

XAT Supplement

Booklet

Preface

Dear Student,

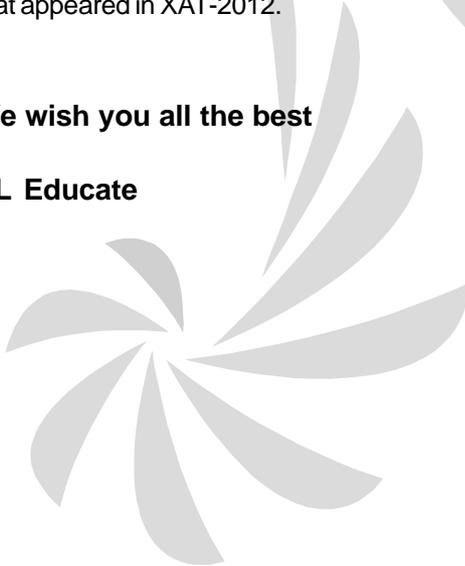
This supplement is designed to help you tackle two distinctive areas that XAT tests you on—essay writing and decision-making.

First, the supplement gives you a comprehensive overview of the essay-writing process. Here you are briefed on the various types of essays with detailed pointers on how to tweak your approach depending on the topic. No matter what sort of essay you come up against in the exam, you should have a clear idea of what you need to write and how you should approach the topic. Here you will also find a list of essay topics that have appeared in the XAT along with short analyses to guide your analysis of each topic.

Second, the supplement provides you with a series of tests that will help you to work on your decision-making aptitude. Decision-making questions are a challenge for most students appearing for the XAT. These tests will help you internalise approaches that help in successfully solving such questions. The questions center on cases of various lengths. The tests are aligned with the decision-making questions that appeared in XAT-2012.

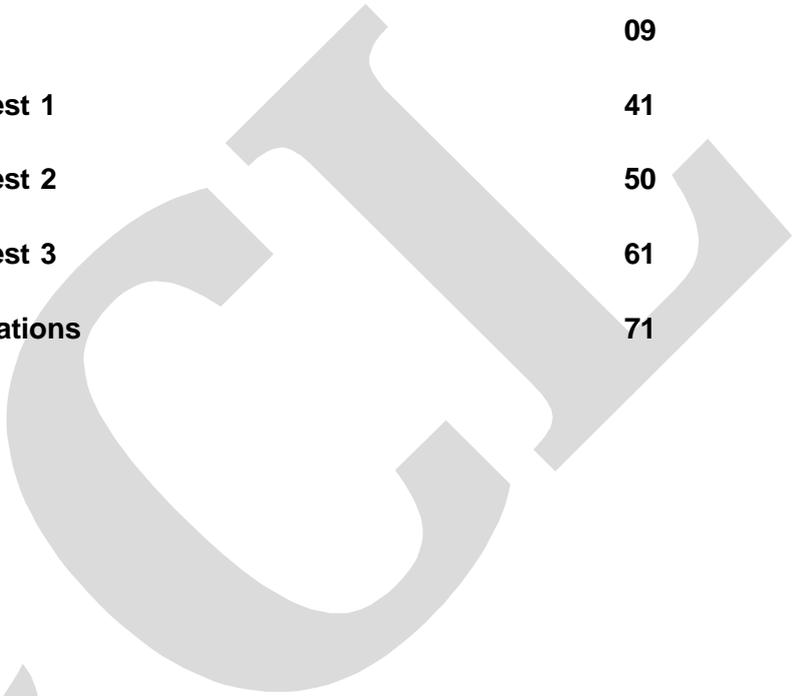
We wish you all the best

CL Educate



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Essay Writing

Before we start the discussion on “How to Write an Essay”, let us understand what is an essay? & How does it look?

(A) What is an essay?

An essay is a collection of ideas on a given topic.

An essay explores various aspects of a given topic in a logical sequence and comes to a proper conclusion.

A good essay is one which has a captivating beginning, a comprehensive body, and a logical conclusion.

(B) How does an essay look?

Irrespective of the content of the essay the basic structure remains the same. Any essay should have the following parts:

Introduction: Comprising the main idea

Body: Comprising the supporting ideas

Conclusion: The finale

(C) What are the different types of essays?

Essays can be of many types. Some of them are:

1. Descriptive Essay: In a descriptive essay, you write about what a person, place, or thing is like. You organize the essay by describing different parts or aspects of the main subject.

Example: Write an essay describing the caste system.

Introduction: Introduce what a caste system is.

Supporting paragraphs:

1. Describe where it still exists
2. Describe the way it is depicted today, its backwardness, invisible threat to the social fabric, the sufferings and pain it causes, the political imbroglio, examples- the destruction of villages, subjugation of the lower caste by the upper caste across the country.
3. How we can merge the caste society into the class society – education, law and order, family planning and sanitation, privileges accorded to SC/ST.

Summary paragraph:

A call for greater understanding to their social plight with a better late than never' message.

2. Compare and Contrast Essay: In a compare and contrast essay, you write about the similarities and differences between two or more people, places, or things. You can organize the essay by writing about one subject first and then comparing it with the second subject - pros and cons. A more effective way is to organize the essay by comparing each subject by category.

Example: Write an essay to decide where emphasis should be - the defense budget or the poverty eradication budget.

Introduction: Introduce the two subjects (in the essay house) with a hint that a conflict is going to ensue.

Supporting paragraphs:

1. Compare the exigencies of both areas. First, poverty as half the country lives on less than a dollar a day. India cannot afford this large divide as the vote banks promise the earth to the population. We cannot worry about star wars when there is hardly any food in the belly.
2. Defense needs are vital to our very existence, surrounded as we are with hostile neighbors and threats of impending wars. Daily border issues with Pakistan, Bangladesh, and China.
3. Strive to achieve a preponderance towards an area while assuring that the other is not sacrificed – a negotiating paragraph. Show the win-win situation.

Summary paragraph: Make a political statement to conclude with.

3. Sequence Essay: In a sequence essay, you are describing a series of events or a process in some sort of order. Usually, this order is based on time. You organize the essay by writing about each step of the process in the order it occurred.

Example: Write an essay describing the economic cycle

Introduction: Introduce the term economics' and its relevance to society.

Supporting paragraphs:

1. Describe an economic cycle elaborately with the role of households, firm, factor of production, circulation of money, employment and such other issues.
2. Discuss the booms and depressions with special mention of the bubble economy and the IT depression.
3. Discuss related aspects of the stock exchange – is it a symptom or a system ?

Summary paragraph:

How we can control the economy – Obama measures and what the future looks like.

4. Explanatory Essay: In an explanatory essay, you explain how or why something happens or has happened. You need to explain different causes and effects. You should organize the essay by explaining each individual cause or effect.

Example: Write an essay explaining why so many marriages are on the rocks?

Introduction: The situation today, maybe started off with a case of a divorce, explore the causes of erosion in commitment.

Supporting paragraphs:

1. The hectic lifestyle and compromising on values – maybe office affairs.
2. The short-sightedness of instant decisions and the futility of putting self before family. Discuss where things can be improved to ake marriages last.

Summary paragraph:

An example, perhaps, of how Hillary stood by Bill Clinton and how things change for the better.

5. Evaluatory Essay: In an evaluatory essay, you make judgments about people, ideas, and possible actions. You make your evaluation based on certain criteria that you develop. Organize the essay by discussing the criteria you used to make your judgment.

Example: Write an essay evaluating the importance of the examination pattern of grading.

Introduction: Give your judgment on whether the prevalent evaluation system is important and indispensable.

Supporting paragraphs:

Explain the ill-effects of pure academics and the lack of an overall groomed personality with extra-curricular activities and selfless approach, probably the narrow choice of career goals Explain the importance of case studies, field surveys and live projects.

Explain how a child has to sacrifice talents at the altar of grades. Remember that teachers are evaluating this so add that exams are important to inculcate competitive spirit and the learning pattern to assimilate class inputs.

Summary paragraph: Conclude with an overall judgment about how a comprehensive evaluation system can be established taking into account a child's excellence in fields both within and outside the classroom periphery.

(D) How to master essay writing?

Steps to a write an Essay

1. Organize your ideas before starting to write.
2. Start brainstorming, linking facts, examples and your reading and experiences.
3. List your main idea, supporting ideas, and facts.
4. Write down the essay in an elaborate way with the inflexions of ideas.
5. Write the conclusion.

First step – organizing

Remember the first step in essay writing is organizing the ideas.

While organizing you should evolve an outline of the essay by listing the ideas.. leaving four or five lines in between each point.

Steps to organizing

1. How do you wish to introduce the topic given?
2. What are the main points you want to cover in the essay?
3. Take only the salient features, not the universe.
4. What are the points you wish to add to support your main idea to build it into an essay ?
5. What are the facts and examples you can add to support the ideas?
6. Once you have chosen the facts and ideas, ask yourself in which order to put them in the essay.
7. When you have finished, you have the basic structure for your essay and are ready to continue.

(E) How to write the essay ?

While writing you should only elaborate the points listed for

- Introduction
- Body
- Conclusion

(i) How to write an introduction?

Elaboration of the main idea will give you the introduction

Introduction is the first paragraph of your essay. It should introduce the main idea of the essay. A good introduction should:

1. Attract the reader's attention.
2. Give an idea of the essay's focus.

Your introduction could begin with an attention grabber. Here are some ideas, use the following:

1. Interesting facts
2. Anecdote
3. Dialogue
4. Quotation
5. Definition

Finish the introductory paragraph with your main idea

The most important point to be remembered is, you should limit it to the extent required and build up on it. Do not deviate too much from the introduction.

Example: Cricket has been a part of life in India for over 70 years. It has evolved into an extremely popular sport watched and played by millions of Indians. The game has gone through several changes since it was first played in India. It talks about the evolution of cricket.

(ii) How to write the body of an essay?

Elaboration of the supporting ideas will give the body of the essay. Supporting paragraphs make up the main body of your essay. If you have organized your thoughts you must have listed the supporting ideas, if not, first organize your supporting points and then elaborate the supporting ideas. Each of your supporting ideas could be Converted into a paragraph. Once you have fleshed out each of your body paragraphs, one for each main point, you are ready to continue.

(iii) How to connect the paragraphs?

Use transition words to link your paragraphs together and make your essay easier to read.
Use them at the beginning and at the end of your paragraphs.

(iv) How to conclude the essay ?

The conclusion is the last paragraph of your essay, this could be:

1. Recapitulation of the strongest points of your essay that support your main idea.
2. Restating the main idea in different words.
3. Personal opinion or suggest a plan for action or a visionary statement. Conclusion should complete your essay.

Example: Overall, the changes that occurred in cricket have helped to improve the game. Cricket is faster and more exciting as a result of changes in the past 60 years. For these reasons, modern cricket is a better game than cricket in the 1940s.

Don't submit it now. One more step remains before your essay is truly finished i.e Editing

(F) Criterion for good essay

1. Relevance: Make sure you have read the question carefully and that everything you write relates to it directly and not vaguely.

2. Arrangement of Material: The true quality of your work will be seen in the way you marshal facts and ideas and control them in your writing. You should be in command of all that you write.. You should present your reader with a tightly-knit and carefully structured argument. This shows you have not only knowledge and understanding, but also possess the ability to analyze, make judgments and explain cogently your position to others. There should be no loose ends.

3. Knowledge: Factual knowledge by itself will not make a good essay. No satisfactory argument can be presented without reference to the facts in question. You must support your ideas, not simply assert them. Feel free to use intense examples from anywhere but don't fit any stereotypes in.

4. English: Since your standard of English will affect the clarity of your thought and argument, the way in which you use language will also be considered when allotting a grade. Concern is not with 'style' or 'beauty of language' but with clear and accurate expression. This involves command over sentence structure, grammar, use of words, paragraph structure, spelling and punctuation.

5. Grammar and Spelling:

1. Check your spelling and Grammar.
2. Do the sentences flow smoothly from one to another?

6. Style and Organization:

1. Make sure your essay has an introduction, supporting paragraphs, and a summary

7. Paragraph format:

• Check that you have a thesis statement that identifies the main idea of the essay.

Check that all your paragraphs follow the proper paragraph format.

• See if your essay is interesting. Does it make logical sense?

You have finished your essay

(G) Use this Sample Basic Essay as a Model

“A dog is a man’s best friend.” That common saying may contain some truth, but dogs are not the only animal friend whose companionship people enjoy. For many people, a cat is their best friend. **Despite what dog lovers may believe, cats make excellent house pets.**

In the first place, people enjoy the companionship of cats. Many cats are affectionate. They will snuggle up and ask to be petted, or scratched under the chin. Who can resist a purring cat? If they’re not feeling affectionate, cats are generally quite playful. They love to chase balls and feathers, or just about anything dangling from a string. They especially enjoy playing when their owners are participating in the game. Contrary to popular opinion, cats can be trained. Using rewards and punishments, just like with a dog, a cat can be trained to avoid unwanted behavior or perform tricks. Cats will even fetch!

In the second place, cats are civilized members of the household. Unlike dogs, cats do not bark or make other loud noises. Most cats don’t even meow very often. They generally lead a quiet existence. Cats also don’t often have “accidents.” Mother cats train their kittens to use the litter box, and most cats will use it without fail from that time on. Even stray cats usually understand the concept when shown the box and will use it regularly. Cats do have claws, and owners must make provision for this. A tall scratching post in a favorite cat area of the house will often keep the cat content to leave the furniture alone. As a last resort, of course, cats can be declawed.

Lastly, one of the most attractive features of cats as house pets is their ease of care. Cats do not have to be walked. They get plenty of exercise in the house as they play, and they do their business in the litter box. Cleaning a litter box is a quick, painless procedure. Cats also take care of their own grooming. Bathing a cat is almost never necessary because under ordinary circumstances, cats clean themselves. Cats are more particular about personal cleanliness than people are. In addition, cats can be left home alone for a few hours without fear. Unlike some pets, most cats will not destroy the furnishings when left alone. They are content to go about their usual activities until their owners return.

Cats are low maintenance, civilized companions. People who have small living quarters or less time for pet care should appreciate these characteristics of cats. However, many people who have plenty of space and time still opt to have a cat because they love the cat personality. In many ways, cats are the ideal housepet.

Now lets have a look at XAT essay

The XAT essay is a challenge for most aspirants. Here we give you some pointers that will help you approach the essay writing exercise in a systematic way. There are three aspects to tackling any essay- content, structure and style.

First, the content- this includes your grasp of the issue, the depth of information you have on a particular topic, the relevance and number of examples you provide. A word about examples: Do not go overboard trying to provide examples without analyzing them or bringing out their relevance to the topic at hand. You are supposed to write an essay, not simply enumerate facts.

