employment to one of Shashi's family members.

(e) Request the Labour Union to help Shashi's family financially.

9. A government company ABC has partnered with a foreign company XYZ to work on a joint project. Vinayak, who has been employed by XYZ for this particular project has been asked to work with ABC's employees in their office. He reports to the seniors of both ABC and XYZ. Regular reports by Vinayak to XYZ are making the seniors of ABC uncomfortable as they feel they are also being assessed by XYZ. As a result, Vinayak does not get information from ABC which in turn is affecting his performance. What should Vinayak do to address the problem?

- (a) He should inform XYZ that ABC's seniors are not cooperating with him.
- (b) He should convey to the seniors of ABC that due to their non-cooperation, his performance is suffering.
- (c) He should meet the seniors of ABC and XYZ and get his reporting structure clarified.
- (d) He should meet the seniors of ABC and convince them that he is not policing them.
- (e) Plan a meeting wherein the members of both ABC and XYZ are present and reach a consensus regarding the flow of information.

**Read the following caselet and choose the best alternative (Questions 10 - 12):**

Bong & Bong Co., which deals in commodities exchange, was churning out great profits till now, when suddenly the Commodities Regulating Authority (CRA) passed a new rule. The new rule bans the trade of onions as a commodity. The CRA cites the rising prices as well as the shortage of onions as reasons for the decision.

The company is in a grave situation, for it earns its highest profits from onion trade. To make matters worse, Barbaad Mukherjee, the CEO of the company, recently shifted the company headquarters to a high-end locality in Kolkata, not expecting such a turn of events. The rent of the new locality can only be kept up with if the revenues, the major proportion of which was generated through onion trade, continue to flow in, in the same amount, via some other medium.

The CRA has hinted that the ban will apply for another 3 months, during which the CRA will take measures to ease the onion condition. But if even after 3 months the condition does not improve, the ban may continue.

10. If you were Barbaad Mukherjee, which of the following measures would you take in the immediate future, in light of the conundrum your company is in?
- (a) Shift to a new headquarters for three months and hope for the situation to improve.
  - (b) Turn your attention towards the second highest profit-making commodity of the company and try to match the revenues generated by onions.
  - (c) Negotiate on the ban on onions with the CRA heads and try to persuade them to do a few favors for Bong & Bong Co.

- (d) Shut down the company for three months so that there are no expenditures till the onion situation eases out.
- (e) Fire a few employees to cut costs.

11. Which of the following is the primary concern for Bong & Bong Co., according to the passage?
- (a) The rising prices of onions
  - (b) The high rents of offices
  - (c) The new ban imposed by the CRA
  - (d) The possibility of future commodity bans by the CRA
  - (e) The fear of moving from the new headquarters
12. It has been four months. The onion situation has improved considerably and the ban has been lifted. What should Barbaad Mukherjee do, now that his company can trade with onions again?
- (a) Shift focus from the highest profit-making commodity, which was being traded during the ban, to onions.
  - (b) Shift to another headquarters, which is even more expensive than the present one.
  - (c) Hire more resources to incorporate onions as a trading commodity.
  - (d) Assess the market situation for onions and also not lose focus on the highest profit-making commodity in the time during the ban on onions.
  - (e) Keep onions on low trading volume for a while.

**Read the following caselet and choose the best alternative (Questions 13 - 15):**

The Pakistani military has been buying military equipments from the United States. These military equipments are sold to Pakistan at staggering prices but the Pakistani high command feels that such high-tech armaments are extremely important due to the nature of the country's relations with its neighbors. Another reason for the expensive imports is to keep up with the increasing military armory of India, Pakistan's archrival.

But recently, the Pakistani military ran into a roadblock. The US economy recently took a severe hit. Consequently, the production capacity of the military paraphernalia suffered resulting in an increase in the export prices. With Pakistan's already strained military budget, these new developments might present a problem. Apart from the United States, the only other military equipment-producing nation is India's military supplier, Russia, which enjoys a robust economy.

The Russian equipments have a very different make from that of the equipments from the United States, and learning how to use them would take a lot of time and effort. The Pakistani military is thus, situated between a rock and a hard place.

