

Ethical Decision Making

1. Rahul is a manager of Alcon Marketing. A new employee Mitesh demands a reimbursement for the cost incurred while entertaining a client last night. He submits receipts from a restaurant and lounge and Rahul obliges and authorizes a reimbursement. During lunch Rahul overhears another employee telling his coworker how he and his wife brought the house down at a lounge with Mitesh and his girlfriend. It is the company protocol to fire employees found guilty of using company funds for private reasons. However any reimbursement is to be verified before sanction.

What action should Rahul take?

- a) Issue a memo to Mitesh
- b) Fire Mitesh on account of claiming company funds for personal reasons according to company protocol.
- c) Ask the employee the time at which he was with Mitesh.
- d) Do nothing as any action will highlight the lack of due verification on Rahul's part.
- e) Cancel the reimbursement and talk to Mitesh in person about the matter.

2. Alan has worked as a bank cashier for several months when one of the other employee who is a good friend tells him that his only son is extremely ill and needs a costly operation to survive and that he has no insurance and the operation will cost INR 10,00,000. Some days later Alan asks him about his son's health and he tells him that he is just fine now. He then confides in Alan that he took INR 10,00,000 from a dormant account at the bank to pay for the operation. He assures him that he has already started paying it back and will continue to do so until it is all returned.

What should Alan do?

- a) Report the incident to their manager.
- b) Finance the rest of the money and tell the other cashier to pay him the balance.
- c) Get a loan sanctioned of the balance amount in the name of the cashier from the manager against a mortgage.
- d) Trust the cashier to keep his word.
- e) Inform the holder of the account of the incident while giving him an increased rate of interest and ask the cashier to pay the difference.

3. In his spare time at work, Rakesh has built a new code on the computer in his company. It seems to be a great breakthrough, yet easier to use than anything else. A friend encourages him to market it on his own as he could make a large profit instantly. This is a very lucrative option, yet Rakesh developed it using company equipment and during time that he was at work. It is in the company policy that any resource may not be used without the company's knowledge.

What should Rakesh do?

- a) Delete the evidence of the data on company computers and market the code independently.
- b) Market the code independently and then compensate the company the cost the equipment used with a premium.
- c) Associate with his company on the code.
- d) Market the code anonymously through a friend.
- e) Resign from the company and then market his code.

4. Ashwath is the chief editor of a newspaper in Ambernath, which has published an article concluding that bottled mineral water has virtually no health advantages over the tap water in most cities, including Ambernath. The report had included comments from local health store owners and water distributors which challenged the study. The AquaPure Bottled Water Company, has threatened to pull its advertising account worth over 75,00,000 a year with the newspaper unless it runs another story of equal prominence, focusing on the benefits of bottled water. It is found that the report published did not conflict with any point on the contract.

What can be the course of action taken by Ashwath if he is an editor concerned about unbiased reports?

- a) Write a retraction saying that the article was based on facts now proven incorrect.
- b) State that this withdrawal of account if made public knowledge would further ascertain the study.
- c) Owing to the large investment at stake, agree to write the report.
- d) Agree to write a report but later dilute the prominence and benefits of AquaPure.
- e) Agree to write a report but start looking for other clients to replace AquaPure.

5. Bob is new officer assigned to a senior constable for the first year of his employment. The senior constable is a 20-year veteran with many successful crime operations under his belt and is a close friend of the DIG of Police. The third day that Bob is working with him Bob responds to a burglary call at a local convenience store. It is 2:30 am and the manager has been notified. Bob is directed to wait 30-35 minutes for the manager's arrival. A short time later he observes the senior constable take a soda, candy and a bag of chips and starts to consume them.

When the manager arrives, they depart.

What should Bob do?

- a) Nothing; Policemen are entitled to a fee for the service they provide and a soda and some food items is barely anything.
- b) Ask the senior constable to pay for the items to the manager the next day.
- c) Come back the next day and pay for the items when with the senior constable.
- d) Report the incident to some other supervisor.
- e) Appeal to the senior constable that such behaviour is against the morals of the police and the next time you will report the incident.

6. Aslam is a buyer for a supermarket company. His company has a policy of not accepting gifts. However, as is the case with any sales employee worldwide, salesmen have offered, and other employees have accepted lunch, theater and discount tickets. Aslam arrives home from the office and finds a new TV on the doorstep with a note that says: “A personal gift for our long standing friendship. Enjoy it with your family in good health -The Parson Foods Company”. However returning the gift might offend its sender.

What should Aslam do?

- a) Keep the gift.
- b) Return the gift to the address.
- c) Call Parson Foods Company and return the gift.
- d) Use the TV player at the supermarket office lobby with the note beside it.
- e) Discontinue the relationship with Parson Foods Company.

7. Ashok is a teacher who has a student; Ryan, who is from a single parent family. Ryan needs to work in order to attend college. However, the job is interfering with his performance and several assignments have not been turned in. Ashok has determined that a “D” is all the student can make when a counselor informs him that Ryan needs a “C” to qualify for an academic scholarship. Ashok’s college is very strict in giving fair grades to all students concerned without favouritism.

What should Ashok do?

- a) Give a D; it would be unfair to other students.
- b) Give a C; education is the prime importance rather than performance in a course.
- c) Call Ryan and ask him of his ability to continue without the scholarship and then decide accordingly.
- d) Call Ryan and tell him to submit his assignments by tomorrow as an extended deadline specifically for him, without mentioning that he is getting a D currently, and needs a C for the scholarship.
- e) Call Ryan and explain him the situation and tell him to complete his coursework by tomorrow.

8. Naina's company has a strict rule and disciplinary action leading to suspension regarding cases of theft of company material. Used company material is to be sold on a three monthly basis. Naina sees a valued employee who is a month from retirement take a drill and put it in his bag before the day of the sale.

What should Naina do?

- a) Report the incident.
- b) Ignore the incident as the employee has only 2 months remaining.
- c) Ask the employee to return the bit immediately.
- d) Demand a reasonable compensation from the employee.
- e) Ask the employee to return the bit before he retires.

9. Suresh is a real estate agent in Mumbai. A person from Ranchi calls him to list his parent's home in Mumbai and find a buyer. He is not sure what it is worth, but says he will be happy to get 50 lakhs for the home. You look at the home and feel it is worth at least 75 lakhs. However the home would be perfect for your brother.

What can Suresh do?

- a) Tell the client that he has a buyer at 45 lakhs but he can help increase the offer to 50 lakhs.
- b) Tell the client that his brother is buying the house at 50lakhs and given the personal nature of the dealing, the commission will not be charged on the sale.
- c) Tell the client that he can seal the deal at 55 lakhs.
- d) Convince your brother to buy the house at 75.
- e) Tell your brother to talk to the person directly.

Direction for questions 10 to 12: Read the following case and choose the best alternative.

Suhas Jain, the youngest coach in football was recently appointed as the head coach for the prestigious Mohan Bagan. It was a dream job for him as he was a childhood fan of the team. However he soon realised that the sporting director was not running the club in an efficient manner. Money needed for player transfers was assigned to frivolous expenses that were mainly for the luxury of the top level employees. He was of the opinion that money generated by the club should necessarily be reinvested in the club so as to promote future success for the club.

However when he had an informal chat with the sporting director on this matter, he got a curt "Do what you do best and let us worry about the rest" reply.

There is a general body meeting with the owner and all the board of directors. He is scheduled to give a speech regarding the on field progress of the team.

10. What should be the content of his speech in addition to the on field progress?

- a) Strictly regarding the on-field progress of the team.
- b) Besides the on-field progress, highlighting the need for money currently spent of frivolous expenses to be reinvested in the club.
- c) Accuse the sporting director of not having the best interests of the club in mind.
- d) Appeal to the directors to better utilize funds.
- e) Highlight the need of funds to gain that competitive edge and suggest a rival with a better functioning model.

11. The owner is a great football enthusiast. His nephew and a friend of his nephew's try out for a place in the youth squad. Suhas sees great potential for the friend to develop into a professional and possibly one of the best youth team graduates. However the nephew of the owner will not go a long way. The owner has made it clear that he would be highly disappointed if both his nephew is not selected. Again the dilemma is the appropriate utilization of funds. Any youth player needs to be signed with a contract and the issue of proper fund allocation comes into the picture. A player earns the same salary irrespective of the contract being a provisional one or not.

