

# Courses of Action

## INTRODUCTION

In many objective, competitive examinations questions related to courses of action are frequently asked. Particularly for getting job in banking sector, one must have a command over such type of problems, such problems have become a regular feature of the question papers of various exams to be conducted for recruiting bank employees.

### Why such questions are asked?

The basic reason behind asking such questions is to test your ability to judge a problem correctly in order to determine the root of the given problem and then finding out a proper course of action for that particular problem.

### What is the format of the problem?

**Directions:** In the question given below is given a statement followed by two suggested courses of action number I and II. A course of action is a step or administrative decision to be taken for improvement, follow up, or further action in regard to the problem, policy etc. On the basis of the information given in the statement. Read the situation carefully and then decide which of the given courses of action follow/ follows.

Mark answers:

- (a) If only I follows                      (b) If only II follows  
(c) If either I or II follows            (d) If neither I nor II follows  
(e) If both I & II follow.

**Statement:** The sale of a particular product 'A' has gone down considerably, causing great concern to company 'X'.

**Courses of action :**

- I** Company 'X' should mark a proper study of the rival products in the market.  
**II** The price of product 'A' should be reduced.

**NOTE :** In the examinations more than two courses of actions may also be given.

As we have started the chapter right now, we will not solve the questions given in the format in the very beginning. But the questions given in the format will be solved after all the discussion get completed. In other words, the problems in the given format will be solved when we will reach at the conclusion of this chapter.

### Types of Problems.

- (1) Problems based on problem and solution relationship.
- (2) Problems based on fact & improvement relationship.

Now, this is the time to discuss both the types of problems one by one:

## 1. PROBLEMS BASED ON PROBLEM AND SOLUTION RELATIONSHIP

This is a case when the given statement talks of a problem and the suggested course of action talk of a solution. It is very easy to find out when a suggested course of action is acceptable and when it is not. In fact, the suggested course of action will be acceptable if:

- (a) It solves/ reduces or minimises the given problem
- (b) It gives a practical and solution.

Now, what to do ? Just see the given problem with a serious eye; think over that; apply your day to day experiences; apply your common sense and use your general knowledge to judge whether a suggested course of action solves/ reduces or minimises the problem given in the statement. After this step, the next step is checking the practicality. Here, you have to check if the solution suggested by given course of action is wise enough and applicable in practical way in day to day life.

In a fact. (a) is the 1st step test and after passing the step I test, the given course of action will have to pass step II (which is (b)). It the given course of action passes both the tests [ step I (a) and step II (b),] only then it will be called a correct action.

### Step I test

To pass the step I test a suggested course of action must be

- (i) based on established fact or
- (ii) based on logical prediction or
- (iii) based on experiences
- (iv) based on prevailing notions of truth

Let us discuss all the conditions mentioned above:-

### (i) Action based on established fact: -

In some of the cases an action taken is an established fact which suggests that the given problem can be reduced or solved by this particular solution. It does mean that the solution suggested by the given course of action is universally acknowledged to the given problem. Let us see the examples given below:

#### EXAMPLE 1.

**Statement:** Southern part of India has been coming rapidly into the grip of malaria.

**Courses of action:**

- I** The Southern Indian population must be instructed not to come out of their houses [ wrong action]
- II** Anti- mosquito liquids should be sprayed in the southern part of India [ correct action]

**EXAMPLE 2.**

**Statement:** A child was caught while stealing money of a respectable person of society.

**Courses of action:**

- I** The child should be sent to child welfare society. ( correct action)
- II** The child should be put in jail and severely beaten ( wrong action)

**Comment:** In example I, I is rejected as it is an irrelevant action. It does not make it clear how instructing population for not coming out of their houses will solve or reduce the problem of spreading malaria. But II is a proper course of action as it is an established biological fact that malaria can be prevented by using safeguards against mosquitoes. This is the reason that II will go for further test ( step II test) proving itself a proper course of action in 1st level test (step I test).

In example 2, II is rejected on the basis that it is totally illogical to beat a child and put into jail as a child is not mature enough to decide what is right and what is wrong further, this is an established fact (socially established fact) that child criminals must not be treated as punishable wrong deer but they should be made to mend their ways and on the basis of this I is the correct course of action. Hence, I will qualify for the 2nd round test ( Step II test)

Now we can say, that following will go for step II ( practicality) test :

## (ii) Action based on logical prediction :

In such type of cases solutions provided for the given problems are neither an established fact nor they can be considered as proper action on the basis of our past experiences. Hence, in such cases examinees are required to apply certain logic and reasoning to find out if the given course of action solves/reduces or minimises the problem.

