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DECISION MAKING

It is a process in which a final outcome is derived by analysing the given data. A set of rules is specified as selection criteria. It is followed by qualification of the candidate. In selection procedure, two conditions are required these are;

- Primary Condition
- Additional condition

In decision making, questions contain following:

- Information about a candidate is provided.
- Some conditions are there which a candidate has to fulfil in order to get selected for a particular job or post.
- When a candidate fulfils many criteria except some, some different course of action has to be taken for him.

Primary Conditions and Additional Conditions

- There are some conditions in this type of questions which a candidate has to fulfil in order to get selected for a particular job. These conditions are called **Original** or **Primary** conditions. Similarly, in such problems, there are certain more conditions. We shall call them **Additional** conditions.
- To solve this type of questions, little logic is required. All you have to do is to see the candidate fulfils some of the given conditions to decide the correct choice. Taking into account various aspects of this problem, a method is suggested below.
- These types of problems can be solved easily by constructing a table using the given information.

Step I – First of all write the symbols of **primary conditions** (Say a, b, c, d etc.) and **additional conditions** (Say i, ii, iii etc.) to the top row of the table. Then write the question number and the name of candidates to the extreme left column of table. Put the primary conditions without brackets and the additional conditions within brackets.

Again, write the symbols of additional conditions with an oblique (/) mark placed before them. Then next to the symbol of that primary condition with which these might be related. Suppose we have 5 questions and 4 primary conditions and two additional conditions, then we have to construct a table as following,

Q. No.	a	b/(i)	c/(ii)	f
1.				
2.				
3.				
4.				
5.				

Step II – In this step, read each question carefully and compare the facts given in it with various conditions one by one. Put the appropriate mark {‘✓’, or ‘x’ or ‘(✓)’ or ‘(x)’, as suitable}.

In the process of comparing and putting appropriate marks below the conditions indicates the following:

- If a primary condition is satisfied, put a ‘✓’ mark below it.
- If a primary condition is violated, put a ‘x’ mark below it.
- If a primary condition is violated but there exist additional conditions attached to it, then if additional condition is also violated, put a ‘(x)’ mark below it, and if additional condition is satisfied put a ‘(✓)’ mark below it.
- When no information is given then put a ‘?’ or ‘-’ mark below it.

The table given below is an example.

Q. No.	a	b/(i)	c/(ii)	f
1.	✓	✓	✓	x
2.	✓	✓	✓	✓
3.	✓	(✓)	(✓)	✓
4.	✓	✓	(x)	✓
5.	✓	-	✓	✓

The above example illustrates the following:

- a, b, c and d are four primary conditions whereas, (i) and (ii) are two additional conditions. Condition (i) is attached to b while condition (ii) is attached to c.
- In question (1), a, b, c are satisfied where d is violated.
- In question (2), all primary conditions a, b, c and d are satisfied.
- In question (3), the primary conditions a and d are satisfied and though the primary conditions b and c are violated, the additional conditions (i) and (ii) are satisfied.
- In question (4), the primary conditions a, b and d are satisfied while both c and (ii) are violated.
- In question (5), the primary conditions a, c and d are satisfied but no information is given about b or (ii).

Step III – Now select your answer according to following rule.

- Whenever you obtain a ‘x’ and a ‘(x)’ sign do not bother to examine the remaining conditions. Select the choice candidate not selected and move over to next question.
- If there is no cross but a ‘?’ mark or ‘-’ mark below any condition, select the choice data is inadequate”. This is called inadequacy of data.
- If there are no marks present, then look carefully at the answer and decide which combination of conditions lead to which conclusion and prepare a combination chart as discussed in the illustrative example given below.

Illustrative Examples

Study the following information carefully and answer the questions based on it. The following are the conditions for the requirement of person as faculty members in a computer education centre. The candidate must:

- a. Be in the range of 23 years to 28 years as on 1 November, 1993.
- b. Have work experience- or programming experience.
- c. Have a postgraduate degree in computer application. I.e. MCA, M.Tech etc. with at least 60% of marks.
- d. Obtain at least 25 marks in the interview out of a total of 50 marks.

In case of a candidate who

- e. Fulfils the above criteria, he or she shall be appointed as senior faculty member.
- f. Has a post graduate degree in computer application with less than 60% marks but 50% marks, he/she should be appointed as junior faculty member.
- g. Is of age more than 28 years but less than 32 years as on 1 Nov., 1993, in case may be referred to director of centre.