What should be the course of action?

- a) He should take a gamble on recruiting both to keep the owner happy.
- b) He should select only the better player of the two.
- c) Recruit both on provisional contracts for a month on a provisional contract and then explain to the owner that only the better player can be picked.
- d) Select neither of the two, however arrange a meeting with the friend and explain the situation and promise a contract after two months.
- e) Do not select either of the two.

12. After two months Suhas is second placed in the league and after a rough start is going from strength to strength. However some events have made him believe that a player is using performance enhancers which are banned by that Football Association. The player is also the leading goal scorer in the league. When he discusses the issue with his assistant he is startled to hear that the assistant instructs him not to mess around with the success of the club. He also states that this is a practice regularly followed by other clubs in the league. Any drug test that Suhas has to perform will require the registration with a hospital and hence make the news public. What should be his course of action?

- a) Ignore the practice as it is getting results for the team.
- b) Warn the player that there would be drug testing soon.
- c) Talk to the squad and discourage the use and declare a drug test will be conducted as a routine.
- d) Do nothing as of now; however appeal for stricter rules in the annual meeting of all the coaches and the Football Association.

- e) Fine the player a weeks' salary and hint at the use of the drugs as a factor.

Direction for questions 13 and 14.

Ashok is the managing director of POI a multinational software organization. Another organization LMZ is now deep in loss and is looking out for investors or mergers. In a similar scenario 3 years back POI had arranged for a war of bids to increase the company price and hence disturb the value equilibrium, which did not work in their favour. Also the resources of the companies involved were wasted. This time the market is even tighter.

13. What action should Ashok take?

- a) Buy majority stake in the company as it is a good investment.
- b) Buy an insurance against cancellation and go ahead with the deal.
- c) Let the deal slide, the company can worry about its own losses.
- d) Not to aid LMZ as it was not professional the previous time.
- e) Hold out for some time as the value of LMZ is likely to drop in the future.

14. Ashok's family friend is considering selling shares in LMZ at a loss, and has asked him, as an expert in the industry, for advice on this matter. However the news of the merger is an internal matter and hence no employee privy to this news is allowed to leak the information outside.

What should Ashok do?

- a) Hint at holding the shares.
- b) Tell him about the merger coming up but make sure it gets no further than him.
- c) Ask the friend to talk to another expert who is not from either of the two companies.
- d) Declare that he is not the best person to give advice about this.
- e) Tell him not to listen to anyone and do what he thinks best.

Direction for questions 15 and 16.

Sam is a non-executive director of a large services company. The board of directors meets on a monthly basis. It is the responsibility of the finance director to distribute papers indicating the topic of discussion at least two weeks prior to the date of the meeting. These papers should first be signed off by the CEO. Recently documents have only been received a day before the meeting. Sam has raised this with the finance director who has stated the delay is due to the sign-off by the CEO. Sam feels she does not have sufficient time to review the papers, and also believe the information that is available is not complete and therefore difficult to fully appraise. The CEO is a very dominant character and many members of the board are nervous about broaching the matter.

15. What should she do?

- a) Do nothing; if the other directors can get on with it, so can she.
- b) Ask the CEO to conclude his step on time so that the other directors can do their work appropriately.
- c) State the possibility that the delay in receiving the papers and the lack of quality in them might result in a loss for the company.
- d) Highlight the need to follow procedures and standards for greater efficiency.
- e) Highlight the need for better material in the papers.

16. The CEO has sighted that personal problems have made him unable to review the last few documents that have been submitted and also caused the delay regarding the timing. His tone has made it clear that he does not wish to discuss the nature of the problems. However Sam is of the opinion that an unknown problem has too much uncertainty associated with it.

What should Sam do?

- a) Let the other directors worry about it.
- b) Ask the CEO to divulge the nature of his problems in the meeting.
- c) Ask the CEO to in private and then convey it to the board.
- d) Request the CEO to leave his personal problems aside when dealing with company issues.
- e) Ask the CEO to consider taking a temporary break.

Direction for questions 17 and 18.

17. Nikhil is a human resource head at a manufacturing company. Due to recent cash shortage at the company the salaries of the labour force have been delayed. In a recent meeting with the upper level management, funds were allocated and expected to be usable in a week's time. However, the labour force union leader meets with Nikhil to inform him that there will be strike from the next day if the labour force does not receive their due salaries and compensation. If production stops there will be a further loss to the company which will not help the long term stability. The union leader offers a solution that he can postpone the strike if he is given enough incentive to do so.

What action should Nikhil take?

- a) Conform to the bribe of the union leader and do the needful.
- b) Expose the union leader to the labour force.
- c) Talk to the upper level management regarding this and let them bribe the union leader.
- d) Hold a meeting with the whole labour force and convince them that this strike won't solve anything and the salary is due within a week at most.
- e) Not cave in to the union leader's demands and let the workers strike.

18. It comes to Rahul's knowledge that the expected cash flow is coming through a false tax benefit claimed after some twisted manipulations made by the head director of finance. This also increases profit margins and if this is reported those margins will go down. There is potential that reporting this could push the company into insolvency, which would result in job losses for 300 employees. Rahul now makes the other directors aware of the situation but they express a wish not to disclose the misleading tax claim.

What would Rahul do?

- a) Report the incident to the concerned individuals.
- b) Refrain from reporting the incident but demand that this practice is not repeated.
- c) Personally go over all the details to ensure that there is no risk of getting caught.
- d) Tell the director that in the event this gets caught, Rahul will provide evidence and clear his name.
- e) Do nothing the directors are competent enough to decide the company's future.

Direction for questions 19 and 20.

Rishabh is a company secretary for a family owned small-sized limited company. The board is made up of all family members, with only one family member holding an executive position as MD and there are no members outside the family. There are some disagreements within the family regarding the will of the recently deceased chair of the board, the mother of the family.

While resolving those, the ongoing proceedings of the company are carried forward by both her sons in equal capacity. The board have twice voted to pay pension contributions to one of the members of the family on the board as non-executive director, an uncle of the MD, and this has been approved by majority in meeting and according arrangements made. However, Rishabh has since been advised by the MD not to make the payment and cancel the arrangements.

19. What should he do?

- a) He should carry out the instructions of the MD.
- b) He should make the payments as per the decision.
- c) He should refrain from making the payment and inform the board members about the order.
- d) He should advice the MD to get a unanimous decision to do so.
- e) He should keep the arrangements as they are but not execute the payment.

20. While Rishabh is working on a computer he sees a new email pop up with the subject "Will destroyed". Curious, he reads the MD's mail and is startled to find a discussion about two identical wills one transferring the company to the elder brother and one dividing the company equally between the two, which is the will that was destroyed. Having recently joined the company he is at a loss at the future course of action.

What should Rahul do?

- a) He should talk to the MD regarding the issue.
- b) He should inform the other brother regarding the issue.
- c) He should talk to a lawyer under client confidentiality and then discuss the issue with the employers.
- d) He should file a complaint about the activity with the concerned authorities.
- e) He should not do anything and let it sort out on its own.

Direction for questions 21 and 22.

Pushkar recently joined, on a managerial position, a limited company that processes food. The company is effectively run by one director. The other directors are non-executive and all have close personal relationships. He discovered that some employees are being paid cash in hand and not via the formal payroll.

21. What should Pushkar do?

- a) In the next board meeting highlight the dangers of such practices and appeal the board to do the needful.
- b) Report the incident to the authorities.
- c) Talk to the employees and tell them the correct practices.
- d) Talk to the executive director about the practice.
- e) Do not take any action.

22. He also discovered that majority of the people had no records or employee registration details and majority of these were not locals. He was alarmed at the possible event of human trafficking. However he has recently started the job after graduating from college and hence needs the funds and hence cannot jeopardize his position in the organization.

What should be his course of action?

- a) Talk to all the directors about the issue.
- b) Anonymously report the incident to trigger an enquiry.
- c) Make a report about the facts he observes.
- d) Try talking to the employees to find out more about his fears.
- e) Not to look into the matter and continue with his work.

