

DECISION MAKING

Directions: Study the following information carefully and answer the questions given below:

Following are the conditions for selecting Manager-Marketing in an organization. The candidate must —

- (i) be at least 25 years and not more than 30 years as on 01.05.2010.
- (ii) be a graduate in any discipline with at least 55 percent marks.
- (iii) have completed post graduate degree/diploma in Marketing Management with at least 60 percent marks.
- (iv) have post qualification work experience of at least three years in the marketing division in an organization.
- (v) have secured at least 45 percent marks in the selection process.

In the case of a candidate who satisfies all the conditions EXCEPT—

- (A) at (ii) above but has secured at least 65 percent marks in post graduation degree/diploma in marketing management, the case is to be referred to GM-Marketing.
- (B) At (iv) above but has post qualification work experience of at least one year as Deputy Marketing Manager in an organization, the case is to be referred to CGM-Marketing.

In each question below details of one candidate are given. You have to take one of the following courses of actions based on the information provided and the conditions and sub-conditions given above and mark the number of that course of action as your answer. You are not to assume anything other than the information provided in each question. All these cases are given to you as on 01.05.2010.

Mark answer (1): if the data provided are not adequate to take a decision.

Mark answer (2): if the candidate is to be selected.

Mark answer (3): if the candidate is not to be selected.

Mark answer (4): if the case is to be referred to GM-Marketing.

Mark answer (5): if the case is to be referred to GGM-Marketing.

1. Archit Pradhan has been working in the Marketing division of an organization for the past five years. He has secured 60 percent marks in both B.Sc. and post graduate degree in Marketing Management. He was born on 8th May 1984. He has secured 46 percent marks in the selection process.

2. Ankida Bhave has been working in the Marketing division of an organization for the past four years after completing her post graduate diploma in Marketing Management with 62 percent marks. She was born on 11th August 1982. She has secured 52 percent marks in B.Sc. She has secured 48 percent marks in the selection process.

3. Subodh Saxena was born on 15th November 1982. He has been working as Deputy Marketing Manager in an organization for the past two years after completing his post graduate degree in Marketing Management with 68 percent marks. He has secured 56 percent marks in B.Com. and 50 percent marks in the selection process.

4. Nisha Awashti was born on 29th April 1981. She has been working in the Marketing division of an organization for the past five years after completing her post graduate degree in Marketing Management with 67 percent marks. She has secured 50 percent marks in the selection process and 53 percent marks in B.Com.

5. Shreyas Ingle was born on 12th July 1983. He has secured 57 percent marks in B.Com. He has been working in the Marketing division of an organization for the past four years after completing his post graduate diploma in Marketing Management with 67 percent marks. He has secured 48 percent marks in the selection process.

Directions: Read the following information carefully and answer the questions given below:

Following are the criteria for hiring Marketing Manager in a company. The applicant must—

- (i) be a post graduate in Marketing Management,
- (ii) be at least 25 years old as on 30.4.2001.
- (iii) have work experience of at least three years,
- (iv) be ready to work for at least two years after appointed.

However, if a candidate—

- (a) fulfils all other criteria except at (i) above, but has work experience of more than five years — the case is to be referred to General Manager-Marketing.
- (b) fulfils all other criteria except at (iv) above, but has obtained Ph.D. Degree, the case may be referred to Vice President-Marketing. Based on the above criteria and the information given in each case, you have to take the decision in each case. You are not to assume anything. The cases are given to you as on 30.4.2001.



Mark answer 1): if the applicant is to be hired.

Mark answer 2): if the applicant is not to be hired.

Mark answer 3): if the data given is not adequate.

Mark answer 4): if the case is to be referred to General Manager-Marketing.

Mark answer 5): if the case is to be referred to Vice-President-Marketing.

6. Anil Sharma was born on 15th April 1975. He has been working for the last four years after obtaining his post graduation in Marketing Management. He is ready to work for five years.
7. Shankar Trivedi was born on 27th August 1972. He has been working since January 1992. He has appeared in the final examination of Part Time Post Graduate Programme in Marketing Management. He is ready to work for five more years.
8. Janaki Sharma has obtained her post graduation and Ph.D. in Marketing Management. She is working for the last three years and is ready to work for one more year. She was born on 2nd October 1973.
9. Sunil Malhotra was born on 31st August 1971. He has passed his Master's degree in Marketing Management in the year 1999 and has been working since then. He is ready to work for at least four years.
10. Arun Samant has obtained his post graduation in Marketing Management in the year 1996 and has been working since then. He is ready to work for two more years. He was born on 3rd September 1970.
11. Navin Asthana has been working for the last five years and is ready to work for another five years. He has obtained his post graduation in Marketing Management at the age of 21 in March 1996.
12. Sunita Ajwani has passed her post graduation in Marketing Management in the year 1997 at the age of 21 and has been working since then. She is ready to work for at least ten years.
13. Prabhat Bakshi is a graduate and has been working for the last ten years. He was 23 years old as on 21st June 1995. He is ready to work for another ten years.
14. Santosh Mahajan has passed post graduation in Marketing Management and has also got Ph.D. in Management. He has been working for the last five years and is ready to work for only one year.
15. Archana Madhok has been working for the last four years after obtaining her post graduation in Marketing Management. She was born on 7th July 1970. She has also obtained her Ph.D. Degree. She is ready to work for one more year.