On the above condition and the information provided, we have to decide which of the following courses of action should be taken against each candidate. Don't assume anything. The decisions will be made only on the information provided.

Mark answer:

- 1) If the candidate is to be selected as junior faculty member.
- 2) If the candidate is to be selected as senior faculty member.
- 3) If the case is to be referred to the director of the centre.
- 4) If data is inadequate.
- 5) If candidate is not to be selected.

Questions:

1. Manisha Punjabi is M.Sc. in computer science with 65% of marks. Her date of birth is 31st July, 1965. She has been working in an institution as a programmer for last 4 years.
2. Kishore Garg is MCA with 61% marks. His date of birth is 14 August, 1970. He has worked as a computer teacher for 3 years. He has obtained 60% marks in the interview.
3. Babli Sarkar is M.Tech with 58% marks. Her date of birth is 31st December, 1971. She has been working as a programmer for last two-and-half years. She has obtained 40 marks in an interview.
4. Manish Kumar is M.Sc. with 52% marks. His date of birth is 10 July, 1968. He has been working as computer teacher for 4 years. He has obtained 40% mark in interview.

5. Sudha Ranjan is MCA with 56% marks. She has been working as a programmer for 3 years. Her date of birth is 12 February, 1969. She has obtained 55% mark in interview.

Solution:

Step I – There are 4 primary conditions ‘a’, ‘b’, ‘c’ and ‘d’, and two additional conditions are ‘f’ and ‘g’.

Q. No.	a/(g)	b	c/(f)	d
1.				
2.				
3.				
4.				
5.				

Step II – Read each question carefully and compare facts given in it with the various conditions and put appropriate mark below.

Q. No.	a/(g)	b	c/(f)	d
1.	(✓)	✓	✓	-
2.	✓	✓	✓	✓
3.	(x)	✓	(✓)	✓
4.	(✓)	✓	(✓)	x
5.	(✓)	✓	(✓)	✓

Question 1 – Manisha is a M.Sc. student with 65% marks. This fulfils condition **c**. Condition **a** is violated though on 31st July, 1993, she is more than 28 years. Additional condition of **a** is **g**. **g** is satisfied, that’s why we put ‘(✓)’ mark here. Manisha has more than 2 years of experience. So, we put ✓ mark below condition **b**. Below condition **d** we can see the vacant space. So, we refer to **d** in the question. Information about Manisha’s mark in interview is missing so we put ‘-’ mark there.

Question 2 – Kishore Garg is an MCA with 61% marks. It fulfils condition **c**, so we put a ✓ mark below **c**. According to his date of birth, he will be slightly more than 23 years. So, it fulfils **a**. We put a ✓ mark below **a**. He has a work experience of more than 3 years. So, it fulfils **b**. He acquired 60% marks in interview that fulfils **d**.

Question 3 – Babli Sarkar is an M.Tech with 58% marks so it violates **c**. An additional condition is attached to **c**, is **f**. Referring to **f**, we see that **f** is satisfied. So, we put ‘(✓)’ mark over there. She is certainly below 23 as her date of birth is in 1971. This violates condition **a**. The additional condition attached to **a** is **g**. so **g** is also violated. We put a (x) mark there.

Question 4 – Manish is M.Sc. with 52% marks. So, it violates **c** but fulfils the additional condition **f** attached to **c**. We put (✓) mark there. He is born in 1968, so he is nearly 25 years. Hence **a** is satisfied. We put ✓ mark below **a**. He worked as computer teacher for 4 years. So, it fulfils condition **b**. Marks obtained in the interview is 40%. It violates **d**. so we put x mark below **d**.

Question 5 – Sudha is an MCA with 56% marks. This violates condition **c** but fulfils **f**. We put a (✓) mark there. She has an experience of 3 years. It fulfils condition **b**. She was born in 1969, so she is 24 years old. So, condition **a** is satisfied. She has obtained more than 50% mark. So, condition **d** is satisfied.

Step IV – Now we have to decide which combination of conditions leads to which conclusion and the following are the conditions.

$a + b + c + d \Rightarrow (2)$ (senior faculty member)

$g + b + c + d \Rightarrow (3)$ (to be referred to director)

$a + b + f + d \Rightarrow (1)$ (junior faculty member)

Question 1 – No cross mark and question mark; so, data inadequate.

Question 2 – $a + b + c + d \Rightarrow 2$

Question 3 – A cross-mark is there. So not selected.

