Section A

Instructions: This section has a scenario. Read carefully before answering the subsequent questions. There are 4 questions in this section. All questions are compulsory. Each question has 3 or 2 options. Choose ONLY ONE option which you consider the most appropriate option.

Subaru, a Japanese automobile manufacturing company, sells cars all over the world. In recent years, the company has been hit by repeated scandals. First, it was revealed that uncertified workers had been submitting final inspection reports for the vehicles sold in Japan. Along with faulty inspections, the company also said that some employees have been manipulating fuel economy data during final inspections for several years. Subaru admitted that it was possible that employees were instructed by managers to manipulate the data so as to avoid questions from senior management.

The company’s profits since then have declined by 21%, and they have been forced to recall thousands of cars from the market.

"Subaru's management and employees will work collectively to restore lost trust and ensure that such circumstances do not recur," the company said in a report.

Source: Apr 27, 2018 & Nov 5,2018; www.cnbc.com

1. How can a company like Subaru ensure such scandals don’t happen again?
   a] Implementing state-of-the-art technology for quality checks.
   b] Making sure that fool-proof systems are put into place to ensure strict quality control.
   c] Making sure that everyone, from the top management to the factory worker, keeps their focus on the end customer.

2. What is the worst consequence of releasing a product and then recalling them due to quality issues?
   a] Prospective customers will choose other competing brands, so the company loses customers.
b] Customers lose trust in the brand and their product; and the trust has to be re-built.
c] The company has to bear huge financial losses.

3. What if you were a leader of a company which was facing such a crisis. What would be your role?
a] I must use my authority to make sure that those responsible are dealt with strictly and punished, so that such a crisis never happens again.
b] I have to be responsible for turning the company around from this crisis.

4. As a worker of Subaru, which of the following statements would you agree with?
a] I understand how low quality standards can have a huge impact on a business.
b] I understand how difficult it is for all employees to face such a crisis.

**Section B**

*Instructions: There are 10 questions in this section. All questions are compulsory. Each question has 2 statements. Select ONLY ONE statement that you feel is closest to your thinking and mark it on the answer sheet given to you.*

5. While waiting for your turn in an interview, you find out that a new questionnaire has to be filled on the spot. Since you did not expect this –
   a] you search for the questions which are compulsory & avoid the optional ones, so as to complete it quickly.
b] you go through the questions and think-through each answer before writing.

6. a] I want to learn how to write my resume like my senior (who impressed the recruiter) to get my dream job.
b] I want to learn how to present myself well through my resume to get my dream job.

7. A salesperson is successful when s/he is –
a] chosen repeatedly as the Employee of the Month by superiors & team.
b] pushing herself/himself repeatedly to become a better salesperson.

8. As a student, I can inform my batchmates to vote in the upcoming election, as I think this will be a way to –
a] Get more people to vote.
b] Show that I care for social issues.

9. You are about to begin your first interview –
a] You need to keep calm and hope for the best.
b] You need to keep calm and give your best.

10. a] The railways should run on time every day.
b] The railways should run on time in peak travel season.

11. A teacher can choose to see herself as –
a) A disciplinarian who has to correct teenagers when they behave badly.

b) A role model who has to behave the way she expects teenagers to behave.

12. a) When a new team member joins, it is best to find out how they can add value to the group.

b) When a new team member joins, it is best to be wary till they prove themselves to be valuable to the group.

13. In a group discussion, your point of view is not accepted, as the facts that you give in support of it are proved incorrect –
   a) You try to build alternative arguments to reform your point of view.
   b) You accept your error humbly and avoid presenting any opinion through the rest of the discussion.

14. a) I will attend office events as somebody has made efforts to organize it.

b) I will attend office events as it will help me to know my colleagues better.

**Section C**

*Instructions: This section has 5 questions. All questions are compulsory. Each question has 4 statements. Rank the statements in order of your preference from most contributive to least contributive. Choose ONLY ONE option (out of the 4 given) that is closest to your ranking and mark it on the answer sheet given to you.*

*Marks: 10*

15. A restaurant gets over crowded. Seeing the limited number of waiters not being able to manage the crowd, the owners of the restaurant joined them and start serving the customers. Why? *(Rank in order of most contributive to least contributive option.)*
   1. They want to retain the customers from going to another restaurant.
   2. They want their customers to have a good dining experience.
   3. They want their customers to appreciate them.
   4. They do not want the customers to give them a bad review.
      a] 2-3-1-4    b] 2-3-4-1    c] 1-2-3-4    d] 2-1-3-4

16. Lokesh lives in a neighborhood that is known for being dirty & littered. *(Rank in order of most contributive to least contributive option.)*
   1. He thinks the municipality is not doing a good job and are not picking up the garbage on time.
   2. He thinks keeping the neighborhood clean is also the responsibility of all the residents.
   3. He makes sure that the garbage from his house is not added to the dump.
   4. He checks daily & makes sure that the garbage in the neighborhood is cleared by the municipal workers.
      a] 2-3-4-1    b] 2-4-3-1    c] 4-3-2-1    d] 4-2-3-1