Let us see the example given below:

**EXAMPLE 3.**

**Statement:** Jammu & Kashmir is experiencing again the rise of terrorism and it is obvious that Pakistan is encouraging it.

**Course of action:** India must go to the international bodies with all the proof of Pakistani involvement in Jammu & Kashmir and demand that Pakistan must be declared a terrorist nation. [ correct action]

**Comment :** Here, the given course of action is the correct one at step I test. In fact, it is a matter of simple logic of diplomacy that in case of disturbances created by a hostile nation within our country, we put this issue before international bodies so that the hostile nation stands at disadvantage. Thus Ex. 3 will qualify for the next step test (step II or practicality test).

**(iii) Action based on experiences:** In certain cases, while deciding if a given course of action solves or reduces or minimises the given problem, our experiences work. In fact, in such cases the given problem may be a relatively new one. It will not be totally new but it will not be very old

either. This is the reason that the solution can not be said as an established fact. However, based on our past experiences, in the similar kind of situation, we can reach the conclusion that the given problem can be solved/ reduced/ minimised by this particular action. Let us see the example given below:

**EXAMPLE 4.**

**Statement:** Several foreign powers having expansionist thinking are threat to India.

**Course of action:** Efforts should be made that the Indians remain united for any eventuality. [ correct action]

**Comment:** Our past experiences say that we (India) became a sufferer several times because of the foreign powers and at that time we lacked our unity. In another words, India has fallen victim to foreign powers only when our country (India) has not remained united. Hence, on the basis of our past experience, we can conclude that the given course of action solves or reduces the problem making its entry for 2nd level (step II) test.

**(iv) Action based on prevailing notions of truth:** In such type of cases solutions provided for the given problem is as per the social norms. In other words, the given course of action suggests a solution that is prevailing notion of truth. In fact, they are the ideas that are universally accepted and acknowledged by the society and hence in many ways they are similar to established fact. Let us see the following examples:

**EXAMPLE 5.**

**Statement:** Mr Sharma got angry and beat his son mercilessly.

**Course of action :** Mr.Sharma should be caned publicly [ wrong action]

**EXAMPLE 6.**

**Statement :** Most of manufacturing companies in India are running in losses.

**Course of action:** Prospects of privatisation of these companies must be explored. [ correct action]

**Comment:** In example 5, the given solution is against the societal norm as the public beating is not considered a good punishment. In other words, it is prevailing notion of truth that public beating is not good. Hence, on the basis of this the given solution is rejected and will not go for 2<sup>nd</sup> level test (step II test).

In example 6, the given course of action suggests privatisation for less making manufacturing and no doubts, it is a prevailing notion of truth that privatisation can make loss making companies strong ones and chances of their loss making can be reduced or minimised. There is also a chance that privatisation can convert a loss making company into a profitable one. Hence, we conclude the given solution is correct one and will qualify for further test (2nd level test or step II test). Now, we can move on to step II test.

## Step II (Test of Practicality)

This is the 2nd part of test. In the 1st part we just found out whether a suggested action really solves/ reduces/ minimises the given problem. But an important part also remains to be checked and that is the test of practicality. Point to be noted that a given course of action may solve/ reduce/ minimise a particular problem but if it is not practically possible, it will be consider useless. This is the reason why this point to, needs sound checking. For this you have to keep the following things in your mind:

- A. The problem and solution must be well matched and must be in proportion. In other words, if solution are too simple for too severe problems, they will be useless. Conversely, we can say that too severe solutions are not good solutions for too simple problems.
- B. Even after passing the step I test, the given solution is creating a new problem, then the given solution will not be a good solution and will fail in practicality test.

## Examples for (A)

### EXAMPLE 7.

**Statement :** Lack of discipline is a good reason for low productivity in India.

**Course of action :** Government must take step to make military training compulsory for all Indian citizens. [ wrong action]

### EXAMPLE 8.

**Statement:** As per the report of 'WHO' ( World Health Organisation) the life expectancy of an average Indian is continuously declining.

**Course of action :** A serious effort must be made to prevent children from making noises. [wrong action]

**Comment:** In Example 8, the given course of action is not a good solution for the given problem. No, doubt that military training would be a solution for lack of discipline but is it a practical solution? Our answer will be a big 'No' (why?). In reality, at the 1st step test the given course of action may seem true as it solves the given problem but it comes to the 2nd level test, it becomes clear that it is too ever solution for relatively small problem. Hence, on this basis the given course of action is rejected finally.