Directions: Study the following information carefully and answer the questions given below.

Following are the criteria for appointing Manager-IT in an organization:

The candidate must—

- (i) be a graduate engineer in Computer/Electronics/Communications with at least 55 percent marks.
- (ii) have post qualification work experience of at least five years.
- (iii) be at least 26 years old as on 1.11.2005
- (iv) have secured at least 50 percent marks in the interview.

In the case of a candidate who satisfies all the criteria except—

- (a) at (i) above, but have obtained MCA degree with at least 50 percent marks, his/her case is to be referred to Recruitment Manager.
- (b) at (ii) above, but has a total work experience of four years out of which at least two years as Deputy Manager-IT in an organisation, his/her case is to be referred to DGM-IT.

In each of the questions below, detailed information of one candidate is given. You have to study the information provided in each question and take one of the given courses of actions based on the information provided and the above criteria and conditions. You are not to assume anything other than the information provided in each question. All these cases are given to you as on 1.11.2005. You have to indicate your decision by marking answers to each question as follows:

Mark answer:

- 1) if the data are not adequate to take a decision
- 2) if the case is to be referred to Recruitment Manager.
- 3) if the candidate, is to be appointed.
- 4) if the case is to be referred to DGM-IT.
- 5) if the candidate is not to be appointed.
16. Mrinalini has secured 60 percent marks in her Engineering in electronics and has secured 55 percent marks in interview. She was born on 4th April 1977. She has been working for the past six years after completing engineering degree in Electronics.
17. Manish Prakash has been working for the past six years after completing engineering degree in IT with 65 percent marks. He was born on 25th July 1978. He did well in the interview.



18. Shruti Kumari has been working for the past six years after Completing her engineering degree in Computer Science with 64 percent marks. She has secured 68 per cent marks in the interview. She celebrated her birthday on 28th October.
19. Mridul Anand was born on 8th June 1979. He has been working for the past live years after obtaining his engineering degree in IT with 45 percent marks. He also secured 62 per cent marks in interview.
20. Jayashri has been working for the past four years in an organisation our of which two years as Deputy Manager—IT after obtaining her engineering degree in Computer science with 62 percent marks. She has also obtained MCA degree with 65 percent marks. She has secured 70 per cent marks in the interview.
21. Prabhat Kumar was born on 5th February 1977. He has been working for the past five years after obtaining his engineering degree in Electronics with 58 percent marks. He has secured 69 per cent marks in the interview.
22. Ashish Anand was born on 12th August 1975. He has been working for the past eight years after obtaining his MCA with 70 percent marks. He has secured 65 per cent marks in interview.
23. Pravin Kumar was born on 5th December 1978. He has been working for the past five years after completing engineering degree in communications with 58 percent marks. He has got 60 per cent marks in the interview.
24. Nilesh Prakash was born on 15th May 1976. He has been working for the past four years in an organisation out of which three years as Deputy Manager—IT after completing his engineering degree in Computer Science with 60 percent marks. He has got 60 per cent marks in the interview.
25. Nitish Anand has secured 70 per cent marks in interview. He was born on 18th January 1978. He has been working for the past six years after obtaining his MCA degree with 65 per cent marks.

Directions: Study the following carefully and answer the questions given below:

Following are the conditions for selecting Deputy Personnel Managers in an organization:

- (A) be a graduate in any subject with at least 60 percent marks.
- (B) be at least 25 years and not more than 35 years old as on 1.6.2006.
- (C) have post qualification work experience of at least four years in the Personnel department in an organization.
- (D) have obtained post graduate degree/ diploma in management with at least 55 per cent marks.
- (E) have secured at least 50 per cent marks in interview.