Direction for questions 23 and 24.

23. Karen is a final year graduate student at a large university. She wants to pursue a doctorate. She gets invited for an interview for an interview appointment at, a prestigious research institution in a city where she already has connections and would love to live. In the interview, the department chair asks for detailed information about the novel research paper she is working on for her graduate research. Her group is working on a patent application and

the members have agreed not to provide details until a paper currently being prepared is submitted for publication.

However the panel pushes for the information and presses her saying that the Department seeks team players, willing to share information with department colleagues, and referring to her undergraduate roots and the need to prove you are one of them to be a viable candidate for the position; a position which is highly coveted by all graduates in the country. Karen gets a notion that her admission depends on this decision.

What should she do?

- a) Give them the details of the paper and do not inform the team.
- b) Call your team head and act according to his advice.
- c) Walk out of the interview.
- d) Give them the details and inform the team.
- e) Tell them she will explain the entire paper but only after the patent and publishing is done.

24. The patent is one week away from release and Karen discovers a manual in the team leader's drawer while she was checking for stationery. This manual contains conceptually similar ideas to those deployed in their research. Also it is obvious that the manual is not her team leader's work and the manual is signed A.G which are not the initials of anyone in the team. Her team leader has a very dominating character and it is likely that he will dismiss any talks regarding the manual. Also if it turns out that the manual is another person's work then all of their efforts will be discounted and they will have to suffer humiliation on the count of plagiarism.

What should Karen do?

- a) Talk to team leader personally.
- b) Call for a team meeting and discuss the issue.
- c) Submit the manual along with the patent application and let them deal with the issue.
- d) Take the manual and destroy it.
- e) Do nothing and act as if she never knew such a manual existed.

25. Ishan is a student who works part-time in a lab of his college. His job is to manage data that is accumulated for the various experiments conducted. For each test there is a large data file stored on a computer in the lab. While reviewing a lab notebook of the person working earlier in the lab and comparing that to data published by the lab, he finds a gap. That is, some of the data that was published is not accounted for in the lab notebook. Furthermore, he is unable to locate the computer files for this missing data. He talks to a fellow graduate student about this situation, and is told that he should be very concerned about the situation and that it should be reported. However this very job was given to him by a special reference made by the earlier student.

What action should Ishan take?

- a) Report the missing data.
- b) Talk to the previous student about it.
- c) Do nothing; the credibility of the data will never be doubted anyway.
- d) Arrange for another student to question the data so he is not involved.
- e) Add similar entries in the computer.

26. Vikas is working on a research for the past two years along with a professor at his college. During the last discussion the professor informs him that he will not be his thesis advisor. Vikas is frustrated with the fact that in spite of two years of hard work and following the professor's instruction, the professor refused to be his thesis advisor. What should Vikas do?

- a) Criticize the professor for his lack of morals.
- b) Approach the Head of Department with a complaint.
- c) Approach the Head of Department and request him to be a thesis advisor, knowing that he will delegate the matter to the same professor.
- d) Start approaching other professors for the role.
- e) Drop the whole idea of the thesis.

Direction for questions 27 to 30: Read the following passage and choose the best alternative.

Rahul was a second generation farmer's son from the village of Chunnar. His father had worked hard to provide for his education and Rahul himself was a bright student which led to him becoming a post graduate in management.

However it was his dream that the education he gained should be used to the betterment of the village he came from and hence he decided to start a lodge full of small eco-friendly huts. Chunnar was famous for its hillside and was a refreshing destination for a chain of tourists who came there to relax and enjoy the cool climate. On returning to his village he was shocked by the rapid industrialization. There were concrete roads and scores of vehicles and an industrial sector nearby. The scenery was slowly getting displaced by asphalt jungles. However the tourism industry has not developed much and his venture would be unique.

He could identify that there were significant developments, new schools and colleges, the emergence of the working class on account of the industrial sector, more jobs, improved health facilities, and so on. Hence most locals were not complaining in spite of not being happy about the decrepit state of natural beauty. It badly hurt him seeing the state of the current scenario and he was sure of what was in store for the future.

Fearing that Chunnar might not be a favoured tourist destination soon, he took the constitutional approach and went to the local MP (member of parliament). He appealed for stricter policy control but was met with rejection on the grounds of slowing down the economic progress. The MP argued that the rate of change in the welfare of the community after industrialization has been much higher than that from tourism industry would ever be.

Also the chain of hotels would produce its own set of waste as it was basically a capitalist venture developed on the basis of the final aim of profit. Hence Rahul's business was practically the same situation with much lesser profit to the locals and slightly lesser loss to the environment.

27. What should Suhas do regard the business?

- a) Continue with the business but start the venture at another location free from the razzmatazz of the town that Chunnar has become.
- b) Continue with it as it will be successful on account of the lack of his type of service.
- c) Drop the idea as it will add to the damage of the environment.
- d) Drop the idea and gain employment in one of the industries to drive eco-friendly production.
- e) Identify that reversing development is impossible and drop the idea.

28. One of the industries has offered a contract to book 3 rooms in his hotel as guest houses for its employees. What should Rahul do regarding the deal?

- a) He should reject the deal as the company is not an eco-friendly one.
- b) He should reject the deal as it is against the very principles he upholds.
- c) He should reject the deal as he would add to degradation of the environment.
- d) He should accept the deal and his increase profit margin.
- e) He should accept the deal and use the funds for his cause.

29. The MP completed his term and after elections there was a shift of power and hence new MP. He was supportive of preserving natural beauty and had respect for the various initiatives Rahul took up to preserve the environment. So he submits a letter to Rahul enlisting the steps the government is likely to introduce and demands his opinion. Which one should Rahul pick?

- a) Mandate all profit making organizations to undertake afforestation proportionate to their profitability.
- b) Charge anyone who pollutes the environment, it be citizens or industries and reward those who have contributed to afforestation.
- c) Start a reward system, which would be given to businesses highly active in afforestation efforts.
- d) Tax all businesses operating in the area an environmental cess.
- e) Include a green point system, which would give tax benefits according to the green points accumulated.

30. Rahul was labeled by the previous government as a poor entrepreneur because the initiatives he carried out reduced the expansion of industrialization and hence resulted in the slow economic development of Chunnar.

What statement should be made to dismiss the claims?

- a) Point out that ecological conservation is the need of the hour.
- b) Disregard the claim made by the government by stating that progress was all that matters not the rate.
- c) Suggest that entrepreneurship is all about promoting the right business and the right cause both of which he carried forward efficiently.
- d) Point out that the government was lacking seriousness in the matter of conservation of the environment.
- e) Call the charges as baseless accusations being used to malign the good work he had done.

31. Vijay is an instructor for the mathematics course which has five tests during the semester. After grading the first one, he makes a mental note to pay close attention to a few students. One of the students is Mark who scores badly on the first test. He is failing by a mark so Vijay tones down the strictness with which he checked the paper and passes him in the test. Mark confesses that he has always been poor and will try harder next time. So Vijay is surprised to see that he is not in the hall during the second test. He sees a new girl in the class and she hands over a paper which has the name Mark written on it. He calls Mark to his office and tells him the seriousness of his action. Mark breaks down and confesses that the girl is his girlfriend who is a student from another school and she is pursuing her education on a scholarship. Vijay knows that reporting the incident will jeopardize the careers of both students.

What should Vijay do?

- a) Have Mark write another test.
- b) Call both of them and give a stern warning with a threat of expulsion.
- c) Fail Mark in the course.
- d) Have Mark confess the incident without mentioning his girlfriend.
- e) Let the incident go, Mark has learnt a lesson enough.

32. Amrishi is a supervisor on a course on Art in a reputed college. He finds an international student guilty of plagiarism. A large part of the paper is copied from the internet and no references are mentioned, and little of the work is the student's own. The college has a strong policy about plagiarism. When confronted, the student claims that he did not realize what he was doing was plagiarism, since the academic culture in her own country is very tolerant utilizing the internet in such a manner.

What should Amrishi do?

- a) Follow the policy and expel the student.
- b) Ask the student to submit a letter of apology explaining the incident and extend the deadline by two days.
- c) Reject the assignment of the student but not report the matter.
- d) Pass the assignment but make the student promise not to repeat this.
- e) Fail the student in his course but not report the matter.