13. Before the predicament mentioned in the passage above, the Pakistani military was planning an attack on India in order to extend the borders of PoK (Pakistan occupied Kashmir) beyond its present boundaries, into India. Now the military is in a financial crunch. But before Pakistan could revert its plans, India saw through Pakistan's motives. As the head of the Pakistani military, what would you do?
- (a) Go ahead with the predetermined attack.
  - (b) Try and negotiate with your Indian counterpart to dial down the tension while simultaneously preparing a defense.

- (c) Resign from your post.
- (d) Ask the United States, your greatest ally, to make an exception in your case and provide armaments.
- (e) Request for Russian armaments.

14. As the head of a Russian armament committee, you sense a business opportunity with Pakistan. But the Indian military head gives you an indication that such a move on Russia's part may affect its business with India. What will be your move?
- (a) Go ahead and snap your ties with India.
  - (b) Secretely pursue a trade with Pakistan without India knowing about it.
  - (c) Reject Pakistan as a trade partner straight away.
  - (d) Look at potential buyers other than Pakistan, for there will be a lot of other countries on the brink of war.
  - (e) Keep in mind the already existing partnership with India while examining the probable outcomes of commencing a trade partnership with Pakistan.
15. Elections are being held in India. As an Indian General, you know this means a significant portion of the military is required in the nation and the Indian forces along the Pakistani border are not at full strength. At this moment, you come to know of Pakistan's attack plans. Which of the following is the best course of action in the given situation?
- (a) Ignore the threat.
  - (b) Attack Pakistan when you have the chance.
  - (c) Buy more armaments from Russia.
  - (d) Prepare a defense strategy till your military strength is replete.
  - (e) Surrender to Pakistan.

**Read the following caselet and choose the best alternative (Questions 16 - 19):**

The Indian under-16 girls football team is supposed to compete in the World under-16 football championship (Girls) to be held in Goa in December. The team has qualified through its own efforts without any outside help and each member has earned her place through rigorous hard work. This team is thus, touted as a potential winner of the competition.

But the problem lies in the preparation for the competition. Though the girls have prepared very well at the school level, international competitions demand a certain class of preparation. The equipment present with the team require substantial upgradation. Even the support staff which moves with the team is under-qualified and cannot handle critical situations. If the team is to have any chance of putting up a good performance in the upcoming tournament, it needs more than just the effort of the players.

Kabir Khan, the coach of the team, has requested repeatedly for an overhaul of the equipment as well as of the inefficient support staff. But the controlling authority, FAA, has ignored Khan's requests so far, citing lack of sufficient funds as the reason. Khan is well aware that the reason provided by the FAA for their inaction is untrue, and that the funds are grossly mismanaged. Embezzlement by the senior officials is also a common feature.

16. It is already September. The FAA has still not paid any heed to Kabir Khan's requests. What should Kabir Khan do so that his team doesn't lose out on the chances of winning the World Cup?
- (a) Pull in all the legitimate funds he could muster through his own efforts in order to prepare his team and take up the issue with the FAA later.
  - (b) Take the FAA to the court straightaway.
  - (c) Swap some of the existing players with richer players who can bring in sponsors.
  - (d) Pull out from the competition.
  - (e) Take the issue to the media.
17. You are the head of finances for the FAA. You are familiar with Kabir Khan's requests and want to help his cause, but cannot due to political pressure. You are fully aware of the happenings in the FAA, and all your complaints have fallen on deaf ears. It is October and Kabir Khan has used his own money to buy new kits. What would you do?
- (a) Ask your superior to do Kabir Khan a favor and refund the amount to Khan for the equipment he purchased and any other investment he made.
  - (b) Go to the press and talk openly about the happenings at FAA.
  - (c) Pitch the issue in the next meeting you have with your superiors and talk of your intent of refining the system.
  - (d) Quit your position and look for other jobs.
  - (e) Pull any favors from your side to help Khan for the World Cup and then gather evidence in support of the wrong doings to expose the faulty system.
18. Which of the following statements qualifies as the major concern mentioned in the passage?
- (a) Poor quality of the infrastructure available for football practice.
  - (b) All divisions of football barring girls' football are getting necessary attention.
  - (c) FAA has been mismanaging funds, one effect of which will be the below par practicing conditions for India's under-16 girls football team.
  - (d) A majority of dishonest employees at the FAA who have become a barrier for India's under-16 girls football team.
  - (e) The upcoming football tournament in December for which the team is under prepared and have no chances of winning.