But having adequate content is just not enough. It is essential that you structure your essay properly. This means presenting your ideas logically, starting from an introduction to the topic and then moving on to discuss it in detail before concluding the essay convincingly. Nothing in an essay should be 'just there.' You need to be clear on how a particular example or a subsection functions in the scheme of your essay. It is very helpful to put aside a few minutes for drawing up a skeletal structure of what you want to write in the essay. You can use mind maps or simply jot down bullet points for the introduction, the body and the conclusion. Once you have planned out your essay in this manner, you can start writing the essay.

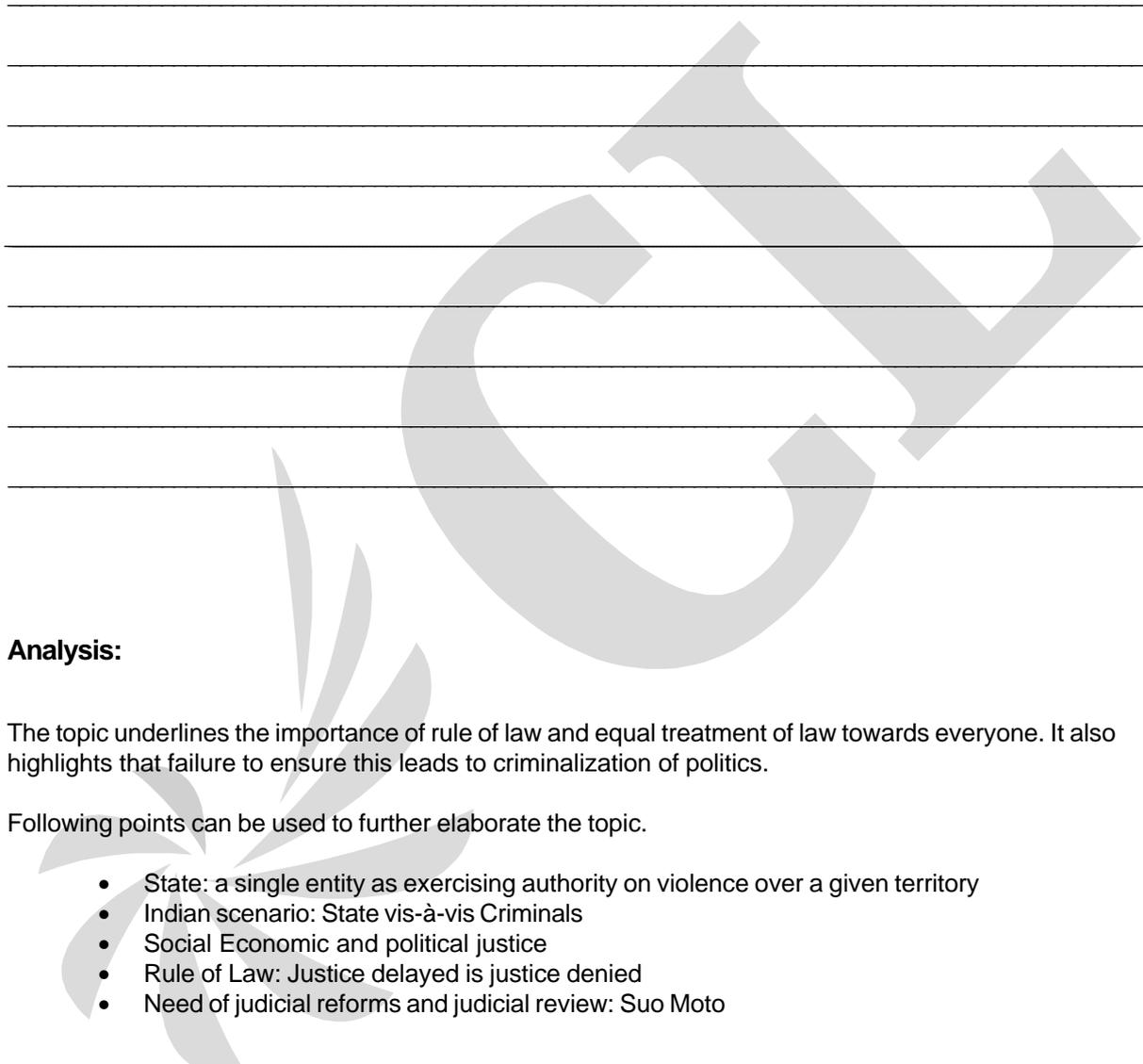
Finally you need to ensure that your presentation is up to scratch. Remember that if you get stuck on a particular phrase or expression or word while writing, do not agonize over it. Leave a blank and concentrate on writing out the rest of the essay. You can always come back to it during your revision. Revising your essay is essential. During your revision you need to go through this checklist to ensure clarity of presentation.

- Separate paragraphs—introduction, body, conclusion
- No repetition of points
- No unnecessary wordiness
- No clumsy sentence constructions
- No unnecessary use of the passive voice
- No grammar errors—subject verb agreement and misplaced modifiers.
- No spelling errors
- No punctuation errors—especially comma splices.
- Clichés kept to a minimum.

Sometimes you come across a topic that puts to the test your knowledge of certain economic systems and their historical development. Take for example a topic like “The Inherent vice of Capitalism is unequal sharing of blessings and the inherent virtue of Socialism is equal sharing of misery.” Here you can and should structure your essay around the historical development of these systems, then move on to discuss the present state of affairs, how our society has been shaped by them &c. You need to present a balanced opinion and back it up with facts.

But XAT tests your limits. When you come across a topic like Gender Bias: Cause of Third World War, you get a little more leeway to deal with the topic on your own terms. A possible approach would be to interpret the topic as an exploration of how gender bias is ubiquitous in third world countries and the steps that will help resolve the issue. It can also be interpreted as a global issue that has rightfully gained ever-increasing prominence across various platforms—from the discrimination faced by women in rural areas to the glass ceiling in business. How sectors like manufacturing are opening up. In this case you still have to bear out your essay with facts and examples and it will be helpful if you can identify key thinkers or key movements in feminism.

The essay can get even more abstract when you have a topic like “Earth provides enough to satisfy every man’s need but not every man’s greed need.” Here, you need to come up with various situations that explore the topic. Everything from energy crises to capitalism can be discussed. But like any other essay, you need to first have a base in place, or in other words have a framework. This will help you in two ways. First, you will be able to concentrate on key areas you need to cover according to the logical flow of your essay. Second you will know exactly how much is too much. In business it’s of no use to have a lot of ideas that you cannot execute. The same applies here. Just stating some points without describing them, without making their function clear in the context of the essay is not helpful. Always remember that for an abstract topic it is very important not to lose focus or to lose steam. Creativity needs to be channeled through a clear flow of ideas even in essays on abstract topics.



Analysis:

The topic underlines the importance of rule of law and equal treatment of law towards everyone. It also highlights that failure to ensure this leads to criminalization of politics.

Following points can be used to further elaborate the topic.

- State: a single entity as exercising authority on violence over a given territory
- Indian scenario: State vis-à-vis Criminals
- Social Economic and political justice
- Rule of Law: Justice delayed is justice denied
- Need of judicial reforms and judicial review: Suo Moto

Decision Making - Test 1

Read the following caselet and choose the best alternative (Questions 1-4):

Augustine Mahiga, the U.N. Special Representative for Somalia, is a troubled man. The United Nations declared another three regions in Somalia in famine. Augustine is aware that the international humanitarian response to the crisis has been inadequate and the prevalence of acute malnutrition and rates of mortality have surpassed the famine thresholds. According to the United Nations, famine is defined as when acute malnutrition exceeds 30 per cent and when the death rate exceeds two per 10,000 a day.

The U.N.'s food arm, the Food and Agriculture Organisation (FAO), said famine is likely to spread across all regions of Somalia's south in the next four to six weeks, with famine conditions likely to last for the next five months. A humanitarian emergency exists across all other regions of southern Somalia.

Aid efforts have been hampered in the south as elements of al-Shabaab, the Islamist insurgents, have refused access to western relief agencies. Throughout Somalia, 3.7 million people are in crisis, with 3.2 million people in need of immediate, lifesaving assistance, 2.8 million of whom are in the south.

The U.N.'s famine early warning system network said that the current humanitarian response remains inadequate, due in part to ongoing access restrictions and difficulties in scaling up emergency assistance programmes, as well as funding gaps. Augustine appealed to all Somalis, both inside and outside the country, to work together to support the peace process and alleviate the plight of those suffering from famine.

1. It can be assumed that the main reason for the current humanitarian response to remain inadequate is:
 - A. The wide-spread nature of the famine with more regions being added recently.
 - B. The lack of strong governance mechanisms in Somalia.
 - C. The difficulty that aid agencies are facing in accessing and hence providing aid to famine-struck areas.
 - D. The inability of aid agencies to provide funds that comprehensively address the needs of famine-struck areas.
 - E. The lackadaisical attitude of the local government.

2. "This is a time of great crisis, but also of rare opportunity. It is a time for everyone to pull together to help those suffering and to work towards a better future for all," says Augustine Mahiga. In light of the information in the passage, this statement can be said to be:
- Highly Irrational.
 - Over-zealous and Idealistic.
 - Optimistically Pragmatic.
 - Objectively well-defined.
 - Insensitive and offensive
3. Which of the following is the best order of the actions that the U.N. should follow to resolve the situation?
- Integrate short-term emergency programmes with actions that also address the structural causes of famine.
 - Mediation among the government, aid agencies and the insurgents so that aid can be sent to the affected areas.
 - Reversal of the dramatic decline in publicly funded agricultural research and strengthening of Africa's scientific institutions.
 - Working with rural communities to develop new labour-saving agricultural and natural resource management technologies.
- A. 1234 B. 2413 C. 2143 D. 4123 E. 3412
4. Which of the following are/is the most important criteria while planning an adequate aid response?
- The number of people affected by the famine.
 - The number of people projected to suffer from the famine.
 - The duration for which the famine is projected to last.
 - The amount of aid being given by various agencies.
- A. 1 and 2 B. Only 4 C. 2 and 3 D. 1, 2, and 3 E. Only 3

Read the following caselet and choose the best alternative (Questions 5-8):

Pradeep Nevatia is the managing director of Lason India, a subsidiary of the \$167-million BPO firm Lason. Sharmila works as a business associate of Lason. She implements small, low-skill portions of BPO contracts that Lason wins from big customers around the globe. Over the last few months, Nevatia and his team gave her an extraordinary level of support - technical, managerial, and motivational - to help start this centre. And they are willing to do all it takes to ensure that her centre runs well.

Nevatia is hunting for seven more entrepreneurs like Sharmila to start similar centres in villages. He will give them as much support as he is giving Sharmila. Nevatia wants to prove that a village BPO model will work.

Sections of the Indian BPO industry, especially those at the lower end of the value chain, are watching this experiment with some interest. Today, most BPO companies are caught in a pincer. Global competition and aggressive customer expectations are pushing down billing rates. On the other hand, attrition and the growing cost of talent are pushing up costs. Several BPO companies are turning to smaller cities in search of larger, cheaper and more loyal talent pools. Even higher-end software firms like Cognizant Technology Solutions are setting up centres in places like Coimbatore. But no one has entered a village yet, nor do they intend to.

Despite Lason's show of faith in Sharmila and those like her, the notion of rural BPO centres still seems far-fetched. There are several reasons why such initiatives may not succeed. First, most BPO firms are more comfortable with large centres with capacities of 1,000 seats and above. Anything smaller is considered uneconomical. A rural environment just does not provide large enough talent pools to consider such centres. Second, despite India's progress in telecom, connectivity in rural areas is a big worry. Lason is wiring Kizhanur to its office through n-Logue Communications, a wireless in local loop rural connectivity, a company set up by IIT- Madras' TENET group. But it remains to be seen if the model will work on a larger scale. Third, there is bound to be stiff opposition from international customers on issues including quality, reliability, infrastructure, delivery, etc.

5. Which of the following would be the best argument for whether Nevatia is likely to benefit from the experiment?
- A. No, The likelihood of the problems associated with the model to get resolved in near future is low.
 - B. Yes, There will always be people like Sharmila ready to take on responsibilities.
 - C. No, The BPO industry is going to see a further squeeze in profit margins and increase in competition.
 - D. Yes, Lason's growing revenues are mainly from high-volume, low-value services.
 - E. No, Lason is working on idealism and this will not ensure that the organisation will survive tough competition.
6. Which of the following may help Nevatia stay afloat despite operating in rural areas?
- 1. Lower salaries in its rural centres than those in urban areas.
 - 2. Lower real estate prices in rural areas, thereby reducing the cost pressure on the company.
 - 3. Lower security concerns as people in rural areas operate on loyalty.
 - 4. Lower costs such as medical and house rent allowance for employees.
- A. Only 1 B. 3 and 4 C. 1 and 2 D. Only 2 E. 1, 2, and 3
7. A few years hence, customers demand a 50 per cent cost reduction and salaries have doubled. What would be the best course of action for BPO companies including Nevatia?
- A. Leave the BPO sector and move into some other profit making enterprise.
 - B. Move into the rural areas and harness the cost-savings that this area offers.
 - C. Move into a consolidation phase where joint-ventures and mergers become common.
 - D. Continue to run the business in the same way and hope for an improvement soon.
 - E. Reduce your work force and set greater work targets for those employees that remain.

8. From the point of view of the client, how would you rate the following, in descending order of importance?
1. A BPO company stays much ahead of its competitors in terms of trends and understanding.
 2. A BPO company is able to satisfy its customer's queries/complaints 95.6 % of the time.
 3. A BPO company has great infrastructure that helps provide quality service to its customers.
 4. A BPO company is available for its customer every time he calls with a query/complaint.
- A. 2431 B. 2314 C. 4231 D. 1342 E. 1432

Read the following caselet and choose the best alternative (Questions 9-12):

"What role am I supposed to play in this ever-changing entity? Has anyone worked out the basis on which roles are being allocated today?" said a **middle level manager at a public sector bank in India.**

In May 1996, S.R. Ramanujan replaced the CEO of India's leading financial services company. Immediately after taking charge, Ramanujan introduced massive changes in the organizational structure and the emphasis of the organization changed - from a development bank mode to that of a market-driven financial conglomerate.

The decision was prompted by the need to create new divisions to tap new markets and to introduce flexibility in the organization to increase its ability to respond to market changes. Necessitated because of the organization's new-found aim of becoming a financial powerhouse, the large-scale changes caused enormous tension within the organization.

The systems within the company soon were in a state of stress.

Employees were finding the changes unacceptable as learning new skills and adapting to the process orientation was proving difficult. The changes also brought in a lot of confusion among the employees, with media reports frequently carrying quotes from disgruntled employees. According to analysts, a large section of employees began feeling alienated. The discontentment among employees further increased, when Ramanujan formed specialist groups within the organization – groups like the 'structured projects' and 'infrastructure' group.

Doubts were soon raised regarding whether Ramanujan had gone 'too fast too soon,' and more importantly, whether he would be able to steer the employees and the organization through the changes he had initiated.

