

Directions: *There are 2 passages in this section. Each passage is followed by some questions or unfinished statements. For each of them there are four choices marked A), B), C) and D). You should decide on the best choice and mark the corresponding letter on **Answer Sheet 2** with a single line through the centre.*

Passage Two

Questions 51 to 55 are based on the following passage.

People in business often make decisions based on their own personal feelings or instincts. It is quite horrifying to see people being guided by some unknown force. But how wise is it, really, to let your instincts drive your decisions?

In the decision-making process, relying on instincts only makes sense when you have a vast experience to support you. Simply "feeling" that something is right or should be done is highly subjective and can drown you.

On the other hand, there is a more rational approach to making decisions. Data and analysis have long been associated with informed decisions. These reduce the likelihood of errors and increase the chances of success. Big, systematic data is mostly the foundation of most of our decisions, personal and business alike. But with its extreme usability comes a complication: what do you do if you strongly feel something should not be done, even if the data insists that it should?

This seemingly easy question is what drives the need to understand the relationship between instincts and data in the decision-making process. Without making things complicated, the solution to this dilemma is using data and instincts in conjunction to arrive at the best possible decisions.

Instinctive decisions are always backed by previous experiences or information, which acknowledges that instinctive decisions have worked in the past. Decisions are not about making the choice and braving the consequences because you want to blindly trust your instincts. They are about combining your inner wisdom with the knowledge of systematic data to make the best decisions.

Sometimes, rational analysis and data are impractical to be employed in certain situations. Absence of definitive criteria, and time and resource constraints, and novel situations are instances which limit the practicality of data. The only feasible option is to rely on what your instincts tell you. In these situations, instincts can help you make effective and quick decisions.

Combining instinctive and rational analysis produces well-rounded decisions. It reduces the chances of making mistakes, and has increasingly become a favorite approach to decision-making among leaders of today.

51. What does the author say businesspeople often do?

- A) Strive to make sense of some unknown forces.
- B) Avoid being driven by their own feeling.
- C) Draw on a vast wealth of past experience.
- D) Rely on instincts in decision-making.

52. What should we take into account in order to make informed decisions?
- A) The likelihood of errors.
 - B) Systematic data and analysis.
 - C) The complexity of circumstances.
 - D) Personal feelings and business strategies
53. What should people do in a decision-making process if instincts disagree with data?
- A) Resolve the dilemma with previous experience.
 - B) Figure out which of the two is more reliable.
 - C) Combine the two together.
 - D) Prioritize instincts over data.
54. What should we do when facing various factors that limit the practicality of data?
- A) Make a rational and systematic analysis.
 - B) Explore the most feasible options.
 - C) Resort to our inner wisdom.
 - D) Apply definitive criteria.
55. What does it take for decisions to become the best according to the author?
- A) Applying instincts and data in conjunction.
 - B) Assessing all factors when making a choice.
 - C) Recalling what has actually worked in the past.
 - D) Refraining from trusting instincts arbitrarily.