19. You are the team captain of the India's under-16 girls football team and its star player too. You see that the condition of football regulation in India is poor, with many problems like mismanagement, corruption plaguing the system. You have an invitation to join a prestigious junior division club in England in November, while the World Cup is in December. Which of the following states the best course of action in the given situation?
- (a) Leave the present team and join the club in England immediately.
  - (b) Negotiate with the English team to postpone the joining to some time after the World Cup and play for your present team in the World Cup.
  - (c) Reject the offer from the English team and concentrate on your preparation for the World Cup.
  - (d) Wait for the situation to improve in India and then look for avenues abroad if it doesn't work out in India.
  - (e) Take the offer in November itself, while criticizing and blaming the FAA as the sole reason for your leaving.

**Read the following caselet and choose the best alternative (Questions 20 - 21):**

**XAT - 2013**

*Island of Growth* was witnessing a rapid increase in GDP. Its citizens had become wealthier in recent times, and there had been a considerable improvement in the standards of living. However, this rapid growth had increased corruption and nepotism in the Island. In the recent times, a fear had gripped the population that corruption would destroy the inclusive nature of the society and hinder economic progress. However, most citizens had kept quiet because:

- A. they had benefitted from the corruption indirectly, if not directly.
- B. they did not have the time and energy to protest.
- C. they did not have courage to rise against the established power centers.

There was a need to remove corruption but no one was willing to stick his neck out. Many politicians, bureaucrats and private organizations were corrupt. Media and intellectuals kept quiet, as they benefitted indirectly from corruption. The common man was scared of state's retribution and the youngsters feared insecure future.

Against this background, an old, unmarried and illiterate gentleman of high moral and ethical authority, Shambhu, decided to take on the issue of corruption. He sat on a hunger strike in the heart of the capital city of the Island. Shambhu demanded that the Government should constitute new laws to punish the corrupt across all walks of life. Media and the citizens of the island gave massive support to Shambhu. Buckling under the pressure, the Government promised to accept Shambhu's demands. He ended the hunger strike immediately following the Government's announcement. Shambhu became the darling of the media. He used this opportunity as a platform to spread the message that only citizens with an unblemished character should be allowed to hold a public office.

A few months later, it was found that the Government had not fulfilled any of its promises made to Shambhu. Infuriated, he was thinking of launching another island-wide protest. However, this time, he sensed that not many people and media persons were willing to support him.



20. Read the following statements:
1. People's latent anger against corruption
  2. Shambhu's moral courage
  3. Hungry media looking to raise issues
  4. Rising income level

In your opinion, which combination of the above statements is the most *unlikely* reason for Shambhu's initial success?

- (a) 1, 2, 4                      (b) 3, 4                      (c) 1, 3  
(d) 1, 3, 4                      (e) 1, 2, 3, 4

21. Which of the following could be the most likely reason for decline in public support for Shambhu?

- (a) The common man had become sick and tired of Government's inaction against rising corruption.
- (b) Shambhu was old and he lacked the energy to garner the same support that he enjoyed from the media and the public in the initial stages.
- (c) The general public may have realized that Shambhu was focusing too much on "indirect involvement" in past incidences of corruption. Common men found it difficult to live up to the high standards set by Shambu.
- (d) Shambhu's colleagues were misleading him.
- (e) Shambhu came from a village, while most of his supporters were city dwellers.

**Read the following caselet and choose the best alternative (Questions 22 - 24):**

**XAT - 2013**

Head of a nation in the Nordic region was struggling with the slowing economy on one hand and restless citizens on the other. In addition, his opponents were

doing everything possible to discredit his government. As a famous saying goes, "There is no smoke without a fire", it cannot be said that the incumbent government was doing all the right things. There were reports of acts of omission and commission coming out every other day.