Question 4 – Answer choice: 5.

Question 5 – $a + b + f + d \Rightarrow 1$

Practice Questions:

Directions: Following are the criteria for selection of chemistry lectures in an organization. The candidate must:

- Have passed +2 examination in first class with at least 60% marks.
- Have passed graduation with chemistry honours or pass degree with at least 55% marks.
- Have experience in chemistry teaching for a minimum of 1 year.
- Be not less than 22 years and not more than 30 years of age as on 1.1.2014.

If a candidate satisfies all the above-mentioned criteria except,

- Above but has a post-graduate degree in chemistry, case may be assigned to the executive director (ED).
- Above but can has experience and can do marketing, the case may be assigned to the vice president (VP).

Q1. Sambhrant has completed +2 from BJB junior college with 65% marks and graduated in chemistry from Utkal University with 70%. He has teaching experience in chemistry for more than 3 years and his age is 27 years.

- A. If the candidate is to be selected.

- B. If the case is to be assigned to ED.
- C. If the case is to be assigned to VP.
- D. If the information given is inadequate to answer.
- E. If the candidate is not to be selected.

Answer: A

Explanation:

Sambhrant will be selected as he has all the required qualifications.

Q2. Laxmi Rattan Shukla has passed +2 with 70% marks and is a chemistry graduate with 50% and he has also done M SC in chemistry. He has experience of teaching for more than 1 year and is 29 years of age.

- A. If the candidate is to be selected.
- B. If the case is to be assigned to ED.
- C. If the case is to be assigned to VP.
- D. If the information given is inadequate to answer.
- E. If the candidate is not to be selected.

Answer: B

Explanation:

This case will be assigned to executive director of the institute because some points related to Mr. Shukla is confusing.

Q3. Mamta Kulkarni is a BSc chemistry student with 53% marks. She has secured 58% in the +2 but has teaching experience of 2 years. She is 28 years of age.

- A. If the candidate is to be selected.
- B. If the case is to be assigned to ED.
- C. If the case is to be assigned to VP.
- D. If the information given is inadequate to answer.
- E. If the candidate is not to be selected.

Answer: E

Explanation:

The candidate will not be selected because Miss Mamta doesn't satisfy the criteria.

Q4. Ritu Chandra is a chemistry graduate. He has no experience in teaching but he can do marketing for the institute. He has experience in marketing. His age is around 26 years.

- A. If the candidate is to be selected.
- B. If the case is to be assigned to ED.
- C. If the case is to be assigned to VP.
- D. If the information given is inadequate to answer.
- E. If the candidate is not to be selected.

Answer: C

Explanation:

This case will be assigned to the vice president of the institute as the candidate is able to do marketing. So, option C is correct.

Q5. Mannishree Malhotra is a B.Sc. graduate in chemistry and has scored 65% in his graduation. He has teaching experience of 3 years and his age is not more than 27 years.

- A. If the candidate is to be selected.
- B. If the case is to be assigned to ED.
- C. If the case is to be assigned to VP.
- D. If the information given is inadequate to answer.
- E. If the candidate is not to be selected.

Answer: D

Explanation:

The data is not sufficient as nothing is mentioned about +2 of Mannishree Malhotra. So, option D is correct.

Directions (Q6-Q7): Refer to the information given below and answer the following questions:

In a school in New Delhi, a panel of three senior teachers has been formed to elect the Head Boy of the school. Three probable candidates have been selected by the students: Ajay, Veer and Nitin. Each teacher has to vote either in against or for each student.

The following criteria is known to us about the selection:

- a. Exactly two teachers vote for Ajay
- b. Exactly one teacher votes for Veer

- c. Exactly one teacher votes for Nitin
- d. Teacher 1 votes for Ajay
- e. Teacher 2 votes against Ajay and Nitin
- f. Teacher 3 votes against Nitin

Q6. Which of the given statements is definitely true?

- A. Teacher 2 votes against Nitin
- B. Teacher 3 is in support of Ajay but against Nitin
- C. Teacher 1 is against Ajay
- D. Teacher 3 is against Veer
- E. None of the above

Answer: B

Q7. Based on the given information, which of the statements is completely false?

