XAT 2023

Decision Making

Read the following scenario and answer the THREE questions that follow.

Bharat Business School (BBS), a premier business school, was renowned for the quality education it provided. Its faculty, known for their domain area expertise and excellence in teaching, competed with each other for a better student feedback. Of late, the institute was finding it difficult to upgrade its course content with rapidly changing global business scenario. The difficulties multiplied when the school realized that some of senior faculty would retire on regular basis, starting in the near future. To overcome these difficulties, BBS decided to recruit young faculty in all the departments (e.g., Economics, Finance, Marketing, HRM, Production etc).

When the Dean - Academics scanned the applications, she found three distinct types of aspirants viz. (i) A type candidates who were very good teachers, competent at teaching the courses taught by existing faculty members; (ii) B type candidates who were average teachers, competent at creating and teaching new courses that would complement existing courses, taught by the current faculty; (iii) C type candidates were not-so-good teachers, willing to teach any course BBS required.

Note1: A course is termed complementary when it covers latest content and complements existing courses offered by a department.

Note2: Each department decides the suite of courses to be offered.

27. Given the above context, which of the following options will be the BEST recruitment decision for BBS?

    A   Hire B type candidates so that all types of courses can be offered to students

    B   Don't recruit and request the existing faculty to develop complementary courses

    C   Hire C type candidates, as they can teach any course

    D   Hire A type candidates unconditionally and allow them to teach courses taught by the existing faculty

    E   Hire A type candidates on a condition that they will have to develop complementary courses.

28. Suppose the Dean - Academics wanted to reduce future conflicts and political maneuvering to ensure harmony among faculty.

Which of the following options will BEST reduce conflicts and politicking amongst the faculty?

    A   Hire B type candidates to teach complementary courses

    B   Hire C type candidates and allow them to teach all types of courses

    C   Hire A type candidates to teach existing courses and ask existing faculty to teach new courses

D   Hire A type candidates, and let the new as well as existing faculty offer same courses

E   Hire B type candidates and allow them to teach all kinds of courses

29. Suppose the Dean-Academics wanted to ensure the most efficient utilization of faculty resources. Which of the following hiring decisions will ensure the MOST efficient utilization of faculty resources?

A   Hire A type candidates and let the new as well as existing faculty teach same courses

B   Hire B type candidates to teach complementary courses

C   Ask existing faculty to develop complementary courses

D   Hire C type candidates and assign them teaching-assistant responsibilities

E   Hire A type candidates, capable of developing complementary courses

Instructions [30 - 32]

Read the following scenario and answer the THREE questions that follow.

During the floods of 2018-2019, a group of philanthropists led by Niyabuddin, wished to open free food centre for the needy. Their motto was that "no human should be hungry." Nothing gives more satisfaction to the philanthropists than to see the hungry eat to the fullest.

Post Covid-19, the group started a food centre by the name Win Borne Life Care Food (WBLCF) in a small town called Palakkad. The centre started gaining popularity as the number of people enjoying free meals increased over time. Initially, WBLCF offered a standardized menu consisting of idli, upma, puttu for breakfast, curd rice for lunch, and idli or upma for supper. Six women were employed by WBLCF to prepare all the meals. As the number of diners increased, they started expecting a variety in the menu. At WBLCF, not all the diners eat "free": while two-thirds of diners get free food, one-third would donate some amount to a transparent charity box kept at the entrance. For example, a man donated Rs. 500 after consuming two idlis, and a woman approached Niyabuddin and inquired about donating 10 kilogrammes of rice. Those who could not afford to donate, were often seen prostrating worshipfully in front of the charity box. Some caring individuals made monetary donation while others donated rice, fruits and vegetables to WBLCF. Further, the centre received enquiries from many locals on how they could contribute to the cause.

As the centre was lauded for its philanthropic work by people of the town, Niyabuddin intended to replicate the initiative in the nearby districts. However, he is concerned about the cost that goes into running the centre. Almost 75 percent of the donated amount goes into buying the cooking ingredients, while the rest goes into paying salaries, operations and maintenance costs.

30. From the following, choose the MOST important challenge that Niyabuddin has to overcome to sustain WBLCF.

A   Getting enough finances and donations

B   Paying salaries to employees

C   Attracting enough diners

D Having enough cooks and employees

E Preparing only local dishes for diners

31. Niyabuddin realised that on some days the food was wasted while on other days diners went back hungry. He sought advice from a consultant friend on how to reduce wastage. The consultant suggested the following:

1. Launch a mobile app so that diners can pre-inform their arrival to WBLCF.
2. Ask diners who enjoy free meal to distribute excess food to hungry on streets
3. Ask diners to eat less as it is good for health
4. Preach people to eat less
5. Ration amount of food to be served to the diners

Which of the above ideas will not be consistent with the core ethos of WBLCF?

A 2, 3 & 5

B 3, 4 & 5

C 1, 3 & 4

D 2, 3 & 4

E 1, 2 & 3

32. Niyabuddin wanted to conserve local recipes that can be used to prepare mouth-smacking dishes for the diners.

Which of the following could be the BEST way to conserve local recipes?