Distribution of public resources for private businesses and for private consumption had created a lot of problems for the government. It was being alleged that the government has given the right to exploit these public resources at throw-away prices to some private companies. Some of the citizens were questioning the government policies in the Supreme Court of the country as well as in the media. In the midst of all this, the head of the nation called his cabinet colleagues for a meeting on the recent happenings in the country.

He asked his minister of water resources about the bidding process for allocation of rights to set-up mini-hydel power plants. To this, the minister replied that his ministry had followed the laid out policies of the government. Water resources were allocated to those private companies that bid the highest and were technically competent. The minister continued that later on some new companies had shown interest and they were allowed to enter the sector as per the guidelines of the Government. This, the minister added, would facilitate proper utilization of water resources and provide better services to the citizens. The new companies were allocated the rights at the price set by the highest bidders in the previous round of bidding. After hearing this, the head of the nation replied that one would expect the later allocations to be done after a fresh round of bidding. The minister of water resources replied that his ministry had taken permissions from the concerned ministries before allocating the resources to the new companies.

22. Media reports suggested that the minister of water resources had deliberately allocated the water resources at old prices to the new companies, and in return some received kickbacks. However, the minister denied these charges. His counter argument was that he followed the stated policies of the Government and it is very difficult to price a scarce resource. He also said that the loss that the media is talking about is notional and in reality the Government and the citizens have gained by the entry of new players. Which of the following is the most appropriate inference?
- If benefit to the citizens is higher than notional losses then it is not unethical.
  - If benefit to the citizens is lower than notional losses then it is unethical.
  - If benefit to the citizens is higher than actual losses then it is not unethical.
  - If benefit to the citizens is lower than actual losses then it is unethical.
  - All of the above (a), (b), (c) and (d) are inappropriate.
23. Subsequently, the minister questioned the role of the media in the whole affair. He said that the media cannot act like a reporter, prosecutor and judge at the same time. Mr. Swamy, an independent observer, was asked about appropriateness of the minister's opinion. What should be Mr. Swamy's reply?
- Media has been rightly accused by the minister.
  - Minister's statement may be factually incorrect.
  - Media has rightly accused the minister.
  - Media has wrongly accused the minister.
  - None of above
24. Looking at the public unrest and discontent, the Government's anti-corruption branch was entrusted with the task of investigating the matter. Within a week's time the branch charge-sheeted top corporate managers and the minister for wrong doings. Mr. Swamy was again asked to identify the guilty. Who should Mr. Swamy pick?
- Only corporate managers.
  - Only the minister.
  - Only the Head of the nation.
  - All of the above.
  - None of the above.

**Read the following caselet and choose the best alternative (Questions 25 - 27):**

**XAT - 2013**

Marathe is a Vice President in a construction equipment company in the city of Mumbai. One day, his subordinate Bhonsle requested that Kale, a project manager, be transferred to the Chennai office from the Mumbai office. In Chennai, Kale would work alone as a researcher. Bhonsle gave the following reasons for his request: *"Kale is known to frequently fight with his colleagues. Kale is conscientious and dedicated only when working alone. He is friendly with seniors, but refuses to work with colleagues, in a team. He cannot accept criticism and feels hostile and rejected. He is over-bearing and is generally a bad influence on the team."*

Marathe called upon Gore, another project manager, and sought further information on Kale. Gore recalled that a former colleague, Lakhote (who was also Kale's former boss) had made a few remarks on his appraisal report about Kale. In his opinion, Kale was

not fit for further promotion as he was emotionally unstable to work in groups though he had seven years of work experience. Lakhote had described Kale as too authoritative to work under anyone. Lakhote had further told Gore that Kale had an ailing wife, and an old mother, who does not want to stay with his wife.

25. Consider the following solutions to the problem mentioned above:

1. Marathe should transfer Kale to Chennai office
2. Marathe should try and verify the facts from other sources as well
3. Kale should be sacked
4. Kale should be demoted
5. Marathe should suggest Kale to visit a family counselor

Which of the following would be the most appropriate sequence of decisions in terms of immediacy: starting from immediate to a longer term solution?