In example 8, the given course of action suggests that problem of declining life expectancy can be solved if children are prevented from making noises. At one stage the given course of action reduce the problem to some extent as it suggests that less noise will increase the chance of less blood pressure and this will result in less death because of blood pressure. But when we think analytically, we come to the conclusion that the problem is very serious and the given solution is very simple for it. Hence on this basis the given course of action would be declared a wrong one and would be rejected finally.

## Example for (B)

### EXAMPLE 9.

**Statement:** In recent years, people have developed a tendency of tax evasion and this is the reason tax evasion has increased an alarming level.

**Course of action :** Government must make law to abolish taxes. [ wrong action]

**Comment:** Here, the given problem is about tax evasion. Tax evasion does mean showing less income to pay less tax. Why tax evasion, is a problem? Because tax evasion generates black money. The given course of action suggests the abolition of taxes which cannot be said a good solution as taxes are taken to provide people certain indirect services like the facility of roads, parks, police etc. Suppose if taxes are not changed, how and where from

money will come to provide such indirect services to community. No doubts, the tax abolition will create a new problem. Hence on this basis the given course of action will be rejected finally as it fails the 2nd level test (step II test) of practicality.

Now after understanding what is a practical solution, we can test the courses of action that have been passed the step I test and given under examples 1, 2, 3, 4 and 6.

**Step II test of Example. 1 ( Course of action II):** II course of action given under example 1. is " Anti mosquito liquids should be sprayed in the southern part of India " and we doubts this is a practical solution for the given problem. In the past we have also seen that such steps have been taken. Not in the past only even today whenever it seems that mosquito born diseases are imminent, the anti-mosquito liquids are sprayed. Such step is taken only because it is practical. Here, the II courses of action given under example 1 passes both the test to be finally declared as proper and correct solution.

**Step II test of Example-2 [Course of action I]:** I course of action given under example 2. is "child should be sent to child welfare society" and he doubts this is a practical solution. In so many cases we have seen that when a child does the crime like stealing and some other more serious crime, then they are put under such atmosphere that they can understand the seriousness of their crime and try to mend their ways. For such children, child welfare societies and some other such kind of organisations are very helpful. Hence, this course of action passes its final test to be declared a correct course of action.

**Step II test of Example. 3 :** course of action given under example 3 is "India must go to the international bodies with all the proof of Pakistani involvement in Jammu & Kashmir and demand that Pakistan must be declared as terrorist nation" and this is a very practical solution. As we have seen in certain circumstances in past India has put such type of demand from UNO an even from some other nations on individual basis. No doubts, that on such demands India has got support to some extent. Hence it is a very practical solution and this given course of action passes its practicality test to be declared a proper and correct course of action.

**Step II test of Example. 4 :** The given course of action "efforts should be made that the Indians remain united for any eventualities" is a practical one as we have shown this type of unity in the past. For example, in the freedom struggle we were united. How this unity took place? Only because this was practically possible. Hence, this given course of action, too, passed the practicality test to be declared finally a proper and correct course of action.

**Step II test of Example.6:** The given course of action "Prospects of privatisation of these (loss making) companies must be explored is not a correct solution at the end at the 2nd level test (Practicality test) because the courses of action and the given statement are not properly linked. The statement does not make it clear that it talks only about public sector manufacturing concerns as even a private sector manufacturing company may be a loss making company. Hence the statement and given course of action create confusion. Therefore, the given course of action is rejected at 2<sup>nd</sup> level test.

## 2. PROBLEM BASED ON FACT AND IMPROVEMENT RELATIONSHIP

This is the 2<sup>nd</sup> type of problem related to course of action. But point to be noted that this does not require any new skill. The solving method is exactly the same as you have solved the 1<sup>st</sup> type of problem that is problem solution based. In fact you have to solve this type of problem in two steps:

- (i) Find out whether the suggested course of action will help an improvement of the situation
- (ii) Find out whether the two are properly balanced.

In fact problem given under example 7 is such type of problem.

Now we have come at the end of this chapter and this is the time to solve the problem given under segment what is the format of the problem? Let us solve it:

**Statement :** The sale of a particular product 'A' has gone down considerably, causing great concern to company 'X'.

**Courses of action :**

- I. Company should make a proper study of rival products in the market.
- II. The price of product 'A' should be reduced.

