

# XAT 2025

## Decision Making

### Instructions [29 - 31 ]

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

Aarya had always been a mediocre student. Luckily, after finishing her undergraduate degree from a tier-two engineering college, she secured a decent but modestly paying job at a reputable IT company.

However, after a year on the job, Aarya found her role mundane. When her best friend at the company, Shruti, left to pursue an MBA from a top-tier business school, citing significant career growth and potential salary increase upon graduation, Aarya felt intrigued and inspired to follow the same path. Shruti appreciated Aarya's aspirations, telling her that doing an MBA from a top-tier business school could not only land Aarya a lucrative job but also it could fast-track her career progression. However, Aarya was concerned whether she would be able to balance between her MBA entrance exam preparation and her current job. Aarya considered resigning to focus entirely on MBA entrance exam preparation, but Shruti cautioned her that top-tier business schools might view a career break unfavourably, as they prefer continuous professional engagement.

**29.** The CEO of Aarya's IT firm tied up with a premier business school to reserve thirty seats in an online management certificate program, aimed at grooming working professionals. The CEO, however, declared that the employees participating in this program will have to sign a three-year bond with the firm. Further, the CEO added that though good performance was a criterion for selection, he would hold authority to take a final call.

Aarya, well aware of her academic limitations, was unsure about the time available to prepare for the MBA entrance exams. She contemplated going for the management certificate program, instead of preparing for the MBA entrance exams.

Which of the following considerations will BEST help Aarya decide whether to apply for the online management certificate program?

- A** Aarya keeps getting appreciated for her performance by the HR department.
- B** Shruti attempted the MBA entrance exams twice, before she could get selected.
- C** Aarya feels that the online program is light enough to manage while working full time.
- D** Aarya wants to be part of a very good alumni network.
- E** Those who complete this online management certificate program do well in their career.

- 30.** After working hard on MBA entrance exam preparations for one year, Aarya received an admission offer from the two-year agribusiness program of a premier business school. While she aspired to be a part of that premier business school, she had no interest in agribusiness. While deliberating, she received an offer from a brand new, but buzzworthy, global one-year executive MBA program in General Management, in a mid-tier business school. The program boasted excellent placement for its first batch of students. While the program was typically geared towards students with a considerable industry experience, being new, it also allowed some exceptions for “well-deserving students” with little or no experience.

Aarya was worried whether, being a candidate with a minimal experience, she would be a good fit in the executive MBA program. Which of the following considerations would BEST help Aarya in taking admission in the one-year executive MBA program?

- A** The executive MBA program offers generous scholarships to women with IT experience.
- B** Aarya does not have the confidence to spend another year in MBA entrance-exam preparation.
- C** The agribusiness program is not the flagship program of the premier business school.
- D** Aarya has a better chance of furthering her career in a field of her interest through the executive MBA program.
- E** The unique structure of the executive MBA program has gained a lot of attention from the new start-ups.

- 31.** After working hard on MBA entrance exam preparations for one year, Aarya received two admission offers: one from the two-year agribusiness program of a premier business school, and another one from a brand new, but buzzworthy, global one-year executive MBA program in General Management in a mid-tier business school. As she did not have much interest in agribusiness, Aarya opted to enrol in the one-year executive MBA program, and promptly submitted her first instalment of fees towards admission. She was very happy that she would soon embark on her MBA journey.

To her shock, a few days later, she received a call from the authorities of the mid-tier business school. They informed her that due to a technical glitch in their system, more admission offers were made than the available seats. Consequently, candidates lower on the merit list, including Aarya, were being offered a choice from the following options: a deferred admission next year to the same program, or a full refund of the fees. They also said, if interested, Aarya could right now join a similar program, starting in a newly launched campus of the same business school, where many seats were available.

Aarya considered the whole episode a breach of trust, and wondered, if it would at all be worthwhile to be associated with this business school now or in the future. Which of the following considerations will BEST restore her faith in this business school?

- A** A deferment by a year will give her a chance to build on her work experience.
- B** The business school runs many management training programs on ethical leadership for corporates.

- C A similar incident happened three years back in another business school, and all deferred candidates eventually got good placements.
- D Many mid-tier business schools give offers to more candidates than available seats to tackle rejections.
- E The business school owned the mistake, and tried their best to help the affected candidates.

### Instructions [32 - 34 ]

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

Comprehension:

Ned Flanders and Homer Simpson Partners Limited is a law firm, known for its unwavering commitment to client satisfaction. They treat the clients as family members who have grown along with the firm. Further, they are highly regarded in the industry, consulted by the country's top organizations. Among the founders, Homer Simpson is flamboyant, while Ned Flanders is serious. Together, they bring a dynamic balance to the team.

The organization believes in a strong socialization ritual that bonds the new lawyers (newcomers) with the existing members. Also, the socialization ritual ensures that newcomers fully understand the nature of their work and integrate seamlessly into the company's culture. During the first week, newcomers are overloaded with a barrage of artificial tasks, unexpected client calls, and a challenging meeting with the founders. This results in newcomers getting overwhelmed, and doubting their decision to join the firm, only for the founders to meet them and reveal that this is one big prank and a way to welcome them to the organization. This socialization ritual has served them well for the past two decades. However, not all the newcomers appreciate the utility of this ritual.

One of the lawyers, Ms. Lisa Simpleton, who joined in 2023 and went through the same socialization ritual, found it unwelcoming. She believes that other newcomers might also share the same opinion. Lisa thinks that the current generation, especially post-COVID, needs more friendly welcome, and the firm must put an end to this ritual.

32. When a new batch of lawyers joins in 2024, Lisa feels that it is her moral responsibility to relieve the newcomers from the ensuing stress. However, Lisa, like the others who joined along with her, is on probation for two years. During the probation period, her skills and performance are under evaluation. Upon successful completion of this twoyear assessment, she will be eligible for confirmation. Since she is yet to be confirmed, she wants to be seen as fitting within the organization's culture.

Which of the following options will BEST enable Lisa to save the newcomers from the socialization ritual, without being singled out for questioning the organization's culture?

- A Seek a meeting with Ned Flanders, suggesting him to put an end to this practice.
- B Meet one of the newcomers in secret and tell her about this practice.
- C Organize a generic workshop for newcomers regarding workplace politics.
- D Join a team of lawyers, petitioning to the founders to end this practice.
- E Be silent this year until her performance review is over and she is confirmed.

33. When a new batch of lawyers joins the organization in 2024, they receive an anonymous email, warning them about the socialization ritual, just as it is about to start. Though no newcomer paid heed to the mail, the founders are furious. They call a meeting, and announce that while employees are welcome to express their opinions, this cowardly act of sending an anonymous email shall not be tolerated.

The watercooler discussions murmur Lisa's name. Lisa is pleased that someone shares her perspective on the socialization ritual and has acted. However, she did not write the aforementioned email. As her name continues to be mentioned, she feels overwhelmed and wonders if she needs to do something about it.

Which of the following actions by Lisa can BEST enable her to defuse the situation?

- A She should apologize to the founders, taking accountability for creating a climate that resulted in someone sending the anonymous email.
- B She should simply focus on her work, and hope that the founders would ignore the rumours.
- C She should send a public email clarifying that while she has reservations about the practice, she is not the author of the anonymous email.
- D She should meet the founders and share that while she has reservations about the practice, she did not send the anonymous email.
- E She should publicly apologize for having questioned the tradition of the organization to put all doubts to rest.

**34.** It is 2025: a new batch of lawyers has joined the firm.

Some lawyers from the 2024 batch have approached the founders to express their appreciation for the intent behind the socialization ritual. They shared that the experience offered them a glimpse of the world they are about to enter. However, they feel that the ritual has become archaic in its execution, showing its age and necessitating some fresh thinking.

As they leave, Ned feels that the time has come to abandon the ritual due to changing times. However, Homer disagrees; he thinks that exposing the employees to what the profession has to offer, in the first week, is very critical. Moreover, it helps the organization know whether the newcomer is ready for such a profession. Further, he adds that the socialization ritual has been effectively helping them for decades in grooming the talents of their organization.

Which of the following actions should the founders BEST take, if they still want to welcome their newcomers by exposing them to the harsh reality of the profession, while being empathetic to the demands of the times?

- A They should, in their website, share details about how tough the workload is going to be.
- B They should get a mental health professional to design their socialization ritual.
- C They should stick to what they are doing but hire a mental health professional who the newcomers can refer to if they feel the need.
- D They should invite suggestions from their young lawyers regarding formulating a new socialization ritual.
- E They should talk to their competitors in the same industry and check what kind of practices they follow.