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

26. Marathe sought an appointment with Lakhote to find out ways to help Kale. Lakhote is of the opinion that the company's responsibility is restricted to the workplace and it should not try to address the personal problems of employees. If Marathe has to agree to Lakhote's opinion, which of the solutions presented in the previous question would be weakened:

- (a) 1                              (b) 2                              (c) 3  
(d) 4                              (e) 5

27. Which of the following statements, if true, would weaken the decision to sack Kale the most?

- (a) A Government of India study established that employees with 5-10 years of work experience tend to have conflicting responsibilities at home and office. However, these conflicts wither away after 10 years of experience.
- (b) Another article published in the magazine, Xaviers Quarterly, highlighted that employees' problems at home affect their performance at work.
- (c) In the latest issue of a reputed journal, Xaviers Business Review, it was published that most top managers find it difficult to work in a group.
- (d) It was published in Xaviers Management Review (another reputed journal) that individuals who cannot work in teams find it difficult to adjust to a new location.
- (e) Bhonsle was of the opinion that emotionally unstable persons find it difficult to get back to normal working life.

**Read the following caselet and choose the best alternative (Questions 28 - 30):**

**XAT - 2013**

It was the end of performance review cycle for the year 2012 when you asked your subordinates about any problems they were facing. Natrajan told you that an important member of his team, Vardarajan, who had also won the best performance award for the year 2011, was not taking interest in work. Despite Natrajan's counseling, no change was noticed in Vardarajan, rather his attitude deteriorated. You had also received such information from other employees. You had not interfered hoping that Natrajan, an experienced hand, would be able to solve the problem. But now that Natrajan himself brought this to your notice, you decided to call Vardarajan and counsel him.

28. Which of the following could be the most *unlikely* reason for Vardarajan's declining involvement in the workplace?
- (a) Vardarajan does not find the work challenging enough as he has already achieved the best performance award.
  - (b) Others in the organization have been trying to pull him down, since he was declared best performer.
  - (c) Vardarajan was not promoted after his superlative performance, while another colleague, Sundararajan, was promoted although he was not as good a performer as Vardarajan.
  - (d) After putting in lots of effort for the superlative performance, Vardarajan felt burnt out.
  - (e) Vardarajan was appreciated by his bosses for his achievement last year.

29. Vardarajan did not find his work challenging enough, given below are some steps that could be taken to motivate him:

- 1. Give Vardarajan a more challenging assignment
- 2. Transfer Vardarajan from Projects department to Training department
- 3. Ask him to take a vacation for two months
- 4. Send him for further training on decision making under stress

Which of the following combinations would be the most appropriate?

- (a) 1, 2, 3                      (b) 1, 3, 4                      (c) 1, 4
- (d) 2, 3, 4                      (e) 1, 2, 3, 4

30. You overheard a conversation between Vardarajan and his colleague over an official dinner. He expressed his unhappiness about the fact that good performers were not given their due credit while poor performers were promoted faster. If Vardarajan is right, which of the following steps would help in creating a better organization?

- (a) Promote Vardarajan with immediate effect.
- (b) Ensure that performance is objectively and transparently assessed.
- (c) Give another assignment to Vardarajan.
- (d) Give higher salary to Vardarajan.
- (e) Fire Vardarajan.

# Answers and Explanations

1	A	2	B	3	B	4	C	5	D	6	B	7	C	8	D	9	E	10	B
11	C	12	D	13	B	14	E	15	D	16	A	17	E	18	C	19	B	20	B
21	C	22	E	23	B	24	D*	25	A	26	E	27	C	28	E	29	A	30	B

1. a Option (a) is correct because it states that despite IMD's timely warnings, the state government did not take proper action and hence, the government is to be blamed. It can be inferred from option (b) that IMD did not provide correct information and is to be blamed. So, option (b) cannot be used as a suitable argument against the allegation. Both options (c) and (d) are general in nature and cannot be used against the allegation. Option (c) only talks about the people who were already on the move and does not mention the other people present in the affected areas. Option (d) mentions why weather radars have not been installed in Uttarakhand yet and no relationship is mentioned between the presence of local weather radars and the prediction of weather conditions. Option (e) is more of an excuse and cannot be used against the allegation of not predicting the weather conditions.
2. b I and IV state that the development in eco-sensitive areas should be kept in check while II and III state that no developmental activity should be allowed in eco-sensitive areas or along river banks. We cannot take such a strong stand against developmental activity as this will hinder the economic progress of the state and hence, it is better for the state government to take a balanced approach to the problem. V talks about disallowing all 'permanent' structures in the mentioned zones, which may not be the most feasible solution. So, option (b) is the correct answer.
3. b Option (b) talks about a full-body check-up of all the people which is not necessary in case of a fear of an epidemic. In flood-ravaged areas, the checkup should be done for the symptoms of a particular set of diseases, in this case, water-borne diseases. Rest of the steps can be useful in avoiding an epidemic outbreak. So, option (b) is the correct option.
4. c Options (a) and (e) will create a negative situation which will make Hannibal defensive and hence, he will not be willing to understand the reasons behind the criticism. Option (b) will be incorrect because