33. Rahul is the student prefect for his hostel. On his birthday his friends decided to surprise him with a gift. While he was in class, one of his friends lied to a campus security guard, telling him that he'd locked himself out of his room. He convinced the guard to let him into Rahul's room, and he left the present sitting on Rahul's desk.

After his initial elation on receiving the present he came to know that one of his friends had lied to get into his room. The act was that of friendship but the manner was in essence incorrect.

Which one of the courses must he take?

- a) Leave the matter alone.
- b) Talk to the guard to not allow such a thing to happen without properly verifying the student.
- c) Suggest a system for cases where a person is forced to break into his own room to the administrative council.
- d) Do his duty and report his friend to the administration and let them take the call.
- e) Talk to the friend and inform him of the gravity of his action.

34. Geeta is a teacher at a local school. To improve herself, she, with the approval the administration, places a video camera in her class room. All of her students' parents or guardians have been made aware of the camera and have signed an agreement stating that: "the footage obtained will be used only by the classroom teacher to reflect, and improve her teaching methods." One day she finds the door of the classroom ajar and several student projects damaged, and derogatory language on her chalkboards. The administration was notified of the issue and, upon a brief inquiry, found that none of the surrounding classroom teachers or the hall monitors saw anyone enter or leave her room. An announcement asking for anonymous information from the student body also turned up no leads. The administration is asking for the videotaped footage in the hopes of identifying the vandals.

Should Geeta accept the request?

- a) Deny the request.
- b) Take a poll regarding the issue with parents and then act accordingly.
- c) Use the footage only when there is a consensus on the part of the parents.
- d) Use the footage but do not inform the parents.
- e) Use the footage and inform the parents.

35. Thomas is a football coach for a local school. He is coaching the school to their best run in the school football trophy. Discipline and a winning mentality are the main factors that the team has inculcated. Ashwin and Ahmed are two of the team's best players. From their perspective, they're indispensable to the team, which is pretty much true. One day they show up an hour late to the practice. Thomas is enraged. They have deliberately disobeyed his orders. The rule says they should be suspended for one full week. However the semifinal is tomorrow and the final is in four days.

What should Thomas do?

- a) Follow the rules and suspend them at the risk of a potential loss.
- b) Call a team meeting and ask each player to cast their vote on the matter as a rule is something that a majority should believe in.
- c) Inform the team of the decision to drop the two and inform the team that the two players can only play if someone else wishes to accept their punishment.
- d) Play them irrespective of their indiscipline; this is the first time they have reached the semi-finals and they deserve to win each game.
- e) Keep them as substitutes and involve them only if the team is losing.

36. Suresh is a teacher who has a strict policy regarding homework. He gives it on Friday and expects it on Thursday. Amol is an excellent student who always finishes his work on time and correctly. One Wednesday, Amol is sick and out of school; the following day, Thursday, he says that he forgot to bring his homework to class. This is the first time Amol does not have his homework. The standard punishment is detention but Amol is a sensitive student who works hard and has top grades. Suresh also knows the thought of serving detention is painful for Amol.

What action should he take?

- a) Set detention for the stipulated time.
- b) Ask Amol to bring the homework on Friday.
- c) Call Amol's parents with the homework.
- d) Set a detention for half of the stipulated time.
- e) Quiz Amol on the homework and then decide punishment accordingly.

37. Raj and Suraj who are students work as volunteers at a local hospital. They come from entirely different backgrounds - but they are assigned to the same unit at the same time every week. They are called upon to do a number of things, such as sorting laundered goods, putting away supplies, and reading to patients. Neither of them, has ever been part of such a large operation before and both are awed at the volume of materials that the hospital consumes in a day. One afternoon, Raj sees Suraj exiting the supply closet with a small pile of supplies. He sees Suraj stuff these items into her backpack and walk out the door. Raj knows that Suraj did not have permission to take the property home. He also knows Suraj did not see him.

What should Suraj do?

- a) Report the incident to the authorities.
- b) Ignore the incident as the small quantity would barely make a difference.
- c) Drop an anonymous complaint in the complaint box.
- d) Talk to Suresh and then accordingly report the incident.
- e) Wait for the incident to repeat before reporting it.

38. Manish is the principal of a local school. His school has benefited greatly from the Satish Mehra, a development manager who is very successful at what he does. Mehra's family has strong ties to the community and her mother, a former board member, contributes generously to the school. Mehra's son, Rajeev, is the third generation of his family to attend the school. He is an average student and has never been in trouble with the rules- until today. When called to the principal's office, Rajeev admits that he lost his temper and punched another student who had been bullying him. The school has a no-tolerance policy on physical violence; students who fight are to be suspended. However, the school board allows the head to make exceptions to policy at his discretion. Manish is under pressure as the family is requesting him not to suspend Rajeev. Also any decision he takes will be noted by the entire school community. While fighting isn't a frequent occurrence at the school, there have been instances in the past, and Manish has tended to stick to the policy.

What is the action that Manish should take?

- a) Suspend both students involved in the fight.
- b) Suspend only the student who was bullying.
- c) Do not suspend any of the students.
- d) Punish both students with detention.
- e) Punish the student who was bullying with detention.

39. Ajay is a leasing agent for Hillview Residencies, a real estate company. One day, Neena, a real estate appraiser, approaches Ajay to inquire about leasing office space in one of the company's buildings. Neena has previously rented space in a Hillview building, but that building has been sold; Neena needs to find new space at the end of her lease. Ajay would like to rent to Neena—she is not only an ideal tenant with an excellent credit record with the company, but Ajay knows that Neena is in the position to speak favorably to others about the company's good service and careful maintenance of their buildings. In addition, Neena is a close family friend. Ajay has the perfect space for Neena coming available just when she needs it. The problem is that rental rates have increased quite a bit since Neena signed her last lease with Hillview, and it is more than she wants to pay. Neena asks Samuel for a 30% discount on the rent. Any discount never exceeds more than 20% in any case. This deal will be seen as personal favouritism on Ajay's part.

What should he do?

- a) Give her the discount she desires.
- b) Give her a 20% discount and include a clause to provide additional 10% discount on referrals.
- c) Give her a 20% discount.
- d) Do not go ahead with the deal.
- e) Consult seniors and act according to their decision.

40. KLM has reached the final of the World Cup for the first time. One day before the final their coach finds out that its captain is consuming banned performance enhancers. This needs to be reported to the authorities and will result in an automatic suspension for the player. Post match there will be a drug test that will surely expose this. However he can play the player in the final and have a better chance of lifting the World Cup. Only if more than 6 players are found guilty after the final then What should he do?

- a) Report the incident to the authorities.
- b) Play the captain and ignore the fact.
- c) Fake an injury to the captain and send him home.
- d) Drop the captain from the match so the test is not performed.
- e) Ask the captain to fake injury after ensuring a winning position.

41. Indian government may hold top executives responsible if state-run power companies fail to meet performance targets and punish them with fines and transfers. The strict performance parameters are aimed at ensuring that at least the reduced target for 62,000 MW of generation capacity addition is achieved before the end of the 11th Plan, said a power ministry official. Performance of chairman and managing directors of the power Public Sector Units (PSUs) in project implementation will be assessed as per the terms and conditions stipulated in the company's memorandum of understanding (MoU) with the power ministry, he said, requesting anonymity. Performance parameters of executives had come under strict scrutiny due to a lack of progress in capacity addition program. While the target for the 11th five year

plan has already been scaled down by the government from 78,500 MW, in the first three years of the plan yielded only 22,302 MW of fresh capacity.

If you were the chairman of one of these power PSU's, which of the following statements (all of which are assumed to be true) could best be used in order to strengthen your case against the government holding top executives responsible? (3 marks)

- i. The labour unions, owing allegiance to ruling party at the Center, are not allowing work to progress with their demands for wage hikes that are untenable.
- ii. The actions of the mid-level management are not in line with the objectives laid down by the top management.
- iii. The delays have been due to difficulties in obtaining funds at reasonable interest rates on account of the recessionary conditions.
- iv. We are not to blame. The government is not doing enough to ensure availability of sufficient fuel to power the existing plants, let alone the new plants.
- v. The government had ignored the infrastructure availability like roads etc., and environmental clearances required for such projects and therefore set an unrealistic target to begin with, and the revised target is also unrealistic as well.