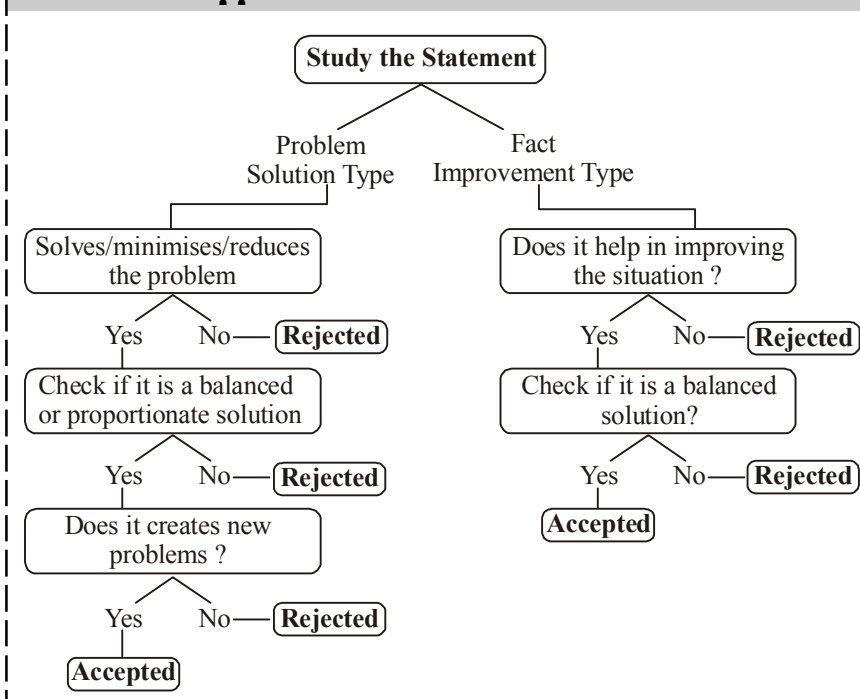
**Solution.** Option (a) is the correct option as only I follows.

**Reason /Explanation:** If the sale of 'A' has gone down, then there must be some solved reasons. The company X must know this reason. As I suggest the similar solution, it follows. But II does not follow. The company should 1<sup>st</sup> know if price was a factor behind the drop in sale. Without knowing this, reducing price may turn out to be a wrong and harmful action.

**Note**

*If see an either choice in the answer options avoid it. It will be a wrong answer. Either choice can be in the form like "Either of I or II (or III or I etc.) follows".*

### Shortcut Approach



# EXERCISE

**Directions (Qs. 1-35):** In each question below is given a statement followed by two courses of action numbered I and II. A course of action is a step or administrative decision to be taken for improvement, follow-up or further action in regard to the problem, policy, etc. On the basis of the information given in the statement, you have to assume everything in the statement to be true, then decide which of the suggested courses of action logically follow(s) for pursuing. Give answer

- (a) if only I follows.
  - (b) if only II follows.
  - (c) If either I or II follows.
  - (d) if neither I nor II follows
  - (e) if both I and II follow.
1. **Statements:** There has been a significant drop in the water level of all the lakes supplying water to the city.  
**Courses of action:**
    - I The water supply authority should impose a partial cut in supply to tackle the situation.
    - II The government should appeal to all the residents through mass media for minimal use of water.
  2. **Statement:** A very large number of students have failed in the final high school examination due to faulty questions in one of the subjects.  
**Courses of action:**
    - I All the students who have failed in that subject should be allowed to take supplementary examination.
    - II All those who are responsible for the error should be suspended and an enquiry should be initiated to find out the facts.
  3. **Statement:** The prices of foodgrains and vegetables have substantially increased due to a prolonged strike call given by the truck owners' association.  
**Courses of action:**
    - I The government should immediately make alternative arrangement to ensure adequate supply of foodgrains and vegetables in the market.
    - II The government should take steps to cancel the licenses of all the vehicles belonging to the association.
  4. **Statement:** A large number of people visiting India from country 'X' have been tested positive for carrying viruses of a killer disease.  
**Courses of action:**
    - I The government of India should immediately put a complete ban on people coming to India from country 'X' including those Indians who are settled in country 'X'.
    - II The government of India should immediately set up detection centres at all its airports and seaports to identify and quarantine those who are tested positive.
  5. **Statement:** There has been an unprecedented increase in the number of requests for berths in most of the long distance trains during the current holiday seasons.