- Susan cannot force an employee to attend a counseling session. This option will be hasty and will not be useful if no proper dialogue precedes it. Option (d) will not address the problem. Option (c) is correct because when dealing with arrogant and defensive people, it is advisable not to be blunt about their weaknesses or shortcomings. It is better if the issues are put forward in a calm and non-aggressive manner and two-way dialogue is encouraged.
5. d Option (d) is correct because in this case, Hannibal's ambition will not be suppressed and can be used for the growth of the organization. Secondly, the problems faced by the staff due to his arrogance and defensive nature can be addressed in the counseling sessions. Option (a) is incorrect because given the widespread reluctance, people may not accept even a higher pay to work with Hannibal. Moreover, the people being offered a higher pay might just stop working efficiently. Option (b) is incorrect because the new people might also end up facing the same problems with Hannibal as the current staff. Option (c) is incorrect because Hannibal who is ambitious and has a high opinion of his work might not agree to work under someone else, specifically, when the project is his brainchild. Option (e) is unethical.
6. b Option (b) is the correct option. Based on one poor performance, Hannibal's past high-quality work should not be ignored. Moreover, Hannibal could be given an opportunity to explain his poor performance. Option (a) is incorrect because Hannibal need not apologize for his poor performance to all the staff. Option (c) talks of his behavior which has not been stated at all as the reason to fire him and after knowing that Hannibal is a valuable asset to the organization, Matthew should not give in to peer pressure. Option (d) will be akin to arm-twisting the Board and is incorrect. Option (e) will not address the core problem and is not logically correct.