In the case of a candidate who satisfies all the criteria EXCEPT—

- (i) at (A) above, but has secured at least 65 per cent marks in post graduate degree diploma in management his/her case is to be referred to VP-Personnel.
- (ii) at (C) above, but has post qualification work experience of at least two years as Assistant Personnel Manager in an organization, his/ her case is to be referred to the SVP-Personnel.

In each of the questions below is given the detailed information of one candidate, You have to take one of the following courses of actions based on the information provided in each case and conditions and sub-conditions given above. You are not to assume anything other than the information provided in each question. All these cases are given to you on 1.6.2006.

Mark answer 1): if candidate is to be selected.

Mark answer 2): if the candidate is not to be selected.

Mark answer 3): if the data provided are not adequate to arrive at a decision.

Mark answer 4): if the case is to referred to VP-Personnel.

Mark answer 5): if the case is to be referred to VP-Personnel.

26. Tarun Gopal has been working as Assistant Personnel Manager in an organization for the past two years after completing his post graduate diploma in management with 60 per cent marks. He has secured 65 per cent marks in graduation and, 5 per cent marks in interview.
27. Arun Agrawal has secured 52 per cent marks in the interview. He has been working in the personnel department of an organization for the past five years after completing his post graduate degree in management with 66 per cent marks. He was born on 5th August 1977. He has secured 58 per cent marks in graduation.
28. Vidisha Malhotra has secured 55 per cent marks in graduation and 60 per cent marks in interview. She has been working in the personnel department of an organization after obtaining the post graduate degree in management with 88 per cent marks. She was born on 4th November 1975.
29. Anil Bhagwat was born on 10th June, 1974. He has secured 55 per cent marks in graduation. He has been working for the past four years in the personnel department in an organisation after completing his post graduate degree with 62 per cent marks. He has secured 55 per cent makers in interview.



30. Samir Malpani was born on 25th July, 1979. He has been working for the past five years in the personnel department of an organization after securing his post graduate management degree with 65 per cent marks. He has secured 50 per cent marks in the interview.
31. Vikas Patra has secured 50 per cent marks in the interview. He has been working in the personnel department of an organization for the past five years after completing his post graduate diploma in management with 62 per cent marks. He was born on 12th May 1975. He has secured 57 per cent marks in graduation.
32. Nikhil Das was born on 5th December, 1976. He has been working in the personnel department of an organization for the past four years after obtaining his post graduate degree in management with 60 per cent marks. He has secured 50 per cent marks in interview and 62 per cent marks in graduation.
33. Sheela Srivastava has secured 65 per cent marks in graduation. She has also secured 60 per cent marks in her post graduate diploma in management. She has been working as assistant Personnel Manager for the past three years in an organization after completing her post graduate diploma. She has secured 65 per cent marks in the interview. She was born on 10th September, 1976.
34. Neha Sardesai has secured 60 per cent marks in graduation. She was born on 5th June, 1972. She has been working as assistant Personnel Manager for the past four years in an organization after completing her post graduate degree in management with 60 per cent marks. She has secured 55 per cent marks in interview.
35. Arvind Goswami was born on 2nd March, 1974. He has secured 55 per cent marks in interview. He has been working for the past six years in the personnel department of an organization. He has secured 60 per cent marks in the post graduate degree in management. He has also secured 65 per cent marks in graduation.

Directions: An organization wants to recruit Trainee Officers. Following are the criteria.

The candidate must

- (i) be not less than 21 years of age and not more than 28 years of age as on 1.2.2009.
- (ii) be a graduate in any discipline with at least 55% marks.
- (iii) have secured at least 50% marks in selection test.
- (iv) have secured at least 45% marks in interview.
- (v) be willing to work anywhere in India.

However, if the candidate satisfies all the above-mentioned criteria except

- (a) at (ii) above but is a postgraduate, the case is to be referred to the Executive Director.
- (b) at (i) above but has a working experience of at least one year the case is to be referred to the Vice-President.

In each of the questions below, information of one candidate is given. You have to take one of the following five decisions based on the information provided and the criteria and conditions given above. You are not to assume anything other than the information provided in each question. All these cases are given to you as on 1.2.2009. You have to indicate your decision by marking answers to each question as follows:

Mark answer (1): if the case is to be referred to Executive Director.

Mark answer (2): if the case is to be referred to Vice-President.

Mark answer (3): if the data in the statement is not adequate to take a decision.

Mark answer (4): if the candidate is to be selected.

Mark answer (5): if the candidate is not to be selected.