### Instructions [35 - 37 ]

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

Comprehension:

Mr. Zubin Mistry is the owner and the chief editor of the newspaper The Pluralist, renowned for its high reporting standards and outstanding writing quality. The Pluralist's authentic reporting distinguishes it from other newspapers that sensationalize news. They are responsible employers, known to be highly supportive towards their employees. Its news editing team is led by Ms. Ramya Kattabomman, a respected veteran in the newspaper reporting industry, wellknown for her stringent adherence to the ethical standards of newspaper reporting.

Mr. Aditya Swaroop Verma, an award-winning senior journalist, has brought in an exposé into the activities of a mining company, operating in an ecologically vulnerable area. In his hardhitting reporting style, he has presented interviews with tens of people, delineating how the mining company has used illegal means to start mining in that area. These mining activities may lead to the destruction of the local ecological balance. However, Aditya Swaroop is unable to obtain an interview with the management of the mining company.

Aditya Swaroop's investigative report article offers significant revelations about the alleged illegal activities of the mining company which were hardly covered in the media otherwise. Nevertheless, his sources have requested for complete anonymity.

**35.** Ramya is trying to decide whether to publish the article. While publishing the article may enhance the reputation of The Pluralist, there are possibilities of political and economic backlash for reporting on the powerful mining company. She has consulted the legal team of the newspaper, who have warned that the report, relying mostly on anonymous sources, is likely to be legally vulnerable. On the other hand, Aditya Swaroop is a senior journalist, well known and well respected for the quality of his investigative reporting. The topic of the report is time sensitive: if the report is not published within the next 2-3 days, the mining company would get an important government project in the same area.

Which of the following reasons will BEST enable Ramya to publish the article?

- A** Ramya should publish the article because her legal team is mostly over cautious about any possibility of backlashes.
- B** Ramya should publish the article given the time-sensitive nature of the report.
- C** Ramya should publish the article because any investigation by Aditya Swaroop has enhanced the reputation of The Pluralist till date.
- D** Ramya should publish the article because a similar article was published on another mining company last week in another news daily.
- E** Ramya should publish the article because the same news can get published by a competitor known for breaking such news.

**36.** After the article is published next morning in The Pluralist, it goes viral. However, the mining company pushes back with a public declaration, contesting some of the findings of the article. While the potential inaccuracies do not entirely invalidate the article, they substantially undermine its message if proven true.

When Ramya asks Aditya Swaroop to bring in further proof to publish a rebuttal, he informs her that his sources, for a vital part of the article, were two employees recently fired by the mining company. And, they now admit that they were not completely honest in their initial interaction with him. Though some points raised in the article might still be valid, it is difficult to separate the inaccuracies given the unreliability of the sources. Ramya immediately brings it to the attention of Zubin, while admitting that she hastily permitted the publication of the article.

What is the MOST responsible action should Zubin take, keeping in view the recent developments due to the inaccuracies of the article?

- A** Retract the entire article, and publish Ramya's apology in the newspaper.
- B** Retract the entire article, and publish that Aditya Swaroop will no longer be with the newspaper.
- C** Publish a follow-up article disclosing the identity of the sources used for the article, attributing the responsibility of the errors to them.
- D** Publish an article accusing the mining company of bullying witnesses to change their versions.

- E** Publish a modified version of the article next day, defending the investigative journalism of Aditya Swaroop.

**37.** After the article is published in The Pluralist, the mining company pushes back with a public declaration, contesting some of the findings of the article.

This has hit Aditya Swaroop's reputation because he trusted unreliable sources. Nevertheless, he is confident about the illegal activities of the mining company; he wants to redeem himself. He approaches Zubin with a request to go back to the mining company project to find new sources and rewrite an article with reliable pieces of evidence. Though his fresh investigation will require time and money, it might also enhance the reputation of the newspaper.

Zubin respects Aditya Swaroop and wants his reputation to be restored. However, Zubin is confident that continuing to work on the mining company project will not yield any results.

Which of the following actions by Zubin will BEST enable Aditya Swaroop to enhance his diminishing reputation?

- A** Assign Aditya Swaroop to work as an anonymous journalist for the next few months, until he feels confident of himself.
- B** Ask Aditya Swaroop to start his own YouTube channel, since more people are aware of him now than before.
- C** Tell Aditya Swaroop that he plans to delegate the mining company project to a fresh team, who will work in consultation with Aditya Swaroop.
- D** Ask Aditya Swaroop to focus on mentoring new and young journalists instead of working on any investigative report for some time.
- E** Assign a new investigative project to Aditya Swaroop, advising him to focus on the new project without worrying about the past project.

### Instructions [38 - 40 ]

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

Comprehension:

Humane Dynamix is a leadership training organization based in Mumbai. Established in 2015, the organization is gradually becoming a leader in behavioral training. In the organization, trainers are assigned to training projects based on their expertise. Corporates seek behavioral training services on a regular basis, from Humane Dynamix, for upskilling their executives. Humane Dynamix is headed by the Chief Executive Officer (CEO), to whom the Training Assignment Officer (TAO) reports. The TAO position rotates among the senior trainers for a fixed tenure; the CEO assigns this position to a senior trainer.

Companies, desirous of hiring Humane Dynamix, share their training needs with the organization. The TAO assigns a trainer to the client. Typically, the satisfied client requests for a particular trainer that the client is satisfied, giving repeat business to Humane Dynamix from the same client company. However, the TAO takes the final call. Years of training experience plays a big role in client satisfaction, and hence, senior trainers conduct most training programs while the newly recruited trainers apprentice with them. However, the senior trainers have the autonomy to decide on who they want to accept as an apprentice.

Further, during a training program, the senior trainer takes most of the sessions, if not all, while the apprentice helps the senior trainers to organize their sessions, and occasionally take a few sessions. As the apprentices gain experience, they start getting their own independent projects, but that typically takes quite some time.

Dheeraj, a senior trainer, takes over as the TAO. As soon as he assumes the office, the CEO shares a concern with him: "We have a lot of young trainers who we have recently recruited. Since they are not known to the outside world, they do not get enough opportunities. Many of them are impatient to prove their mettle. Unless they are assigned more programs, we risk losing them rapidly."

- 38.** Dheeraj knows that his senior colleagues are very good at training, and, hence, they conduct most of the training programs. They keep the clients satisfied and, consequently, bring repeat business. However, as asked by the CEO, Dheeraj needs to do something to enable the young trainers get more opportunities and increase their training engagements.

Which of the following options should Dheeraj execute to BEST enable the young trainers to get more training opportunities, without affecting their relationships with the client companies?

- A** Dheeraj should explore for those clients who would be comfortable working with the young trainers.
- B** Dheeraj should request the repeat clients to switch to the services of the young trainers who bring a lot of energy to their sessions.
- C** Dheeraj should mandate that the senior trainers must allow the young trainers to take at least thirty percent of their training sessions.
- D** Dheeraj should assign some of the repeat projects from the satisfied clients with particular senior trainers to the young trainers.
- E** Dheeraj should request the CEO to urge the senior colleagues in giving up some of their existing clients in the interest of others' careers.

- 39.** Dheeraj decided to assign some of the repeat clients, at random, to their young trainers, to address the concerns of the CEO. Many young trainers appreciated him for giving them more opportunities.

Sudha Iyer, a senior trainer, popular for her training programs in "Deceptive Communication Methods," was surprised to see that some of her long-standing clients were assigned to a young person. She was concerned that the clients would feel shortchanged. Moreover, she was chagrined that she was not even consulted. This led to the reduction in her number of training hours.

Since, Humane Dynamix incentivizes trainers who cross a mandated number of training hours every year, Sudha was also concerned about her possible revenue loss. Sudha wanted Dheeraj to stop assigning established clients to the young trainers. Which of the following actions would BEST help Sudha to stop Dheeraj from assigning her programs to the young trainers?

- A** She should approach the CEO and request that Dheeraj be removed from his role as the TAO.
- B** She should contact the client companies and ask them to reject Dheeraj's assigned trainers.
- C** She should confront the CEO and share that his concerns should not be addressed at the cost of her revenues.
- D** She should propose training the young trainers in her innovative methods so that they become independent in future.
- E** She should share with Dheeraj that assigning her client companies to novice trainers will lead to loss of those clients.

- 40.** Dheeraj assigned a repeat client of Nandini Hegde, another very senior trainer, to Kirti Gowda, a promising young trainer.

A few days later, the client company reached out to Nandini, off the record, and informed her that they were very unhappy with Kirti's training. They also shared that Dheeraj, when informed about this, had claimed that the client would appreciate Kirti with more exposure to her training programs.

What BEST can Nandini do to regain the client for herself, without appearing to be against the organization's focus on providing the young trainers more opportunities?