**Courses of action:**

- I The railways authority should immediately increase the capacity in each of these trains by attaching additional coaches.
  - II The people seeking accommodation should be advised to make their travel plan after the holiday.
6. **Statement:** The cinema halls are incurring heavy loss these days as people prefer to watch movies in home on TV than to visit cinema halls.  
**Courses of action:**
    - I The cinema halls should be demolished and residential multistorey buildings should be constructed there.
    - II The cinema halls should be converted into shopping malls.
  7. **Statement:** It is necessary to adopt suitable measures to prevent repetition of bad debts by learning from the past experiences of mounting non-performing assets of banks.  
**Courses of action:**
    - I Before granting loan to customers their eligibility for loan should be evaluated strictly.
    - II To ensure the payment of instalments of loan, the work, for which loan was granted, should be supervised minutely on a regular basis.
  8. **Statement:** Many private sector banks have reduced interest rate on housing loans in comparison to public sector banks.  
**Courses of action:**
    - I The case should be raised before the regulatory authority for investigation by the public sector banks as they cannot follow such reduction.
    - II Public sector banks must adopt such policy to remain in competition.
  9. **Statement:** In order to maintain its dignity every nation should prosper economically and ensure development.  
**Courses of action:**
    - I The banks and financial institutions must make people aware of the importance of economic growth and development in every country.
    - II People should be encouraged to lead life with dignity.
  10. **Statement:** Many private sector banks have reduced interest rate on housing loans in comparison to public sector banks.  
**Courses of action:**
    - I Public sector banks should explore new avenues in financial sector and try to establish their monopoly in these avenues and they should provide maximum possible and unique benefit to the customers.
    - II The public sector banks should advertise their special feature repeatedly so that they do not lose their future customers.
  11. **Statement:** The Kharif crops have been affected by the insects for three consecutive years in the district and the farmers harvested less than fifty per cent of produce during these years.  
**Courses of action:**
    - I The farmers should seek measure to control the attack of insects to protect their crops next year.



- II.** The Government should increase the support price of Kharif crops considerably to protect the economic interests of farmers.
12. **Statement:** There was waterlogging in the major part of the city due to heavy rain during past few days and the people residing in those areas were forced to shift to other areas.  
**Courses of action:**  
**I.** The Government should arrange food and shelter for the displaced people.  
**II.** The fire brigade should be put on high alert to cope with the situation.
13. **Statement:** It has been reported that a large number of old-age people live near the airport and they are suffering from hearing problem.  
**Courses of action:**  
**I.** The people who are living near the airport should be transferred to other areas immediately.  
**II.** The airport authority should train the old-age people living near the airport to cope with noise pollution.
14. **Statement:** Many students who passed SSC could not get admission in the junior colleges due to less number of seats in the colleges.  
**Courses of action:**  
**I.** The Government should arrange additional seats in the colleges for the students immediately.  
**II.** The students who did not get admission in the junior colleges, should be advised to get admission in the professional courses.
15. **Statement:** The availability of imported fruits has increased in the indigenous market and so the demand for indigenous fruits has decreased.  
**Courses of action:**  
**I.** To help the indigenous producers of fruits the Government should impose high import duty on imported fruits, even if these are of good quality.  
**II.** The fruit vendors should stop selling imported fruits so that the demand for indigenous fruits would increase.
16. **Statement:** The ongoing transporters' strike has entered its tenth day and the supply of essential commodities to the consumers is dwindling fast. Moreover, there is no sign of softening of the rigid stand taken by the transporters.  
**Courses of action:**  
**I.** The government should immediately make alternative arrangements to supply the essential commodities to the consumers.  
**II.** The government should immediately declare the strike illegal and put all those responsible for the strike behind bars.
17. **Statement :** Due to substantial reduction in fares by different airline services, a large number of passengers, so far travelling by upper classes in trains, have switched over to airline services.  
**Courses of action :**  
**I.** The railways should immediately reduce the fare structure of the upper classes substantially to retain its passengers.  
**II.** The railways should reduce the capacity of upper classes in all the trains to avoid loss.
18. **Statement :** The government has decided to withdraw all the financial assistance it has been providing to the Institutes of higher learning and urged them to become self-sufficient.  
**Courses of action :**  
**I.** These institutes should increase the number of seats substantially so as to enable them to meet the shortfall.  
**II.** These institutes should rationalise the fee structure and also offer consultancy services to meet the shortfall.
19. **Statement :** Most of those who study in premier engineering colleges in India migrate to developed nations for better prospects in their professional pursuits.  
**Courses of action:**  
**I.** All the students joining these colleges should be asked to sign a bond at the time of admission to the effect that they will remain in India at least for ten years after they complete education.  
**II.** All those students who desire to settle in the developed nations should be asked to pay the entire cost of their education which the government subsidises.
20. **Statement :** A large number of people are expected to gather at the holy site at the end of this month and this may put strain on civic amenities.  
**Courses of action :**  
**I.** The civic authority should monitor the crowd and restrict entry of the devotees beyond a manageable number.  
**II.** The local police authority should be put on high alert to maintain law and order during the congregation.
21. **Statement:** The meteorological department has issued a notification forecasting less rainfall during next year's monsoon.  
**Courses of action:**  
**I.** The farmers should be advised to be ready for the eventuality.  
**II.** The government should make arrangement to provide water to the affected areas.
22. **Statement:** There is an unprecedented increase in migration of villagers to urban areas as repeated crop failure has put them into precarious financial situation.  
**Courses of action:**  
**I.** The villagers should be provided with alternate source of income in their villages which will make them stay put.  
**II.** The migrated villagers should be provided with jobs in the urban areas to help them survive.
23. **Statement:** Due to inadequate rainfall this monsoon there is a sharp decline in foodgrain production.  
**Courses of action:**  
**I.** The government should increase the procurement price of foodgrains to support farmers.  
**II.** The government should subsidise further the prices of seeds and fertilizers for the next season.