9. Identify the rationale that would help justify Ramanujan's decision of forming specialist groups like the 'structured projects' and 'infrastructure' group?
- A. Each sector like infrastructure has homogenous lending practices and specialist groups would serve to increase the work load further.
 - B. Each sector like infrastructure has different lending practices and specialist groups would help regard the nuances involved.
 - C. Each sector like infrastructure has different needs and specialist groups would help regard the nuances involved.

- D. Each sector like infrastructure has different needs and specialist groups would help share the work load involved.
- E. Each sector like infrastructure has different lending practices internationally and specialist groups would help regard the nuances involved.
10. “The changes also brought in a lot of confusion among the employees” How could this have been handled better by Ramanujan?
1. Communicating with the employees the reasons behind the decisions.
 2. Providing scope for further growth – one of them a two-year management training programme.
 3. Discussing with senior managers the need for the changes introduced.
 4. Introducing training programmes that imparted relevant skills
- A. 1 and 2 B. 1 and 3 C. 2,3 and 4 D. 1, 2 and 4 E. 1, 2 and 3
11. Another change management problem surfaces as a result of the company’s decision to focus its operations more sharply around its customers. If a client has three different requirements from the company, he has to approach the relevant departments separately. The process is time consuming, and there is a danger that the client will take a portion of that business elsewhere. How should the company tackle this problem?
- A. Outsourcing some of the routine functions and bringing in more customer service executives to service the varied needs of the client.
 - B. Bringing in a well-thought out layout within the office premises so that clients won’t find it inconvenient to move from one department to the other.
 - C. Segmenting the customers and appointing representatives for these segments who will then themselves interact with the different departments.
 - D. Segmenting the customers and appointing one representative each for major clients only.
 - E. Educating the customer on why different departments are actually more efficient in fulfilling their needs.
12. Employees who feel alienated state that the main reason for this is that other employees handle larger volume of business and therefore walk away with the best compensation and bonuses. Assuming that the skills, capabilities and interests of both sets of employees (alienated and those handling larger volumes of business) is the same, which of these if the best course of action to resolve the situation?
- A. Bring in greater benefits and bonus options for the alienated group within their current role.
 - B. Enrol the alienated group for a counselling session with Human Resources and hope that they return with a new vigour to their old roles.
 - C. Send the alienated group to an exotic location for an outbound training exercise so that they are motivated to stay in the organisation.
 - D. Offer the alienated group a different role from the one that they are currently performing.
 - E. Allow periodic rotation of roles between the two sets of employees and provide compensation and bonuses likewise.

Read the following caselet and choose the best alternative (Question 13-14):

The UK energy market is highly dynamic. Customers look for the best deals and are increasingly prepared to switch suppliers. In 2007, 900,000 customers switched energy providers. An energy company needs to show it is not just competitive on price, but that it can also provide the right levels of customer service to attract and retain customers.

British Gas Services (BGS) does not supply gas – this is handled by other British Gas divisions. The core BGS product is installation and maintenance services. BGS is the UK's largest operator in the installation and maintenance of domestic central heating and gas appliances. It provides a maintenance and breakdown service for electrical white goods and home wiring. Through the Dyno brand, BGS also offers drain clearing services, plumbing and home security services. To deliver these services, BGS needs high calibre staff. It employs more than 9,000 trained gas engineers to install and maintain central heating and gas appliances. However, as an expanding business, British Gas Services needed to increase its workforce to meet customer demand.

13. How should British Gas Services structure its training requirements?
- A. Training should be imparted to new as well as current employees, on technological skills and knowledge.
 - B. Trainees will be put through a 12 to 14 month training period and all domestic gas engineers will be made fully acquainted with the latest computer-aided technology.
 - C. New recruits will be put through a traineeship to help them learn about the gas industry and gain relevant skills and qualifications.
 - D. Emphasis will be placed on providing technical training to all engineers throughout their careers to ensure that employees are kept up-to-date with new information and technologies.
 - E. Training should be imparted to new as well as current employees, on technical skills and knowledge as well as people skills.
14. Since BGS knows it needs to increase its workforce, what would be the best course of action to take?
- A. Hire a human resource consultancy to oversee the entire recruitment and training process at BGS.
 - B. Analyse and forecast how much the UK market for domestic gas engineering services will grow in the future.
 - C. Chart out a detailed orientation and training programme for the new employees who will be hired.
 - D. Let Human Resources start the recruitment and subsequent training process within the organisation.
 - E. Analyse and study how competitors are conducting their recruitment process and plan BGS' accordingly.

Read the following caselet and choose the best alternative (Questions 15-16):

Mr. Rajiv Bhatia, the human resource director of a small services organization is facing a unique dilemma in his organisation. While his overall employee turnover rate was consistent with industry standards (about 15 percent), his new hire turnover rate was more than double that of his primary competitors. He found that his company was facing a crisis when it came to retaining new hires during the first 90 days of employment. An employee turnover analysis indicated that this was costing the organization approximately Rs. 3,00,000 per employee. He needed a way to evaluate and improve employee retention, particularly of his service technicians during the first ninety days of employment.

15. Which one of these could be a possible explanation for this unique problem?
1. The job orientation programme is inadequate and does not help the new hire to fit into the work culture.
 2. An unrealistic job preview during the hiring process later leads to disillusionment amongst new hires.
 3. Because of the economic scenario, there is a gap between the salary offered during hire and actual salary.
 4. Competitors poach the new employees and offer better salaries to them.
 5. There exists a lack of mentoring/structure during the early days of employment.
- A. Only 1 B. 1,2 and 4 C. 2,3 and 5 D. 3 and 4 E. 1,2 and 5
16. Which of the following should form part of the solution to address the problem that Mr. Bhatia is faced with?
1. A new hire mentoring program
 2. A higher salary, over the industry standards, to new employees.
 3. A financial incentive for experienced service technicians training and coaching new hires.
 4. A special recreational program designed to encourage peer group interaction.
- A. 1 and 3 B. 2, 3 and 4 C. 1, 3 and 4 D. 1, 2 and 3 E. 1 and 2

Read the following caselet and choose the best alternative (Questions 17-19):

Lanye is a large bottling plant in China that has been set up by a US beverage giant. Most of the managerial roles in this bottling plant are held by expatriates (usually from the US headquarters) while the smaller managerial roles and blue collar jobs are held by the Chinese employees. It is natural for a cultural adjustment to take place among the different employees. For example, while western employers tend to delegate responsibility and have flexible lines of authority, Chinese workers are accustomed to a more hierarchical structure in which each person has a clearly defined role. Such differences often lead to tensions between western managers who are accustomed to employees who take their own initiative, and Chinese staff who have been trained from a young age to always follow instructions from the top.

The following questions address specific issues that are faced due the culture clash and the solutions that can be sought therein: -

17. It has been observed that employees tend to report late for work. They do not adhere to the factory timings and though they complete their 8-hour shift, even when late for work, this disrupts the entire schedule of the factory. When the manager has tried to cut salary for late reporting, it has caused great discontentment and protests among employees. The manager has noticed that this form of punishment works against productivity and eventually the organisation. How can he better address this problem?
- A. Ask employees to clock in each day when they arrive for work and if they report late, cut their salary accordingly.
 - B. Ask employees to clock in each day and given them three late arrivals before you cut their salary.
 - C. Link on-time arrival with a monthly allowance, like a food allowance (not part of the salary), and revoke this when employees arrive late more than a certain number of times.
 - D. Give out a monthly allowance only to those employees who have arrived on-time during the month.
 - E. Clearly communicate with the employees that late arrival will not be tolerated as this is part of the performance criteria in the company.
18. Mr. Shaun Denton, a Production Manager has a habit of calling for team meetings and publicly lauding or rebuking team members. The importance of maintaining face, or a good public reputation within one's network, is an important cultural convention in Chinese society. This means that employees will be reluctant to admit mistakes or criticize others in public. Open criticism by Mr. Denton has led to anger and distrust against him. In team meetings employees are not forthcoming with opinions and respond with silence. Mr. Denton is genuinely concerned about this problem and is ready to change his style of handling the team. What would be the best way for him to rectify the situation and rebuild team dynamics?
- A. Denton should meet each team member individually and on a regular basis. In team meetings he should stop publicly praising or rebuking performance.
 - B. Denton should publicly apologise to his team and allow a few good performers to take the initiative to lead the meeting.
 - C. Denton should allow a Chinese manager to take up his role while he returns to the company headquarters.
 - D. Denton should take his team for movies and team lunches so that a new group dynamics can be built.
 - E. Denton should try to motivate his team at meetings through a pep talk and force members to participate in discussions.

19. As a result of China's 2008 Contract Law it has become far more difficult to terminate a Chinese employee's contract without strong evidence of underperformance or wrongdoing. Foreign companies which have fired employees without clear documentation that they had informed the employee they were underperforming or breaking company rules have been subject to lawsuits. Lanye, has found instance of consistent underperformance within its own employee pool but is unsure on how to handle this problem and address it. What should the company do?
1. Have a Chinese language employee handbook that clearly enlists each employee's role, responsibilities, and rights.
 2. Ask all employees to sign the minutes of the company meetings.
 3. Coerce employees to resign in case of under performance so that the company does not have to fire them.
 4. Provide employees with a written notice on their performance on a regular basis and ask them to acknowledge receipt.
- A. 1 and 2 B. 2 and 3 C. 3 and 4 D. 1 and 4 E. 2 and 4

Read the following caselet and choose the best alternative (Question 20):

Mr. X is a manager who keeps solving his employees' technical problems. He has been given effective training on key management skills such as delegation and coaching and has the skills to set appropriate boundaries with his or her employees. Yet he continues to spend his time solving employees' technical problems rather than empowering the employee to figure it out himself. Mr. X's boss has spoken to him about this a few times and has now called in human resources to help him solve the problem. It seems that Mr. X lacks the motivation to manage. He is one of those technical managers who seem to want to be back in the technical trenches than lead the team.

20. What should human resources do? What solution can they propose to this situation?
- A. Ask Mr. X's team members to help by not allowing Mr. X to solve their technical problems.
 - B. Work with Mr. X and his superior and set clear benchmarks to measure his management performance.
 - C. Support Mr. X if he wants to be rid of his managerial responsibilities and transfer him to a different department for a subordinate's role.
 - D. Send the team members for a technical training so that Mr. X does not have to solve their problems in the future.
 - E. Speak with Mr. X and tell him that he can revert to his previous position.

Decision Making - Test 2

Read the following caselet and choose the best alternative (Question 1):

Sheila Goswami is the Marketing manager of the Detergents division of a leading FMCG major. Apart from being a strong and efficient manager she is also popular because of her warm and friendly personality. Of late though, Sheila has been feeling the stress levels rise – her department has high targets set for the season and she has been finding it difficult to complete her work during office hours. One of the reasons for this is that employees (some even from other departments) find their way into her office and usually land up discussing personal and professional problems and seek advice. Sheila has always helped. But now she faces a dilemma – complete her targets or face her own personal and professional problems in the future.

1. The best course of action for Sheila would be to
 - A. Ask people to reach her by appointment and limit the advice seekers to one or two in a day.
 - B. Encourage employees to take courses on conflict resolution, self-management and communication skills.
 - C. Keep her door open to advice seekers and take her pending work home – after all it will only be for a few months.
 - D. Be assertive with advice seekers – inform them that you can only help with department-related professional problems and they should approach HR for help otherwise.
 - E. Ask all advice seekers to approach human resources.

Read the following caselet and choose the best alternative (Questions 2-3):

Edward Thomas was posted (2004-2007) as a project manager at an NGO based in Cuddalore, Tamil Nadu. On the morning of 26 December, 2004 his world was suddenly shaken when he saw the devastation and death that the Tsunami had brought with it. There was nothing that could be done to administer immediate aid. All Edward could do was to visit those affected and hope that the aid came soon enough. Three days later, Edward's project director personally came to Cuddalore along with the aid their organisation had managed for the moment. However, he found that though Edward had been in the middle of things from the beginning he could not give them a clear understanding of the situation. It was clear that Edward was suffering from the trauma of the disaster.

2. The dilemma from the Director is clear – Edward is the staff with the potential to best understand how the organisation should handle emergency relief and rehabilitation. However, he can't seem to function at even simple tasks. What should the Project Director do?
 - A. Send Edward to a different project area in North India so that he is away from the traumatic events.
 - B. Ask Edward to stay home for a few days and recruit someone to take his place.
 - C. Discuss the situation with Edward, hire another local to assist him and arrange for counseling sessions for all staff who were present during the disaster.

- D. Warn Edward that you will have to replace him if he continues this way, while hoping that this shock may shake him out of his trauma.
 - E. Inform Edward that you have arranged for him and his family to be sent on a long vacation and that he can take charge when he is back.
3. Three months later, when relief and rehabilitation measures are going strong, it is brought to the notice of the Project Director that one of his staff at Cuddalore has been selling the boats meant for the rehabilitation of the fishermen. He charges an amount for putting the names of fishermen in the list of beneficiaries. What should the Project Director do?
- A. Place the blame on Edward as he is managing the project in Cuddalore and ask him for a full report and explanation.
 - B. Ask Edward to look into the matter and ask him to take the decision accordingly.
 - C. Immediately ask the staff to leave and hire someone else in his place – giving out the message that no unethical behavior will be tolerated.
 - D. Cover up the report of misappropriation or unethical behavior – the negative publicity will be too much to handle.
 - E. Discuss this with Edward and send a staff from headquarters for an internal investigation – who will gather evidence on the charge.

Read the following caselet and choose the best alternative (Question 4):

Jermiah Johnston, the HR manager, has been called in by the Production manager of a candy firm. One of his team members has been periodically reporting late. She even takes frequent leave and has not been a very efficient worker of late. She is also given to sudden emotional outbursts and even feedback on any slip ups she makes has her feeling discriminated against. She also uses company time to deal with an abusive husband. The manager is sympathetic towards the team member but he feels that it has become a chronic problem and is affecting the other employees at work.

4. What is the best solution that Johnston can offer?
- A. Shift the team member to another department because a new department will not be as affected by her problems.
 - B. Speak with the team member and make her understand the need to employ a solution; alongside help her with the options she has.
 - C. Ask her to go with her husband to a marriage counselor.
 - D. Speak to the local police and inform them of the case; gather enough evidence so they can arrest her husband.
 - E. Give her a different shift time so that she does not disturb the rest of the team.

Read the following caselet and choose the best alternative (Questions 5-6):

Consider this scenario: Manager X receives a harassment complaint from Employee Z. Because of the complaint, manager X decides to discontinue his weekly pattern of lunching with his employees on Friday. While out at lunch, however, he runs into several of his employees, who join him at his table. Unfortunately, employee Z happens to be at the same local restaurant, sees her colleagues with manager X, and decides he is punishing her for complaining by excluding her from their Friday lunch ritual.