- A Tell the client that to ensure quality, they must demand her exclusively as the trainer for their upcoming training programs.
- B Propose to Dheeraj that in future assignments with the client, Kirti be a co-trainer with Nandini to help improve her performance.
- C Engage in a follow up conversation with the client, requesting that they communicate their concerns to the CEO of Humane Dynamix directly.
- D Share the client's feedback with Kirti, and ask her to opt out of future training assignments with that client.
- E Arrange a meeting with Dheeraj, informing him that she is aware of the situation, and Dheeraj's actions may lose the client for Humane Dynamix.

**Instructions [41 - 43 ]**

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

Comprehension:

TrueColor, an event management company in eastern India, had been in a business of inviting Tollywood singers to a city called Tivanna, and made money out of selling tickets of their concerts. The stars were paid a fixed fee regardless of the number of tickets sold. The company had a specialized team that negotiated the singers' fee with their managers. However, for selling the tickets of such events, they were reliant on an external media agency called Zedius. Zedius had a long-standing relationship with TrueColor, and had been instrumental in achieving a target of 50,000 tickets for each of the flagship events.

Mr. Sukanta Rao joined TrueColor as an inhouse sales and marketing manager, a position exclusively created for him. The CEO, Mr. Adil Banerjee, had assigned a task of increasing the sales of tickets to 100,000. In Sukanta's earlier stint, he had seen that similar cities sell more than 75,000 tickets for such events. He felt that, over time, reaching 100,000 was plausible for TrueColor.

- 41.** Sukanta felt that the aspirational target can be achieved only if Zedius is replaced. However, he is not sure if he should make any major changes in his first year.

Which of the following reasons will BEST help Sukanta NOT to start making major changes immediately?

- A Zedius has managed TrueColor's marketing for the last five years.
- B The owners of Zedius are respected citizens of Tivanna.
- C Sukanta needs more time to learn about the dynamics of the eastern market.
- D TrueColor recruited Sukanta specifically to increase ticket sales by whatever means necessary.
- E For around a decade, ticket sales have consistently hovered at 50,000.

- 42.** Just two weeks before the flagship event, Adil received a few emails from competing media agencies that accused Zedius of selling phony tickets in the "black" market. When Adil enquired with the security agency in charge of gatekeeping the events, they told him that they had no mechanism to check the authenticity of tickets.



Which of the following options will BEST help Adil to ignore the accusations from the competing media agencies, and maintain status quo?

- A In Tivanna, the competing media agencies keep defaming each other out of fierce competition.
- B Zedius promises a particular threshold of ticket sales as decided by TrueColor.
- C Zedius is the largest media agency in Tivanna.
- D Some attendees admitted to paying cash to gate keepers to get in.
- E Tivanna being a small city, a few prominent personalities have to be allowed in without tickets.

43. The following year, Sukanta discussed with Adil that unless they got into the ticket selling process, they might not be able to improve the ticket numbers. However, this would mean moving away from Zedius, and the transition could cause short-term pains since TrueColor would be entering into uncharted territory. Further, Sukanta added that TrueColor would achieve self-sufficiency over couple of years. Adil was concerned about the risk of taking over an activity that the organization was not competent at, but understood Sukanta's point. In the interest of building long-term competencies, he authorized Sukanta to take it forward. Sukanta did not renew Zedius's contract in the following year; instead, he recruited a skeletal team of three freshers from a premier business school as his support staff.

As the event approached, the team dedicated themselves to executing their plan. However, by the time the ticket sales window closed, they managed to sell only 40,000 tickets. This shift in strategy provoked considerable dissent within the company, challenging Sukanta's decision.

Disturbed by the situation, witnessing the internal turmoil, Adil must now navigate the company's immediate reaction.

Which of the following should now be Adil's BEST course of action?

- A He should make Sukanta and his team to go back to Zedius immediately.
- B He should wait and watch as the investment in Sukanta may need more time to bear result.
- C He should engage a different media agency which is working for TrueColor's main competitor.
- D He should dismiss Sukanta's team and let the earlier media agency to take over.
- E He should threaten Sukanta that if sales do not improve by next year, he and his team will be fired.

### Instructions [44 - 46 ]

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

Comprehension:

KindCare hospital, located in the small industrial town of Chinari, is one of the largest hospitals within 50-kilometers radius. It is well-regarded among the locals for emergency services.

However, for critical surgeries, they prefer to travel to the nearest city Shamili, which is 100 kilometers away.

When KindCare was established 50 years ago, the town was still in its early stages of development.

Consequently, the hospital needed to incorporate several facilities within its premises, including a 24-hour cafeteria, to accommodate needs of the patients and their relatives who would come from nearby places.

Another facility that KindCare built and takes pride in is its state-of-the-art testing lab. It is the most sought-after testing lab in Chinari even today when many independent labs have come up around KindCare. Moreover, many other facilities have also come up in the surrounding area of the hospital such as pharmacies, food joints, hotels etc. Further, a standalone pharmacy chain has gained a strong foothold in Chinari as they expand their reach into Tier-3 cities.

When it comes to KindCare, a significant proportion of its patients are outpatients with a substantial number seeking emergency services. As the sole 600-bed hospital in the region, KindCare plays a crucial role in medical services, and receives generous funding from two major corporations operating locally, further enabling KindCare to cater to the growing medical needs of the community.

During the COVID-19 pandemic, KindCare made significant investment in enhancing internet connectivity, enabling many doctors, and the majority of administrative staff, to seamlessly work remotely. This investment also allowed KindCare to bring in doctors from other cities through remote care.

Further, COVID-19 was a wakeup call for KindCare to enhance their infrastructure. Though KindCare made significant improvements, they kept the major renovations on hold due to the constant flow of patients. KindCare believes that if the held renovations are not taken up on an urgent basis now, the operations at the hospital will get obstructed.

**44.** KindCare feels that it needs to be better prepared before a similar situation like COVID-19 chances upon the city again. The hospital decides to invest immediately in improving their infrastructure. However, this would mean that, temporarily, it should either reduce, or shut down the operations of a few departments.

It is considering the following options:

- A) Reduce their outpatient capacity to half
- B) Shut down the cafeteria for the period of renovation
- C) Ask their administrative staff to work remotely
- D) Strip the pharmacy operations down to emergency and critical medications
- E) Shut down the medical lab, and arrange medical tests from a local lab

Which of the following combinations will LEAST affect the functioning of the hospital?

- A** ACD
- B** BCD
- C** ABC
- D** BCE
- E** ABE

**45.** KindCare needs to maintain a large inventory of medicines and other auxiliary supplies in their storage unit. The storage unit ensures adequate and timely supply to Intensive Care Unit and the emergency services, and always runs to capacity. The renovation team suggests that the storage unit be shut down for seven days for urgent renovation. However, the hospital building being old, in the past, renovation work had stretched beyond estimated time.

Which of the following actions BEST ensures KindCare operates efficiently during the renovation of the storage unit?

- A** Renovate the storage unit part by part while halving the capacity of the emergency services until the renovation completes.
- B** Shut down the hospital until further notice, except for the emergency ward, which can run on outside supplies.
- C** Shut down the cafeteria until further notice and relocate the storage unit.
- D** Rent a large space, about one hour away from the hospital, for seven days.

E Start building a new storage facility, as their capacity is already stretched.

46. KindCare Hospital has to renovate its storage unit, given the complexity of the medicines and the need to store other critical supplies. The renovation is supposed to take seven days. However, as the work starts, the team entrusted with the work realizes that the work will take more than 15 days. KindCare feels that even this revised estimate is modest. Already the outpatient services are affected, and people visiting the hospital are being turned away. Stretching it further will attract a strong public resentment.

Which of the following actions offers the MOST sustainable solution for KindCare to reduce the number of patients being turned away?

- A Resume some operations from rented spaces, scattered around the region.
- B Start reduced operations gradually, and hire a team of experts to find ways to expedite the renovation.
- C Arrange with a larger hospital, in Shamili, to take over their critical patients.
- D Bring in a reputed renovation team at triple the cost, which guarantees to finish this work in three days.
- E Stop the renovation work immediately, and resume normal operations.

### Instructions [47 - 49 ]

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

Comprehension:

Sundaram Stores operated in a gated community, situated about 30 Kilometers away from the main town. The store owner Mr. Sundareswaran Pichaimuthu, or Sundaram as he was called by everyone, secured a space in the gated society through a competitive bidding process. The residents' association, led by Mr. Thangamoorthy Selvaganapathy, selected Sundaram over three other bidders, based on his willingness to pay the highest rent. Desperate to augment his post-retirement income, Sundaram agreed to pay a very high rent, banking on the prospect of generating exceptional revenue from the gated community.

Sundaram was awarded the contract to establish the store, with provisions for a review every three years. Feeling elated during the meeting with the residents' association to finalize the contract, he enthusiastically committed to offering a 15% discount on all groceries and stationary, cementing goodwill and reinforcing the partnership established through the contract. The association was delightedly taken aback by his generous assurance. Sundaram hoped to make up the difference through volume.