24. **Statement:** Majority of the students in many schools do not pass in the final examination.  
**Courses of action:**  
**I** These schools should be closed down as these have become unproductive.  
**II** The teachers of these schools should immediately be retrenched.
25. **Statement :** The alert villagers collectively caught a group of dreaded dacoits armed with murderous weapons.  
**Courses of action:**  
**I** The villagers should be provided sophisticated weapons.  
**II** The villagers should be rewarded for their courage and unity.
26. **Statement:**  
 According to the public health department of State 'X', the supply of contaminated water by the municipality is the main reason of the spread of the disease 'A' in the state.  
**Courses of action:**  
**I** State government should replace the head of the water supply department immediately.  
**II** State government should provide free water filter to its residents.
27. **Statement:**  
 The proposed strike by the transporters would paralyse day-to-day life of the people.  
**Courses of action:**  
**I** City administrators should engage the transporters successfully in negotiations on their demands in order to pre-empt their strike.  
**II** City administrators should arrange for alternative public transportation system during the strike.
28. **Statement:**  
 The government of state 'Y' has decided to remove hutments and buildings that have come up beside roads to broaden them in city 'A'.  
**Courses of action:**  
**I** The government of state 'Y' should rehabilitate the affected residents of hutments/buildings.  
**II** The government should compensate with reasonable amounts for the targeted houses.
29. **Statement:**  
 Since the new building is ready, the chairman of Bank XYZ has directed its administrative section to plan for shifting its headquarters to the new building.  
**Courses of action:**  
**I** Administrative department should deliver infrastructural facilities for the new building immediately.  
**II** Administrative department should invite quotations from Movers and Packers.
30. **Statement:** ABC Ltd company has decided to launch free education up to class X for the children of its employees from June 2000.  
**Courses of action:**  
**I** The company should reduce its other expenditures to save money for the plan.  
**II** The company will have to prepare details for the execution of the plan.
31. **Statement:** The 'X' state government has chalked out a plan for the underdeveloped 'Y' district where 80% of the funds will be placed in the hands of a committee of local representatives.  
**Courses of action:**  
**I** The 'X' state government should decide guidelines and norms for the functioning of the committee.  
**II** Other state governments may follow similar plan if directed by the Central government.
32. **Statement:** The district administration has agreed to provide necessary infrastructural facilities to the proposed NRI-funded Trust's project of supply of clean water to city 'Z'  
**Courses of action:**  
**I** The district administration should provide necessary - land to the trust by completing due formalities.  
**II** The district administration should facilitate obtaining electricity and other permissions to the trust.
33. **Statement:** The car dealer found that there was a tremendous response for the new XYZ's car-booking with long queues of people complaining about the duration of business hours and arrangements.  
**Courses of action:**  
**I** People should make their arrangement of lunch and snacks while going for car XYZ's booking and be ready to spend several hours.  
**II** Arrangement should be made for more booking desks and increase business hours to serve more people in less time.
34. **Statement:** The vegetable traders feel that the prices of onion will again go up shortly in the state P.  
**Courses of action:**  
**I** The 'P' state government should purchase and store sufficient quantity of onion in advance to control price.  
**II** The 'P' state government should make available network of fair price shops for the sale of onions during period of shortage.
35. **Statement:** The 'M', state government has decided henceforth to award the road construction contracts through open tenders only.  
**Courses of action:**  
**I** The 'M' state will not be able to get the work done swiftly as it will have to go through tender and other procedures.  
**II** Hence, forth the quality of roads constructed may be far better.
- Directions (Qs. 36-40):** In each question given below a statements followed by three courses of action numbered I, II and III. A course of action is a step or administrative decision to be taken for improvement, follow-up or further action in regard to the problem, policy, etc. On the basis of the information given in the statement, you have to assume everything in the statement to be true, then decide which of the three given/ suggested courses of action logically follows for pursuing and decide the answer.
36. **Statement:** The chairman of the car company announced in the meeting that all trial of its first product the new car model 'M' are over and company plans to launch its car in the marked after six months.