36. Avinash is a Science graduate passed in first class with 63% marks. He has secured 53% and 51% marks in selection test and interview respectively. He is willing to work anywhere in India. He has been working in the Marketing department of a private organization since July 2007. He was born on 11.6.1980.
37. Nisha Sharma has passed B. Com with 57% marks in July 2008. She has secured 48% marks in interview and 58% marks in selection test. She is willing to work anywhere in India. She completed 25 years of age in November 2008.
38. Vandana is BA with Economics passed with 68% marks. Her date of birth is 23.8.1983. She is willing to work anywhere in India. She has secured 56% marks in interview.
39. Bhavesh Shah is a postgraduate in Chemistry and is working in a chemical company for the past one year. He had scored 53% marks in graduation. He has secured 58% marks in selection test and 52% marks in interview. He is 26 years old at present. He is willing to work anywhere in India.
40. Shamika is a 23-year-old Science graduate who passed in August 2008 with 52% marks. She is willing to work 'anywhere in India. She has cleared the selection test with 66% marks and interview with 56% marks.
41. Vijay Kumar is a Commerce graduate passed in 2007 at the age of 22 years with 58% marks. He is willing to work anywhere in India. He has secured 48% marks in selection test and 52% marks in interview.
42. Sunil Makwana is a graduate in Science passed with 72% marks. His date of birth is 13.10.1978. He is working for the past two years as a clerk. He has secured 58% marks in selection test as well as in interview. He is willing to work anywhere in India.



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DECISION MAKING

(1-5):

| Candidate | Conditions | | | | | |
|-----------|------------|-------------|-------|-------------|-----|---|
| | (i) | (ii) or (A) | (iii) | (iv) or (B) | (v) | |
| Archit | ✓ | ✓ | — | ✓ | ✓ | — |
| Ankita | ✓ | × | × | ✓ | ✓ | — |
| Subodh | ✓ | ✓ | — | ✓ | ✓ | ✓ |
| Nisha | ✓ | — | ✓ | ✓ | ✓ | — |
| Shreyas | ✓ | ✓ | — | ✓ | ✓ | — |

1. 2; Archit Pradhan satisfies all the conditions. Therefore, he can be selected.
2. 3; Ankita Bhavne does not satisfy condition (ii) or (A). Therefore, she cannot be selected.
3. 5; Subodh Saxena satisfies condition (i), (ii), (iii), (B) and (v). Therefore, his case would be referred to CGM-Marketing.
4. 4; Nisha Awasthi satisfies conditions (i), (A), (Ui), (iv) and (v). Therefore, her case would be referred to GM-Marketing.
5. 2; Shreyas Ingle satisfies all the conditions. Therefore, he can be selected.

(6-15):

| Candidate | CRITERIA | | | | | |
|-----------|------------|------|-------|-------------|---|---|
| | (i) or (a) | (ii) | (iii) | (iv) or (b) | | |
| Anil | ✓ | — | ✓ | ✓ | ✓ | — |
| Shankar | ✓ | — | ✓ | ✓ | ✓ | — |
| Janaki | ✓ | — | ✓ | ✓ | — | ✓ |
| Sunil | ✓ | — | ✓ | × | ✓ | — |
| Arun | ✓ | — | ✓ | ✓ | ✓ | — |
| Navin | ✓ | — | ✓ | ✓ | ✓ | — |
| Sunita | ✓ | — | NG | ✓ | ✓ | — |
| Prabhat | × | — | ✓ | ✓ | ✓ | — |
| Santosh | ✓ | — | NG | ✓ | — | ✓ |
| Archana | ✓ | — | ✓ | ✓ | — | ✓ |

Criteria

(i) + (ii) + (iii) + (iv)

If any of the criteria
it not satisfied

If the data regarding

any criterion is not given

(a) + (ii) + (iii) + (iv)

→ Ans.

→ (1)

→ (2)

→ (3)

→ (4)

(i) + (ii) + (iii) + (b) → (5)

6. 1; Anil Sharma satisfied all the four criteria. Hence, he may be hired.
7. 1; Shankar Trivedi satisfied all the Four criteria. Hence he may be hired.
8. 5; Janaki Sharma satisfied criteria (i) + (ii) + (iii) + (b)
9. 2; Sunil Malhotra does not satisfy criterion (iii).
10. ? 11. ?
12. 3; Sunita Ajwani does not fulfil criterion (ii). No information is given against the criterion (ii).
13. 2; Prabhat Bakshi does not satisfy criterion (i)
14. 3; In case of Santosh Mahajan no information is given against criterion (ii).
15. 5; Archana Madhok satisfies criteria (i), (ii), (iii) (b).