- a) i and ii
- b) i and iii
- c) i, iii and iv
- d) ii, iv and v
- e) i, ii, iii, iv and v

Answer Questions 42 and 45 on the basis of the paragraph below

The CEO of ABC Telecom Ltd. (ABC) is in a quandary since he received the telephone call in the morning from his counterpart at LMN Telecom Ltd. (LMN). Both companies were engaged in a bitter experience a couple of years ago when they had attempted to merge with the intention of creating a behemoth telecom company, possibly the largest in the world. The merger had fallen through due to opportunistic behavior on the part of Mr. Das, then CEO of LMN. During the time the merger talks were taking place, Mr. Das had also approached a few other suitors for LMN in an attempt to force ABC to pay a higher price. Further, there were reports of attempts by management of LMN to scuttle the deal. Back then, ABC had also faced stiff opposition to the deal from one of its large shareholders.

Since then, a lot has changed for both companies. The bleak economic conditions due to recession had led to a drastic fall in the market value of both companies, with ABC comparatively losing much more in terms of market value. Raising money has become more difficult for both companies, especially for LMN. On the brighter side for ABC, the opposing shareholder had recently sold off his stake to another investor who earlier had supported the original merger deal with LMN a couple of years ago.

42. Which of the following would be the most appropriate line(s) of thought for the CEO of ABC to adopt in response to the offer by LMN? (3 marks)

i. Once bitten twice shy. There is simply no way I can think of resuming talks with LMN after their unethical behaviour the previous time around. I would rather spend my time on merger discussions with other companies.

ii. The deal may make less business sense this time around. However, if it goes through, I will become the CEO of the world's largest telecom company. So let us try our luck once more.

iii. I will resume talks only if they provide guarantees as to the reimbursement of our expenses incurred, in the event of the deal not materializing.

iv. Let me not be biased against dealing with LMN, if we can secure the deal at a reasonably low price, benefiting our shareholders, let us go ahead with it.

v. I am not sure if we can raise the money now. In any event, they are the ones facing greater financial problems. So let's not hurry now. We might have an opportunity to buy them out at a cheaper price later.

a) i and iii

b) ii and iv

c) ii and iii

d) i and iv

e) iv and v

43. The merger of ABC and LMN has been confirmed after detailed negotiation with LMN holding the majority share of the resultant entity. LMN has financed the merger by taking debt at higher-than-market interest rates from its bankers, in the hope that it would be able to streamline operations and reduce costs in the resultant entity which will allow it to repay the loan. If you were an investor looking to invest in telecom companies, which of the following could be the strongest reasons for staying away from investing in resultant entity? (3 marks)

a) The new entrants in the telecom market were coming with better offers for the customers.

b) The market would be as competitive as ever for the resultant entity, thus providing no guarantee for success.

c) The combined management did present have any grand strategies to the investors.

d) ABC's management was giving in to Mr. Das who was a known opportunist.

e) LMN was using high cost debt to purchase another company in the same industry facing similar problems with no visible advantage for the combined entity over competitors.

44. Wind turbine maker Leone Energy posted a net loss of Rs. 250 crore for the fourth quarter ended March 31, 2010 as against a net profit of Rs. 350 crore in the same quarter a year-ago. In the financial year 2009-10, the company clocked a gross income of Rs. 6,517 crore, as against Rs.9,778 crore in the previous year. Leone Energy clocked a loss of Rs. 1,100 crore in 2009-10, as against a net profit of Rs.320 crore in 2008-09. The sales revenues stood at Rs. 22,400 crore for the year, approximately 21 per cent less against Rs. 28,350 crore last year. For the financial year ending March 31, 2010, Leone Energy's sales volume (in terms of capacity of projects executed) was 4,560 MW from 2,935 MW a year ago. The CEO of Leone Energy in his message to shareholders suggested that the poor performance of the company was the result of adverse economic conditions during the year ended March 31, 2010.

You are a shareholder owning 5% of the shares of Leone Energy, have seen the stock price decline by more than 50% during the year 2009-10, and are quite upset with the way the management has been handling the business. You have decided to confront the management at the next shareholders' meeting and have chosen the following 5 point to argue against the CEO's version of the story. In light of the above paragraph, select the most appropriate order of these 5 statements that you, as a disappointed shareholder, should adopt as a stringing and robust preface in your case against the management in front of the management and other shareholders. (3 marks)

- a) The management is not doing its best to maintain the profitability of the company.
- b) The company has actually increased its sales volume during the year under consideration.
- c) The adverse economic conditions have led to a worldwide increase in the adoption of alternative energy sources, reflecting in alltime highest profits for wind turbine makers in both developed and developing countries.
- d) The management has been lax with its employees as the management enjoys a large set of benefits from the company that they would have to forgo if they became strict with employees.
- e) The company is trying to increase sales by charging lower, unprofitable prices.

a) b, c, a
d) c, b, e

b) a, c, b
e) e, b, c

c) b, e, c

45. On 1st March, Timon arrived in a new city and was looking for a place to stay. He met a landlady who offered to rent her apartment at a reasonable price but wanted him to pay the rent on a daily basis. Timon had a silver bar of 31 inches, and an inch of the silver bar was exactly equal to a day's rent. He agreed to pay an inch of the silver bar towards the daily rent. Timon wanted to make minimum number of pieces of the silver bar but did not want to pay any advance rent. How many pieces did he make? (3 marks)

- a) 5 b) 8 c) 16 d) 20 e) 31

Read the following case and choose the best alternative :

Chetan Textile Mills (CTM) has initiated various employee welfare schemes for its employees since the day the mill began its operations. Due to its various welfare initiatives and socially responsible business practices, the Organisation has developed an impeccable reputation. Majority of the regular workers in Chetan Mills had membership of Chetan Mills Mazdoor Sangh (CMMS), a nonpolitical trade union. CMMS had the welfare of its member as its guiding principle. Both CTM and CMMS addressed various worker related issues on a proactive basis. As a result no industrial dispute had been reported from the organization in the recent past.

These days majority of the employers deploy large number of contract labourers in their production processes. In an open economy survival of an organization depends on its competitiveness. In order to become competitive, an organization must be able to reduce cost and have flexibility in employment of resources. Engaging workers through contractors (contract labourer) reduces the overall labour cost by almost 50%. Indian labour legislations make reduction of regular workers almost impossible, but organisations can overcome this limitation by employing contract labourers. Contract labourers neither get the same benefit as regular employees nor do they have any job security. According to various recent surveys, government owned public sector units and other departments are the biggest employers of contract labourers in the country. Contractors, as middle-men, often exploit the contract labourers, and these government organizations have failed to stop the exploitation.

Over time CTM started engaging a large number of contract labourers. At present, more than 35% of CM's workers (total 5,000 in number) are contract labourers. CMMS leadership was wary about the slow erosion of its support base as regular workers slowly got replaced by contract workers and feared the day when regular workers would become a minority in the mill. So far, CMMS has refused to take contract labourers as members.

Recently, based on rumours, CTM management started to investigate the alleged exploitation of contract labourers by certain contractors. Some contractors felt that such investigations may expose them and reduce their profit margin. They instigated contract labourers to demand for better wages. Some of the contract labourers engaged in material handling and cleaning work started provoking CTM management by adopting violent tactics.

Today's news-paper reports that police and CTM security guards fired two or three rounds in air to quell the mob. The trouble started while a security guard allegedly slapped one of the contract labourers following a heated argument. Angry labourers set fire to several vehicles parked inside the premises, and to the police jeeps.

46. In the wake of recent happenings, what decision is expected from CTM management? From the combinations given below, choose the best sequence of action. (4 marks)

I. Stop the current investigation against the contractors to ensure industrial peace; after all allegations were based on rumours.

II. Continue investigation to expose exploitation and take strong actions against trouble makers.

III. Get in direct touch with all contract labourers through all possible means, communicate the need for current investigation to stop their exploitation, and convince them regarding CTM's situation due to competition. Also expose those contractors who are creating problems.