Although his sales were strong during the initial months, he soon realized that the SUV-owning residents of the gated community primarily made their purchases at large, branded retail chains in the main town. These stores offered deeper discounts, which he could not afford to compete with. However, gradually, Sundaram store became their go-to store for daily essentials and occasional urgent big purchases such as replacing a broken mixer-grinder.

47. While reviewing his monthly accounts, Sundaram realized that he was barely breaking even, primarily due to the substantial rent he was paying to the residents' association. He realized that while his sales were stagnated, the rental costs were contractually scheduled to increase every three years. He was determined to do something to increase his profits.

Which of the following will be the MOST sustainable way to increase Sundaram's profits?

- A He should meet with the residents' association to negotiate a lower rent.
- B He should advertise about his shop through a leaflet in the gated community.
- C He should remove all the discounts he was offering and sell at the maximum retail price.
- D He should offer to procure items unavailable at his shop from the town on residents' demand.

E He should introduce “cheap Wednesdays” where he will sell groceries at 40% discount.

48. To increase his profits, Sundaram diversified into selling vegetables. Earlier, a vegetable vendor used to visit the gated community once every week. The vendor, after seeing dismal sales ever since Sundaram started selling vegetables, stopped visiting the gated community. The residents’ association did not like losing the rent they were receiving from the vendor. Additionally, the maintenance staff of the gated community benefitted from receiving vegetables either for free or at extremely low prices, as the vendor, reluctant to take back the unsold stock, chose to distribute them at little to no cost. This enabled the residents’ association to retain maintenance staff whose attrition rate was increasing with more gated communities coming up in the nearby area.

Which of the following options will BEST address the concerns of the residents’ association arising out of Sundaram getting into selling vegetables?

- A The residents’ association should request for bids from various shop owners to open another grocery store in the vacant place.
- B The residents’ association should ask Sundaram to use the erstwhile space for selling vegetables and pay rent for the same.
- C The residents’ association should impose a fine on Sundaram since he was not contracted to sell vegetables.
- D The residents’ association should discount the rent for the vegetable vendor to increase competition and ask him to continue.
- E The residents’ association should ask Sundaram to give a specific quantity of vegetables to the maintenance staff for free.

49. Sundaram is a happy man now. He has managed to get contracts with two more nearby gated communities. He feels like the grocery king of the suburb.

However, his happiness is short-lived as Rush’em, a new startup, begins making waves among gated communities. This app-based startup promises to deliver any grocery item within 15 minutes, leveraging its own large warehouses. Earlier, Rush’em was confined to the main town, but now, the startup has expanded its delivery services to the suburbs, including gated communities where Sundaram operates. Of course, for the suburbs, Rush’em promises delivery within 60 minutes, given the distance.

Though not an official slogan, the rumour in the market is that Rush’em’s founder inspired her employees by shouting “Rush’em or Crash’em, but Push’em through that door!” Sundaram started losing business to Rush’em. He felt rushed, pushed, and was wondering if his business would come crashing.

What should Sundaram BEST do to ensure that his revenues do not come down due to Rush’em?

- A Sundaram should not bother since the nearest town is 30 kilometers away.
- B Sundaram should explore starting his own delivery startup Finish’em, dedicated to the suburb, competing with Rush’em.
- C Sundaram should employ a few helpers who will do home delivery of his products within 10 minutes across the three gated communities.
- D Sundaram should demand that his rent be reduced to one-third since Rush’em has free access to these societies
- E Sundaram should start giving discounts on every product he sells.

## Answers

29.E	30.D	31.E	32.D	33.D	34.D	35.C	36.A
37.E	38.C	39.E	40.B	41.C	42.A	43.B	44.B
45.C	46.D	47.C	48.D	49.C			

## Explanations

29. **E**

Let us examine the given choices -

Option A: Being appreciated for her performance is a positive sign, but it doesn't directly relate to the decision about whether to join the online management certificate program or prepare for an MBA entrance exam. Aarya needs to focus on what will bring long-term growth and career advancement.

Option B: Shruti's personal experience with the MBA entrance exams may offer some perspective, but it doesn't directly help Aarya make a decision between the two options. Each individual's circumstances are different, and Aarya needs to focus on factors that directly apply to her own situation.

Option C: This consideration is relevant in terms of work-life balance, but it is largely a secondary concern. Aarya might be able to manage her time, but if the program doesn't provide substantial career growth or opportunities, simply managing her schedule won't be the deciding factor. The overall impact on her career trajectory should be more important than how manageable the program is.

Option D: Like C, networking is a benefit, but it's secondary to ensuring that the program actually delivers career opportunities and growth. Aarya should focus on how the program will enhance her career prospects first.

Option E: This factor directly addresses the potential benefit of enrolling in the program - career advancement and success after completion. Aarya's main goal is to improve her career trajectory, and if the certificate program leads to better job prospects or career growth, it would help her make an informed decision. While other options provide context (like the program's ease or the desire for a strong alumni network), the tangible outcome of career success is the most compelling reason for her to consider the program over other paths.

30. **D**

Among the given choices, only Option D best aligns with Aarya's aspirations, as it highlights that the one-year executive MBA program offers an opportunity to further her career in a field that she is interested in, unlike the agribusiness program, which does not align with her career goals.

None of the other choices offer a compelling reason to select a particular program. For example, while the scholarship mentioned in Option A could be a financial incentive, it does not directly address Aarya's main concern: whether the program is a good fit for her and her long-term career goals.

Similarly, the consideration in Option B reflects Aarya's lack of confidence, but it does not focus on the core question of whether the one-year executive MBA program is the best option for her career. While avoiding another year of exam prep might be appealing, it's more of a personal emotional response and does not necessarily lead to the most strategic or fitting choice for her professional growth.

Option C compares the agribusiness program with another program but doesn't address Aarya's lack of interest in agribusiness. The fact that it is not the flagship program is secondary to the main issue: Aarya's disinterest in the subject matter of the program. A good fit for her interests and career goals should be the main consideration. Option E is also tangential: what matters more is whether the program will offer Aarya the tools and career trajectory she seeks, not just its popularity.

### 31. E

In the context of the question, Aarya has faced a frustrating situation where the business school made an error by offering more admissions than available seats, leading to her being presented with a deferred admission or a full refund. Aarya is now questioning the integrity and reliability of the business school. The task is to identify which consideration would restore her faith in the institution. Only Option E helps with this cause: this response is the most relevant because it shows that the business school took full responsibility for its mistake (owning the error) and made efforts to resolve the situation in a way that helped the affected students. This is key in rebuilding trust, as it indicates a commitment to transparency and accountability. Typically, when organizations own up to their mistakes and offer assistance, it can help restore confidence in them, especially after an incident that could have damaged their reputation.

Option A is tangential to the question: while a deferment could be personally beneficial for Aarya, this response does not directly address the issue of the breach of trust caused by the school's mistake. Options B and D suffer from a similar issue. The fact that the business school runs certain programs does not address the specific breach of trust Aarya has experienced. Similarly, the prevalence of the practice also need not assuage Aarya's fears.

Option C compares Aarya's situation to a different case, which could be seen as minimizing her current frustration; however, like the other options, it doesn't focus on the specific actions taken by the business school to correct the mistake in Aarya's case, which is central to her rebuilding faith in the institution.

### 32. D

Let us go option by option keeping in mind what the question expects of us, we need to find an option that makes sure Lisa is not singled out, understands the fact that she is still in her probationary period and is not finalized into the firm, makes sure that Lisa is respectful of everyone and does not violate trust.

**Option A:** Seeking a meeting with Ned Flanders directly to suggest ending the practice risks singling Lisa out as someone questioning the organization's culture. This is not ideal during her probationary period. This is the exact opposite of what the question is expecting us to do, this action will surely single out Lisa and will most definitely put her in trouble if Ned perceives it in the wrong way.

**Option B:** Meeting a newcomer secretly to reveal the ritual breaches organizational ethics, could undermine trust, and might lead to disciplinary action if discovered. This action is highly unethical and can be seen as going against the firm in a very shrewd and cowardly way.

**Option C:** Organizing a generic workshop on workplace politics does not directly address the issue of the ritual. It is unlikely to achieve Lisa's goal of relieving newcomers from the stress of the ritual.

**Option E:** Remaining silent until her confirmation fails Lisa's sense of moral responsibility to help the newcomers and contradicts her goal of addressing the ritual.

Correct Option

**Option D:** By joining a team of lawyers and collectively petitioning the founders, Lisa aligns herself with a group, reducing the risk of being singled out. This approach demonstrates that her concerns are shared by others and are not a personal grievance. The collective effort allows her to contribute to a culture change while appearing

to work within the organization's norms and respecting its values.