A Hold a weekly competition for the best local dish and get it judged and documented by local volunteers

B Request a lady once a week in Palakkad to cook food at WBLCF on voluntary basis and document the recipes

C Tie up with one of food delivery partners to help them document the recipes

D Tie-up with the chef of the best restaurant in Palakkad to document recipes

E Ask free diners to contribute towards one recipe for a dish and give them the responsibility to document it

Instructions [33 - 35]

Go through the following scenario and answer the THREE questions that follow.

To prepare a dish (e.g., Dosa- Sambhar, Idli-chutney, Rajma-Chawal, Mawa-Bati), the chef has to finish nine activities, some of which could be done simultaneously, while others could not be done simultaneously (see diagram). One of the challenges faced by the chef was to precisely calculate the preparation time of a dish and communicate the waiting time to the customers.

However, based on the past data, the chef had an idea about approximate time taken to complete each activity. He had noted down the best (optimistic), worst (pessimistic) and most likely (most commonly observed) time to finish each of the nine activities. Further, the chef realised that frequency of occurrence of most likely time was 66.666%, and the frequency of occurrence of pessimistic and optimistic times were 16.666% each. The diagram below shows the activities involved and the table shows the optimistic, pessimistic, and most likely times for each activity. Time is indicated in minutes in the table below.
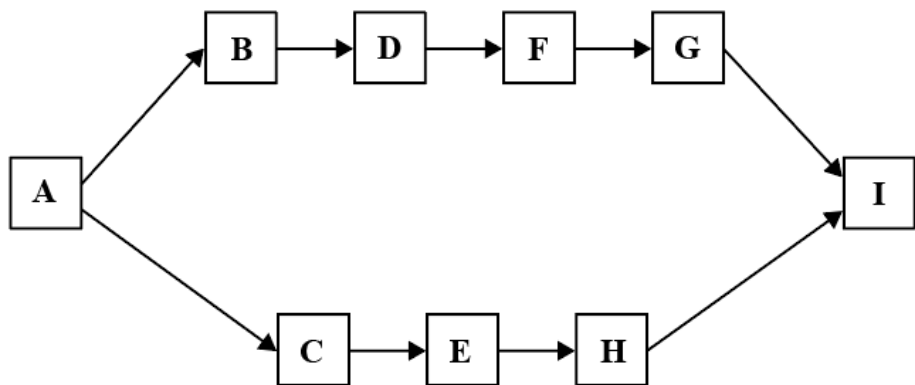
Activity	Optimistic (16.666%)	Pessimistic (16.666%)	Most Likely (66.666%)
A	1	1	1
B	2	3	3
C	10	13	12
D	5	5	5
E	3	6	4
F	1	1	1
G	5	10	7
H	9	13	10
I	5	5	5

33. The expected time to prepare the dish is the weighted average of optimistic, pessimistic and most likely time.

Which of the following is the expected wait time for the chef to communicate to the customers?

A   Approx. 22.0

B   Approx. 51.0

C   Approx. 47.3

D   Approx. 32.3

E   Approx. 40.0

34. Customer dissatisfaction is the difference of actual waiting time (AWT) and expected waiting time (EWT). AWT is the actual time spent by customer before being served the dish. EWT of the customer is the time communicated by the chef.

What is the minimum waiting time (EWT) that the chef should communicate to minimise customer dissatisfaction?

A 38

B 33

C 40

D 42

E 35

35. Which of the following is the MOST volatile activity for the chef?

A G

B B

C C

D H

E E

Instructions [36 - 38]

Read the following scenario and answer the THREE questions that follow.

Arti, CEO of an FMCG company, was under pressure from the Board of Governors (BoG) to increase diversity in the workforce. The board wanted the company to hire candidates with vision impairment*, as it believed that they contributed to organizations in many unique ways.

The CEO was apprehensive of hiring visually impaired candidates; she was not sure about the feasibility of accommodating them in the current setting. Moreover, Arti was unsure as to how the visually impaired could contribute meaningfully to the organization. (* A person, with a vision impairment in a range of 60-100 percent, is referred to as a visually impaired person. A person with 100 percent vision impairment cannot see at all.)

36. The following arguments were presented to Arti about the candidates with vision impairment:

1. Visually impaired can do some activities better than the normal people and hence complement other employees.
2. Visually impaired can motivate other employees to work harder.
3. Visually impaired can act as a role model for other disadvantaged people in the society
4. Visually impaired can work harder to prove themselves
5. Hiring visually impaired people may enhance organizational reputation which may consequently lead to better sales.
6. Visually impaired have to be paid 20 percent extra salary.

From the above arguments, which of the following options indicate that CEO's apprehensions are misplaced?