IV. Promise strong action against the security guards who are guilty.

V. Increase the wages of contract labourers.

a) I, V

b) I, II

c) II, V

d) III, IV

e) III, V

47. In the current context, which among the following represent the most suitable reaction from CMMS leadership? (5 marks)

a) Distance CMMS from the episode and explain that CMMS is not involved in the fiasco through a press conference.

b) Offer membership to contract labourers, which would put the contract worker at par with the regular workers in CMMS.

c) Do not offer membership to contract labourers, but represent their interests during negotiation in order to prevent the formation of another union in CTM.

d) Start another union exclusively for contract labourers of CTM.

e) Adopt a neutral stand in public, and pass on information related to problem creators to the CTM management.

48. Out of the options given below, which one would be the best policy decision by government at the national level? (2 marks)

a) Asking CM management to pay same wages to both regular and contract workers.

b) Income tax raids in offices of contractors under investigation.

c) Setting up a new labour welfare office within CM premises.

- d) Setting up a new committee to make recommendations for changes in labour legislations with an objective to reduce exploitation of contract labourers.
- e) Use entire government machinery to support CTM, which has an impeccable track record.

49. The criminals in the surrounding area often took their cue from the situation in the mill, creating law and order problems outside the mill which would later make it difficult for workers to come to mill safely. Given the circumstances, identify the stakeholder that should be the immediate priority of CTM management. (1 mark)

- a) Contract labourers who were allegedly beaten by the security guard of the company.
- b) District administration that is concerned about the spread of violence.
- c) CMMS that prefers an immediate settlement of the issue.
- d) Customers who are concerned about prices and regular supplies.
- e) Contract labourers who are demanding job security and same wages as regular employees.

50. Mr. Murugan from Chennai experienced the comfort of Limo during his visit to China. He was willing to deposit an approximate price of Limo to buy the first available unit from Mr. Ahmed, a dealer in Chennai, known for fair dealing. Ginger Automobile is yet to announce the actual price, and the process for allocation of the vehicles. In order to maximize his cash flow, Mr. Ahmed should

- a) collect the amount from Mr. Murugan. Later when the delivery is delayed, blame it on PAC's problems.
- b) collect 50% as advance and the remaining 50% after the confirmation of launch date by Ginger Automobiles.
- c) collect the amount Mr. Murugan is willing to deposit after clarifying that delivery is subject to the company policy.
- d) not collect the amount, but suggest to Mr. Murugan to write to Ginger Automobiles.
- e) collect the amount and transfer it to the account of Ginger Automobiles, instead of keeping it in his personal account.

Answer question nos. 51 – 52 on the basis of the information given in the following case. Vivekananda Memorial Elocution Competition (VMEC) in Viswavidyalaya Public School (VPS) has a history of forty years. Apart from the founder's day and annual day celebrations, it is the most important event of the school.

In recent times, due to the increased popularity of reality shows on television channels, and for various other reasons, the elocution competition lost its appeal. Interest of both students and parents has been eroding over a period of time. To ensure sufficient audience, Mr. Ivan, Head of English Department, introduced choral recitation for junior section as a part of elocution competition. Three classes, each consisting of forty students, get short-listed for the final performance of choral singing on the day of VMEC. Most of the parents and family members of these students attend the function to encourage them. This initiative increased the number of people attending the elocution competition.

Some teachers are unhappy with the emphasis given on the elocution competition, since they are expected to be present at the school on the day of competition, which normally happens on a weekend to accommodate the working parents. The teachers were not granted leave on the day of VMEC and they used to be unhappy regarding this aspect.

51. Ms Shabina, the principal of VPS, is aware that some of her teachers are unhappy. She wants to be seen as fair and just. Which option is the best one that she should exercise?

- a) introduce separate music and dance competitions in same format as the elocution competition.
- b) appropriately compensate those teachers who volunteer to come for the extra day
- c) appoint a committee of teachers, parents and management representatives to come up with possible suggestions within a deadline.
- d) appoint a committee of teachers to come up with possible suggestions, and ensure that majority of committee members are staunch supporters of the current practices.
- e) exercise the authority of the principal because she wants to retain all traditions.

52. A group of unhappy teachers have come up with a list of action plans for the consideration of their colleagues. The action plans are listed below.

- I. Exposing Mr. Ivan's intentions behind the inclusion of choral recitation.
- II. Conduct an open house discussion to gauge the unhappiness and to identify possible solutions.
- III. Introduce music and dance competitions in same format as elocution competition.
- IV. Demand compensation for their work on the day of VMEC.

Mr. Zacharia, one of the senior teachers and a well-wisher of VPS, is asked to go through the action plans and make recommendations that benefits VPS the most. He would recommend:

- a) Options I and II
- b). Options II and IV
- c) Options I and III
- d) Options I and IV
- e) Options I, II, and IV

Answer question nos. 53 – 54 on the basis of the information given in the following case. Saral Co. is operating in seven north-eastern states of the country. The organization has a history of participative decision making, wherein people deliberate openly about pros and cons of every important decision, and a broad consensus is taken before taking the final decision. In Saral Co. every employee gets a salary proportional to the sales achieved. A new General Manager (GM) joined during the beginning of this month and challenged the organization's sole focus on sales to determine salaries. He urged the top management to include two more additional parameters in determining the salaries of the employees, viz. collection of information about competitors and the quality of relationship with the retailers.

53. Manohar, the highest earning employee for the last three years, vehemently opposes the GM's proposal. Which of the following could be most likely reason for him to oppose the proposal?

- a) He considers the proposal as a serious threat to his favourable position in Saral Co.
- b) He is not interested in collecting the information regarding competitors.
- c) No clarity regarding the relative importance of the three parameters.
- d) He is not interested in maintaining quality relationship with retailers.
- e) He may need to work harder to earn the highest salary.

54. The top management of Saral Co. refused to implement the proposal of new GM from the beginning of next month. Which of the following could be the most justified reason for the management's refusal?

- a) To ensure that no manager will get credit for a major change soon after joining.
- b) To avoid attracting criticism for their failure to implement a similar scheme.
- c) His past experience is limited to seven north-eastern states only.
- d) The GM is new to the organization and he would require some time to implement the new plan.
- e) The top management would need time to deliberate and get consensus.

Answer question nos. 55 – 60 on the basis of the information given in the following case.

Teknik Group of industries had businesses in different sectors ranging from manufacturing, construction, fish farming and hotels. These different businesses operated as semi-independent units managed by the unit level managers. Teknik's management had an internal consultancy group called as Business Advisory Group (known internally as BAG). The 15 experts in BAG were hired personally by Mr. Teknikwala, the owner of Teknik, who wanted this core group of experts to help his organization grow fast without facing the typical growth hurdles. Most of them were specialists in fields like law, information technology, human resource management, and operations management. Almost all of them had experience spanning decades in the industry. Whenever any of the units faced any significant problems, the unit level managers would put up a request for help to BAG. The problems ranged from installation of internal MIS systems, to financial advice related to leasing of equipment, to handling of employee grievances.

Over a period of 20 years, Teknik's revenues grew from ` 100 crore to ` 10,000 crore with guidance of BAG and due to Mr. Teknikwala's vision. Given its reputation in the industry, many people wanted to start their careers in BAG. Often young MBAs, fresh out of business schools would apply. However their applications used to be rejected by Mr. Teknikwala, who had a preference for people with extensive industry experience.

Things changed after the unfortunate demise of Mr. Teknikwala. His daughter Miss. Teknikwali took up the family business. She was an MBA from one of the premier business schools, and was working in a different company when Mr. Teknikwala passed away. She

preferred that BAG develop new ideas and therefore inducted freshly graduated MBAs from premier business schools. She personally supervised the recruitment and selection process. Now the entire group constituted of 50 specialists, out of which 35 were the old time members. She also changed the reporting relationships in the BAG group, with some of the older members being made to report to the new members. In IT team, Mr. Shiv, a newly recruited MBA, was made in-charge.

For the older members it was a shock. However, as most of them were on the verge of retirement, and it would be challenging to search for new jobs while competing with younger professionals, they decided to play along.