33. **D**

Let us go option by option and see which is the most suitable action for the described situation,

**Option A:** Lisa did not send the email, nor is she directly responsible for someone else's actions. Taking accountability for something she did not do might make her appear insincere and set a precedent for accepting blame in future situations. This also does nothing to clarify her actual position to the founders or her peers.

**Option B:** Ignoring the situation does not address the rumors surrounding Lisa's involvement. This passive approach might allow the misunderstanding to persist, potentially damaging her reputation and relationships within the firm. It also risks her seeming indifferent or disengaged.

**Option C:** While this may seem like a direct response, addressing the entire firm could come across as defensive or overreactive, drawing unnecessary attention to the matter. It could also perpetuate the focus on the issue instead of defusing it, creating more questions about her motives and actions.

**Option E:** Apologizing for her opinion diminishes Lisa's ability to voice her perspectives in the future. It also signals that dissenting viewpoints are not welcome, which could stifle healthy discussions in the organization. Moreover, a public apology implies guilt, even though Lisa is not responsible for the anonymous email.

Correct Option

**Option D:** This option balances transparency with professionalism. By directly addressing the founders, Lisa can clarify her position in a controlled, private setting. She can honestly state her reservations about the ritual, which aligns with her earlier stance, while firmly denying any involvement with the anonymous email. This approach demonstrates integrity, accountability, and respect for the leadership, helping defuse the situation without unnecessary drama.

34. **D**

Let us go option by option to determine what is the best possible action that can be taken for the described situation,

**Option A:** Simply sharing information on the website does little to address the root concerns about the ritual's execution. It's passive and impersonal, failing to actively engage newcomers or offer them meaningful preparation for the challenges ahead. It also doesn't address the feedback about the ritual being outdated.

**Option B:** While involving a mental health professional can be valuable, handing over the design of the ritual entirely to them might dilute the professional essence of the process. The ritual is meant to simulate the real demands of the profession and outsourcing it to someone unfamiliar with the specific challenges of the legal field might result in a process that doesn't align with the founders' objectives.

**Option C:** This option is reactive rather than addressing the core issue. Retaining the current ritual unchanged fails to acknowledge the concerns raised by the young lawyers about its archaic nature. Adding a mental health professional as an afterthought doesn't make the ritual itself more relevant or empathetic.

**Option E:** While benchmarking against competitors can be helpful, relying too much on external practices might result in the firm losing its unique identity and approach. The ritual is deeply ingrained in the organization's culture, and copying others' methods may not capture the same impact or align with their goals. This action also risks losing the firm's individuality.

Correct Option

**Option D:** This is the best choice because it strikes an ideal balance between preserving the ritual's intent and modernizing it to meet current expectations. By inviting suggestions from young lawyers, the founders demonstrate empathy and inclusivity, showing that they value feedback from those who recently experienced the ritual. This collaborative approach fosters a sense of ownership among employees, making them feel invested in the process while also ensuring that the ritual evolves in a way that resonates with contemporary sensibilities. Additionally, this option allows the firm to maintain the core purpose of the ritual which is preparing newcomers for the demands of the profession, while at the same time adapting its execution to be more relevant, effective, and aligned with the changing times. It is a thoughtful way to honor tradition without becoming stagnant.

35. **C**

We need to publish the article and select the reasoning that will most likely convince Ramya to proceed with the report.

Option A: Even if this is true, Ramya herself would know there are reasons not to publish a report based on anonymous sources; keeping the legal consequences apart could harm the organisation's image. Overall, this is not a strong reason to go ahead with the report, but just trying to eliminate one of the deterrents.

Option B: This is close but not necessarily correct. Just because it is time-sensitive, we can not proceed with an unverified report with anonymous sources.

Option C: This serves the role we need. If Aditya has been a good reporter and his previous work has enhanced the Pluralists' reputation in the past, Ramya can put her faith in Aditya and publish the report without thorough investigation, given the circumstances and the need to unveil a possible scandal.

Option D: This doesn't help the case, as the stem clearly states that Pluralist has a reputation for publishing articles that are not just for sensualization and would value its reporting standards higher.

Option E: Competition should be the least of her worries since who is the first to publish and gather more headlines is not the aim of the report or the organisation. Though one of the options is a clear-cut answer to the problem at hand, C is the best choice, as Aditya's reputation and experience would help Ramya go ahead with his report with the least hesitation.

Therefore, option C is the correct answer.

### 36. A

We are essentially presented with a situation in which the article published is not entirely true and is raised in question. Although we have a reputation for higher reporting standards and not sensationalizing news, this poses a risk to the paper's reputation.

Of the given options, we can eliminate C, as it simply assigns the blame to the people reporting. This does not help in any way. It does not matter who provided the information since we were publishing it; it was our responsibility to verify it.

Option D is not only unethical (since nothing like this happened) but also against shifting the blame, and it is not a viable solution.

Option E is also irrelevant, claiming their journalist to be good at its work does not refute the accusations, additionally, does not make a change in public opinion and the mining company's position.

The only way out of this is to accept responsibility for the error, leaving us with options A and B.

Option B is not entirely incorrect. In case of an actual oversight from the reporter, the institute should consider firing the reporter since it is detrimental to the organisation. Here however, Aditya was not at fault, it was the employees that gave incorrect information.

Option A is a better approach. Ramya accepts her haste in publishing the article, and as the editor's head, she also has some responsibility for the flat.

Hence, Option A is the correct answer.

### 37. E

We mentioned that Zubin is confident that further pursuit of the mining company will not yield any results. We must consider this before making our decision.

Option A: Assigning him anonymously would not help him regain the confidence he has lost in this process. He wants to redeem himself, and working anonymously might not allow him to fully utilize his and the company's resources.

Option B: This option is too impractical and irrelevant from the problem's perspective and can easily be eliminated.

Option C: Although not entirely wrong, this goes against Zubin's beliefs that the mining project would not yield any results. It also keeps Aditya stuck on the same project, which is not good for him or the organisation.



Option D: Although this is also a good option, this does not directly fulfil Aditya's need to redeem himself. We can look for a better choice.

Option E: This is the best course of action. Not only will it help Aditya gain his lost reputation by working on another investigative project, but it will also help him move past the mining industry event that Zubin believes is futile at this point.

Therefore, of all the given options, E serves the organisation's purpose, and Aditya is both the best and would be the correct answer.

**38. C**

The correct answer is **Option C**, as it provides a balanced and sustainable solution to enable young trainers to gain more opportunities without compromising client relationships. By mandating that senior trainers allow young trainers to handle at least 30% of their training sessions, Dheeraj ensures that young trainers gain hands-on experience while senior trainers remain the primary point of contact with clients. This gradual introduction of young trainers ensures client satisfaction, as the expertise of senior trainers continues to drive the training while young trainers are given the chance to prove their mettle. This approach benefits both the young trainers, by giving them exposure, and the clients, by maintaining trust and quality service.

**Option A**, which suggests exploring clients who are comfortable working with young trainers, is not a practical solution. There is no guarantee that enough clients would agree to work with inexperienced trainers, especially when the organization's reputation is tied to the expertise of its senior trainers. Limiting young trainers to "comfortable" clients may also restrict their exposure to smaller or less impactful projects, failing to address the CEO's concern of giving them broader opportunities.

**Option B**, requesting repeat clients to switch to young trainers due to their energy, risks damaging relationships with clients who have developed trust with senior trainers. Clients typically value consistency and proven expertise in behavioural training, and such a forced switch might lead to dissatisfaction or even loss of business. Additionally, the assumption that clients would prioritize "energy" over experience undermines the quality standards expected in this field.

**Option D**, assigning repeat projects from satisfied clients to young trainers, is a risky move. Repeat clients usually request senior trainers based on their past satisfaction and replacing them with young trainers may result in dissatisfaction or erode trust. This option does not provide a structured transition for young trainers and could jeopardize the reputation of Humane Dynamix by prematurely assigning high-stakes projects to less experienced trainers.

**Option E**, requesting the CEO to urge senior trainers to give up some of their existing clients for the sake of others' careers, is impractical and unfair. Senior trainers have earned the trust of clients through their expertise and efforts, and asking them to give up clients could create resentment among senior trainers. Additionally, it risks alienating clients who value continuity and established relationships with their preferred trainers.

Hence, **Option C** is the best solution as it ensures a structured and client-friendly approach to integrating young trainers into training programs. It allows young trainers to gain practical experience while keeping senior trainers involved, maintaining client satisfaction and the organization's reputation.

**39. E**

The correct answer is **Option E**, as it provides Sudha with a professional and constructive way to address her concerns. By explaining to Dheeraj that assigning her well-established clients to novice trainers might lead to the loss of those clients, she highlights a valid risk to the organization's reputation and revenue. This approach aligns with the organization's priority of maintaining client satisfaction and repeat business while addressing Sudha's concern about her reduced training hours and revenue loss. Since Dheeraj's role as the TAO involves balancing the CEO's directive to train young trainers with ensuring business continuity, Sudha's input directly supports his decision-making process without being confrontational or disruptive.