- **A** 1,2,3,4,5 Only
- **B** 1,2,3,4,5&6
- **C** 1,2,3,4 Only
- **D** 1,2,4,6 Only
- **E** 1,2,4,5 Only

37. Arti wanted to follow the suggestion given by the Board of Governors; however, she was not sure if the company was ready to accommodate candidates with 100 percent visual impairment. Also, the concern of involving such employees in meaningful activities was constantly bothering her. Hence, she constituted a committee to come up with recommendations that would help the company in hiring 100 percent visually impaired employees

After two months of deliberations, the committee came up with the following recommendations:
1. Hire visually impaired employees unconditionally as it is any company's social responsibility
2. Hire visually impaired employees in the activities they can contribute
3. Ensure visually impaired friendly office space, food courts, restrooms, parking etc.
4. Allow guide dogs to assist employees with 100 percent vision impairment in the office premises

Which of the following options will BEST allay concerns as well as be fair to all stakeholders?

- **A** 3 & 4 Only
- **B** 2, 3 & 4 Only
- **C** 1, 3 & 4 Only
- **D** 1 & 3 Only
- **E** 1, 2 & 3 Only

38. Suresh refuses to be served coffee by visually impaired baristas, but he does believe in donating to the visually impaired. The following statements could explain why Suresh does not want to be served by visually impaired baristas.
1. He thinks that visually impaired are inefficient at serving coffee.
2. His parents have taught him to donate, instead of accepting services from challenged individuals.
3. He believes that his refusal to be served will have adverse consequences.
4. He feels joyous amongst visually impaired; sharing his life and caring for them.

From the following, choose the option that BEST explains Suresh's biased behaviour

A 1,3,4 Only

B 1,2,4 Only

C 1,2,3,4

D 1,2 Only

E 2,3,4 Only

Instructions [39 - 40]

Read the following scenario and answer the TWO questions that follow.

Moonlighting is the practice of working for one organisation while also accepting additional responsibilities and jobs, typically without the employer's knowledge in another organization. It is named as such because it is typically performed at night or on the weekends. "Doing two remote jobs at once was already happening; it was the biggest open secret out there in tech," said a US techie.

Due to weaker margins, major Indian IT companies such as Infosys, TCS, and Wipro announced that they would delay, postpone, or reduce variable pay-outs to employees for the first quarter of fiscal year 2023. This drew attention to Moonlighting. The Indian IT industry was divided on the issue of Moonlighting. Some considered it unethical, while others viewed it as an urgent necessity. Infozeta Chairman Patrick's stance on this matter was crystal clear. "There is a great deal of talk about people working part-time in the tech industry. This is cheating, pure and simple," he had tweeted.

However, McMillan, CEO of Betauniverse, does not consider Moonlighting as "cheating.". "Employment is a contract between an employer who pays me for working 'n' number of hours per day," he explained. "Now, what I do after that time is entirely up to me; I can do whatever I please."

39. Which of the following options will have the LEAST negative consequenceon Moonlighting employees?

A Employer reducing daily working hours from eight hours to six hours

B Increased family problems because employees will not spend quality time at home

C Poor physical health of employees because of excess work

D Employees's performance may be adversely affected because of over working

E Employer reducing salaries of employees because of Moonlighting

40. Mr. Q is an IT professional who works for a small company in Bangalore. His office hours are from 2:00 p.m. to 10:00 p.m.; thus, he wants to utilize his morning time. He thought of taking up extra work; however, he is not sure about the righteousness of his decision. His company does not have any clear policy on Moonlighting. As he is confused, he seeks opinions of the people who work in his industry to understand ethical dimension of Moonlighting. The following opinions are shared with Mr. Q:
Opinion 1: Moonlighting is unacceptable since the employer has a complete right over the employee.
Opinion 2: Moonlighting is a choice of the employee, and that the employer has no authority over the employee's conduct after office hours.
Opinion 3: Moonlighting leads to employee missing out on important organizational work.
Opinion 4: While Moonlighting, the employee might unknowingly leak critical information gained from one organization to the other.
Opinion 5: It is OK to Moonlight as employers are exploitative and underpay employees.
Given the abovementioned opinions, which of the following combinations will BEST help Mr. Q to realize that Moonlighting is unethical?

A   Opinions 2 & 4

B   Opinions 3 & 4

C   Opinions 1 & 5

D   Opinions 2 & 3

E   Opinions 2 & 5

Instructions [41 - 42]

Read the following scenario and answer the TWO questions that follow.

The CEO of the Jamshedpur Tea Factory (JTF) was in a quandary over employees skipping work. It was becoming increasingly difficult for him to identify employees who faked illness to skip work. The work of the employees was complex and intricate, and they had to report to eight supervisors. "Faking illness" made it difficult for JTF to judiciously decide on "Promotion" and "Training" of employees. An employee could only be promoted on the completion of a multi-skilling training program. Further, to be nominated for the training program, an employee must be recommended by a minimum of six supervisors. JTF wanted to promote only sincere and deserving employees.

41. The CEO was thinking of changing the policy regarding leave, training & promotion.
Which of the following will be the MOST efficient course of action for JTF and yet be fair to the employees?

A   Let supervisors decide on the leave of an employee.

B   Let the CEO office decide on promotion but each supervisor will decide on the leave.

C   Let the CEO office decide on the leave as well as promotions.