5. Which of these would best identify Manager X's weakness with reference to the situation?
- A. Lack of Objectivity
 - B. Lack of Communication
 - C. Ability to Discriminate among employees
 - D. Hasty Decision Making
 - E. Lack of Assertiveness
6. Consider another scenario related to Manager X's department: Another employee in Manager X's department is feeling disgruntled. His newly assigned hours significantly interfere with his child care arrangements even though the hours were changed so he wouldn't have to interface with another employee he previously complained about. What measures could manager X have taken to avoid this situation?
- A. Before changing the work hours, asked the employee to send a written request for change and the reason behind it.
 - B. Given a written statement to the employee on his new work hours and asked him to sign on it.
 - C. Told the employee that he could not change his work hours because it would inconvenience the entire department.
 - D. Before changing the work hours, specifically communicated the reason for the change and asked if they were convenient.
 - E. Asked the employee to work out his problems with his colleague as changing the work hours would be a short-term solution.

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

On a Monday morning, Linda, a Human Resources manager in an IT firm receive an email from a distraught employee of the software products division. An excerpt from the email, “ My boss is a poor manager. She talks about her employees, never nicely, to anyone who will listen. She doesn't support her employees and will leave them out to dry if anyone questions anything she has done. She's just plain irritating. I have had many bosses and she is just about the worst one I've worked for. Any suggestions?”

7. What do you think is the best course of action for Linda?
- A. Ignore the mail as it was obviously written during a weak moment. Things will work out on their own.
 - B. Speak to the employee's boss and inform her that you have received a formal complaint from her team member.
 - C. Speak to the employee and investigate the matter before you take a decision to escalate the matter.
 - D. Speak to the employee and to other members of the team and investigate before you take action.
 - E. Introduce 360 degree feedback in the organisation so that more instances of bad bosses can come to light.
8. Linda receives another email, from an employee, that is excerpted, “How do I deal with my boss who won't leave me alone? I have filed complaints with her boss, yet she refuses to change. She doesn't think that I will quit, but what if I threaten to? I know that I'm valuable and she would get in a lot of trouble if I did quit since her boss is aware of her “problems.” Should I threaten to leave? She always micromanages everything and it is getting too much for me to handle.”
- Which one of these options would help identify the main problem that Linda faces in the given caselet?
- A. The employee threatening to resign as a solution to her problem.
 - B. The boss being overly suffocating and wanting to manage every detail.
 - C. The lack of trust that the boss has and therefore her need to supervise her employee's every move.
 - D. The lack of action taken when the employee has already filed many complaints.
 - E. The lack of background information and factual data in the complaint filed by the employee.

Read the following caselet and choose the best alternative (Questions 9-10):

It's been a tough time for energy executives. The difficult operating and hostile work environment over the past two decades has forced many industry leaders to adopt a "siege mentality," responding to the extreme volatility with a frenzy of consolidations, mergers and downsizings. Since 1982, the 25 largest oil companies have let go of more than 1,000,000 employees. The Enron scandal certainly hasn't helped.

Unfortunately, as a result, the energy industry has lost some of its glow to potential recruits and existing employees. Not that this industry is alone in its tarnished image; in a recent survey of 215 companies from a multitude of industries, 75 percent of the executives said trust in the workplace has declined. This same study found a direct link between employee trust in top management and staff morale and productivity. What is unique to the energy industry is that the increasing lack of employee trust and loyalty couldn't have come at a worse time. Industry research consistently shows that it takes 7 years for a new employee to reach full productivity. And in the next few years, the energy industry is posed to lose some of its brightest and most experienced workers.

Yet, while human capital in the oil industry is declining, market demands are accelerating. Market demands and geological limits will put increasing pressure on oil and gas companies to produce more petroleum products, from more difficult locations, faster. By 2005, 180,000 megawatts of new, gas-fired power plants will be installed to generate electricity, increasing the demand for natural gas by 20 percent. Taken together, these factors indicate a vital need for energy executives to find ways to capture the existing knowledge of experienced workers, to develop strategic recruiting and retention strategies, and to repair the leadership trust gap.

9. Which of these are valid steps for energy companies to continue a sustainable business and protect themselves against the loss of valuable knowledge when experienced workers leave or retire.
1. Identify and understand what the company's current knowledge base, including where and when it needs to be leveraged.
 2. Identify gaps between where knowledge exists and where it is needed.
 3. Develop knowledge capture and access strategies to ensure that information is available
 4. Develop formal and informal knowledge transfer systems that focus on specific learning and performance outcomes
- A. 1 and 3 B. 2 and 4 C. 1, 2 and 4 D. 1, 2, 3 and 4 E. 1, 3 and 4
10. Which of the following can you infer should not be related to recruitment and retention within the energy industry?
- A. Lack of development
 - B. Interpersonal skills as well as technical competence
 - C. Ability to be servile
 - D. Opportunities for independent decision-making
 - E. A short-term mentoring program

Read the following caselet and choose the best alternative (Question 11):

Rajendra Yadav has been working in the sales department of his organisation for the last two years. He is a true team player – friendly, accessible and calm. In fact, his interpersonal skills have made him the unofficial second-in-command in the sales department at the company headquarters. Two months later Rajendra is a changed man. He has returned from a 10-day trip to the hills and has come out of recuperation from an accident there. Physical injuries aside, Rajendra has suddenly developed an overly loud personality. He walks in on conversations and listens in on them and has no interest in his work or in achieving his targets. He randomly calls up clients and has inane conversations with them. For the last ten days, he has not made a single sale. But more damaging is that clients have been calling up to complain and threaten to stop patronizing the firm. All of Rajendra's colleagues feel uncomfortable around him and find ways to avoid him. The VP-Sales has also come to know of this and has asked the Sales Manager to come up with a solution – his own solution is to ask Rajendra to leave to organization.

11. Which of these is the best solution for the Sales Manager?
- A. To follow the VP-Sales' instructions otherwise he will have to answer for Rajendra's misdemeanors.
 - B. Move Rajendra to another location where no one is aware of his background and he can make a fresh start.
 - C. Discuss the problem with Rajendra's wife and ask her to counsel her husband, hoping that this may help.
 - D. Give Rajendra a non-client oriented profile, send him to a psychologist and give him a few months for treatment and recovery.
 - E. Tell Rajendra that he has become a liability in the organization and it is best for him to find another job.

Read the following caselet and choose the best alternative (Question 12):

Alan has been a food and beverage sales representative at the same company for the last six years. Alan and his boss have never got along; he thinks Alan is arrogant and Alan thinks he's stupid. Three months ago, Alan overruled his boss during a sales call because his boss was making ignorant remarks. Since then, Alan's boss has been gunning for him and making several sarcastic remarks about his selling techniques. Also, Alan's boss and his boss play golf together and have discussed his "insubordination." So, today, when Alan got to office, a human resource professional told him that he has been terminated for "performance reasons." Alan, feels he has been discharged wrongfully and he has been discriminated against. He wants to file a lawsuit against his employers.

12. As his colleague, what would you advise Alan?
- A. Yes, because this could happen to anyone in the organization and you yourself could be next.
 - B. Yes, because there was no discussion on poor performance earlier, no evidence of it, and no warning given.
 - C. Yes, you feel your boss is pompous and only has the job because he keeps his boss happy.
 - D. No, a lawsuit will take too much time and money and Alan should concentrate on his career.
 - E. No, Alan was wrong to go against his boss in front of a client and he is paying the price for it.

Read the following caselet and choose the best alternative (Question 13):

Mr. Ankur Bhatia is the newly appointed manager of the outbound calls division in a call centre. As part of fitting in, Ankur has tried to get to know each of his employees, their backgrounds, goals and aspirations. The team has been very impressed with his concern to know more about them; a big contrast to their previous manager. Ankur also uses a lot of humour to lighten work pressures and to bring in more enthusiasm on the job. However, sometimes he oversteps the line – jokes about mean or sarcastic comments of customers, about particular communities and castes, and about physical appearance or personal information. A few offended team members have complained to HR and two have even asked to be transferred from the department.

13. As Ankur's boss what will you advise him if he plans a long stint in the department?
- A. Pay attention to your team members' mood and their background before making any jokes.
 - B. Stop cracking jokes with your team members; they are your subordinates and you need to be formal with them.
 - C. Apologise to all the team members and tell them you will not crack any more jokes with them.
 - D. Ask him to start all his jokes with a disclaimer, "I don't mean to offend anyone. But ..."
 - E. Limit your quota of jokes to one or two a day so that there are fewer chances of offending anyone.

Read the following caselet and choose the best alternative (Question 14):

A company quotes for supply of certain items of very high order value to a defense department against a tender. The company's quoted price is the lowest, but the end buyers threaten to place the order on the next higher bidder by citing technical issues. For the company, it is too big an order to lose and the sales manager insists on paying a bribe to the key decision-maker in the defense department, who has been known to be corrupt. Whether the top management, whose officially declared policy is "no encouragement to corruptive trade practices", should loosen their ethical stand is the crucial decision-making issue now.

14. Which of the following should form part of the stand the company takes?
1. Redouble their efforts to technically convince the end-customer (this time the higher management).
 2. Subtly convey that they will use unethical means to grab the order.
 3. Be prepared to lose the order.
 4. Subtly convey that they will not use unethical means to grab the order.
- A. 1, 3 and 4 B. 3 and 4 C. only 2 D. 1 and 2 E. 1 and 4

Read the following caselet and choose the best alternative (Question 15):

A branch manager working under the Regional General Manager (RGM) is extremely smart in taking care of top company officials who visit the branch from the head office for inspection/ interaction. He knows the personal whims, fancies and weaknesses of such visiting Vice Presidents and goes all out in spending company money in satiating their personal needs. Naturally, this branch manager is always in the good books of the top management.

However, when the Regional General Manager, visits the branch, he feels exasperated. Routine auditing of accounts reveals large scale diversion of funds to "unacceptable channels". The company is losing money and profitability on account of the nefarious activities of the branch manager.

15. Should the Regional General Manager initiate disciplinary action against the branch manager? What is the best course of action?
- A. Yes, the RGM should gather facts and data and make his recommendation for disciplinary action.
 - B. No, the RGM should keep quiet as his job may be in jeopardy if he complains against the manager and specific company officials.
 - C. Yes, he should confront the branch manager with all the facts and ask him to immediately put in his papers.
 - D. No, instead the RGM should send an anonymous mail with all the facts to HR and to the CEO.
 - E. Yes, to save himself from any negative impact he should also send a copy of his findings to the media.

Read the following caselet and choose the best alternative (Question 16):

After 15 years of flawless service, an employees' shuttle bus has an accident with two casualties in a country known for high traffic hazards. Administration has put the blame squarely on the driver, who has been driving the bus for the last 15 years, and asked for his removal. The relatives of the two deceased employees are threatening a legal case and demanding a large amount as compensation. The organisation is stuck between helping the grieving relatives and showing their concern for them and maintaining a humanitarian approach towards the driver. Management has to decide on the best course of action as not choosing the correct course could lead to a loss of confidence, strikes and societal and governmental pressure.

16. Choose the best among the following options.
- A. Negotiate with the relatives of the deceased. Give them a large compensation in exchange for no legal case from their side.
 - B. Investigate the reasons for the accident, compensate the relatives according to company policy and keep the driver on the rolls until investigations are over.
 - C. Remove the shuttle bus as a transportation option – there will be more accidents – and look for alternative modes.
 - D. Compensate the grieving relatives and work on bringing in awareness on safer road travel.
 - E. Refuse to let go of the driver, allow the shuttle service to function as it was before the accident and do not allow the relatives to arm twist your organisation.

Read the following caselet and choose the best alternative (Question 17):

Nilofer Kurian is a top-ranking official in a Consultancy firm. She has been even considered for the top job in the past but lost out mainly due to her gender. The organisation's Board is a male-dominated one and it was an unspoken truth that they would never have been comfortable working with a woman at the helm. However, Nilofer feels things have changed a little with time. Now that there is a seat in the Board, Nilofer is hoping to be brought in. A week later it comes to light that the Board had already decided on another candidate – a male employee who has been touted as one of the fastest risers in the company's history. Nilofer sees a clear sign of discrimination. In most companies there is an unwritten agreement that at least one seat should be reserved for women. Nilofer is ready to take a stand this time around.

17. What would your advice to her be?
- A. If there is no clear writing on a quota for women then nothing can be done and Nilofer should look elsewhere.
 - B. Inform Nilofer that she can consider a law suit as unfair treatment has been meted out to her.
 - C. Make it a competition between the two candidates – let there be an open discussion on which one is more suitable.
 - D. Understand the circumstances objectively; the male employee may be a better candidate and there is no law for quota on a Board.
 - E. Approach the Board directly and pitch her case as to why she should be considered for the spot and how she will bring in more balance.

Read the following caselet and choose the best alternative (Question 18):

The chief financial officer (CFO) of a small company was fired for possible expense account violations, and also because he was seen as a poor strategist and weak team player. This CFO refuses to go quietly. He has consulted a lawyer, and then a second and a third when the first one said he didn't have a case. He has rallied friends who have sent emails to prominent customers about his grievance. Meanwhile, the CEO and new CFO have to raise capital and revenues to make up for the shortfall, for which the disgruntled former CFO blames everyone else.

18. What should the CEO do?
- A. Threaten the former CFO with a legal case and gather evidence in the meantime.
 - B. Issue a public letter/advertisement stating that the former CFO is no longer your employee and hinting at his misconduct.
 - C. Put out a counter-story that responds to the former CFO's accusations; also, concentrate on reducing the financial shortfall.
 - D. Negotiate with the CFO and pay him a satisfactory amount so that he leaves the company alone.
 - E. Ignore the CFO, with time his anger and frustration will die down; concentrate on raising capital and revenues.

Read the following caselet and choose the best alternative (Question 19):

June West is working in the pre-sales section of a reputed IT firm. Her current assignment involves developing a proposal for a university in Germany; she has been working on this for the last ten days. June has nearly finished the proposal, which has to go out by the end of the day, when she is summoned along with the product team to the Vice-President (Products) cabin. The Vice-President (VP) does not waste time in telling them that he thinks they have got the client's requirements wrong. He has just got off the phone with the sales representative in Germany and has realized that they were briefed incorrectly by the representative. He proceeds to discuss the client's actual requirements (which are absolutely different from the current proposal) and states that a decision needs to be taken on what to do. Since there are only 3 hours before the client's deadline expires, a decision needs to be made quickly and it has to be a pragmatic one. You are also aware that there are other contenders for the contract.