**Courses of action :**

- I.** The network of dealers is to be finalised and all legal, financial and other matters in this connection will have to be finalised shortly.
- II.** The company will have to make plan for product other than car.
- III.** Material, managerial and other resources will have to be in fine tune to maintain production schedule.
- (a) I and III only (b) Only I  
(c) All the three (d) Only II  
(e) None of these
37. **Statement:** The Company 'X' has rejected first lot of valves supplied by Company 'A' and has cancelled its entire huge order quoting use of inferior-quality material and poor craftsmanship.
- Courses of action :**
- I.** The Company 'A' needs to investigate functioning of its purchase, production and quality control departments.
- II.** The Company 'A' should inspect all the valves rejected by Company 'X'.
- III.** The Company 'A' should inform Company 'X' that steps have been taken for improvement and renegotiate schedule of supply.
- (a) Only I and II (b) Only II  
(c) All I, II and III (d) II and either I or III  
(e) None of these
38. **Statement:** Residents from Model Colony coming under North Ward of City 'X' have complained to the Ward Officer that for last three days the tap water in the ward is contaminated and no action is being initiated by the municipal staff.
- Courses of action :**
- I.** The Ward Officer of North Ward should initiate action against residents who have lodged complaints against municipal staff.

**II.** The Ward Officer should ask his junior officer to visit Model Colony to assess the actual condition of water with his staff and to get samples of water tested from laboratories.

**III.** The Ward Officer should ask Ward Engineer to check water installation and pipelines in the Model Colony area.

- (a) Only I and II (b) Only II and III  
(c) Only either I or III & II (d) Only I and III  
(e) None of these

39. **Statement:** The Deputy Mayor of city 'Z' has proposed to install a plant of mineral water and to supply citizens, mineral water bottles at ₹ 6 per litre as against ₹ 10 per litre being sold by local private companies.

**Courses of action :**

**I.** The local private companies of city 'Z' will have to close their operation.

**II.** The corporation of city Z will have to provide for losses in this project in its budget.

**III.** The tap water scheme of city Z will have to be stopped.

- (a) None of these (b) Only I and III  
(c) Only I and II (d) Only II & III  
(e) All the three

40. **Statement:** The Management of School 'M' has decided to give free breakfast from next academic year to all the students in its primary section through its canteen even though they will not get any government grant.

**Courses of action :**

**I.** The school will have to admit many poor students who will seek admission for the next academic year.

**II.** The canteen facilities and utensils will have to be checked and new purchases to be made to equip it properly.

**III.** Funds will have to be raised to support the scheme for years to come.

- (a) Only either I or II (b) Only II and III  
(c) Only I (d) None of these  
(e) All the three

**ANSWER KEY**

1	(e)	6	(d)	11	(e)	16	(a)	21	(e)	26	(d)	31	(a)	36	(a)
2	(e)	7	(e)	12	(a)	17	(a)	22	(a)	27	(e)	32	(e)	37	(c)
3	(a)	8	(b)	13	(d)	18	(c)	23	(e)	28	(c)	33	(b)	38	(b)
4	(b)	9	(a)	14	(b)	19	(c)	24	(d)	29	(a)	34	(e)	39	(a)
5	(a)	10	(e)	15	(d)	20	(e)	25	(b)	30	(e)	35	(d)	40	(b)

**Hints & Explanations**

1. (e) I is advisable because partial cut in supply will be useful when water crisis occurs. II is also advisable because minimal use of water by people will help conserve water and ensure smooth supply in future.
2. (e) I is advisable because it will give an opportunity to the victims of the faulty question paper. II is also advisable because disciplinary action taken against the persons responsible for faulty question paper will give the right message to other such persons, and abate such nuisance in future.
3. (a) I is advisable because it will reduce the inconvenience of the people. II is not advisable because it is an extreme action, which could aggravate the situation.
4. (b) I is not advisable because it is a harsh action. II is advisable because it is a proper and rational way.
5. (a) I is advisable because it will reduce the problem to some extent. II is not advisable because it is ridiculous to give such advice to people.
6. (d) I is not a proper way to tackle the problem. Because this action will not help reduce the problem. Hence, I is not advisable. On a similar basis II is also not advisable.