**Option A**, where Sudha approaches the CEO to request Dheeraj's removal as TAO, is overly drastic and unprofessional. While Sudha may be frustrated, such an action would be perceived as personal and vindictive, rather than focused on the organization's goals. Dheeraj is carrying out the CEO's directive to give young trainers more opportunities, and targeting him instead of addressing the issue directly is unlikely to garner support. Moreover, this option risks damaging her relationship with both the CEO and Dheeraj.

**Option B**, contacting client companies and asking them to reject Dheeraj's assigned trainers, is unethical and undermines the organization's internal structure. Such behavior would create unnecessary conflict between the clients and the organization, while also eroding trust between Sudha and Dheeraj. This option not only harms Humane Dynamix's reputation but also jeopardizes the morale of young trainers and the collaborative work environment within the company. It does nothing to address the root issue constructively.

**Option C**, confronting the CEO to argue that his concerns should not be addressed at the cost of her revenues, is unlikely to be effective. While Sudha has valid concerns, directly opposing the CEO's directive without offering an alternative solution could make her appear self-centered and resistant to change. The CEO is already aware of the need to balance young trainer development with client satisfaction, and simply complaining about revenue loss does not contribute to resolving the issue in a productive manner.

**Option D**, proposing to train young trainers in her innovative methods to make them independent in the future, is a constructive suggestion but does not address Sudha's immediate concerns. While mentoring young trainers would help them develop, this does not resolve the current issue of Sudha losing clients and training hours. Furthermore, this option assumes Sudha is willing to take on the responsibility of mentoring, which may not align with her immediate priorities.

Hence, **Option E** is the best choice as it allows Sudha to address her concerns directly with Dheeraj in a professional and constructive manner. By framing her argument around the risk of losing clients and revenue, she aligns her concerns with the organization's goals, increasing the likelihood that Dheeraj will reconsider his approach while maintaining client relationships and organizational harmony.

40. **B**

The correct answer is **Option B**. This option balances the client's needs with the organization's goals of nurturing young trainers. It addresses the client's dissatisfaction by ensuring Nandini, a senior trainer, oversees future sessions while giving Kirti the opportunity to learn and improve through co-training. This collaborative and constructive approach maintains client trust, supports Kirti's development, and aligns with Humane Dynamix's vision.

**Option A** is wrong as it undermines the organization's goal of developing young trainers and encourages clients to bypass internal policies. While it might win back the client temporarily, it portrays Nandini as self-serving and could harm teamwork.

**Option C** is inappropriate as it escalates the issue unnecessarily, reflecting poorly on Nandini and Dheeraj. It shifts responsibility to the client instead of addressing the problem directly, which does not help improve Kirti's performance or regain client trust effectively.

**Option D** is counterproductive as it isolates Kirti without offering her a chance to improve. This could demotivate her and conflicts with the organization's objective of providing opportunities to new trainers while failing to rebuild the client relationship.

**Option E** is confrontational and risks damaging Nandini's relationship with Dheeraj. It highlights the issue but fails to propose a solution, leaving the client dissatisfied and Kirti unsupported.

Hence, **Option B** is the best choice as it tactfully resolves client concerns, supports Kirti's growth, and aligns with organizational goals, while the other options either fail to address the issue fully or create further challenges.

41. **C**

Option C is the correct answer because Sukanta is new to TrueColor and the eastern market dynamics. Making major changes without fully understanding the local market and the nuances of how Zedius operates could lead to disruption or failure. Taking time to analyze the competitive landscape, customer preferences, and Zedius's current performance would provide Sukanta with the insights necessary to make informed decisions in the future. This approach also allows him to build trust with the team and gather data to support any major

changes he may propose later. By not rushing into a decision, Sukanta ensures a smoother transition if changes are eventually required. This reasoning aligns with the principle of risk mitigation and cautious decision-making in a new role.

Option A: This option is incorrect because while Zedius's long-standing relationship with TrueColor indicates their experience and familiarity with the company's needs, it does not provide a strong enough reason for Sukanta to avoid making changes. The fact that Zedius has been managing marketing for five years is more of a descriptive fact than a justification to delay decisions. The decision to not make immediate changes should be based on Sukanta's need to assess the market and gather relevant data, not merely on Zedius's history with the company.

Option B: This option is incorrect because the reputation of Zedius's owners, while noteworthy, does not necessarily reflect the effectiveness of their operations or their ability to meet TrueColor's growing ticket sales target. Respect in the community does not directly address the business challenges TrueColor is facing, such as increasing ticket sales to 100,000. Sukanta's decision to delay changes should be rooted in a need to understand market dynamics and operational strengths, not in the personal standing of Zedius's owners. Therefore, this option is irrelevant to the core decision-making process.

Option D: This option is incorrect because it suggests that Sukanta should take bold and immediate action, which contradicts the idea of delaying major changes. While it is true that Sukanta was hired to increase ticket sales, "by whatever means necessary" does not imply that changes must happen immediately. Making significant changes without adequate understanding of the market and Zedius's role could backfire and lead to poor results. Sukanta's mandate is to achieve long-term growth, and taking time to evaluate the situation before acting would be a more prudent approach.

Option E: This option is incorrect because it focuses on the historical stagnation of ticket sales, which actually supports the case for change rather than delaying it. If ticket sales have consistently been at 50,000 for a decade, it suggests that there is a pressing need for new strategies or interventions to meet the aspirational target of 100,000. Therefore, this reason would encourage Sukanta to make immediate changes rather than wait and observe. It does not align with the decision to avoid making major changes in his first year.

Option C is the best choice because it provides a logical, strategic reason for Sukanta to delay making major changes. It acknowledges his need to familiarize himself with the market and gather insights before taking bold steps. The other options either fail to provide strong justifications for delaying action (A and B) or contradict the idea of postponing changes by suggesting immediate action (D and E). By prioritizing market understanding, Sukanta sets himself up for informed and effective decision-making in the future.

42. A

**Option A: In Tivanna, the competing media agencies keep defaming each other out of fierce competition.** This option provides Adil with a valid and logical justification for ignoring the accusations against Zedius. By framing the allegations as a common tactic used by competing agencies in a fiercely competitive market, it effectively undermines the credibility of the claims. Adil can reasonably conclude that these accusations may be baseless and designed to tarnish Zedius's reputation. This allows him to confidently maintain the status quo with Zedius, ensuring no disruption in the critical sales target of 100,000 tickets for the event.

**Option B: Zedius promises a particular threshold of ticket sales, as decided by TrueColor.** This option is incorrect because it does not address the specific issue of accusations about selling phoney tickets. While this shows Zedius's commitment to achieving sales targets, it provides no basis for Adil to judge the credibility of the competing agencies' allegations. The question requires an explanation for dismissing the claims, and this option does not contribute to that goal.

**Option C: Zedius is the largest media agency in Tivanna.** This option is also not the correct answer. While being the largest agency might indicate that Zedius has a significant market presence or influence, it does not automatically prove its integrity or discredit the accusations. The size of the agency is irrelevant when assessing whether or not the allegations are true. Adil needs a reason to dismiss the accusations, and this option fails to provide one.

**Option D: Some attendees admitted to paying cash to gatekeepers to get in.** This option works against the goal of ignoring the accusations. This option suggests that there may indeed be unethical practices happening at the events, thus lending credibility to the claims of fake ticket sales. Instead of helping Adil maintain the status quo, this option would encourage further investigation into the matter, which is the opposite of what the question is asking for.

**Option E: Tivanna being a small city, a few prominent personalities have to be allowed in without tickets** is irrelevant to the situation. This statement focuses on the practice of allowing free entry to VIPs, which has no connection to the accusations about selling black-market tickets. It neither supports Zedius nor provides Adil with a reason to ignore the allegations. Therefore, this option does not help in achieving the desired outcome.

Option A directly addresses the root of the problem by undermining the credibility of the accusations and presenting them as a tactic of market rivalry. The other options either fail to address the issue of credibility, are irrelevant to the situation, or actively work against the objective of maintaining the status quo.

43. **B**

Option B is the correct answer because Sukanta's strategy, though unsuccessful in the short term, is aimed at building long-term self-sufficiency for TrueColor. Transitioning from reliance on an external agency like Zedius to managing ticket sales internally was always expected to involve short-term challenges, as acknowledged by both Sukanta and Adil during their discussions. The failure to meet the sales target in the first year does not necessarily indicate a flawed strategy, as Sukanta and his newly recruited team require more time to learn, gain experience, and refine their processes. By adopting a "wait and watch" approach, Adil would provide the team with the time and space needed to realize their potential and build long-term capabilities for TrueColor. Prematurely reversing the decision would waste the investments made in Sukanta's plan and undermine the organization's commitment to long-term goals.