19. What is the best course of action?
- A. Tell the sales representative that it is his responsibility to get the client to agree to the proposal June has been working on.
 - B. Tell the client the truth and ask for one extra day to give in your proposal.
 - C. Tweak the proposal a little and hope the client does not notice that you have got most components of the offering wrong.
 - D. Decide not to send the proposal; there is not enough time to prepare something entirely new.
 - E. Discuss sections of the proposal that are important and can be changed in the next three hours, delegate and set hourly deadlines.

Read the following caselet and choose the best alternative (Question 20):

You are working as a management trainee in the marketing section of an IT firm that has recently launched e-learning products. Since the market for these products is at a nascent stage, there is a lot of research and documentation still being done. Alongside, the sales and marketing teams meet with prospective clients and try to sell version 1 of their product. You have been struggling to understand the product ever since you joined the organisation six months ago. You can't understand its benefits and why an organisation would want to buy this product. While everyone else in the business division swears by the product, you have realized that most of them also do not understand it. The only reason they are in favour of it is because of their fear of the Business Head – it is his pet project and he is a much feared man. You don't feel right about selling a product you don't think will benefit anyone.

20. What is the best course of action for you?
- A. Look for another job and quietly leave the organisation; somethings can't be changed.
 - B. Walk into the business head's office and honestly let him know how you feel.
 - C. Discuss things over with your boss, the marketing head; present limitations but also suggest solutions.
 - D. Keep quiet and work like the rest of the business unit; the Business Head has too many connections in the corporate sector.
 - E. Approach HR and ask for a transfer to another department stating that you are unable to cope with this specific business.

Decision Making - Test 3

Read the following caselets and choose the best alternative:

1. Puneet has joined work as a summer trainee with a renowned financial services provider, PQR Services Pvt. Ltd. In an initial meeting with his guide who is also the Marketing Manager, at the company, Puneet is informed that he can choose among three projects as the organization is unable to decide on which one to give him. Puneet is given a week to orient himself and then choose a project. Two weeks have gone by and Puneet has been unable to get a meeting with his guide. He has chosen a project and wants to discuss the approach and objective with the marketing manager. After the fourth week, Puneet is feeling lost. He has had two fleeting conversations with his guide, is unsure if he is proceeding in the right direction and needs help to set up meetings with professionals in the industry. With half the tenure of his summer training over, Puneet's questioning the value addition to him and the company.
What should Puneet do?
 - A. Speak to the Vice-President, Marketing and ask him to intervene in the situation.
 - B. Let the situation work itself out and speak to other members of the department to obtain all the inputs he can.
 - C. Since the organization does not seem to be concerned about his project, Puneet should just concentrate on completing his project using his own perception and ideas.
 - D. Put his concern across to his guide – via email, phone or a direct conversation. If this does not work, then escalate the matter to a higher official in the organization.
 - E. Approach his classmates who are also on summer training and take pointers from some one who is doing a similar project in another organisation.

2. Sonalika has recently joined a garment export house in Noida. She works in merchandising but her orientation program requires her to complete a week in each department in order to understand the functions and processes better. During the week at the production department, Sonalika has noticed that there has been deliberate wastage of fabric while producing garments. It is the practice, in the organization to give the client a slightly inflated bill where fabric costs are concerned. Puzzled, Sonalika cannot understand why this is done when it is obvious that only half the fabric bought and charged to the client is used for the final product. This is against industry standards and competitive standards too. Then, she notices something else – all the excess fabric is stored for a week and then it disappears. There is no record maintained and no one can be held accountable for the left over fabric. It is obvious that the staff are disposing of the fabric in a profitable manner.
What is the best course of action for Sonalika?
 - A. Inform the Head of Production about her suspicions.
 - B. Discuss this with her own boss and with the Human Resources Department and submit written observations.
 - C. Discuss her suspicions with staff from other departments.
 - D. Conduct her own investigation, gather evidence over a period of time and present this to her boss and the Human Resources Department.
 - E. Ignore the entire issue – every organization has skeletons in its closet and since she has just joined the company, it is better not to meddle with matters.

3. Mrs. Sharma is the wife of the Vice-President, Marketing of HTML Pvt. Ltd. She has decided to throw an afternoon lunch party for all the ladies of the marketing team – wives and executives alike. As the wife of the marketing manager, Ms. Sinha is one of the invites to the lunch. However, the lunch timing clashes with an important meeting she has to attend at her own organization. This is a dilemma because Mrs. Sharma does not take no for an answer and a no show may affect her husband's due appraisal.
- How should Ms. Sinha handle the situation?
- A. Politely decline the invitation citing a prior professional commitment; she has no obligation towards her husband's work.
 - B. Pretend to be sick suddenly on the day of the lunch and visit Mrs. Sharma a week later to apologize for the absence.
 - C. Ask her husband to explain the matter to Mr. Sharma and ask to be excused from the lunch party.
 - D. Speak to Mrs. Sharma and explain the situation – request to be allowed to leave the lunch a little early so that the meeting can be handled in time.
 - E. Make an excuse to her boss and attend the lunch with Mrs. Sharma.
4. EKS Ltd. has decided to host an event for the launch of its new product – an enterprise knowledge solution. On the day prior to the launch, a new software programmer detects a bug in the product and notifies his team leader. The team leader in turn speaks with the product manager and the marketing manager (who is in charge of the launch event). The discovery of the bug exposes a major problem with the EKS product and indicates a rework that may last for three months. In the meanwhile, the marketing manager is receiving calls and emails from corporate bigwigs confirming their attendance at the next day's event. The marketing manager decides this matter is too serious for him to take a decision on and approaches the Business Head of enterprise knowledge solutions for a final decision. After careful consideration, the Business Head takes a decision which is in the options below.
- Choose the option that you feel would have the best decision for the Business Head to make.
- A. Call off the launch party, use public relations experts to minimize the damage and start work on the software to ensure the bug is removed within the shortest time frame.
 - B. Continue with the launch party and during the party announce that it will take atleast 2-3 months to set up a customized solution for any company, thereby buying time to remove the bug.
 - C. Continue with the launch party; most invitees will not buy the product and for those few who express an interest, the company can negotiate with them and buy time.
 - D. Continue with the launch and sell the product to those who are interested. For those who want a customized solution there will be enough time to remove the bug.
 - E. Ignore the bug and sell the product as it is; prior testing did not throw up any major issues and after sales service can be provided to companies that report a problem.

5. Aarathi is working with an NGO in Punjab. She has been approached by the villagers of Rohaj Nagar on a case of land encroachment. Two years ago, Jaggi Singh, a village resident had encroached on the village pond. He had filled the pond with earth and built a large house on this land. Apart from not being able to access the pond for their basic daily needs, the villagers are angry and upset about their common village resource being taken away from them. The village leader had even put in an appeal in the apex court but this was rejected. The villagers suspect this was because Jaggi Singh personally knew a few of the lawyers associated with the apex court. After this appeal, Jaggi had even threatened the villagers with dire consequences if they were to make another move to remove him from the encroached land.

What should Aarathi do in terms of giving the best advice to the villagers?

- A. Gather evidence and file a case with the High Court and if needed move to the Supreme Court.
 - B. Put in a stronger appeal in the apex court.
 - C. Advise the villagers to lie low for the moment otherwise Singh may put his threat into practice.
 - D. Gather a team of villagers and try to convince Singh so that the matter can be settled out of court.
 - E. Ask Singh to help build another pond on the outskirts of the village in order to compensate for the one he encroached on.
6. Jayantaran is studying in a premier engineering college in India. As an academically sound student, he has been shortlisted by most of the companies he applied to for final placements. Today, Jayantaran has an interview with his dream company. As the interview progresses, he is happy with the fact that he has been able to satisfy the interviewers on the technical questions. It is now time for them to turn the interview onto the personal front – his hobbies and interests being the main focus. But suddenly the interview takes a turn – a grilling session on a comment that Jayantaran had left on a popular social networking site. The comment was against his country and the interviewers are not happy. Jayantaran does not even remember making such a comment and tries to convince the panel that it was done in the moment and he never meant it. He goes on to provide evidence on how he has contributed for the social development of his country through various activities and clubs. As an outside observer, what would your advice be to the interview panel?
- A. Rule out Jayantaran as a potential candidate because unpatriotic comments cannot be tolerated.
 - B. Do not rule out Jayantaran yet; continue interviewing other candidates and if there is one more suitable then offer him/her a position over Jayantaran.
 - C. Listen to Jayantaran's explanation and weigh this with his achievements and contributions; choose him based on this and not on an offhand comment he made.
 - D. Tell Jayantaran that he has been thoughtless in making such a comment and that your company will never consider him for a position.
 - E. Continue to grill Jayantaran and allow the interview to go on like this for a while without revealing your true intentions – that you have already decided to reject him.

7. You are working with a travel services company that arranges for both international and in country tours. It is the summer season and bookings are at a peak this year. However, in the rush of bookings and itineraries mistakes are also being made. You have just received a frantic phone call from a couple who have just reached Leh and have fallen sick because they were not adequately prepared for the altitude and weather. Your company was supposed to have given them a travel advisory but they never received it. The couple have been in the hotel room for three days and are now asking your company to cancel the trip and give them a refund. They complain that this is their third phone call to your company in two days and that previous complaints have fallen on deaf ears. You realize the need to take action and so you
- A. Convince the couple to continue with their tour – your company will add an additional three days – and also promise them a better organized holiday now.
 - B. Ask the couple to defer their decision until you arrange a health check up; apologize for the situation and let them know you will help them in any way possible.
 - C. Convince the couple that this is their fault; your company issues travel advisories on the website and they should have checked before starting their tour.
 - D. Let the couple know that you will help them return as soon as possible but that it is against your company policy to issue a refund.
 - E. Take down the couple's complaints and forward it to the grievance department.
8. You are the Manager at a well-known minority school in Delhi and have been working for the last three years in this capacity. Admissions are going on and just as you do every year you are extremely busy with organizing entrances tests and interviews with the principal. In all these years, apart from a couple of stray incidents you have handled the entire admission process smoothly. Today, however, you are extremely disturbed and distracted. The principal had called you into her office and informed you of a complaint that a parent had made against you. The parent had accused you of asking for a large sum of money in order to ensure that his child was granted admission in the school. The parent also added further that there are other parents willing to back his claim. You know that the principal trusts you and that you have not made any such demand from a parent. However, you are also aware that if word of this gets out, the school and its students will have to face a lot of negative publicity.
- Which of the following is the best course of action for you?
- A. Ask the principal to give you a leave of absence for a month so that issue can die down; place the asst. manager in charge of admissions.
 - B. Confront the parent personally and ask for evidence that you made such a claim from him.
 - C. Start searching for another job because the stress of this position is too much for you to handle.
 - D. Oversee the admission process but avoid direct contact with any parent; in the meanwhile ask for an investigation to determine the truth.
 - E. Speak to the parent and convince him to reach a settlement in exchange for not publicizing the matter.

9. Shikha is a manager of the Projects Department in a national development organization. Since, projects is the most important division, she is a powerful person within the organization. However, Shikha's main problem is the lack of discipline and regard within her team. During team meetings when tasks are assigned and deadlines set, there is rarely any enthusiasm. In many cases there is dissent and members express their unhappiness over the job assigned to them. Shikha understands this is an attitude problem – she has spent months trying to understand the potential and inclination of each member and assigns their tasks accordingly. She also knows that two previous managers complained, in their respective exit interviews, about the team's attitude. Shikha has tried everything she could think of but seems to find failure every time.
What should Shikha do?
- A. Speak to the team and inform them about the problem; inform them that you have included Human Resources (HR) in this and everyone has to improve performance within a time frame or face the consequences.
 - B. Organize an outbound team trip and hope that the time spent in leisure activities will help everyone bring back with a better work culture.
 - C. Serve an ultimatum to her team; let them know that she is boss and there are consequences for not following her orders.
 - D. Ask to be reassigned to another team and another department.
 - E. Start putting her resume in other organizations; the team attitude has been long established and it will be difficult for one person to work on removing it.
10. In 2008, REEZ Pvt. Ltd. was forced to let go of a large part of the staff because of the downturn. New projects and contracts had dried up and the company had to give into drastic cost cutting measures. While the older projects remained, REEZ could not afford to keep most of their staff on the payrolls. They decided to operate with a skeleton staff and for the first few months this seemed to work. However, soon complaints started to come in from clients – careless mistakes, low quality of work, lack of delivery on time etc. The Human Resources (HR) department suspected employee fatigue as the main reason for the problem and advised the company to immediately draw up a strategy to tackle this issue.
The HR department has submitted the following observations to be considered in order to draw up a strategy to reduce employee fatigue. Which one of the following options can you infer would not justify the HR department's suspicion of there being overworked employees in the organization?
- A. Teams that are assigned specific projects are not equipped with the right number of staff.
 - B. Staff members have to consult their team leader/ manager even for small decisions.
 - C. Staff members resent the fact that their close friends were among those laid off; this has translated into low motivation in working for the company.
 - D. Work processes that can be improved on are not reviewed in order to bring in greater efficacy.
 - E. Lack of communication among team members leads to duplication of work.

11. In August 2004, Sharanya visited an NGO in Mahbubnagar district, Andhra Pradesh. The purpose was to monitor and review the work being done by the NGO in order to continue funding. Sharanya represented an international donor organization that placed great emphasis on development standards. The Director of the NGO personally supervised Sharanya's visit and spent time discussing ongoing work and future plans. It was clear that the team of workers at the NGO were motivated and driven. The members of the community were also satisfied with the results of the development work being done in their village – children were being sent to school and the mid-day meal scheme was being operated to full satisfaction. There were a few areas in which Sharanya felt there was scope for further improvement. The NGO staff could be sent for communication skills training and capacity building workshops. The NGO also needed to look at a succession plan for the Director – the current organization structure did not allow for a second-in-command. The community would benefit with a vocational skills training and a vocational centre especially targeted at women and young girls. Water and sanitation could be improved. The farmers would benefit with more linkages to banks and financial institutions. Knowledge and training on seeds, fertilizers and new technologies would further serve to increase the produce of their land.
- From the information given above, which of the improvement areas reflects most poorly on the personal management style of the Director?
- A. Poor communication skills of the staff
 - B. Lack of vocational training and a vocational centre
 - C. Lack of water and sanitation facilities
 - D. Lack of succession planning
 - E. Lack of linkages for farmers to financial institutions.
12. "We hired a new CEO just seven months, but we feel that this was a big mistake," the chairman of an East Coast think tank complained to me recently. "His resume looked spectacular; he did splendidly in all the interviews. But within a week or two we were hearing pushback from the staff. They were telling us, 'You hired a first-rate economist with zero social intelligence.' He was pure command and control."
- The think tank's work centers on interlocking networks of relationships with the board, staff, donors, and a wide variety of academics and policy experts. The CEO urgently needs to manage those relationships, but lacks the interpersonal skills that organizations increasingly need in their leaders. The CEO who fails to navigate those relationships artfully, the think tank's board saw, could torpedo the organization.
- What should the chairman and his board do?
- A. Ask the CEO to go for an interpersonal skills training.
 - B. Ask the present CEO to leave and start the process of searching for another CEO.
 - C. Hire an interpersonal skills coach for the CEO to be present with him at all times.
 - D. Ask the CEO to change his management style and to be more cooperative with the staff.
 - E. Ignore the complaints of the staff; this is just part of the ice-breaking process.