- A. If Teacher 3 votes against Veer, then Teacher 2 would have voted for Veer
- B. Teacher 1 was against making Veer the Head Boy of the school
- C. Teacher 3 voted for Ajay
- D. Veer was not supported by Teacher 1
- E. None of the above

Answer: E

Solution (Q6 – Q7):

	Ajay	Veer	Nitin
Teacher 1	for	against	
Teacher 2	against		
Teacher 3	for		against

Directions (Q8 – Q9): Analyse the information given below about an election campaign strategy and answer the following questions:

You are supposed to prepare a strategy for election campaigning which is going to start in 6 months time. This is to be done at multiple constituencies involving many agencies. There would be a huge amount of logistical support which would be required once the format has been decided. The Minister has called for a meeting to hear your action plan and you need to be prepared for it.

Q8. What would be the most effective answer?

- A. Concentrate on coordinating with the different agencies and having them approve the strategy
- B. Concentrate on setting deadlines, targets and checkpoints in order to meet the deadlines.
- C. Concentrate on getting an immediate feel for the contents design and layout of the strategy.
- D. Concentrate on logistics: how to move people and equipments from one place to another smoothly

Answer: C

Explanation:

The question clearly states that the logistics team need to contact after the format has been decided, thus eliminating the 4th option. Only when the strategy is ready the agencies can be contacted and then deadlines can be set, thus eliminating the 1st and 2nd option.

Q9. What would be the least effective answer?

- A. Concentrate on coordinating with the different agencies and having them approve the strategy
- B. Concentrate on setting deadlines, targets and checkpoints in order to meet the deadlines.
- C. Concentrate on getting an immediate feel for the contents design and layout of the strategy.
- D. Concentrate on logistics: how to move people and equipment from one place to another smoothly.

Answer: D

Explanation:

Moving the equipment is the last step. Only once the entire strategy is set and the agencies agree to the strategy, then based on the deadlines the equipment shall be moved from one place to another.

Direction Q10: You have been using a certain computer system to perform your role for years and it has proved to be stable and reliable. Recently, you were informed that it is to be updated next month with new functionality and applications. You are concerned about the time it would take to have a trouble free system as the current system took six months to become trouble free. You now need to decide your response to this news.

Q10. What would be the least effective answer?

- A. Find out all you can about the system and volunteer to be the first to trail run it.
- B. Voice your concern to your superior and recommend that all possible upgrades be delayed until all possible issues have been identified and resolved.

- C. Ask All other colleagues to run the new systems for errors so that the quality of your work is not compromised, but seek their reviews.
- D. Believe that the appropriate checks have been carried out and wait for the introduction of the upgrade so that you can assess its functionality.

Answer: D

Explanation:

First the existing work needs to be reviewed to secure the data and only then the new upgrades can be enjoyed.

Q11. As a relatively small part of your role, you are responsible for the maintenance of a database of statistical information regarding meteorological data and its link to road traffic levels at the Indian met department. This is drawn upon every three months for analysis, although for the past few years the results have been consistent and predictable and some people have questioned the need for such detailed data. In order to compile the information, you rely on daily input of information from a number of people in different localities. One day, one of these individuals comes to you to request that data be submitted on a weekly rather than daily basis, to save time. Your boss is on holiday and you are left to take the decision. Which of the given options must not be considered by the employee?

- A. Inform them that you cannot authorize it until your boss is back from leave.
- B. Make the change as it seems more sensible, and inform your boss when he returns.
- C. Inform him that there is no chance of any change in the reporting pattern.
- D. Ask the other person involved in it and what is their take and tell this to your boss once he comes back.

Answer: B

Explanation:

Since the Boss is on leave the employee must not take the decision immediately without informing him. Thus, option 2 is the least effective answer

Q12. You are new to your department and your boss has handed you a brief for a presentation that covers what you should tell your department about the new IT system that is being introduced. Your boss would have done it himself, but he has annual leave for the next few days. It contains a lot of facts and you are aware that your boss prefers a more factual dry presentation style. However, you are concerned that the audience would find the content dull and you want to make a good first impression on them. What would be the least effective answer?

- A. Respect the approach that your superior would have taken and present just the facts, but try to do so quickly so that the audience doesn't get too bored.
- B. Introduce a range of interactive, entertaining elements to the briefing that increase audience

engagement with the content prepared by your boss, but might not reflect the style of your boss.

- C. Send a brief around in email form prior to the meeting and then engage in a two way discussion with the audience about the system.
- D. Suggest to your boss that he may like to present the content when he returns, as this will ensure that it is delivered in the way he intended.

Answer: D

Explanation:

If an opportunity has been given, the employee must not let it go and make the most of it.

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