Option A: This option is incorrect because it disregards the strategic shift Adil had previously approved, which aimed to reduce dependence on external agencies and build internal capabilities for ticket sales. While Zedius had helped achieve past sales targets, going back to them immediately would indicate a lack of faith in Sukanta's strategy and render the effort of creating an in-house team meaningless. Moreover, abruptly reversing the decision would demoralize Sukanta's team and weaken the organization's commitment to long-term growth. The initial underperformance of Sukanta's team should be seen as part of the learning curve rather than a reason to abandon the new strategy entirely.

Option C: This option is not the best course of action because it not only undermines the commitment to Sukanta's plan but also introduces unnecessary risk. Partnering with a media agency working for TrueColor's main competitor may result in conflicts of interest, operational challenges, or confidentiality concerns. Additionally, this option would still involve reliance on an external agency, which goes against the company's objective of becoming self-sufficient in ticket sales. This would further delay the development of internal capabilities and erode the progress made so far under Sukanta's leadership.

Option D: This option is also incorrect because it completely reverses the strategic direction Adil had approved just a year ago. While the decision to switch from Zedius to an in-house ticket sales team has faced challenges, dismissing Sukanta's team after one setback would be an overreaction. Such a drastic move would not only waste the effort and investment already made but also signal a lack of patience and willingness to endure short-term pain for long-term gain. The in-house team's failure to meet the target in the first year does not necessarily indicate that the strategy is doomed. Instead of dismissing Sukanta's team, Adil should provide them with time to adapt and improve.

Option E: This option is incorrect because it creates a hostile work environment and does not address the root cause of the issue. While setting clear expectations for performance improvement is important, issuing threats will only demotivate Sukanta and his team, who are already dealing with the pressure of a failed initiative. Adil's role as a leader is to support his team, especially during challenging times, rather than resort to coercion or fear. A more constructive approach would involve providing Sukanta with resources, training, or guidance to improve sales, rather than threatening to fire him and his team.

Option B is the best course of action because it aligns with the long-term vision of building internal capabilities, acknowledges the learning curve involved in Sukanta's strategy, and avoids undermining the investment made in the new approach. The other options either involve prematurely abandoning the strategy, reverting to external reliance, or creating unnecessary conflict and demotivation, all of which are counterproductive to TrueColor's goals. By adopting a patient, supportive stance, Adil can give Sukanta and his team the opportunity to refine their approach and eventually achieve the desired outcomes.

#### 44. B

This combination—**B (Shut down the cafeteria for the period of renovation), C (Ask their administrative staff to work remotely), and D (Strip the pharmacy operations down to emergency and critical medications)**—is the best option because it minimizes disruption to the hospital's critical operations while allowing the infrastructure renovation to proceed. The cafeteria, while a helpful facility, is not directly tied to medical services and can be temporarily closed without impacting the hospital's ability to provide healthcare. Similarly, asking administrative staff to work remotely, as they did during the COVID-19 pandemic, is a feasible solution that would not affect core hospital services. Reducing the pharmacy operations to only emergency and critical medications ensures that patients can still access life-saving medicines while scaling down non-critical operations. Together, these steps allow the hospital to maintain its emergency services and outpatient care, which are critical for its reputation and operations, while accommodating the renovation.

Option A: This combination—**A (Reduce their outpatient capacity to half), C (Ask their administrative staff to work remotely), and D (Strip the pharmacy operations down to emergency and critical medications)**—is not the best choice because reducing outpatient capacity to half would significantly impact the hospital's primary role in the community. Outpatient services make up a significant proportion of KindCare's patients, and such a drastic reduction could harm its reputation and result in a loss of trust among patients. While asking administrative staff to work remotely and scaling down the pharmacy to emergency medications are sensible steps, compromising outpatient care would severely disrupt the hospital's functioning. Therefore, this option is less viable.

Option C: This combination—**A (Reduce their outpatient capacity to half), B (Shut down the cafeteria for the period of renovation), and C (Ask their administrative staff to work remotely)**—is not ideal because it involves reducing outpatient capacity, which is a core service of the hospital. While shutting down the cafeteria and asking administrative staff to work remotely are low-impact measures, cutting outpatient services by half would severely affect the hospital's ability to serve its community. Outpatient care is one of KindCare's key strengths, and such a reduction would lead to dissatisfaction among patients and tarnish its reputation. Hence, this option is less effective compared to BCD.

Option D: This combination—**B (Shut down the cafeteria for the period of renovation), C (Ask their administrative staff to work remotely), and E (Shut down the medical lab, and arrange medical tests from a local lab)**—is not the best option because shutting down the hospital's state-of-the-art medical lab would significantly affect patient care. The lab is described as a major strength of KindCare, being the most sought-after testing facility in the region. Arranging medical tests from local labs would compromise the quality and reliability of diagnostic services, which are critical to the hospital's operations. While shutting down the cafeteria and having administrative staff work remotely are reasonable measures, closing the medical lab would have a much greater negative impact on the hospital's functioning. Therefore, this combination is not ideal.

Option E: This combination—**A (Reduce their outpatient capacity to half), B (Shut down the cafeteria for the period of renovation), and E (Shut down the medical lab, and arrange medical tests from a local lab)**—is the least effective option because it involves two highly disruptive measures: reducing outpatient capacity and shutting down the medical lab. Outpatient services are a key component of KindCare's operations, and reducing their capacity would directly impact the hospital's ability to serve its patients. Similarly, shutting down the medical lab would compromise diagnostic services, which are critical for both inpatient and outpatient care. While shutting down the cafeteria is a low-impact measure, the other two actions would severely disrupt the hospital's operations and reputation, making this combination highly undesirable.

Option B:

- **Shutting down the cafeteria (B)** The cafeteria is not directly related to the hospital's medical operations. While it serves patients and their relatives, its closure would have minimal impact on the hospital's ability to provide healthcare. Patients and relatives can use other food joints and restaurants that have opened around the hospital in recent years.
- **Asking administrative staff to work remotely (C)** The hospital successfully implemented remote working for its administrative staff during the COVID-19 pandemic. This option is feasible and would not affect the hospital's critical services or patient care.

- **Stripping the pharmacy operations down to emergency and critical medications (D)** This ensures that the hospital can continue to provide life-saving medicines to its patients while temporarily suspending non-essential pharmacy services. This is a reasonable compromise during the renovation period.

By implementing these measures, KindCare can ensure that its critical services, such as outpatient care, emergency services, and its state-of-the-art medical lab, remain functional during renovations. This approach minimizes disruption and aligns with the hospital's mission of serving the community effectively.

#### 45.C

Option C is the correct answer because shutting down the cafeteria is a low-impact decision that does not affect the hospital's ability to provide medical care. The cafeteria, while important for the comfort of patients, their families, and hospital staff, is not directly linked to critical operations like emergency services, ICU operations, or outpatient care. Relocating the storage unit to the cafeteria temporarily ensures that the hospital's inventory of medicines and supplies is close and easily accessible during the renovation of the primary storage unit. This decision allows KindCare to continue operating efficiently without disrupting critical medical services. Additionally, there are other food options available in the surrounding area, such as food joints and restaurants, making this a practical and effective solution.

Option A: This option is incorrect because reducing the capacity of emergency services would severely impact the hospital's ability to serve patients in need of urgent care. Emergency services are a core strength of KindCare and one of the main reasons it is highly regarded by the locals. Halving this capacity would not only compromise the hospital's reputation but also endanger lives by turning away patients who rely on these services. Renovating the storage unit part by part is a time-consuming approach that would delay the renovation, adding unnecessary operational challenges and prolonging disruption. This option poses significant risks and is less effective than relocating the storage unit.

Option B: This option is highly disruptive and impractical. Shutting down most of the hospital would significantly affect its ability to serve the community, especially since it is the only major hospital in the region. Many patients, particularly outpatients and those requiring ICU care, would face severe inconvenience or even harm. While running the emergency ward on outside supplies might be feasible, relying on external supply chains introduces delays and logistical complexities. This option would create unnecessary disruption and undermine the hospital's primary role in the community, making it far less effective than Option C.

Option D: This option is less effective because relocating the storage unit to a rented space an hour away would introduce logistical delays and inefficiencies. In a hospital setting, timely access to medicines and auxiliary supplies is critical, particularly for the ICU and emergency services. A storage facility located far from the hospital would make it difficult to ensure adequate and timely supply, potentially jeopardizing patient care. While this option avoids shutting down any part of the hospital, it introduces operational risks that are unnecessary when a more practical alternative (relocating the storage unit to the cafeteria) is available.

