

JK Lakshmipat University Jaipur
INSTITUTE OF ENGINEERING AND INSTITUTE OF DESIGN

End Term Examination, May 2024
BTech/BCA/BDes Semester VI

Roll No.....

CC1106: CRITICAL THINKING FOR DECISIONS AT
WORKPLACE

Time: 2 hours

Max. Marks: 30

Instructions to students:

1. Do not write anything other than your roll number on question paper.
 2. Mention all the assumptions for your answers clearly.
 3. Attempt any three questions.
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- Q. 1. You are a manager and have received two CVs. One CV is from an individual with a university degree and 20 years of experience in the industry. The person is relatively successful and wants to work for a new company. 10
(LO3, 2)

The second CV is from a recent graduate with no experience but has studied in the same university and department as you did. This person's academic qualifications are directly in line with the work that your organisation does, and as chance has it, this candidate is also a keen windsurfer, just as you are.

In your view, they both seem to be good candidates, but you can only hire one. The recent graduate is fresh blood for the organisation and is flexible but requires significant training and familiarisation with the industry.

The other candidate is older with real-world experience and has contacts in the industry which can be useful for your business. You can delegate your ever-increasing workload and use your time to do more important tasks.

Would you hire the young graduate because of a common hobby and a common university? Or would you get the experienced person?

Follow the 8-steps decision making process to analyse and arrive at a decision.

- Q. 2. Root Cause Analysis (RCA) is a crucial tool for identifying the underlying reasons behind problems or incidents within an organization. Using the RCA methodology, analyze the following case study and identify the root cause of the issue described: 10
(LO1, 5)

Case Study:

A manufacturing company experienced a significant increase in defects in their products over the past month, resulting in increased customer complaints and decreased satisfaction ratings. Despite implementing regular quality control measures, the defect rate continued to rise, leading to concerns about product reliability and reputation damage. The company's management is seeking to understand the root cause of this issue to implement effective corrective actions.

Your task is to conduct a thorough root cause analysis of the situation described in the case study. Identify the primary factors contributing to the increase in defects and propose actionable solutions to address the root cause effectively.

- Q. 3. You are a manager at a pharmaceutical company responsible for overseeing the production of a life-saving medication. Recently, you discovered that a batch of the medication has been contaminated due to a manufacturing error. If the contaminated medication is distributed, it could potentially harm patients. However, recalling the entire batch would result in significant financial losses for the company and may lead to negative repercussions for your career. 10 (LO2, 3)

Questions on Deontological Ethical Theory:

- a) How does the principle of deontology guide your decision-making process in this scenario?
- b) According to deontological ethics, what are your primary duties and obligations as a manager in this situation?
- c) Would distributing the contaminated medication be morally permissible under a deontological framework? Why or why not?
- d) How does the concept of "duty" influence your decision regarding whether to recall the batch of medication?

- Q. 4. Utilitarian ethical theory posits that the morally right action is the one that maximizes overall happiness or utility for the greatest number of people. Applying the principles of utilitarianism, analyze the following case study and determine the most ethically appropriate course of action: 10 (LO1, 4, 5)

Case Study:

You are the CEO of a large pharmaceutical company that has developed a breakthrough medication for a rare and deadly disease affecting a small but significant portion of the population. However, the production costs of this medication are extremely high, making it unaffordable for most patients without substantial financial assistance. The company has the option to either sell the medication at a high price to recoup research and development costs, ensuring profitability for shareholders, or to make the medication more affordable, potentially operating at a loss but ensuring broader access for patients in need.

Using utilitarian ethical theory, evaluate the ethical implications of each option and determine which course of action would maximize overall happiness and well-being for the greatest number of stakeholders. Consider factors such as access to healthcare, financial viability of the company, and long-term societal impact in your analysis."

All the best!