13. Katharine, a senior HR executive at a global financial services firm, takes pride in developing rising stars. After a vice president on one of her teams consistently impressed her, she recommended him for a more challenging role in another part of the company. Months later Katharine heard through the grapevine that he was struggling in the job. She asked to meet with him. "You know we're in this together, right?" she said. "I put my reputation on the line, but I have no idea how you're performing and whether you need help or air cover." He promised to keep her in the loop, but communication dropped off again. Katharine realized that his commitment to the firm, and to her, had waned. What is the best course of action for Katharine?
- A. Withdraw her sponsorship.
 - B. Ask another senior executive to take on the sponsorship.
 - C. Make the vice president understand that sponsorship is a two-way street.
 - D. Sponsor the vice president for a motivational training program.
 - E. Let the issue be; you have to use your time for other more pressing matters.
14. Pierre, is a manager who was sent by his company to lead a turnaround, as COO, of a low-performing subsidiary in a developing country. The country CEO was imperialistic and antagonistic. He gave Pierre a basement office with no staff and proceeded to ignore him. Pierre's corporate bosses told him to work it out. After a few days of feeling depressed, Pierre decided to move into the tiny office next to the CEO and find his own assistant from outside the company, someone with no history with or allegiance to the CEO. While Pierre is on the correct path, which of the following options would you offer as advice to him in continuance to the actions he has already taken
- A. Concentrate on neutralizing the power of the country CEO by gathering information and data on his levels of mismanagement.
 - B. Create allegiance with other staff in the country office and work on a non cooperation movement towards the country CEO.
 - C. Work on creating an allegiance with the CEO himself; Pierre will have to work under his guidance in a foreign country.
 - D. Immediately contact your well-wishers in your home office and ask them to use their influence to get you transferred back.
 - E. Continue to establish focus on his mission and help others in the country office also succeed.

15. A top Management Consultant received the following letter one morning at work – “Many years ago, I was delighted to be invited to join the board of a non-profit agency in our community. When I first joined, the board meetings were fun, highly charged, with intense debate and dialogue. At the end of my six-year term, as I reflect on my reluctance to sign up for another term, I realize that over the years the meetings have become less interesting, the board members have become less engaged, and the original energy that attracted me has dissipated. Because this has happened so gradually, I haven’t noticed how much we have drifted until I am confronted with the decision on whether to sign up for another term.”

What advice do you feel the Management Consultant should give to the writer of the letter?

- A. Check for interpersonal conflicts within the team.
 - B. Ask all board members to go on a break and return rejuvenated.
 - C. Do not allow crisis management to eat up a major portion of the board meetings.
 - D. Discuss what you feel with the board and then ask the other members to share what they feel.
 - E. Ask the non-profit agency to organize a board meeting at an exotic location; this may help bring in the missing novelty factor.
16. John is a Placement Consultant and is facing a losing argument with Bill, one of his clients. Bill has been looking for a job for five months and now announces that he is “lowering his sights” in terms of salary and status.
“Bill,” John says, “three years ago people fell into jobs. They went to the market with a strategy that was just about working and found jobs that were just about right. Today a lack-luster job search will net you virtually nothing. Yet, in all the chaos, some people get what they want and leave happy.”
Which of the following options would best complete the advice that John gives Bill?
- A. Bill should be more proactive with his job search and stay connected with all options.
 - B. Bill should pay John more so that John can widen his job search.
 - C. Bill should take a few weeks off; work on building his skills and make his resume more attractive.
 - D. Bill should move his job search to a different location.
 - E. Bill should improve the look of his resume, visiting card and work samples.
17. In 1995 Raymond Gilbert first became head of MetPath, a troubled Corning subsidiary that eventually became Quest Diagnostics. Raymond had dropped in on what was one of the largest clinical testing laboratories in the U.S. As he walked the halls, he found that almost no one would look him in the eye. Something was clearly wrong. When he tried to get to the bottom of it, HR not only couldn’t tell him the voluntary attrition rate, they couldn’t even give him an employee headcount. The attrition rate turned out to be 45%. Engagement with employees was poor; there was little internal communication and no surveys of employee loyalty or efforts to improve it. Employees were conducting laboratory tests on which lives depended and yet they, the employees, literally didn’t count.
What should be the immediate focus for Quest Diagnostics?
- A. Evaluate and compensate Raymond on his ability to reduce the attrition rate.
 - B. Ratify HR policies that will help reduce the attrition rate in the company.

- C. Focus on creating long-term value for the employees.
 - D. Focus on activities that will help employees understand the vision and mission of Quest diagnostics.
 - E. Increase the salary levels in the company to make them higher than the industry standards.
18. Lisa Freitag, a marketing consultant for an online company based in Silicon Valley, noticed she was putting off planning on a major marketing event. Every time she thought about what needed to be done, she got overwhelmed and decided to work on something else. This was odd for her: she was used to taking on big projects and blazing through them, regardless of their complexity. This project was different in that it involved several other people, including many top executives. "I procrastinate when I have to rely on other people. I prefer to just take something and run with it," she says. For this event, she was worried about depending on others, especially busy leaders with many competing commitments. Lisa's anxiety wasn't helping her and she needed to get the project going. What would your advice to Lisa be?
- A. Write down a list of everything that needs to be done and prioritize each task.
 - B. Take on the sole responsibility of organizing the event so that she wouldn't have to depend on others.
 - C. Give the event to an event management company and instead take on some other responsibility.
 - D. Ask for a team of people to help you manage this event and start delegating tasks to them.
 - E. Prioritize tasks and establish clarity on the input needed from top executives and the timelines for this.
19. There is a crisis in the not-for-profit sector. Since the great recession began, donations to the largest charities in the U.S. have dropped by billions — down 11% in 2010 alone, according to a recent report from the *Chronicle of Philanthropy*. This was the worst decline since the *Chronicle* began ranking its "Philanthropy 400" list of America's largest fund-raising charities in 1990. Leaders of philanthropic and other non-profit organizations naturally blame the economy for this problem; and many expect things to get worse as the economic malaise drags on. But the financial meltdown has not affected all charities and not-for-profits equally. It is the more versatile, general-purpose charities that are faring the worst.
- It can be inferred that general-purpose charities need to
- A. Take a leaf of a more tightly focused charity's book.
 - B. Create value through a well-defined, distinctive way of achieving the organization's mission.
 - C. Work on bringing day-to-day decisions in line with the organization's overall strategy.
 - D. Remove all conflicting priorities.
 - E. Increase their core capabilities to provide a distinguishing factor.

20. HCE is a not-for-profit originally set up in 1970 to help truant children in Manhattan's troubled Upper West Side neighborhoods. HCE grew steadily during the 1980s, and then dramatically in the 1990s, offering a broader range of services that included support for the homeless, and the elderly. The organization added a new range of competencies to cope with the additional scope of work. With drive and ambition, the organization was able to perform well on both its old projects as well as new projects. All of these were worthy, and the organization's reputation and competence attracted donations - up to \$10 million by 1999. But the Director soon realized that the volume of work and its diversity required many more resources in the future. And he started to reconsider the decision on expansion and diversification.

In order to support the Director's line of thought which of the following options would best reflect the advice you would offer

- A. Hire more people and work on increasing the sources and volume of funds.
- B. Shut down the newer services offered and continue with its original work related to children.
- C. Transfer the newer services to other qualified agencies and continue with its original work related to children.
- D. Create a new organization to focus on the newer services while HCE continues its focus on its original work with children.
- E. Continue with the quantum and scope of work but refuse any more new activities and projects.



Answers and Explanations

Test – 1

1	C	2	C	3	C	4	D	5	A	6	C	7	B	8	A	9	B	10	D
11	C	12	E	13	E	14	B	15	E	16	C	17	C	18	A	19	D	20	B

Test – 2

1	D	2	C	3	E	4	B	5	B	6	D	7	D	8	A	9	D	10	C
11	D	12	B	13	A	14	E	15	A	16	B	17	D	18	C	19	E	20	C

Test – 3

1	D	2	B	3	D	4	A	5	A	6	C	7	B	8	D	9	A	10	C
11	D	12	B	13	C	14	E	15	D	16	A	17	C	18	E	19	B	20	C

Test 1

1. C Paragraphs three and four help arrive at an answer to this question. The main problem is the inability to access famine-struck areas. The passage also states funding gaps as another reason. However, logically, the main blow to a humanitarian response would not be funding gaps but the inability to access affected areas and the inability to provide assistance. Option (C) is the answer. Option (D) would be a reason but not the main reason. Option (a) is not a reason but a result/symptom. Option (B) has been hinted at but there is not enough evidence to lead to it being considered as the main reason for the inadequacy of the humanitarian response. Option (E) is not supported by anything mentioned in the passage.
2. C The last line of the passage suggests that Somalis can work together on peace and help alleviate the plight of those suffering from famine. Augustine's statement in the question can be taken as an optimistic one but also one that is pragmatic and realistic. Option (C) is the answer. Option (A) is incorrect as there is enough information in the passage to suggest that good can come out of the famine. Option (B) is also incorrect as it states idealism in a negative manner suggesting that Augustine is impractical in his assessment of the situation. Option (D) suggests the author is being objective, however, the use of phrases like "rare opportunity" and "better future for all" suggest optimism and hence this option can be eliminated. Option (E) is too extreme.
3. C The best action would be one that tackles the main problem in addressing the famine. This is (2). The next best action would be the one that continues to lay emphasis/strengthen the response to the famine. (1)

- comes in next. (4) is the next best option as it looks at a possible long-term measure that can be taken to avoid famine. (3) is the last course as it is a long-term measure that supports one of the main measures that can be taken to avoid famine. Option (C) is the answer.
4. D A reading of the entire passage helps reach the answer. (1) is essential in deciding adequacy of aid because it is necessary to know the current requirement. However, only (1) would be short-sighted as the future projections of the number that will suffer from famine will help better plan out the aid response. (2) is thus also essential. (3) is also essential in the plan for an adequate response as the projected duration of the famine will help place things in better perspective. (4) would not be a consideration under adequate aid response. The answer is option (D).
 5. A The passage contains information on why the certain sections of the BPO industry view Nevatia's experiment with interest. The last paragraph also discusses why the idea of rural BPOs seems farfetched. Option (D) is a counterargument to the argument in the passage stating that rural BPOs are considered uneconomical, however this alone cannot be a guarantee that the business will do well. Option (A) is correct as some of the the problems listed are beyond the industry's control and the possible solution to these is unlikely to come in near future. Option (B) is incorrect because it mentions finding people who will take on responsibilities; however this alone cannot be a guarantee that the business will do well. Option (C) is incorrect as a decision to discontinue with a business can't be made only because challenges are foreseen. Option (E) goes beyond the scope of the passage – there is no mention of idealistic thinking in the passage.

6. C The third paragraph of the passage discusses the fact that companies in the BPO industry are caught in a pincer. There are lower profit margins and higher costs. The next paragraph discusses why BPOs in the rural sector may not work. (1) and (2) are considered as an answer as they will bring down costs and hence directly impact the profit margin. (3) is ruled out as it does not help alleviate the main problem (shrinking profit margins). (4) is also ruled out though it may impact costs because these are benefits that cannot be inferred as being offered by Lason to its employees. Option (c) is the answer.
7. B Three years hence the main concern would be the profit margin – with customers demanding that the price charged to them be reduced by 50 per cent and salaries doubling. Hence an effort to reduce cost or increase profit would be the correct course. Option (B) is the answer. Option (A) would be defeatist. There is also no guarantee that the next industry will not pose similar or greater challenges. Option (C) is also incorrect as there is not enough information to suggest that most companies are making losses and do not have hope of recovering from the challenges they face. Option (D) is almost like taking no action at all – tackling a business challenge cannot be done on hope alone. Option (E) is incorrect as it is an unethical work practice where the organization burdens its own employees.
8. A The last line of the passage presents the important criterion for clients/customers of BPO companies. Logically (2) should be the most important as satisfaction of a query would be the primary concern of the client – quality of service. (4) should come in next as availability/reliability of the BPO would come in as the next consideration. The infrastructure facilities at the company would be the next important consideration for clients. The least important consideration would be (1) as staying ahead of its competitors would be one of the least important issues for a client. Option (A) is the answer.
9. B The subject is India's leading financial services company and from the second last paragraph it can be assumed that this company catered to different sectors of the country. It is also stated that Ramanujan wanted to help the company respond to market changes. Option (C) is the best rationale to justify Ramanujan's decision. Option (A) is incorrect as it goes against the rationale for starting specialist groups. Option (B) is incorrect as it talks only about lending practices. Option (D) can also be overruled because it mentions sharing the workload within the organisation. This could not be a factor to segregate the company into divisions. Option (E) is ruled out as there is no mention of the company looking at international lending practices.
10. D (1) is one of the most important courses of action when introducing any change within an organisation. (2) is also important as it will help the employee understand the need for the changes and also give them hope for a better future. This would have also helped remove the feeling of alienation among employees. (3) would have further served to alienate the employees and is hence incorrect. (4) is also an important measure as it would have included employees in the change process and also helped them cope with it. The answer is option (D).
11. C The issue is that the client finds it inconvenient and time consuming to go to different departments. This immediately rules out option (E). Option (A) is a potential problem waiting to explode – by outsourcing the functions, the company may lose its USP. Also, there may not be a need for more customer service executives and especially not so if they are again divided into different departments. Option (D) plays favourites with clients – major clients being given an advantage over the others. This won't work for client relations. Option (D) is like packaging a problem to make it look better – it does not look at solving the problem.
12. E The main issue is that a group feels alienated because it perceives that another set of employees has access to better opportunities within the organisation – their understanding of “better” also has to do with more compensation and bonuses. Taking the assumption in the question forward, option (E) is the best solution as it is fair to the employees. Option (D) is incorrect as the alienated group's main concern is not only the role but also the monetary benefits of it. Option (C) is incorrect as it avoids the problem by trying to distract the disgruntled employee. Option (B) again ignores the problem and searches for a solution from the disgruntled group of employees. Option (A) seems like a possible answer however, it is incorrect because it concentrates only on the monetary aspect and not on the scope of work/volume of business also.
13. E The caselet states that BGS has to recruit more people to expand its workforce. Orienting the new recruits would require a well-planned training programme. However, since customers are very demanding, it will also be necessary to continue training the current employees and to include people skills in the training programmes. Option (E) is the answer. Option (A) and (C) are incomplete. Option (B) is ambiguous (do trainees also include new recruits?) and incomplete (it does not include the training on people skills). Option (D) is also ruled out as it is incomplete.
14. B Whenever there is manpower requirement, a forecast should be made as to how many people are needed to be hired. It is only after this that the organisation should get down to actual recruitment. Option (B) is the