7. (e) Both I and II are advisable because it will reduce the number of defaulters.
8. (b) The strategy of providing housing loans at reduced interest rate has actually aided in sustainable business growth of the private banks. Also, quick processing of loans and easy financing has led to an increase in the customer footfall. Thus, private banks are way ahead as compared to the public sector banks. The same strategy can be implemented by the government banks to remain in the competition.
9. (a) I is advisable because awareness through these institutions will increase people's participation to get desired objective. II is irrelevant.
10. (e) Both I and II are advisable because both the courses of action will tighten the grip of public sector banks on customers.
11. (e) Both I and II follow. Course of action I will be a precautionary measure, while II will give the farmers a compensation.
12. (a) I follows because it will lessen the miseries of affected people. II does not follow. What role can the fire brigade play in a problem caused by heavy rain?
13. (d) Both I and II are impractical. Hence, both I and II do not follow.
14. (b) I does not follow because there are a large number of victims. Additional seats will not solve the problems of those students because it may compromise on the quality of education. II is advisable because it will solve the problem to some extent.
15. (d) I is not advisable because it is a biased approach to deal with problem. II is not an appropriate way to raise demand of indigenous fruits.
16. (a) A strike like this can increase prices of commodities and may create inconvenience for the people. Hence, I is advisable. II is too harsh as an option.
17. (a) I is advisable because it will attract a large number of passengers. II is not advisable because it will create another problem because of decrease in revenues.
18. (c) The shortfall erupted as a result of the government decision needs to be met. It can be met through increase in the revenue of the institute. Now, how can the revenue be increased? Obviously, either by increasing number of seats or by rationalising the fee structure.
19. (c) I will certainly help put a check on migration. But if one is not redy for I, then II can help one buy one's freedom.
20. (e) Both I and II will be helpful in controlling the situation and ensuring the availability of civic amenities. Hence, both I and II are advisable.
21. (e) I is advisable because it will prepare the farmer to face the situation well in advance. II is also advisable because it will be helpful to cope with the problem related to water.
22. (a) Only I is advisable because here the core problem is "migration of villagers for survival". I will make environment conducive to villagers to survive and restrict their migration. II is not advisable because it will compound the problem of migration.
23. (e) I is advisable because it will bolster the financial condition of the farmers. II is advisable because subsidising further the price of seeds and fertilizers will act as a compensation.
24. (d) Both I and II are not the right approach to deal with the situation. Rather teacher can be trained to deliver the best.
25. (b) I is not advisable because sophisticated weapons must not be provided in lay hands. II is advisable because this will encourage the villagers.
26. (d) II is an impractical solution. Hence, does not follow. I does not address the problem. The action has to be issue-based, not person-based.
27. (e) The first course should be to try their best that transporters don't go on strike. But it necessary that one is prepared with an alternative as well, in case the first course fails.
28. (c) The affected residents can be compensated in either ways.
29. (a) I is a right action. Hence, follows. Inviting quotation from a single company is not a right action. Hence, II does not follow.
30. (e) Money is very important for the execution of any plan. Reduction in other expenditures will definitely help to raise money. Hence, I follows. Any programme can't succeed without a good planning. Hence, II follows.
31. (a) Once it is decided to place funds in the hands of the committee of local representatives, it is necessary to decide guidelines and norms for the functioning of the committee. Hence, I follows. II is not related to the statement.
32. (e) If district administration has passed any project, it should provide all the required facilities.
33. (b) I is not a practical action. II follows because additional booking desks and increased business hours will shorten the queue.
34. (e) It is the responsibility of the state govt to provide essential commodities to its citizen at fair price. I and II both follow because both are the steps taken for the welfare of the citizens.
35. (d) Neither talks about what should be done. Both only suggest the probable consequence.
36. (a) Once the trials are over, the best availability of material, managerial and other resources is necessary to maintain production schedule. Hence, III follows. As mentioned in the statement, 'model M is its first product', so it is necessary to finalise the network of dealers and all matters regarding the sale of the product. Hence, I follows. II has no connection with the statement.
37. (c) As in the statement it is mentioned 'rejection due to inferior-quality material and poor craftsmanship', it is well known that purchase deptt. is responsible for purchasing the inferior quality material. Again, production deptt is responsible for improper inspection. Hence, investigation is compulsory for all the departments. Hence, I follows. II follows because claim of company 'X' may be wrong. III follows because relationships with a previous client should always be kept up.
38. (b) Since this is a grave issue, it calls for immediate redressal on the part of the ward officer. The ward officer should instruct his junior officer to inspect and evaluate the water condition and get water samples tested through laboratorial intervention. Also, the ward engineer should check the pipelines and the system for probable defects.
39. (a) None of the options has relevance to the statement. The first point of the local companies having to shut down its operations is contradictory. Next, there is no information or projection about the profit or losses. Lastly, tap water will not stop. Rather, this step, if implemented will additionally benefit the citizen of city 'Z'.
40. (b) As it is already known that there will not be any government subsidy, the school authorities will need to evaluate alternatives to raise funds for the initiative, besides proper equipments are also equally necessary to be purchased for the provision.