17. Nayyar is a supervisor at a steel manufacturing plant. He personally ensures that every raw material that is used is of high quality, rather than depending on his team.
According to you, what could be the motive? *(Rank in order of most contributive to least contributive option.)*

1. He wants to ensure that vendors are supplying the best quality material.
2. He wants to ensure that all products made in the plant are of highest quality.
3. His team may have made mistakes for previous orders.
4. He has the time to monitor personally.
   
   a] 2-1-3-4  
   b] 2-1-4-3  
   c] 1-2-4-3  
   d] 1-2-3-4

18. Your friend tells you that she is being given additional work of conducting social service programs in her company. You think this is an opportunity for her to – *(Rank in order of most contributive to least contributive option.)*

1. Get noticed by her seniors.
2. Learn new skills through it.
3. Help the people she serves.
4. Prove to herself that she can take more responsibility.
   
   a] 3-2-4-1  
   b] 3-4-2-1  
   c] 4-3-2-1  
   d] 4-2-3-1

19. Dheeraj started a food truck business. What goal can he focus on? *(Rank in order of most contributive to least contributive option.)*

1. Ensure people come back to eat over and over again.
2. Offer attractive discounts to customers.
   
   a] 4-1-3-2  
   b] 4-1-2-3  
   c] 1-4-2-3  
   d] 1-4-3-2

Section D

*Instructions: There are 10 questions in this section. All questions are compulsory. Each question has 3 options. Select ONLY ONE option that you feel is the most appropriate and mark it on the answer sheet given to you.*

*Marks: 30*

20. The CEO of a company should always question whether his business decisions will help –

   a] To differentiate the company from its competitors.
   b] To optimize available resources like money, people, time, etc.
   c] To sustain the company in the long-run.

21. A police inspector finds 16 empty cake boxes littered on the foot path of a Chennai beach. After enquiring from the cake shop, he and his team track down the college students who were responsible for it and ensures that they clean up the garbage. The police inspector should be praised for –

   a] Showing how when you want to bring in change, you have to invest effort & time.
   b] Showing how when you have a team working with you, you can track down offenders easily.
   c] Showing how even a policeman, when he decides, can help to keep the city clean.
22. After retiring from a Government job, Mr. Jha teaches children Sanskrit every weekend. He spends time during the week to prepare well for the classes. Why does he put in so much of effort?
   a) So that the children like coming for the class.
   b) So that his free time gets used productively.
   c) So that the language is not lost to future generations.

23. Shehnaz, an electronics engineer, is applying to a company that works in the area of renewable energy. In her resume what can she highlight?
   a) How she can play a part in meeting the organizational goal (of bringing low-cost energy to the country).
   b) Her capability to think independently which will help her perform the role better.
   c) The knowledge and experience gained through her solar-energy college project.

24. Purnima worked for over 2 years in her core engineering field. During the MBA admission interview, she was asked why she wanted to do an MBA now. Her response –
   a) “An MBA can improve my career prospects and ability to work in leadership roles”.
   b) “This could help me build myself & also amplify my technical skills”.
   c) “A degree in business will enable me to understand the business side of any technical work I do in the future”.

25. Akash has been assigned a GD topic he is unfamiliar with. Which of these ways, would enable him to meaningfully contribute to the discussion?
   a) Remembering the essence of what others say and trying to summarize them towards the end.
   b) Asking relevant questions to clarify and deepen the understanding of the topic.
   c) Listening intently to others, and adding your own opinion on what each one is saying.

26. As a software developer, you have been assigned a complex project. What should your approach be?
   a) Develop the software within the project timelines so that the client is satisfied.
   b) Write the code in such a way that it can increase efficiency levels of the software.
   c) Write a simple code that can be run by any coder in the company facing such a complex coding requirement in the future.

27. When India’s Mars satellite was successfully launched, our space scientists were thrilled because –
   a) It was completed within limited budgets.
   b) It placed India as a serious & confident player in space research.
   c) It would lead to more government funding for more such projects.

28. During a bus strike in the city, a taxi driver operates for longer hours because –
   a) Inconvenience can be reduced for some people.
   b) More customers will be using taxis.
   c) Public will be ready to pay more.
29. Mehnaz has newly joined a start-up company as a programmer. On the very first day, she is expected to take up a marketing project. What is she likely to think? 
   a] “Since I don’t know anything about marketing, I may not be the right person for it. Someone else will do a better job.”
   b] “I need someone to explain what needs to be done so that I can do a good job of it with their support”.
   c] “I don’t know anything about marketing. But as I keep trying, it will become clearer & I will be able to do it better”.

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