After one month, all business units were caught up in the ERP fever. This was an idea pushed by Ms. Teknikwali who the need the need to replace the old legacy systems with latest ERP system integrating all the units of Teknik. This was heavily influenced by her experience in the previous where an ERP system was already up and running. Therefore she was not aware of the difference between installing and ERP system and working on an already installed one.

The ERP implementation in Teknik Group required extensive coordination with senior level managers of all units and it represented an extra work for those who were involved. This coordination was required to understand the different work processes and the users' requirements. This coordination activity was being extensively managed by the old timers as they were familiar with internal processes and people in the different units. An external consultant was also hired for customisation and implementation.

After two months, BAG teams had to fortnightly present their progress to Ms. Teknikwali's team. In the last meeting Ms. Teknikwali was dissatisfied. She explained her thinking that since ERP impacted every aspect of the business, the roll out had to be done faster. She wanted Mr. Shiv to get the implementation completed ahead of schedule. In the meeting she asked Mr. Shiv to get the people in IT team to be more productive. Not willing to disagree, Mr. Shiv committed to a roll-out schedule of complete ERP system in 6 months instead of earlier decided 14 months.

Next day, Mr. Shiv presented the revised project milestone to BAG members. He told them that in order to meet the deadline, the members were expected to work on week-ends till the completion of the project. Along with that, they were also expected to maintain their earlier standards of delivery time and quality for the normal trouble-shooting and internal advisory work. Mr. Shiv also pointed out that anyone whose performance did not meet the expectations would be subjected to formal disciplinary action.

The meeting ended without any member commenting on Shiv's ideas, although Mr. Shiv heard a lot of mumbling in the corridor. Over the week, Shiv noticed that the members seemed to avoid him and he had to make extra effort to get ideas from them. After a fortnight Shiv reviewed the attendance register and found that Mr. Lal, an old time member, had not come during the week-ends and certain decisions were held up due to lack of inputs from Mr.

Lal. Mr. Shiv issued a written reprimand to Mr. Lal. He was speechless on receiving the reprimand but kept silent.

It has been three days since that incident. Some of the senior members had put in request for transfer to other business units. It was rumoured that four senior legal experts had agreed to an offer from a law firm. Other senior members would sporadically come in late to work, citing health reasons. Almost all senior members now wanted a weekly work-routine to be prepared and given to them in advance so that they could deliver as per the schedule. This insistence on written communication was a problem as urgent problems or ad-hoc requests could not be foreseen and included. Also, normal services to other business units were being unattended to, and there were complaints coming from the unit heads.

55. Which of the following could have been a better response of Mr. Shiv to Ms. Teknikwali's request to re-schedule the ERP implementation?

- a) Look at industry best practices regarding fast-tacking of ERP projects and then commit to a new deadline.
- b) Consult the external consultant who was involved with ERP customisation and implementation.
- c) Create a smaller team of all the new recruits of BAG and present the idea to them alone.
- d) Eliminate the reliance on external consultants as they would be slow.
- e) Present the idea to BAG members and ask them to look at the feasibility of the entire plan.

56. Which of the following can be identified as the immediate cause for the problems in BAG?

- a) Ms. Teknikwali's decision to appoint Mr. Shiv as project lead for ERP implementation.
- b) The incompetence of the consultant who was implementing the ERP project.
- c) Lack of information about what was happening in the ERP project.
- d) Infighting between new recruits and the older members of BAG group.
- e) Unilateral decision making by Shiv.

57. How should Mr. Shiv cope with the situation now? Choose the best option, considering Mr. Shiv's career would be at stake if the ERP project fails, and assuming that for carrying out the options, he has the necessary authority to do so.

- a) Resign from BAG. The project cannot be done as per the re-scheduled time-table. Get a job in another company based on BAG's brand-name.
- b) Inform Ms. Teknikwali about the situation and get help from her to deal with the old time members. Some old members need to be fired so that others are also disciplined.
- c) Align the new members of the BAG group to his side by promising them rewards at end of the project. Obtain approval from Ms. Teknikwali for the same.
- d) Develop work-routines aligned to the ERP project requirements. Hire extra resources for dealing with other ad-hoc requirements and for the ERP project requirements.

e) Create a joint team of old members and new members within BAG to take care of ad-hoc requirements. They would be socialized in out-bound programmes like mountaineering etc., which will be conducted during week-ends.

58. Of all the problems being faced in BAG, which of the following is neither discussed nor hinted at?

- a) Ms. Teknikwali's lack of faith on older members to implement new ideas.
- b) The inability of the younger members to work along with the older members of BAG.
- c) Mr. Shiv's intention to impress Ms. Teknikwali by agreeing to a tougher deadline.
- d) Ms. Teknikwali's lack of understanding of the complexity of an ERP implementation.
- e) Mr. Shiv's lack of understanding of the sensitivities of the older members of BAG.

59. After her father's demise, the best way Ms. Teknikwali could have gone about dealing with BAG group would have been to:

- a) Discuss with the members as to what their views were about the company and solicit ideas on how to make it grow further.
- b) Retire the entire team and hire a fresh team according to her criteria and her requirements.
- c) Hire an external consultant who would have interacted with the BAG members on her behalf.
- d) Ask the unit managers about the performance of the BAG group's performance and productivity. After that have discussion with BAG members about unit managers' performance.
- e) Break down BAG into different sub-groups. It would be easy to tackle one sub-group at a time and do what she wanted to achieve.

60. It can be inferred from the above case that implementation of an ERP package in an organization requires creation of team that has:

- a) a mixture of experienced employees and newly graduated employees
- b) only young people with education in top schools and colleges
- c) sufficient number of people who are networked with powerful stakeholders in the organization
- d) right amount of problem solvers along with those who are abreast of the latest ERP technology
- e) people who have been involved with operations for a long duration of time along with people who are aware of the latest in ERP technology

Answer question nos. 61 – 62 on the basis of the following letter.

To the Chairman:

Dear Mr. Sailesh,

At the December 3, 2011 meeting, it was decided that no two officers would hold positions on the same committee. It has recently come to my attention that both Chaitanya Rao and Ajith Singh will be serving in some capacity on the Cultural Committee, and both have been nominated for officer status. As you know, this is in direct disregard for the rules as voted by the Members Council last December 3, 2011. I would hope that sufficient action be taken by the Disciplinary Committee (on which committee both of the above are members) so that this problem will be remedied.

Sincerely,
Arvind Singh

61. Which of the following is an essential flaw that the writer of the letter overlooked?

- a) Rao and Ajit are already serving together on the Disciplinary Committee.
- b) The Chairman has no power in the matter.
- c) The Members Council cannot pass rules limiting members.
- d) Rao and Ajit are yet to be confirmed as officers.
- e) Cultural Committee is only active during the annual festival.

62. If both the nominations are confirmed, which of the following, exhaustively and reasonably, describes actions that may occur in the near future?

- a) Arvind resigns his membership.
- b) Either Rao or Ajit resigns his membership.
- c) Ajit resigns his committee post on the Cultural Committee.
- d) Rao resigns his position on the Cultural Committee.
- e) Either Rao or Ajit resigns his position from the Cultural Committee, and the other resigns his position on the Disciplinary Committee.

Answer the questions from 63 to 65 based on the case given below.

Ethical – a person is called unethical, when he deviates from principles. The principles and their use is often guided by two definitions:

Morals: society's code for individual survival

Ethics: An Individual's code for society survival

Naresh was a small time civil contractor in a small city. His major clients were the residents who wanted ad-hoc work like painting, building repairs, building extensions to be done. His

just prices had made him a preferred contractor for most of the clients who preferred him over other civil contractors. Always he followed the principle that client had to be kept happy – only by doing so it would be a win-win situation for both. However due to the unpredictability of such orders from residents, Naresh used to be idle for substantial part of the year. As a consequence, he could not expand his business.

His two children were growing up and his existing business could not support their expenses. The medical expense of his elderly parents was another drain on his resources. The constant rise of prices in medical care and medicines was another issue. For Naresh, family's concern was predominant. Naresh was, therefore under pressure to expand his business. He was the sole earning member of his family, and he had to ensure their well being. He thought that by expanding his business, not only he would be able care for his family in a better way, as well as offer employment to more number of masons and labourers. That would benefit their families as well. Naresh drew the boundary of his society to include himself, his family members, his employees and their family members.