D   Let status quo continue

E   Let the CEO office decide on leave but supervisors will recommend promotions

42. Which of the following policies will be MOST prone to error while selecting deserving and sincere employees?

A   Outsource all leave decisions to a doctor whose judgment will be final

B   Let the CEO office decide on promotions but supervisors will decide on the leave.

C   Outsource all leave decisions to a lawyer whose judgement will be final

D   Let the CEO office decide on leave but supervisors will recommend the promotion.

E   Let the CEO office decide on the leave as well as promotions.

Instructions [43 - 45]

Read the following scenario and answer the THREE questions that follow.

Dhan, a poor but enterprising 15-year-old, resided in the world's largest slum in a metropolitan city, along with her widowed mother. The densely packed slum housed about a million people, mostly in rickety one room tenements, connected by labyrinthine lanes and by-lanes. Dhan's mother worked intermittently as a daily wager in a small savoury factory. For a 15-year-old, Dhan's life was hectic. She spends two hours every day in fetching

water for the household, packing breakfast and lunch for her mother. In addition, she had to prepare supper. On her mother's insistence, Dhan also attended an evening bridge school run by an NGO. Dhan's dream was to provide a comfortable life to her mother and take her family out of poverty. Of late, Dhan observed that the customers to a nearby tea-cum-savoury stall (TCS), were mostly the slum dwellers, who thronged the stall for its low prices and lack of alternatives. Further, Dhan gathered that the TCS could not cater to all of its customers, and the owner still made a neat Rs.800 profit per day. Dhan saw that a probable first step towards her family's economic independence could be to own her own TCS.

43. From the following, choose the BEST option that will increase Dhan's chances of realising her dream of starting a venture?

    A   Hire someone at Rs.10 per day to fetch water for the household

    B   Request mother to fetch water for the household

    C   Request mother to pack her own breakfast and lunch

    D   Request mother to stop working and be a partner in the new venture

    E   Stop going to the bridge school

44. Within two years of establishment, Dhan's TCS is not only outcompeting its nearest rivals in the slum but has also earned a goodwill for the quality and taste of its products. Hence, it has become famous within the slum as "Dhan Dhana Dhan" brand. Dhan now aspires to expand the reach of her savouries into the metropolitan region. Dhan wishes to scale up her savoury production from 100 kg to 1000 kg per day while maintaining quality. Dhan realizes that her establishment does not have the space for expansion on its own.

Which of the following options will BEST help Dhan to scale up production with least investment, tightly control quality, and also protect her business interests?

    A   Buy additional space within the slum and establish own manufacturing unit

    B   Outsource the production, along with secret recipes, to a mass savoury production unit outside the slum

    C   Lease space in the metropolitan region and establish a manufacturing unit of TCS

    D   Stop catering to the slum dwellers and start serving the metropolitan region exclusively

    E   Provide the savoury dough and preparation instructions to 100 willing women in the slum and co-opt them as business partners

45. Dhan with her ingenuity finds a way to scale up her production capacity on her own terms. Though Dhan's TCS has become the famous "Dhan Dhana Dhan" brand within the slum, it is still unknown to the outside world. Thus, Dhan embarks on the next challenge of creating a market for savouries amongst the masses in the metropolitan region.

From the following, choose the BEST option that will help Dhan to sell her products, at the lowest price, to a maximum number of metropolitan customers?

    A   Hire a celebrity who currently endorses a diamond jewellery brand to endorse the "Dhan Dhana Dhand" brand

    B   Overwhelm the metropolitan residents with digital advertisements on Instagram.

    C   Engage slum dwellers commuting daily to metropolitan region for work, to sell the products on commission basis

    D   Hire a few sales executives to sell products of Dhan Dhana Dhan brand

E	Reach out to the malls and high-end retail stores in the metropolitan region through a few marketing executives to sell the products

Instructions [46 - 48]

Read the following scenario and answer the THREE questions that follow.

In recent years, complaints of sexual harassment at "Fair Consulting" had increased exponentially. Fair Consulting had a gender-neutral, anti-sexual harassment policy and a committee to adjudicate on complaints. During the hearing of complaints, allegations and counter-allegations would fly thick and fast. This made it difficult for the adjudicating committee to conclusively decide on the complaints.

46. Fair Consulting was mulling over three interventions to reduce sexual harassment cases in the workplace. They are:
1. Educate employees about the company's anti-sexual harassment policy
2. Profile employees with a propensity to engage in acts of sexual harassment
3. Discipline sexual offenders

Which of the following options will the employees find LEAST ostracizing?

A 2 & 3

B 2 Only

C 1 Only

D 3 Only

E 1 & 2

47. The CEO of Fair Consulting wanted the adjudicating committee to reduce the number of errors while deciding on sexual harassment complaints. The employees suggested that the committee could do the following to reduce errors in judgment.

1. Listen to the arguments of both the complainant and the accused together
2. Listen to the arguments of both the complainant and the accused separately
3. Involve a member of women's commission
4. Take the help of a retired judge
5. Hire a forensic expert to verify evidences

From the following, choose the MOST effective sequence that would help the committee to arrive at the right decision.