(16-25):

| CRITERIA | | | | | |
|-----------|------------|-------------|-------|------|--|
| Candidate | (i) or (a) | (ii) or (b) | (iii) | (iv) | |
| Mrinalini | ✓ — | ✓ — | ✓ | ✓ | |
| Manish | ✓ — | ✓ — | ✓ | NA | |
| Shruti | ✓ — | ✓ — | NA | ✓ | |
| Mridul | — — | ✓ — | ✓ | ✓ | |
| Jayashri | ✓ — | — ✓ | NA | ✓ | |
| Prabhat | ✓ — | ✓ — | ✓ | ✓ | |
| Ashish | — ✓ | ✓ — | ✓ | ✓ | |
| Pravin | ✓ — | ✓ — | ✓ | ✓ | |
| Nilesh | ✓ — | — ✓ | ✓ | ✓ | |
| Nitish | — ✓ | ✓ — | ✓ | ✓ | |

16. 3; Mrinalini satisfies all the criteria. Therefore, she can be appointed.
17. 1; In case of Manish Praksh marks in interview are not given.
18. 1; In case of Shruti Kumari there is no definite information regarding her age.
19. 5; Mridul Anand does not satisfy criterion (i) or (a).
20. 1; There is no information regarding age of Jayashri.
21. 3; Prabhat Kumar satisfies all the criteria. Therefore, he can be appointed.
22. 2; Ashish Anand does satisfy criterion (a) instead of (i). Therefore, his case should be referred to Recruitment Manager.
23. 3; Pravin Kumar satisfies all the criteria. Therefore, he should be appointed.
24. 4; Nilesh Praksh does satisfy criteria (i), (b) (iii) and (iv). Therefore, his case should be referred to DGM-IT.
25. 2; Nitish Anand does satisfy criteria (a), (ii), (iii) and (iv). Therefore, his case should be referred to



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Recruitment Manager.

(26-35):

| Candidate | CRITERIA | | | | | |
|--------------|----------|---|----|---|---------|---|
| | A or (i) | B | C | D | or (ii) | |
| Mohan Rao | ✓ | — | NG | ✓ | ✓ | — |
| Nikita | ✓ | — | ✓ | ✓ | — | ✓ |
| Shashank | ✓ | — | ✓ | ✓ | ✓ | — |
| Vinod | ✓ | — | ✓ | ✓ | — | ✓ |
| K Shiv Kumar | — | ✓ | ✓ | ✓ | ✓ | — |
| Anjali | × | × | ✓ | ✓ | ✓ | — |
| Sachin | ✓ | — | ✓ | ✓ | — | ✓ |
| Aniket | × | × | ✓ | ✓ | ✓ | — |
| Nachiket | ✓ | — | ✓ | ✓ | — | ✓ |
| Rajeev | — | ✓ | ✓ | ✓ | ✓ | — |

26. 3; There is no information about the age of Tarun Gopal.

27.4; Arun Agrawal does satisfy criteria (i), B, C, D, and E. Therefore, his case should be referred to VP-Personnel.

28. 3; There is no information about the criterion C or (ii).

29. 2; Anil Bhagwat does not satisfy criterion A or (i).

30. 4; Samir Malpani satisfies (i), B, C, D and E. Therefore, his case should be referred to VP-Personnel.

31. 2; Vikas Patra does not satisfy criterion A or (i).

32. 1; Nikhil Das satisfies all the criteria.

33. 5; Sheela Srivastava satisfies criteria A, B, (ii), D and E. Therefore, her case should be referred to SVP-Personnel.

34. 1; Neha Sardesai satisfies all the criteria.

35. 1; Arvind Goswami satisfies all the criteria.

(36-42):

| Q.No. | Name | (i)/(b) | (ii)/(a) | (iii) | (iv) | (v) | Ans |
|-------|---------|---------|----------|-------|------|-----|-----|
| 36 | Avinash | (✓) | ✓ | ✓ | ✓ | ✓ | 2 |
| 37 | Nisha | ✓ | ✓ | ✓ | ✓ | ✓ | 4 |
| 38 | Vandana | ✓ | ✓ | - | ✓ | ✓ | 3 |
| 39 | Bhaves | ✓ | (✓) | ✓ | ✓ | ✓ | 1 |
| 40 | Shamika | ✓ | × | ✓ | ✓ | ✓ | 5 |
| 41 | Vijay | ✓ | ✓ | × | ✓ | ✓ | 5 |
| 42 | Sunil | (✓) | ✓ | ✓ | ✓ | ✓ | 2 |

36. 2 37. 4 38. 3 39. 1

40. 5 41. 5 42. 2



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