For expansion, the only option in the city was to enlist as a contractor for government work. Before deciding, he sought advice from another contractor, Srikumar, who had been working on government projects for a long period of time. Srikumar followed the principle of always helping others, because he believed that he would be helped back in return some day. Srikumar had just one advice “The work is given to those who will win the bidding process and at the same time will give the maximum bribe. Prices quoted for work have to include bribes, else the bills will not get cleared and the supervisors will find multiple faults with the execution of work. This ensures survival and prosperity for contractors.”

When asked about other contractors, Srikumar said “The government contractors are like a micro society in themselves, almost like a brotherhood. Within that, they are highly competitive; however towards any external threat they are united to ensure no harm happens to any of their members.”

63. Naresh decided to work as a government contractor. Following Srikumar's advice, he inflated the prices so that he could pay the bribes out the bills received.

- a) Naresh is now totally unethical.
- b) Naresh can not be called totally ethical.
- c) Naresh can be called ethical when it suits him.
- d) Naresh is ethical to some extent.
- e) Naresh is being totally ethical.

64. A new supervisor had joined a government department where both Naresh and Srikumar were bidding for work. During the bidding process for a particular project, in an open meeting with all contractors and officers from the department, he produced a document which had the rates at which Naresh had worked for private clients for similar building related work. He accused Naresh and Srikumar of over-pricing for government work and

threatened to disqualify them from the bidding process, if the rates are not brought down. Faced with that situation, Naresh gave a written reply that “I use materials of inferior quality for private work, and that is the reason for price difference”. Srikumar supported Naresh in the meeting by saying that he had seen Naresh’s work and he agreed. In this situation, it can be concluded that:

- a) both Naresh and Srikumar are unethical.
- b) Naresh is unethical while Srikumar is not.
- c) both Naresh and Srikumar are ethical.
- c) Naresh is ethical to a large extent, but no conclusion can be made about Srikumar.
- e) Srikumar is unethical, but no conclusion can be made about Naresh.

65. Lankawala, another contractor, when faced with the new supervisor’s demand to reduce prices for government work, asked him to guarantee that no bribes would be taken, and only then prices would be reduced. This was said in front of everyone. At this the supervisor forced Lankawala out of the meeting and threatened to black-list him. Lankawala did not say anything and walked away. Blacklisting of a contractor by one government department implied that Lankawala would not be able to participate in any government departments’ works.

In late evening, the city was abuzz with the news that the supervisor’s dead body was seen on the railway tracks. In the investigations that followed, no one who attended the meeting recounted the happenings in the meeting to the police. Getting involved in murder cases could lead to unpredictable outcomes such as becoming the potential suspect, or an accessory to the crime. Furthermore, cases could drag on for years, and one would have to appear in court as witnesses in response to court’s summons. This, for a contractor, was a serious threat to his business due to the disruptions created. However, Naresh wanted to speak out but was pressurised by Srikumar and other contractors not to, and as a result he did not. Due to this, the case was closed unresolved with no one found guilty.

In this situation, it can be concluded that:

- a) Srikumar is immoral, but ethical, while Naresh is not unethical.
- b) Naresh is ethical and moral, while other contractors are immoral and unethical.
- c) Naresh, Srikumar and other contractors are both immoral and unethical.
- d) Other contractors are moral, and they prevented Naresh from being immoral.
- e) Other contractors are unethical, but no conclusion can be made about Naresh.

Read the following case let and choose the best alternative :

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

Marathe called upon Gore, another project manager, and sought further information on Kale. Gore recalled that a former colleague, Lakhote (who was also Kale's former boss) had made a few remarks on his appraisal report about Kale. In his opinion, Kale was not fit for further promotion as he was emotionally unstable to work in groups through he had seven years of work experience. Lakhote had described Kale as too authoritative to work under anyone. Lakhote had further told Gore that Kale had an ailing wife, and an old mother, who does not want to stay with his wife.

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

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

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

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

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

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

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

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

Read the following caselet and choose the best alternative :

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

69. Which of the following could be the most unlikely reason for Vardarajan's declining involvement in the workplace?

- a) Vardarajan does not find the work challenging enough as he has already achieved the best performance award
- b) Others in the organization have been trying to pull him down, since he was declared best performer.
- c) Vardarajan was not promoted after his superlative performance, while another colleague, Sundararajan was promoted although he was not as good a performer as Vardarajan.
- d) After putting in lost of effort for the superlative performance, Vardarajan felt burnt out.
- e) Vardarajan was appreciated by his bosses for his achievement last year.

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

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

Which of the following combinations would be the most appropriate?

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

Read the following caselet and choose the best alternative :

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

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

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

Read the following caselet and choose the best alternative :

Prof, Vijya, the chairperson of the Faculty academic Committee (FAC), was trying to understand the implications of decisions taken by the Student Placement Committee (SPC) on placement issues

It was alleged that Biswajit, a final year student, inflated his grades in his bio data that was sent to the recruiters. The President of SPC requested the FACC to debar Biswajit from the campus recruitment process. When the matter was brought up for discussion in FAC, one of the professors remarked that Biswajit too should be allowed to defend himself. When Biswajit arrived for the meeting the situation became even more challenging.

Biswajit raised the issue that many other students who had misrepresented grades to get coveted jobs had gone scot-free. He alleged that these students were close to the President of SPC and therefore, no action was taken against them. He stated that somebody has deliberately manipulated his grades in the bio data.

This allegation confused the members and it was decided to adjourn the meeting. Vijya was to decide on the next course of action.

72. If you see Vijya what in your opinion would be the most appropriate action?

- a) Debar Biswajit and the President of SPC from the placement process as they have failed to uphold the rules of the SPC.
- b) Suspend Biswajit and the President of SPC
- c) Constitute a fact finding committee to investigate the matter and ask them to submit a report to you within a week's time.
- d) Apprise the corporate recruiters of the situation and assure them that corrective action will be taken.
- e) Both options C and D.

73. It was found that a large section of the students have been indulging in such practices. Unfortunately, the HR manager of a much coveted campus recruiter, who is an alumnus of the college came to know about this. Considering yourself in the position of the HR manager, what would be your reaction?

- a) Express your displeasure and stop any further recruitment from the college.
- b) Talk to your contact in the college and try to find out the truth.
- c) Do not change anything and continue the process as if nothing has happened.
- d) Ask the college to send a fresh set of bio data as you wanted verified grades of the students.
- e) Ask the SPC to resend the details of the short-listed students including their verified grades.

74. As a potential entrant you are having an informal Face book chat with one of the college seniors. You wanted to know about the pay packages of the graduating students. The senior replied that one will be able to understand this only after joining the college. He did not reveal any information but suggested that it is not very difficult to get a high salary job as you have already started networking. He also cautioned that you should not believe any rumors and you should directly contact the student body, for any further information. What will be your most appropriate choice for seeking further information about placements?

- a) This conversation will increase your interest and you will network more with the students of the college for increasing your chances of getting a high salary job.
- b) You will contact the college authorities to get more insights about the placement process.
- c) You will start networking with the HR managers to understand their requirements.
- d) You will try to contact the President of SPC.
- e) You will contact your other Face book friends to find out about the placement activities at the college.

75. Vijya found that there were many such cases of grade inflation. She was giving final touches to the report when her attention was diverted by a phone call on her personal cell phone. It was from an unlisted number. The caller conveyed to her that it will be in her interest as well as in the interest of the college if the report is not presented to the Director. The caller also told her these findings will change nothing only result in bad publicity for the college. The caller identified himself as a well-wisher of the college before hanging up. Consider yourself in Vijya's position and choose an appropriate decision from the following choices.

- a) Disregard the phone call and do not share its details with others.
- b) Understand the implications of the phone call and apply for a leave.
- c) Call up the Director, tell him about the phone call, and excuse yourself from the responsibility.
- d) Talk to the Director and seek his opinion.
- e) Constitute a different committee to investigate the "phone call" and carry on with your other activities.