A 2, 4, 1

B 1, 2, 4

C 2, 1 ,5

D 2, 3, 4

E 1, 2, 3

48. Of late, the adjudicating committee received a complaint from a junior female consultant. Her immediate boss cracked a bawdy joke about her in the office tuck shop. When the committee probed the alleged misconduct, they identified an independent witness. She agreed to give her testimony to the committee: however, she was unsure if she would like to be identified either by the complainant or the accused. The convenor of the committee was confused about the stance to be taken on the witness's concern.

Which of the following will be the BEST stance to be taken by the convenor?

A   The convenor should ensure that the witness identifies herself because both the accused and the complainant must identify themselves.

B   The convenor should ensure that witness identify herself as it will ensure that she will not present frivolous proof related to the inquiry

C   The convenor should not let witness's identity be revealed as it might expose her to a threat either from the respondent or the accused.

D   The convenor should not allow witness's identity to be revealed as either the accused or the complainant can use the witness's arguments to their advantage

E   The convenor should not allow witness's identity to be revealed because complainant can sabotage the inquiry process.

Answers

27.**E**	28.**A**	29.**E**	30.**A**	31.**B**	32.**A**	33.**D**	34.**A**
35.**A**	36.**A**	37.**B**	38.**D**	39.**A**	40.**B**	41.**E**	42.**B**
43.**D**	44.**E**	45.**C**	46.**C**	47.**C**	48.**C**		

Explanations

27.**E**

Option-E

This option ensures that the new faculty (A type candidates) not only maintains the quality of education in existing courses but also contributes to updating the course content by developing complementary courses. It strikes a balance between leveraging the expertise of the existing faculty and bringing in fresh perspectives to adapt to the changing business landscape.

Option-A

This option focuses on diversity in teaching styles but doesn't explicitly address the need for developing complementary courses.

Option-B

This option assumes that the existing faculty can develop complementary courses, but it might be challenging for them to manage this alone, especially considering their existing teaching responsibilities.

Option-C

Hiring candidates solely because they are willing to teach any course may compromise the quality of education. The focus should be on recruiting individuals who are both good teachers and capable of contributing to course development.

Option-D

While hiring A type candidates is a good idea, doing so unconditionally without ensuring their contribution to developing complementary courses may not fully address the challenge of adapting to the changing global business scenario.

Therefore, E is the best choice.

28. **A**

The correct option is A because it focuses on complementary courses, reducing direct competition and fostering collaboration between new and existing faculty members. It strikes a balance between maintaining the strengths of the current faculty and introducing innovation through new hires, thereby minimizing conflicts and politicking.

Option B is not correct because they are described as not-so-good teachers. Allowing them to teach all types of courses may compromise the overall quality of education, potentially leading to dissatisfaction among students and conflicts within the faculty.

Option C is not the most suitable option because while it maintains the excellence of existing courses by assigning A type candidates to teach them. However, it may face resistance from existing faculty members who might not be comfortable or interested in teaching new courses. This approach may lead to conflicts and challenges in implementing changes smoothly.

Option D is not correct because it creates a scenario where new A type candidates and existing faculty members are offering the same courses. This can potentially lead to conflicts and political maneuvering as faculty members compete for teaching assignments and student attention. The direct competition may hinder collaboration and harmony among the faculty.

Option E is incorrect B type candidates are described as average teachers but competent in creating and teaching new courses that complement existing ones. Allowing them to teach all kinds of courses, including existing ones, might not leverage their strengths effectively, potentially leading to a compromise in the quality of education for existing courses.

29. **E**

option E is the most efficient choice by combining the teaching excellence of A type candidates with their capability to develop complementary courses, ensuring a well-rounded and resource-efficient approach.

Option A is incorrect because it may result in redundancy, as both new A type candidates and existing faculty members would be teaching the same courses. It can lead to inefficient resource allocation and potential competition for teaching assignments.

Option B is not the most efficient because B type candidates are average teachers but competent in creating and teaching new courses. Hiring them exclusively for complementary courses might not efficiently utilize their skills in teaching existing courses.

Option C is not the correct answer because the existing faculty members may not have the expertise or inclination to develop complementary courses. This approach might lead to inefficiencies in course development and potentially compromise the quality of new courses.

Option D is incorrect because C type candidates, described as not-so-good teachers, may not be the best fit for teaching-assistant responsibilities. This option may result in challenges in maintaining teaching quality and efficient utilization of faculty resources.

The correct option is E

30. **A**

The correct option is A because the success of the food center heavily relies on having sufficient funds to cover the costs of ingredients, salaries, operations, and maintenance. Without an adequate financial foundation, WBLCF may struggle to continue its philanthropic work and expand to nearby districts. Paying salaries, attracting diners, having enough cooks, and offering local dishes are all interconnected challenges that can be addressed more effectively with a robust financial base.

Option B is not the most critical because while paying salaries is crucial for retaining dedicated employees, it is a component of the overall financial challenge. If there are not enough finances to cover salaries, it becomes a subset of the broader issue of obtaining adequate funds and donations.