- answer. Option (A) is incorrect as it suggests starting the recruitment process without a forecast. The same argument applies against option (D). Option (C) discusses training which should only come in after recruitment is carried out. Option (E) is incorrect as it pays attention to competitors when there is no mention of their importance in the caselet. The question is also concerned with BGS and its workforce requirements.
15. E Given the information in the caselet and the assumption that the recruitment process is inadequate, it can be inferred that there are problems immediately after the employee is hired and starts work. Option (1) is a possible explanation as it highlights inadequacy as soon as the employee starts work – in this case the employees never develop a sense of loyalty towards the company. Option (2) is another answer as disillusionment can lead to dissatisfaction amongst new hires and thus to a high turnover. Option (3) can be ruled out as the economic scenario would affect all companies and competitors, whereas the caselet informs us that this a dilemma unique to the company. Option (4) is incorrect as poaching can take place for old employees as well and this should not be a problem unique only to this specific company. Option (5) is also correct as it indicates there is no handholding during the initial days of employment and the new hire may not be able to fit in or understand processes leading to frustration and disillusionment. Option (E) is thus the answer.
16. C Since the aim is to retain new hires, solutions that look at orientation, organisation fit and motivation are required. Option (1) is a solution as it will address orientation and organisation fit. Option (2) is incorrect as there is no indication that employees are leaving because of better salaries – if this were the case, the older employee turnover should also be high. Option (3) will help in better mentoring for and organizational process understanding amongst the new hires – this will lead to better orientation and motivation. Option (4) is also a solution as it will help new hires discuss their issues and reach solutions even before management intervention may be required. This will help iron out any secondary problems or unseen gaps in the new mentoring program too. Option (C) is thus the answer.
17. C It is clear that punishment – by cutting salary – produces disgruntled employees and is detrimental to the organisation. Therefore, options (A) and (B) are incorrect as they continue with punishment by cutting the salary of the employees. Option (D) is incorrect as it only rewards good performers but does not have a solution for bad performers. Option (E) is incorrect as this is not a solution – it is weak and will not address the tendency to report late. Option (C) is the answer as it rewards good performance and checks bad performance. It also does not interfere with the employees' salary and so will not be viewed as a highly negative check on performance.
18. A Since Denton is an expatriate in a foreign country and there are primarily foreign workers, he must learn to adapt to the different culture and adapt his managerial style accordingly. Option (E) thus is incorrect as in this solution the effort is to change the employees' culture. Option (D) may not work well as the caselet originally informs us that the Chinese are used to a hierarchical structure – they may not be comfortable in a casual interaction with an authoritative figure. Option (C) is a defeatist attitude and will not produce positive results. Option (B) will be detrimental because the caselet informs us that Chinese workers look for authority and are used to following instructions. Option (A) is the best as it will solve the problem the workers face with their public reputation and also build professional dynamics between Denton and his team. With time this will also reflect in team meetings.
19. D Since the law requires that companies inform employees they were underperforming it is important for them to be first told what is expected of them and the performance standards that are expected. Then performance records must be maintained and notices given accordingly to employees. Options (1) and (4) comply with this. Option (2) is incorrect as it would be tedious and unnecessary for all employees to sign meeting minutes. Option (3) is an unethical way of dealing with a legal requirement. Option (D) is the answer.
20. B The first course of action should be to salvage the current situation and not find a new situation to send Mr. X to. Option (B) fits this. Option (A) is incorrect as it relies on the subordinates to guide their manager in his role. Option (C) is incorrect as it maybe a hasty solution instead of allowing Mr. X some more time to better his managerial capabilities. Option (D) is incorrect as sending the team for a training will not help solve Mr. X's lack of managerial skills. Option (E) is subtle coercion and therefore an unethical way to approach the problem.

Test 2

1. D The best solution would be long-term one. Option (D) is such a solution – it gets the right message across to advice seekers and will work well for the future. Option (A) is incorrect as even one or two advice seekers may be a drain on Sheila's time. Besides she may also land up pushing away her own team members if she insists on appointments. Option (B) is a course of action, however, it is not the best course as it would shift the focus away from solving Sheila's dilemma. Option (C) is a complete avoidance of the problem and lack of decision making. Option (E) is incorrect as it is very sudden and immediate – it may serve to hurt employees and push away her own team members.

2. C In a disaster situation, it is normal for even those who are not directly affected to face stress and trauma. In such a case, simple and mundane tasks can become difficult. However, escaping from the situation or avoiding it may only bring in guilt. Option (A) can be rejected because it does not address the trauma that Edward is feeling. It only avoids the situation. Similarly option (E) can also be rejected. Avoiding a situation can lead to an emotional suppression that can have disastrous effects later. Option (B) is not the best solution as it keeps Edward away when actually he should be employed so that he does not have time to think too much and allow his emotions to get the better of him. Option (D) is absolutely incorrect – shock treatment in this kind of trauma may only serve to worsen the situation as the person is not thinking logically. Option (C) is the answer – Edward should be made aware of what he is going through and that he has assistance. He will also continue to work so that there is a semblance of normality in his life. Edward’s situation may also be symptomatic of what other employees are going through so a counseling session for all would help address the problem further.
3. E A charge of unethical behavior must always be investigated – with gathering of evidence – before any decision is taken. Since this involves staff from a local project area it is necessary to ask the project manager to step in. for objectivity, it is also necessary to send staff from a different location. Option (E) is the answer. Option (A) is incorrect as it jumps to conclusions and focuses on laying blame. Option (B) allows the director to wash his hands off the situation – however, corrupt dealings affect the entire organizational culture. Option (C) is hasty and will only serve to demotivate employees – also the charges may not be correct. Option (D) is absolutely unethical and the worst course of action possible.
4. B In such a situation, it is necessary for the abused employee to understand the situation and not procrastinate further. The information in the caselet states that the problem is persistent which indicates that a solution has not been thought of or properly thought out. Helping the employee towards action should be the first priority. HR can then work out other details like flexi-hours, lower work load or even a change in department/job. Option (B) is the answer. Option (A) is incorrect as this does not solve the team member’s problem – it only creates a diversion. Option (C) is incorrect because it leaves the solution to the employee – whereas her problem is affecting the company. Option (D) is a measure of punishment and is hasty without looking at all the facts in the case. This option may serve to worsen the situation. Option (E) is also incorrect because it may inconvenience an already stressed employee.
5. B In the scenario, it is clear that Employee Z has jumped to conclusions without first checking on the background facts. It is unclear if Manager X took the decision of not lunching with his employees as a hasty reaction or if he wanted to keep the field level while the charges were being investigated and subsequently cleared. Option (A) can’t be inferred for Manager X as there is no information on his thought process. Option (B) is the answer because Employee Z’s inference can be seen to indicate a lack of communication by Manager X – his decision of not lunching was not communicated to the employees. This is why some of his other employees joined him for lunch and why Z jumped to a conclusion. Option (C) is also incorrect as one can infer this is not the case. A complaint has been filed by Z but the manager decides not to lunch with all his employees. Option (D) can be ruled out as there is not enough information to back it. Option (E) is also incorrect because one can’t infer that the manager refused to join his employees for lunch but relented when they insisted. There is no information to the sequence of events that led to his lunching with some of his employees.
6. D The situation that the questions asks us to avoid is that of the disgruntlement that the employee feels due to inconvenient work hours. The question does not ask how the manager could have avoided the entire situation – that told the employee that he could not consider his complaint by changing his work hours. This rules out options (C) and (E). Option (A) is incorrect as it only looks at saving the manager from a formal complaint or any legal issues. However, the actual problem is that the manager did not formally communicate to the employee that the change in work hours was being done as a solution to his complaint. The manager also did not formally ask the employee if the change in hours was convenient with him. Option (D) is the answer. Option (B) is also incorrect as it is autocratic and does not ask the employee for his opinion.
7. D. To get a better understanding of the situation (and to ensure this is not a biased outburst) it would be necessary for Linda to speak with the aggrieved employee and those in her team. She will need to investigate further and analyse information in order to take action. Option (D) is the answer. Option (A) is incorrect as this avoids action and assumes too much. Option (B) would not be the best course of action as the boss may retaliate or may jump to her own conclusions causing the situation to move out of control. Option (C) is a possible course of action but not as comprehensive as option (D). It is also possible that the matter may not need to be escalated. Option (E) would be a course of action once the immediate situation has been handled and it comes to light that this may be a problem that is affecting the entire organisation. Introducing a new feedback mechanism

or review mechanism will also need time as it will have to be factored into the HR policy and the staff will need to be trained on this.

8. A The question asks the reader to identify the problem in the complaint made by the employee. The main problem is that there is a complaint but alongwith that the employee also presents her solution – that of threatening to resign if her boss doesn't change. A threat is not the way out for any problem and in this case it could backfire if the resignation is accepted and the employee has no back up job. In such a scenario, Linda would find it difficult to understand the complainants predicament and stand. Option (A) is the answer. Option (B) is incorrect as it is not a problem in the complaint made. Option (C) is an inference of why the boss is a micromanager but this does not answer what is the problem with the complaint. Option (D) would be a problem that Linda may need to investigate; however, it indicates a problem with the grievance handling mechanism in the company but not a problem with the complaint made. Option (E) is incorrect as the email given in the question is just an excerpt and one can't infer that there is no evidence in the rest of the mail.
9. D The energy companies should take all of the steps mentioned above. Option (1) is one of the first steps the companies should take – that of identification of current knowledge resources and where and when to use it. Option (2) is also valid as it helps identify knowledge gaps so that capture and transfer is more efficient. Option (3) is a course of action needed to capture the knowledge and information available. And option (4) is logical as it looks at making knowledge management a part of the organisation's system.
10. C The last few lines of the second paragraph provide an understanding for this answer. Option (A) is relevant as employees will consider future opportunities within the organisation in order to apply for it or stay on. Option (B) is important for the company during recruitment and even retention. Option (C) is the answer as the ability to serve or be a sycophant should not be considered during recruitment or even retention. Option (D) is a motivational factor and will be especially important in an industry that is plagued by a brain drain. Option (E) is also relevant as it will retain new recruits.
11. D For any manager, letting go of an employee should not be the first option. Option (A) is not humane and views the employee as a commodity to be dispensed with when he becomes inconvenient. Option (B) may only serve to make Rajendra's mental condition worse – in a new environment he may not be able to cope with the post-accident trauma he is going through. Option (C) will stress his family for a problem that his organization is not able to/does not want to solve. It may also cause a strain in the family relationship. Option (D) is the best as it addresses a vital problem and is humane in its approach. It is also possible that Rajendra may return to being a productive resource after his treatment. Option (E) may push Rajendra over the brink if he is suffering from mental trauma. It is an irresponsible option for an organization to take.
12. B The situation has to be viewed objectively – Alan overruled his boss at a sales call and this may not be good for the company image. However, it is not enough grounds for dismissing an employee or to ill treat him in the office. Disagreeing with a selling technique is not an implication of poor performance. The organization should given a warning before dismissing the employee. Option (A) is incorrect as it does not view the situation correctly and is a personal fear. Option (B) is the answer. Option (C) is judgmental and does not objectively examine the situation. Option (D) avoids the problem and this attitude may allow for Alan's boss to misuse his power with other employees in the future. Option (E) has sided with the wrongdoing and the wrongdoer. It does not want to question authority even if it is incorrect.
13. A It would not be advisable to ask Ankur to change himself completely – in fact his management style has been appreciated by most of his team members. He only has to work on diplomacy in his humour. Option (A) is the answer. Option (B) is incorrect as it will restrict Ankur's style of management and the team spirit and motivation he may otherwise help build. Option (C) is incorrect as it only looks at a short-term solution. The question asks otherwise. Option (D) is incorrect because it is a convenient way to avoid all future blame but will still hurt the team members. Option (E) is no logical – it is not the number of jokes but the content of the jokes that offends the team members.
14. E Since the management already has an official policy of non tolerance towards corrupt practices, it is logical that they should try to obtain the order without using unethical means i.e. option (1). Targeting the higher management means that they hope to be able to get across to someone who is not corrupt within the department. Option (2) goes against the policy of the organisation. Option (3) goes against the moral of the organisation and is not logical because if they follow option (1), then option (3) is a contradiction. Option (4) should also be followed as it is important for the organisation to assert that they will not pay a bribe.
15. A The RGM should initiate disciplinary action against the branch manager – mainly because he knows it is unethical and also because it is having a negative impact on the company. He should gather all the information – facts and data in order to strengthen his case. However, he should not take individual action as this also involves top officials who, it is inferred,

will be beyond his jurisdiction. Option (A) is the best course of action. Option (B) is unethical and incorrect. Option (C) will only attack one player in the entire situation – the top officials will get away with unethical behavior if this solution is applied. Option (D) indicates that the branch manager wants to sail in two boats – he does not want to be known as the person who brings the lack of ethics to light and he also wants the wrongdoers to be punished. This option will not be as effective as option (A). Option (E) is incorrect as the repercussions and damage to company reputation may be huge. The RGM will incorrectly bring in outsiders to publicise internal wrong doing.

16. B The information in the caselet indicates that the driver can be given the benefit of the doubt – taking into account his flawless service. However, the organisation must investigate the details of the accident and arrive at its own conclusions before it takes action. The relatives of the deceased should be given compensation as per company policy. Option (B) is the answer. Option (A) is incorrect as it seeks to ignore the truth behind the accident and also give in to the demands of the relatives – this won't be an equitable solution and will be a deviance from company policy. Option (C) is incorrect as it addressed the wrong problem. This is a solution or option that should be addressed after the immediate problems. Option (D) overlooks the cause of the accident and the course of action related to the driver. Option (E) is incorrect as it a negative approach to the problem – the management is taking stand that looks at negating demands made. It also does not aim to investigate the facts related to the accident.
17. D It seems as if Nilofer is carrying the pain of the previous decision to exclude her. This has clouded her judgement of the current situation. The candidate that the Board has decided to choose has shown great worth and is probably more competent than she is. There is no written rule for a quota for women. In fact if Nilofer insists on this she may contradict herself – a quota would be discriminatory. Option (D) is the answer as it suggests that Nilofer look at the problem with a fresh perspective. Option (A) is a case of revenge or anger – Nilofer should leave her job just because the organisation did not give her what she wanted. Option (B) is also a hasty decision resulting from hasty conclusions. Option (C) is unhealthy and will lead to forcing an organisation to take sides, apart from opening the Board procedure to other employees. Option (E) is campaigning that should not be done by a prospective Board member – a member should be chosen based on capability and not on their campaigning strength.
18. C The company should respond to all the accusations the CFO has made and this should be shared with stakeholders like employees and customers. In the

meantime, the organization must concentrate on reducing the financial shortfall. Option (C) is the answer. Option (A) involves stooping to the level of the former CFO. No purpose can be achieved through this. Option (B) is a less angry way to respond than option (A) but it does not clear the organisation of charges made by the former CFO is a subtle counter attack instead. Option (D) is incorrect because the CFO is charged with misdemeanor and paying him off will only send an incorrect message to the employees – it will reduce the ethical component in the organisational culture. Option (E) tries to concentrate on only one aspect of the current situation – ignoring the CFO will not help because he has made charges against the organisation and has also involved prominent customers in his battle with the company. The organisation should respond to his charges.