7. c Option (a) does not address the core of the problem and is unethical. Option (b) is incorrect as the complete onus of the mishap cannot be laid on the two employees without proper investigation. Similarly, option (d) talks about taking action against all the parties involved in the fight, but it should be done without proper investigation. The factory will not only lose two good employees but it might also instigate the Union further. Option (e) is unethical as the factory is giving in to the threats of the Union and is not taking action against the people responsible for the incident. Option (c) is correct because a committee needs to first find out what exactly happened, who is responsible and to what level. Only then, an informed decision can be taken.
8. d Options (a) and (b) state that Mr Dubey will take sides with a party which is implausible considering both the parties trust him. He is expected to be impartial. Option (c) is incorrect because he is advising the parties to go to the court of law. This defeats the purpose of calling Mr. Dubey as a mediator. Option (e) is incorrect because Mr. Dubey is asking the Labour Union to help the family, financially. In this way, the factory is not required to take any responsibility even when the mishap occurred on factory premises. Option (d) is correct because the factory need not pay the unjustified compensation but can help the family by providing employment to a family member of Shashi. This will be a win-win situation for both the parties.
9. e Option (e) is correct because the whole problem stems from the flow of information in the project. It is necessary for all the stakeholders to understand the need for clarity in the information flow and also adhere to it. Option (a) will only escalate the issue because ABC's employees will become defensive and will end up distrusting Vinayak all the more. Option (b) will not have any effect on ABC's employees because they obviously feel Vinayak's performance does not affect them. Option (c) talks of the reporting structure which is not the core problem. Option (d) states that Vinayak should openly talk to ABC. This might not necessarily convince them to share information with Vinayak.
10. b Option (a) is an unfeasible solution because the expenses incurred in shifting to a new headquarters again would be expensive. Option (c) is ethically wrong and option (d) talks of an illogical solution that will result in losses for the company. Option (b) will be the next logical step since moving out of the current headquarters will not make sense and by improving upon the second highest profit-making commodity, the company has a chance of reviving itself. Option (e) is a drastic measure which should be taken after sufficient deliberation.
11. c According to the passage, the company ran into trouble when the ban was imposed on the trade of onions, not when the prices of onions increased. The onion trade had been a major money maker for the company and had also supported its expensive new headquarters. Therefore, option (c) is the correct answer. Option (b), rising rents of offices, is not cited as a concern for Bong & Bong Co. It has been only stated in the context of a possible issue if adequate revenues are not generated. Options (d) and (e) are beyond the scope of the passage.
12. d Since a lot of time has passed since the onions were last traded, the most logical step would be to assess the market situation while not immediately turning away from the highest profit-making commodity. Therefore, option (d) is the correct answer.
13. b Option (a) will land Pakistan in trouble because war costs money, and the Pakistani Military is facing a financial crunch. Option (c) will not provide any solution to the problem. Option (d) is not correct for it is not evident that an attack from India is imminent or not. Also, there is no indication that the United States is an ally of Pakistan and thus, such a move may not yield the desired results. Option (e) is also incorrect because if an attack is imminent, it will take time to understand how Russian armaments work. Option (b) is the correct answer because negotiation with India will be the best solution, while simultaneously preparing a defense in case India attacks.
14. e Options (a) and (c) are hasty measures which do not make sense in the situation. Option (b) is ethically wrong while option (d) is outside the purview of the passage. Option (e) is correct because Russia has an already existing partnership with India. Putting this relationship in jeopardy would involve substantial risks which have to be looked at while considering the business opportunity with Pakistan.
15. d As an Indian General, whose forces are at less than maximum strength, the best option in such a situation of emergency is prepare a defense strategy, for an attack may lead to problems. It is advisable to wait till there are enough military personnel to handle the situation. Therefore, the correct answer is option (d).

16. a Since the competition is barely months away, the issue with the FAA can wait. And since the FAA has failed to be of any help till now, it is pointless to continue expecting now that time is running out. Kabir Khan should pool all the legitimate funds he can through his own efforts since he really wants his team to win the competition and start training for it. Hence, option (a) is the correct answer.
17. e Since all the requests and complaints have not yielded any result, a drastic measure is required to effect any change. Option (a) won't provide a definite solution. Option (b) is pointless for you have no evidence yet and the result will be mere speculation. Option (c) is again pointless for all the efforts have already been made and have failed. Option (d) is outside the purview of the passage. Option (e) is the correct answer for evidence is required to propagate any sort of action. You can help Khan from your side and later bring in corrective actions.
18. c The situation of FAA has been highlighted as a major concern. The mismanagement and embezzlement of funds have resulted in the lack of proper training gear and support for India's under-16 girls football team. Thus, option (c) is the correct answer. Infrastructure has not been specifically mentioned in the passage, thus, option (a) is incorrect. Option (b) is outside the scope of the passage. Option (d) is incorrect for the passage mentions embezzlement by the senior officials who may or may not form the majority of the employees. Option (e) is incorrect because the girls' team has been touted as the potential winners and thus, saying that their chances of victory are zero, would be incorrect.
19. b Options (a) and (c) are sudden and seem like hasty decisions. Option (d) is not feasible for the time required to correct the whole football regulatory system will take a lot of time and the offer at hand is a rare opportunity. Option (e) is unethical for FAA is not the sole reason for your leaving. You are leaving to pursue your own interests as well. Option (b) is the most logical solution for you won't be ditching your team in an important situation and you will get a chance to pursue your goals abroad as well.
20. B The passage states that "a fear had gripped the population" and "The common man was scared of the retribution". This explains that although people were grieving because of corruption and there was a feeling of resentment toward the corrupt, people were unable to do anything as they were scared. This makes statement 1 correct. Shambhu challenged the administration without regard to personal safety and sat on hunger strike for many days. His actions affected the government and helped in gathering support from the citizens. Thus statement 2 is also correct. Options 3 and 4 have not been mentioned as the reasons for the support gathered by Shambhu. Although media supported Shambhu, the passage does not tell us that they did so as they were starving for newsworthy issues. The correct answer is (b).
21. C Shambhu insisted that only people that had an unblemished character should be allowed to hold office. If this is followed then people who have been indirectly associated with instances of corruption will also be excluded from holding office. People thought that Shambhu was laying a lot of stress on past and the standards set by him were unrealistic. Hence he lost support. Option (c) is correct.
22. E The minister tried to justify his actions by stating that these actions have benefited people. But, this is not a reason enough to perpetrate corruption of any kind. Also, the media has accused the minister of receiving kickbacks in exchange of incorrect allocations. This makes it all the more difficult for the minister to proclaim his act as justifiable. Hence, option (e) is correct.
23. B The minister had said-"the media cannot act as the reporter, prosecutor and Judge". It is not clear from the case whether the media was doing one or all of the stated and there is a possibility that the statement made by the minister be factually incorrect. Hence, correct answer is option (b).
24. D\* The correct answer to this questions should have been 'both corporate managers and the minister'. The head of the nation should not have been accused as he was the one to identify the discrepancy in the allotments. Since the correct answer is not given in the answer choices, XAT is most likely to pick (d) as the correct answer.
25. A The caselet does not give any reason to fire or demote kale. The immediate course of action should be to investigate the accusations against Kale. If the charges are proved correct, Kale should be transferred as he can work effectively when working alone. In order to help Kale better, Marathe can suggest family counseling as a long term solution. Family problems may be affecting Kales work as well but there is nothing in the passage to suggest that. Hence, the correct sequence is 2, 1, 5.