Option C is not the most critical one because while attracting diners is essential for the success of the food center, but it's not the primary challenge. Even if there are many diners, the initiative's sustainability depends on having the necessary financial resources to continue providing free meals.

Option D is not correct because having enough cooks and employees is an operational challenge but can be addressed within the broader context of financial stability. If there are sufficient funds, hiring and retaining staff becomes more manageable.

Option E is not crucial because while offering variety in the menu may be a desire expressed by diners, it is not as critical as ensuring the financial sustainability of the food center. Menu diversification can be considered once the core financial challenges are addressed.

The correct option is A

31. **B**

The correct option is B.

Suggestion 3 goes against the core ethos of WBLCF, which focuses on providing meals to the needy without imposing restrictions on their food intake. Encouraging diners to eat less may contradict the principle of ensuring that everyone has enough to eat.

Suggestion 4 is similar to Suggestion 3. Preaching people to eat less is not aligned with the ethos of WBLCF, which is centered around addressing hunger rather than promoting dietary restrictions.

Suggestion 5 may also contradict the mission of WBLCF. While rationing may be a practical approach to reduce wastage, it could conflict with the principle of providing enough food for those who are hungry. Imposing strict limits on the amount of food served may contradict the mission of ensuring that "no human should be hungry."

32. **A**

Option A is the best choice because it combines community engagement, local volunteers, a judging process, and a regular competition, providing a holistic and inclusive approach to conserving local recipes while aligning with the ethos of WBLCF.

Option B is not correct because while this involves individuals from the community, it may not capture a diverse range of local recipes. Relying on one person per week may not be sufficient to document a wide variety of dishes.

Option C is not correct because food delivery partners may not prioritize the documentation of local recipes, and their primary focus is on delivering food. The documentation process may not be as comprehensive or community-oriented as in option A.

Option D is incorrect because while a professional chef can provide expertise, this approach may not involve a broad representation of the local community. Additionally, restaurant recipes may differ from traditional home-cooked dishes that WBLCF aims to conserve.

Option E is not correct because while involving diners is a good idea, relying solely on them may not ensure a systematic and consistent approach to documentation. It may also exclude non-diners who may hold valuable knowledge about local recipes.

The correct option is A

33. **D**

From the points given in the question, we can calculate the expected time for each activity.

The table is given below:

Activity	Optimistic (16.66%)	Pessimistic (16.66%)	Most Likely (66.66%)	Weighted Average
A	1	1	1	1
B	2	3	3	2.83
C	10	13	12	11.83
D	5	5	5	5
E	3	6	4	4.16
F	1	1	1	1
G	5	10	7	7.16
H	9	13	10	10.33
I	5	5	5	5

First activity A will be started, and then B, and C can be started simultaneously. E and H will be dependent on C.

Similarly, D, F, and G will be dependent on B.

D, F, and G will not depend on C, H, E, and vice versa.

I activity will be started after all the 8 activities are done.

A takes = 1 min

Then B, D, F, and G will take 16 minutes.

In these 16 minutes, C and E will also be completed simultaneously.

Hence, in the first (16+1) = 17 minutes, A, B, C, D, E, F, and G will be completed. Now H will take another 10.33 minutes. After that I will take 5 minutes.

Hence, the total time taken = (17+10.33+5) = 32.33 minutes

34. **A**

To minimize customer dissatisfaction, the chef will follow a pessimistic schedule (worst-case scenario).

Activity	Optimistic (16.66%)	Pessimistic (16.66%)	Most Likely (66.66%)	Weighted Average
A	1	1	1	1
B	2	3	3	2.83
C	10	13	12	11.83
D	5	5	5	5
E	3	6	4	4.16
F	1	1	1	1
G	5	10	7	7.16
H	9	13	10	10.33
I	5	5	5	5

First activity A will be started, and then B, and C can be started simultaneously. E and H will be dependent on C.

Similarly, D, F, and G will be dependent on B.

D, F, and G will not depend on C, H, E, and vice versa.

I activity will be started after all the 8 activities are done.

Based on the pessimistic schedule,

A takes = 1 min

Then B, D, F, and G will take 19 minutes.

In these 19 minutes, C and E will also be completed simultaneously.

Hence, in the first (19+1) = 20 minutes, A, B, C, D, E, F, and G will be completed. Now H will take another 13 minutes. After that, I will take 5 minutes.

Hence, the total time taken = (20+13+5) = 38 minutes.

The correct option is A

35. **A**

The most volatile activity = |The difference between the maximum or minimum time taken and the weighted average of the time taken| is maximum.

Activity	Optimistic (16.66%)	Pessimistic (16.66%)	Most Likely (66.66%)	Weighted Average
A	1	1	1	1
B	2	3	3	2.83
C	10	13	12	11.83
D	5	5	5	5
E	3	6	4	4.16
F	1	1	1	1
G	5	10	7	7.16
H	9	13	10	10.33
I	5	5	5	5

From the table, we can see that G has the highest difference, which is (10-7.16) = 2.83

36. **A**

1: This suggests that visually impaired individuals can bring unique skills and strengths to the workplace, complementing the abilities of other employees.