Option E: This option is not a practical solution for the immediate problem at hand. Building a new storage facility is a long-term solution that would take months or even years to complete, during which the hospital would still need to address the urgent renovation of the existing storage unit. The immediate need is to ensure the hospital continues operating efficiently during the seven-day renovation period, and this option fails to address that requirement. While expanding storage capacity may be a good idea in the future, it is irrelevant to solving the current issue.

Shutting down the cafeteria and temporarily relocating the storage unit ensures that KindCare can continue to operate efficiently without disrupting its critical services. The cafeteria is a non-essential facility in the context of hospital operations, and its temporary closure would not impact the hospital's ability to provide medical care. Relocating the storage unit to the cafeteria keeps the inventory accessible and eliminates the logistical challenges of moving supplies to a distant location. Moreover, patients and their families can utilize the other food joints and restaurants that have developed around the hospital, minimizing the impact of the cafeteria's closure.

46.D

Option D is the correct answer because it offers a sustainable and practical solution to minimize the disruption caused by the renovation. By bringing in a reputed team that can complete the work in just three days, KindCare can significantly reduce the time during which outpatient services are affected. While the cost is high, it is a short-term expense that ensures the hospital's reputation and ability to serve the community are not further damaged. The hospital is already turning away patients, which could lead to long-term resentment and a loss of trust in KindCare's services. Therefore, prioritizing a faster renovation—even at triple the cost—is the most effective and sustainable option to resolve the situation promptly and ensure smooth operations in the future.

Option A: This option is not the best solution because it introduces logistical challenges and inefficiencies. While renting spaces could allow the hospital to continue providing some services, operating from scattered locations would likely confuse patients and add complexity to hospital management. Patients seeking emergency care or outpatient services may not know where to go, and staff would need to divide their efforts between multiple locations. Furthermore, transporting critical supplies like medicines or equipment to these scattered spaces would be time-consuming and costly. While this option could temporarily reduce the number of patients turned away, it is not sustainable and would create operational challenges that could hurt KindCare's reputation.

Option B: This option is less effective because it does not address the immediate issue of patients being turned away. Starting reduced operations would still limit the hospital's ability to serve the community, and hiring a team of experts to expedite the renovation would add further delays. The renovation team already estimates that the work will take more than 15 days, and waiting for experts to provide solutions would only prolong the process. While this approach might seem cautious, it does not resolve the urgent problem of public dissatisfaction and disrupted services. It fails to provide a timely and impactful solution compared to Option D.

Option C: This option is not ideal because it would primarily help critical patients rather than addressing the broader issue of outpatient services being turned away. While critical patients might be redirected to Shamili, many outpatients and locals rely on KindCare as their primary medical facility. Shamili is located 100 kilometers away, which makes it inconvenient for most patients in Chinara and the surrounding area. Additionally, outsourcing patients to Shamili could harm KindCare's reputation as a dependable healthcare provider. This option solves the issue for only a small segment of patients and fails to address the community's broader healthcare needs.

Option E: This option is not sustainable because it simply postpones the problem rather than solving it. The hospital has already identified the need for urgent renovation of its storage unit, which is critical for maintaining an adequate inventory of medicines and supplies. Stopping the renovation would provide only a temporary reprieve and would likely result in greater operational challenges in the future. The hospital would eventually need to restart the renovation, potentially leading to another disruption. This approach reflects poor planning and does not provide a sustainable solution for the hospital or its patients.

Option D is the most sustainable and effective solution because it prioritizes minimizing disruption and ensures that the hospital can resume normal operations as quickly as possible. While the cost of hiring a reputed renovation team is high, it is a worthwhile investment to preserve the hospital's reputation and meet the community's healthcare needs. Completing the renovation in three days drastically reduces the duration of patient inconvenience and addresses the growing dissatisfaction among the public. Additionally, this option ensures that the hospital's infrastructure improvements are completed efficiently, preventing future delays or operational bottlenecks.

47.C

Sundaram's realization of barely breaking even highlights the need for a sustainable solution to improve profitability. Among the given options, **Option C**, removing all discounts and selling at the maximum retail price, is the most viable choice. By eliminating the 15% discount, Sundaram can immediately increase his **profit** margin without requiring additional investment or effort. His store already caters to residents' daily essentials

and urgent needs, where convenience outweighs pricing. Thus, customers are unlikely to stop shopping at his store despite the removal of discounts. This approach ensures a steady increase in revenue and profitability without jeopardizing his core customer base or incurring further costs.

**Option A**, negotiating a lower rent with the residents' association, appears appealing but is unlikely to succeed. Sundaram voluntarily agreed to the high rent through a competitive bidding process, making it difficult for the association to justify reducing the rate. Furthermore, relying on renegotiation does not address the fundamental issue of improving sales or reducing dependency on discounts, and there's no guarantee of a favourable outcome.

**Option B**, advertising via leaflets in the gated community, may increase visibility but comes with its own costs, such as printing and distribution. This would add financial strain without ensuring a significant uptick in sales. Given that residents are already aware of the store and still prefer large retail chains for major purchases, this strategy may not lead to a substantial increase in profits.

**Option D**, offering to procure items unavailable at his shop on demand, would introduce operational complexities and additional costs, such as transportation and logistics. This approach shifts focus from optimizing the store's current operations and profitability. It may also set unrealistic expectations among customers, further straining Sundaram's resources.

**Option E**, introducing "cheap Wednesdays" with 40% discounts, is counterproductive. While it might draw more customers temporarily, such steep discounts would drastically reduce profit margins. Customers may also delay their purchases to only shop on discount days, cannibalizing regular sales. Over time, this discount-driven model would be unsustainable and could further harm Sundaram's financial stability.

Hence, **Option C** offers the most sustainable way for Sundaram to improve profits. By removing the discounts, he can enhance revenue from existing sales without additional costs or operational risks, aligning his strategy with the shopping habits of his customers.

48. **D**

The correct answer is **Option D**, as it effectively addresses the residents' association's concerns while maintaining balance among all stakeholders. Offering the vegetable vendor a discounted rent would incentivize him to return to the gated community, restoring competition and potentially lowering prices for residents. Moreover, the vendor's return would reinstate the practice of distributing unsold vegetables to the maintenance staff, helping to retain them amidst rising attrition. This solution ensures the association continues to receive rent, resolves concerns over staff retention and avoids placing additional burdens on Sundaram.

**Option A**, inviting bids for another grocery store, could lead to market saturation, harming Sundaram's business and failing to restore the maintenance staff's benefits.

**Option B**, asking Sundaram to rent the vendor's former space, would increase his costs without resolving the association's concerns regarding the staff and the vendor.

**Option C**, imposing a fine on Sundaram, is punitive and does not address the actual issue of the staff losing access to discounted or free vegetables.

**Option E**, asking Sundaram to provide free vegetables to the staff, would impose an unfair financial burden on him, making this solution unsustainable.

Hence, **Option D** is the best choice as it directly resolves the association's concerns by bringing back the vendor, restoring competition, ensuring staff retention, and maintaining harmony in the community without negatively impacting Sundaram.

49. **C**

The correct answer is **Option C**, as it offers a practical and competitive solution to the challenge posed by Rush'em. By employing a few helpers to deliver products within 10 minutes across the three gated communities, Sundaram can leverage his proximity advantage and provide a hyper-local, fast delivery service. This approach ensures convenience for his customers while capitalizing on his established presence and reputation. It allows Sundaram to directly compete with Rush'em's delivery services while avoiding the heavy infrastructure costs of setting up a startup like Rush'em.



**Option A**, ignoring the problem, is a poor strategy. Rush'em has already expanded to the suburbs, and Sundaram is losing business to them. Not acting on this threat could lead to a steep decline in revenue and eventually make his business unviable.

**Option B**, starting his own delivery startup "Finish'em," is impractical. Competing directly with Rush'em in terms of warehouses and technology would require significant financial investment, operational expertise, and infrastructure, which Sundaram likely cannot afford. Additionally, such an initiative would take time to scale, leaving him vulnerable to continued revenue losses in the interim.

**Option D**, demanding that his rent be reduced to one-third, is unlikely to succeed and doesn't address the core issue. The residents' association cannot directly regulate Rush'em's operations, and Sundaram's rental arrangement was made through a competitive bidding process. Furthermore, rent reduction does not help Sundaram retain customers or address their preference for fast deliveries.

**Option E**, offering discounts on every product, would further strain Sundaram's profitability without guaranteeing that customers would stop using Rush'em. Discounts alone won't solve the convenience advantage Rush'em offers through its delivery service. Customers may still prefer the ease of doorstep delivery, even at slightly higher prices.

Hence, **Option C** is the best solution. By introducing a fast delivery service within his gated communities, Sundaram can counter the threat posed by Rush'em while leveraging his existing infrastructure and customer base to maintain and grow his revenue.