26. e The only solution that pertains to personal problems (since it deals with family issues) is mentioned in statement 5 of the previous question – “Marathe should suggest Kale to visit a family counselor.” Therefore if Marathe has to agree with Lakhote’s opinion of not addressing the personal problems of employees then this solution (statement 5) becomes invalid. Hence, the correct answer is option (e).
27. c Option (a) is negated because the major concern was Kale’s inability to work competently in a team and not his conflicting responsibilities at home and office. Kale was facing personal problems at home and option (b) states that employees’ problems at home affect their performance at work. This strengthens the argument rather than weakening it by citing one more reason to sack Kale. Option (d) is incorrect because if it holds true than it wipes out the possibility of sending Kale to some other location for work and does leave the management with the only option of sacking him. Option (e) is eliminated because it again strengthens the argument as the caselet clearly says that Kale was emotionally unstable. Option (c) is the correct choice as the report in the journal indicates that most managers find it difficult to work in a group. Even if Kale is sacked and a new manager is hired in his place, it is likely that the new manager may face the same problem (of not being able to work in a group). And hence it will not be a good business decision to sack Kale. Therefore, option (c) weakens the argument and is the correct answer.
28. e Appreciation by boss can never be demotivating for an employee. It will rather boost the morale of an employee and motivate him to work to hard. Hence, Vardarajan’s declining involvement cannot be attributed to the fact that his bosses appreciated him. Thus, option (e) is the most unlikely reason for his declining involvement in work. Options (a), (b), (c) and (d), if true, could be considered as likely reasons for Vardarajan’s disinterest in work and hence are incorrect.
29. a Since Vardarajan does not find his work challenging so the first step that should be taken to motivate him will be to give him a more challenging assignment. Next step in the series would be to transfer him from the Projects Department to Training Department so as to give him a change of roles and responsibilities. This may prove to be beneficial as he would get a break from his routine tasks and will have an opportunity to explore new avenues. If all this fails then the best possible thing will be to give him a long break from work and send him on a vacation for two months. This will give him time to for self introspection and he can start afresh when he joins back. Hence, the sequence will be 1,2,3 which is given by option (a). Statement 4 is irrelevant as Vardarajan is not facing this kind of problem at work.
30. b Option (a) is incorrect because promoting Vardarajan will not address the issue at hand. The problem can only be addressed by keeping the performance assessment system transparent and by ensuring impartiality in reviewing performance of each employee. Thus, the correct answer is given by option (b). Options (c), (d) and (e) are negated for the same reason as (a) i.e. the issue cannot be resolved by addressing Vardarajan’s case alone but by fairly judging the performance of all the employees in the organization.