2: Indicates that their presence can have a positive motivational impact on the entire workforce.

3: Suggests a potential positive impact on societal perceptions and can serve as an inspiration for others facing challenges.

4: Highlights a strong work ethic and determination among visually impaired individuals, challenging stereotypes.

5: Implies that an inclusive approach can positively influence the company's reputation and, subsequently, its sales.

6: Brings up a potential cost related concern which would validate the CEO's apprehensions.

Therefore the correct answer is Option A: 1, 2, 3, 4, 5 only

37. **B**

Option B is the correct answer.

2: This recommendation addresses the concern of involving visually impaired employees in meaningful activities by ensuring they are hired based on their abilities and contributions. It aligns with the idea of maximizing their potential in areas where they can make a valuable impact.

3: This recommendation addresses the practical aspects of creating a supportive and inclusive environment for visually impaired employees. It ensures that the workplace infrastructure is accessible and accommodating to their needs, enhancing their overall experience.

4: This recommendation recognizes the assistance that guide dogs can provide to employees with complete vision impairment. Allowing guide dogs contributes to the well-being and independence of visually impaired individuals.

These recommendations collectively address the concerns of meaningful employment, workplace accessibility, and assistance for employees with 100 percent vision impairment.

38. **D**

(1): This statement suggests a negative stereotype that visually impaired individuals may be perceived as inefficient or incapable of performing certain tasks. Suresh's reluctance to be served by visually impaired baristas could be rooted in this stereotype.

(2): Suresh's upbringing and the values instilled by his parents may contribute to his preference for donating rather than accepting services from individuals he perceives as "challenged." This attitude may stem from a belief in charity over direct interaction.

(3): This statement does not directly address why Suresh refuses to be served by visually impaired baristas. It suggests a belief in adverse consequences, but the nature of these consequences and their relation to his biased behavior is unclear.

(4):This statement portrays a positive sentiment towards visually impaired individuals. It implies that Suresh feels joyous when interacting with them. This positive feeling contradicts the negative bias suggested by his refusal to be served by visually impaired baristas.

Therefore Option D: 1, 2 Only is the correct answer.

39. **A**

Option A is the least negative among all the options because it suggests a reduction in daily working hours, which, while impacting income, may provide employees with more time for personal and moonlighting activities. It is considered the least negative among the given options because it addresses the potential time constraints without directly impacting health, family life, or financial stability to the same extent as the other options.

Option B is not correct because moonlighting often involves working additional hours beyond a primary job, which can lead to less time spent with family. Increased family problems may arise due to a lack of quality time and attention.

Option C is not correct because moonlighting can lead to an increase in workload, potentially resulting in excessive stress, fatigue, and poor physical health. The strain of managing multiple jobs may negatively impact an employee's overall well-being.

Option D is not correct because overworking, especially when juggling multiple jobs, can lead to burnout and a decline in performance. Employees may find it challenging to maintain a high level of productivity and focus when stretched too thin.

Option E is incorrect because if an employer decides to reduce salaries due to moonlighting, it can have a direct financial impact on employees. This may result in financial strain and dissatisfaction among employees, potentially leading to decreased morale and motivation.

The most suitable option is A

40. **B**

The correct answer is option B.

Opinion 3 suggests that Moonlighting leads to employees missing out on important organizational work, highlighting potential negative consequences for the primary job. This emphasizes the impact on the employee's commitment and performance in their main role. Opinion 4 points out the risk of unknowingly leaking critical information gained from one organization to another while Moonlighting. This highlights a potential ethical concern related to confidentiality and the potential harm to the interests of the primary employer. Together, these opinions provide a balanced perspective on the negative consequences and ethical dimensions of Moonlighting, helping Mr. Q understand the potential risks and downsides associated with taking up extra work outside his primary job.

Option A is incorrect because Opinion 2 suggests that Moonlighting is a choice of the employee, and the employer has no authority over the employee's conduct after office hours. This perspective leans towards individual freedom. However, when combined with Opinion 4, which highlights the risk of leaking critical information, it doesn't strongly emphasize the potential negative consequences and ethical concerns related to Moonlighting.

Option C is incorrect because Opinion 1 asserts that Moonlighting is unacceptable since the employer has complete control over the employee, emphasizing a strong employer-centric perspective. However, Opinion 5 suggests that Moonlighting is okay because employers are exploitative and underpay employees. These opinions present conflicting views and may not provide a coherent and balanced understanding of the ethical dimensions of Moonlighting.

Option D is not correct because Opinion 2 reiterates the idea that Moonlighting is the choice of the employee, while Opinion 3 highlights the consequence of employees missing out on important organizational work. While Opinion 3 provides a potential negative consequence, the emphasis on individual choice in Opinion 2 may not strongly convey the ethical concerns related to Moonlighting.

Option E is not correct because Opinion 2 emphasizes the employee's right to make choices after office hours, while Opinion 5 suggests that Moonlighting is okay due to perceived exploitation by employers. These opinions again provide conflicting perspectives and may not effectively address the ethical considerations associated with Moonlighting.