19. E The situation in the caselet is one of crisis management – there is a sudden realization and very little time to rectify things. Option (A) is incorrect, because it tries to palm off a faulty offering to the client – while the fault lies within the organisation. Option (B) will not be the best course as there are other contenders for the contract, the organisation will miss the client's deadline while others won't and the organisation will start its relationship with the client indicating it can't stick to timelines. Option (C) is unethical and avoids the situation. Option (D) is a defeatist attitude. If a situation can be salvaged efforts must be made to do so. Option (E) is correct – it catches the situation squarely in the face and looks at a practical way out.
20. C The caselet above could be presenting symptoms of a major problem brewing in the business unit. If most of the employees do not understand the product, then one day this must snowball into a disaster even ending with the closing of the business unit. Option (A) is a "save oneself let the rest jump off the cliff" attitude. It is not the attitude of a team player or concerned employee. Without an attempt to change one can't assume change will not take place. Option (B) may work against you because you may not find the backing of the rest of the team. They all fear the business head. Follow protocol and speak to your boss first – gather information and evidence and present a strong case. Option (C) is the answer. It also looks for a way out and does not totally reject the product offering. Option (D) is also incorrect as it will only send you into more frustration and you will soon lack motivation and drive to work. Option (E) is also incorrect as it is a defeatist spirit. If you observe something wrong, it is your duty as an employee to point it out and even try to rectify it.

Test 3

1. D Since Puneet is a summer trainee he will have to handle the issue keeping in mind the protocol of the organization. Option (A) is not suitable as Puneet would

- be breaking the normal protocol – he should only approach a higher authority if he has faced failure in approaching his guide and making him understand the problem. Option (B) is incorrect as in this case, Puneet goes down the wrong path of not doing something about the situation. A guide is appointed for his abilities and experience and Puneet should not ignore this and take advice from other members of the team. Option (C) is also incorrect as Puneet is a summer trainee – he will need a sounding board to know if he is on the right track and to be guided towards doing a much better project. Ignoring his guide or the importance of one may help ruin the possibility of taking the project to much higher levels. Option (D) is the answer. It follows the protocol – Puneet should make an attempt to approach his guide and inform him of the issue. Failing this he should approach a higher authority. Option (E) is incorrect because two organizations cannot be the same and Puneet would not be working on relevant aspects by following a trainee from another organization.
2. B This is a matter of ethical concern and so Human Resources must be involved in the situation. However, Sonalika should also first follow correct protocol which is to put down her observations in writing and present these formally to her boss and human resources. Option (B) is the answer. Option (A) is incorrect as this side steps correct protocol. Ideally, her boss or human resources should inform the Head of Production. Option (C) is incorrect as this news may travel to the production department and it would be difficult to catch guilty staff if they become cautious. Option (D) is incorrect because this would require Sonalika to take out time from her own responsibilities. Also, investigating fraud is not Sonalika's work profile. This should be left to someone who is authorized to do so. Option (E) is incorrect as bringing the issue to notice may actually help the company save on costs, become more competitive and improve its own processes.
3. D Ms. Sinha has to prioritize her life and career activities. It is clear that the meeting is important for Ms. Sinha and as a professional she should not cancel it in order to socialize with the wife of her husband's boss. However, Ms. Sinha can also handle the situation as diplomatically as possible as it will not be pragmatic to hurt another person's feelings. Option (A) should be ruled out as this may hurt more than one person – it is also does not look at communicating Ms. Sinha's predicament. Option (B) is incorrect is an escapist point of view – Mrs. Sharma may also not take kindly to an excuse such as this. Option (C) is an unnecessary path – Ms. Sinha should look at handling the situation on her own. Option (D) is the best answer as it balances both work as well as a social event and will not hurt any party. Option (E) is unprofessional and may lead to unnecessary expectations in the future.
4. A Option (A) seems like a drastic solution but it is the best given the circumstances – there is no logic in launching a product that needs to be worked on. If the organization goes ahead with the launch and finds that there are clients to want to immediately buy the product, then there will be loss of credibility. This will be because the company will not be able to deliver on what it has promised during the launch. Option (B) is ruled out because of this – it does not take into account those clients who may not want a customization and may be ready to buy the product immediately. Option (C) has a very complacent attitude – a launch aims to sell the product and therefore people are invited accordingly. Also, the company should not look at negotiating for time to deliver the product – this is another manner in which they will lose their credibility in the market. Option (D) is unethical because it only looks at removing the bug for those who want a customized solution. For the others, the company will sell a flawed product. Option (E) is the most unethical of all the options and looks at only making corrections for those clients who find out that there is a problem with the product.
5. A Encroaching on the village common land is an offence – this is an obvious understanding. It would not be advisable to ignore this act. Instead, the villagers should take legal recourse so that such acts are prevented in the future. Option (A) is the best answer. Since an appeal at the apex court has not worked, it would be best to move to a higher court and file a case there and escalate the matter if required. Option (B) is incorrect because it is clear that Singh has supporters in the apex court and they may jeopardize the appeal once again. Besides, since the apex court has rejected the appeal, the villagers are free to appeal in a higher court. Option (C) is incorrect as two years have passed since the encroachment, the villagers are unable to access basic amenities and they should not be advised to be afraid to fight for their rights. Option (D) would be time wasting; it is clear that Singh will use all means to stay on the encroached land – any settlement out of court would only prove to be a loss for the villagers. Option (E) is idealistic but impractical – a pond on the outskirts may be inconvenient, Singh may refuse to spend the money to do so, and such a suggestion allows Singh off the hook for an offence he should compensate for and rectify.
6. C It is clear from the information given that Jayantaran's comment was made offhand in an informal, non-work context. If practical evidence supports Jayantaran's respect and concern for his motherland, there is no requirement to hold one comment against him. The interviewers should decide the basis on which they will choose their candidate. Option (C) is the best answer. Option (A) and (D) are incorrect because they are judgmental and do not give the candidate a chance. Option (B) is also incorrect as the panel grills

Jayantaran for a comment he made but will choose him if they are left with no other choice – this is an ambiguous attitude for recruitment. Option (E) is incorrect because it suggests that the recruiters take sadistic satisfaction in grilling Jayantaran and waste time and effort when they have decided not to choose him.

7. B From the information given above, it is implied that the company did not do enough to prepare the couple for their travel to a particular location. Also, previous complaints from this couple have not been attended to. Instead of making matters more complicated, it is best to give in to the couple's decision. However, it is more important to get them proper medical attention. Option (B) is the best answer. Option (A) is incorrect as there is no indication that the couple is physically fit to continue the tour. Also, this option only views the situation from the company's point of view. Option (C) is unethical. Option (D) does not take responsibility for the company's mistake. Option (E) will add another delay to a process that should have started when the couple made their first complaint to the company.
8. D A charge of corruption is an especially serious offence – since you are accused, it is best to avoid direct contact with the parents until the situation is sorted out. However, it is also best to continue your responsibilities otherwise the admission process may suffer. Option (D) is the answer. Option (A) is incorrect as this is a way to avoid the situation and not tackle it and reach a solution. Option (B) is incorrect as it confrontational and may lead to further accusations against you. Option (C) is also incorrect because it avoids the situation – also leaving the job at this point will seem like an admission of guilt. It is better to help in the investigations to unearth the truth. Option (E) is the worst answer as it allows you to give into blackmail and is an inverted form of corruption.
9. A Shikha has to be assertive with the team and also include the HR department in this. In the meanwhile, the team must know that they have to face the consequences of not cooperating and maintaining the work culture in the organization. A warning, though, must be given to the members to clean up their act before they face any consequences. Option (A) is the answer. Option (B) is incorrect because it seeks to reward employees who have put up incorrect behavior – this may only serve to encourage them to continue their behavior. Option (C) is incorrect because it is authoritative and will distance Shikha from her team thus, not serving a positive purpose. Option (D) is an escapist solution for Shikha as is option (E).
10. C Option (A) presents a clear case for employee fatigue – if teams are not equipped with the correct number of staff there is a case for their being less staff to do more work. Option (B) indicates unnecessary hurdles and red tape – this also presents a case for employee

fatigue. Option (C) is the answer. Resentment towards the organization is not a reason for employee fatigue, which arises due to the burden of work. Option (D) is also a possible reason for fatigue – where work processes can be made simpler and less time consuming, this is not done. Option (E) is also a reason for fatigue as duplication of work will lead to unnecessary work being done.

11. D The area that reflects most poorly on the Director's personal management style is option (D). Succession planning must be the prerogative of the Director and ensuring that this is part of the organization structure is his responsibility. Option (A) does not reflect on the Director's management style per se because the lack of communication skills could be a result of the education facilities that the staff have received. Lack of communication training may also be due to lack of resources, opportunities and finances. Options (B), (C) and (D) may also be due to lack of resources and even red tapism. But they cannot be directly attributed solely to the Director's poor management style.
12. B Since the interpersonal skills of the person in the top management position is being questioned, it is necessary to understand the critical nature of this issue. With the top position also comes the possibility of lower tolerance for lack of competencies. Organizations cannot afford to send their CEOs on training programs; they expect that their CEOs come equipped with skills and knowledge that do not require such programs. Therefore option (A) can be ruled out. Option (B) is the answer – seven months is a long period for a CEO to not perform. At his position, the CEO will also find it difficult to suddenly change his management style and attitude. Option (D) can also be ruled out. Option (C) is restrictive and will send the wrong message to employees as well as external stakeholders. Option (E) is incorrect as it is indicated that ignoring the situation would be detrimental to the organization.
13. C Katharine may be tempted to withdraw her sponsorship as in option (A) but it would be best for her to first speak to the vice president and make him understand that the commitment must be from both sides. This is option (C) and the best answer for this situation. Option (A) can be considered if option (C) does not work. Option (B) is incorrect because it indicates that Katharine does not want to make an effort in sorting out the issue and instead plans to palm off her burden to another senior executive. Option (D) is incorrect because it is unclear if Katharine's capacity allows her to sponsor the vice president for a motivational program. It is also unclear if a motivational program is the answer to the vice president's problems. Option (E) is incorrect because it is a complacent option and one that allows Katharine to ignore her responsibility.

14. E When a boss is behaving rude and mean, it is time to consider another option. However, it does not pay to run away from the situation as option (D) suggests. Option (A) is an underhand and devious way of dealing with someone who is not being nice to you. Option (B) is confrontational and will need time and energy away from more important issues at work. Option (C) is incorrect because it involves giving up one's ideals and beliefs for a more convenient solution. Option (E) is the answer as it requires the COO to perform the job he was sent for but also helps him work his way around the situation. This option also includes the possibility of creating a better environment for the rest of the staff in the country office.
15. D The letter clearly reflects a personal dilemma as well as concern about the lack of enthusiasm from the other board members too. The best answer is Option (D) through which the writer will share his feelings and also open the discussion with other members. This may lead to a consolidated solution. Option (A) can be ruled out because this is something that would have been known before the letter was written. If this is not the case, there is still no evidence to suggest interpersonal conflict. Option (B) puts the onus on each individual board member – this problem needs to be worked out in a group. Option (C) is incorrect as it is presumptuous – there is no evidence to suggest that a large part of the meetings are spent in crisis management. Option (E) is incorrect as it absolutely ignores the issue and deviates from solving the problem.
16. A The penultimate line in John's advice helps reach the answer – the suggestion is to move away from a lack-luster job search. Option (A) fits in best on a proactive job search. Option (B) is at a tangent with John's advice. The advice focuses on what Bill should do to improve his chances of getting a job. Option (C) is incorrect as it doesn't fit in with the advice on improving the job search. This option looks at stalling the search for a few weeks. Option (D) is incorrect because there is no information to suggest that the new location will provide better opportunities. Option (E) is incorrect as this does not correctly tackle the advice on improving the job search – it focuses more on improving the appearance of Bill's resume.
17. C The problem identified is the employees' high attrition rate. The immediate focus should be on dealing with this problem. Option (A) is incorrect as it shifts the focus to Raymond's capabilities and his compensation based on this. Option (B) is incorrect as it focuses on the symptom and not the problem/solution. Option (C) is the correct answer as it brings in a solution, a long-term one, to tackle the problem. Option (D) is incorrect as this option will scarcely help address the problem of attrition. Option (E) is incorrect as employees may be leaving because they feel unwanted or unappreciated and not because they feel that they are being paid less.
18. E Lisa's main problem in organizing the event is given in the penultimate line of the case. The best advice would be to tackle this problem first. Option (E) does this – Lisa is advised not only to prioritize her tasks but also to establish timelines and clarity on the input needed from top executives. Option (A) is incorrect because it is not very clear advice and does not tackle the main issue. Option (B) is incorrect because it can be inferred that Lisa has the responsibility of organizing the event – she just also has to take input from top executives for this event. This option misunderstands the information in the passage. Option (C) is incorrect because it is a way to escape the situation – it is also possible that the event is too important to be handed over to an external group of people. Option (D) presumes that Lisa doesn't already have a team of people working with her on the event – the case does not give any information in either direction.
19. B It is clear that when resources are few, funds are spent on the projects/organizations that present the most value. The general-purpose charities need to build perceived value and benefit in the minds of those who donate. Option (B) is the answer. Option (A) is ambiguous – it is unclear if the general-purpose organizations should change their mission or processes to copy those of more focused charities. Option (C) is incorrect because it doesn't address the issue stated in the case. Option (D) assumes that there are conflicting priorities when there is no information to this effect in the case. Option (E) is incorrect because it takes time to add a capability and the connotation of core capabilities is that it is inherent in the organization. Thus, there should not be a need to add or increase a core capability.
20. C The Director's line of thought is to reconsider the expansion and diversification of HCE. This indicates that he wants to maintain the original focus but not keep the newer services that the organization has got into. Option (A) is incorrect because it goes against the director's line of thought. Option (B) can be considered but it is a negative option in that it requires the newer services to be shut down altogether. Option (C) is the correct answer as it is a more positive way to move away from the newer services and continue to focus on the original work. Option (D) is incorrect as this may require even more resources than the current scope of activities. And it is clear that HCE cannot manage even its current work profile. This is also the reason why Option (E) is incorrect.