The correct option is B

41. **E**
Option E is the correct answer because it strikes a balance between centralized control and decentralized input. Allowing the CEO office to decide on leave ensures consistency and fairness in leave policies, preventing individual supervisors from making subjective decisions. On the other hand, involving supervisors in recommending promotions utilizes their insights into individual employee performance, dedication, and suitability for multi-skilling training. This dual approach ensures that decisions on leave and promotions are well-informed, fair, and consider both the broader organizational perspective and the specific performance at the supervisor level.

Option A: Leaves and promotions require different considerations, and leaving both to supervisors may lack consistency.

Option B: Centralizing promotion decisions with the CEO office and delegating leave decisions to supervisors may lead to inconsistencies and lack of coordination.

Option C: Complete centralization of leave and promotion decisions may not consider the nuanced understanding supervisors have of individual employee performance.

Option D: Maintaining the status quo may not address the challenges of identifying employees faking illness and may not ensure fair promotions.

42. **B**
Option B is the most prone to error because it allows supervisors to decide on leave. This introduces the risk of favoritism, biases, or inconsistencies in granting leave, potentially affecting employees' chances of promotion. Supervisors may be influenced by personal relationships or subjective judgments, leading to a less fair and objective evaluation process.

43. **D**
Option D not only addresses the need for assistance in the household chores but also involves Dhan's mother as a partner in the new venture. By combining efforts, they can share responsibilities and contribute to the success of the tea-cum-savoury stall, increasing their chances of realizing the entrepreneurial dream together.

Option A would help ease her day-to-day activities but not increase her chances.

Options B and C don't make sense as her mother has to work to provide for them so asking her to do more work would be irresponsible.

Option E would help her as it would enable her to devote more time to her venture,but it does not necessarily increase her chances. This could also hamper her future education prospects.

44. **E**

Option E is the correct answer as it allows Dhan to scale up production while maintaining quality control. By involving willing women in the slum as business partners, she can expand the reach of "Dhan Dhana Dhan" brand without significant investment in additional space or outsourcing. This decentralized model not only fosters community participation but also empowers local women, providing a sustainable and inclusive approach to scaling up the savoury production.

Option A may limit scalability and doesn't leverage external resources efficiently.
Option B risks compromising the quality and uniqueness of Dhan's savouries.

Option C involves additional costs and logistics, potentially affecting quality control.

Option D may alienate the existing customer base in the slum, impacting goodwill.

45. **C**
Option C is the correct answer as it leverages the existing connection between the slum and the metropolitan region, utilizing slum dwellers who commute daily. Engaging them on a commission basis not only ensures a direct link to potential customers but also keeps the cost low, allowing Dhan to sell her products at competitive prices to a maximum number of metropolitan customers.

Option A: Hiring a celebrity endorser is likely expensive and may not align with Dhan's goal of selling at the lowest price.

Option B: Overwhelming with digital advertisements may incur high costs and might not reach the target audience effectively.

Option D may increase operational costs and may not be as effective in reaching the masses.

Option E may involve high entry barriers and potentially limit the outreach to the masses.

46. **C**
Educating employees about the company's anti-sexual harassment policy (Option 1) is likely to be the least ostracizing as it focuses on providing information and awareness rather than singling out individuals or taking disciplinary action. This approach promotes a broader understanding of the policy and encourages a preventive approach to reduce sexual harassment cases without directly targeting specific employees.

Option 2 could be perceived as stigmatizing and invasive, potentially leading to a sense of ostracization among employees.

Option 3 involves punitive measures and might be perceived as ostracizing without a preventive or educational component.

Therefore Option C is the correct answer.

47. **C**
Option C is an effective sequence for the adjudicating committee to reduce errors in judgment in sexual harassment complaints

2: This step allows the committee to gather individual perspectives without potential influence from the other party, ensuring a thorough understanding of each side of the story.

1: Bringing both parties together after listening to them separately fosters a collaborative discussion. It provides an opportunity for clarification, cross-examination, and a more comprehensive view of the case, potentially uncovering additional information or nuances.

5: Introducing a forensic expert at this stage enhances the committee's ability to objectively assess evidence. The forensic expert can provide a specialized analysis, helping to verify or challenge the credibility of the presented evidence.

This sequence combines individual perspectives, collaborative discussions, and expert analysis, aiming to minimize errors by ensuring a comprehensive and well-informed decision-making process.

48. **C**

Option C is the correct answer, as it prioritises the safety and well-being of the witness by keeping her identity confidential. Protecting the witness from potential threats or harm ensures a more secure environment for providing testimony. It acknowledges the sensitivity of the situation and aims to create a protective space for individuals who come forward to give their accounts.

Option A doesn't consider potential safety concerns and may discourage truthful testimony.

Option B overlooks the importance of protecting the witness and may create an unsafe environment.

Option D doesn't prioritize the witness's safety and well-being.

Option E doesn't justify compromising the witness's safety or the integrity of the inquiry process.