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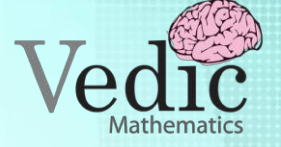
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**DIRECTIONS:**

Read the following passages carefully and answer the questions given below them. Certain words are given in bold to help you to locate them while answering some of the questions.

PASSAGE

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organising, staffing, controlling, and problem-solving. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. This distinction is absolutely crucial for our purposes here: Successful transformation is 70 to 90 per cent leadership and only 10 to 30 per cent management. Yet for historical reasons, many organizations today don't have much leadership. And almost everyone thinks about the problems here as one of managing change.

For most of this century, as we created thousands and thousands of large organizations for the first time in human history, we didn't have enough good managers to keep all those bureaucracies functioning. So many companies and universities developed management programmes, and hundreds and thousands of people were encouraged to learn management on the job. And they did. But, people were taught little about leadership. To some degree, management was emphasized because it's easier to teach than leadership. But even more so, management was the main item on the twentieth-century agenda because that's what was needed. For every entrepreneur or business builder who was a leader, we needed hundreds of managers to run their ever growing enterprises.

Unfortunately for us today, this emphasis on management has often been institutionalized in corporate cultures that discourage employees from learning how to lead. Ironically, past success is usually the key ingredient in producing this outcome. The syndrome, as I have observed it on many occasions, goes like this: success creates some degree of market dominance, which in turn produces much growth. After a while keeping the ever larger organization under control becomes the primary challenge. So attention turns inward, and managerial competencies are nurtured. With a strong emphasis on management but not on leadership, bureaucracy and an inward focus take over. But with continued success, the result, mostly of market dominance, the problem often goes unaddressed and an unhealthy arrogance begins to evolve. All of these characteristics then make any transformation effort much more difficult.

Arrogant managers can over-evaluate their current performance and competitive position, listen poorly, and learn slowly. Inwardly focused employees can have difficulty seeing the very forces that present threats and opportunities. Bureaucratic cultures can smother those who want to respond to shifting conditions. And the lack of leadership leaves no force inside these organisations to break out of the morass.

1) Why, according to the author, is a distinction between management and leadership crucial?

- a) Organisations are pursuing the strategy of status quo.
- b) In today's context, organisations need leaders much more than managers in transforming them.
- c) Organisations are facing problems of not getting good managers.
- d) Leaders are reactive whereas managers are proactive.
- e) None of these





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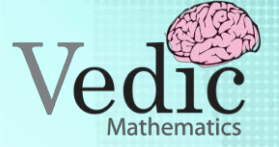
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2) Why did companies and universities develop programmes to prepare managers in such a large number?

- a) Organisations did not want spend their scarce resources in training managers.
- b) Organisations wanted to create communication network through trained managers.
- c) A large number of organisations were created and they needed managers in good number.
- d) Companies and universities wanted to generate funds through these programmes.
- e) None of these

3) Which of the following statements is NOT TRUE in the context of the passage?

- a) Pressure on managers comes mostly from within.
- b) Leadership centres on carrying out important functions such as planning and problem solving.
- c) Leadership produces change and has the potential to establish direction.
- d) Bureaucratic culture can smother those who want to respond to changing conditions.
- e) Managers believe that they are the best and that their idiosyncratic traditions are superior.

4) Which of the following is not the characteristic of bureaucratic culture?

- a) Employees clearly see the forces that present threats and opportunities.
 - b) Prevalence of unhealthy arrogance.
 - c) Managerial competencies are nurtured.
 - d) Managers listen poorly and learn slowly.
 - e) Managers tend to stifle initiative and innovation.
- Stifle = to suppress or control something

5) Which of the following is SIMILAR in meaning to the word SMOTHER as used in the passage?

- a) instigate b) criticize c) encourage
- d) suppress e) attack

6) How has the author defined management?

- a) It refers to creating a vision to help direct the change effort.
- b) Creating better performance through customer orientation.
- c) It is the system of aligning people with the direction it has taken.
- d) It is the process of adapting organisations to changing circumstances.
- e) None of these

7) Management education was emphasized in the management programmes because

- a) strategies for producing change was the main focus of organisations
- b) organisations wanted to create powerful guiding coalition
- c) motivating employees was thought to be done by managers
- d) establishing direction was the main focus of organisations
- e) management was the main item of agenda in organisations

8) What is the historical reason for many organisations not having leadership?

- a) Leaders are weak in carrying out traditional functions of management
- b) Leaders allow too much complacency in organisations
- c) Leaders lack managerial skills and organisations need managers
- d) A view that leaders are born, they are not made
- e) None of these

9) In the passage, management is equated with

- a) Organisational vision
- b) Bureaucracy
- c) Leadership
- d) Organisation
- e) Managerial training





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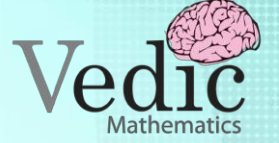
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10) Why does the attention of large organisations turn inward?

- a) Their success creates market dominance.
- b) They want to project their predictability.
- c) They have to keep themselves under control.
- d) Their managers become arrogant.
- e) None of these

11) Which of the following is SIMILAR in the meaning of the word NURTURED as used in the passage?

- a) thwarted
- b) surfaced
- c) developed
- d) created
- e) halted

12) What, according to the author, is leadership?

- a) Inspiring people to realise the vision
- b) Carrying out the crucial functions of management
- c) Planning the future and budgeting resources of the organisation
- d) Process which keeps the system of people and technology running smoothly
- e) None of these

13) Which of the following characteristics helps organisations in their transformation efforts?

- a) Bureaucratic and inward-looking approach
- b) Failing to acknowledge the value of customers and shareholders
- c) A strong and dogmatic culture
- d) Emphasis on leadership but not on management
- e) None of these

14) Why were people taught little about leadership in management programmes?

- a) Focus of these programmes was on developing managers.
- b) Leadership was considered only a political phenomenon.
- c) Enough study material was not available to facilitate teaching of leadership.
- d) Teachers were busy in understanding the phenomenon of leadership.
- e) None of these

15) Which of the following statements is/are definitely true in the context of the passage?

Bureaucracy fosters strong and arrogant culture.
Leadership competencies are nurtured in large-size organisations.
Successful transformation in organisations is 70 to 90 per cent leadership.

- a) Only B and C
- b) Only B
- c) Only A and C
- d) Only A and B
- e) Only C

DIRECTIONS:

Read the following passage carefully and answer the questions given below. Certain words/phrases are printed in bold to help you to locate them while answering some of the questions.

PASSAGE

There is no field of human endeavour that has been so misunderstood as health. While health which connotes well-being and the absence of illness has a low profile, it is illness representing the failure of health which virtually monopolises attention because of the fear of pain, disability and death. Even Snshruta has warned that this provides the medical practitioner power over the patient which could be misused.

Till recently, patients had implicit faith in their physician whom they loved and respected, not only for his knowledge but also in the total belief that practitioners of this noble profession, guided by ethics, always placed the patient's interest above all other considerations. This rich interpersonal relationship between the physician, patient and family has, barring a few exceptions, prevailed till the recent past, for caring was considered as important as curing. Our indigenous systems of medicine like ayurveda and yoga have been more concerned with the promotion of the health of both the body and mind and with maintaining a harmonious relationship not just with fellow-beings but with nature itself, of which man is an integral part.





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Healthy practices like cleanliness, proper diet, exercise and meditation are part of our culture which sustains people even in the prevailing conditions of poverty in rural India and in the unhygienic urban slums.

These systems consider disease as an aberration resulting from disturbance of the equilibrium of health, which must be corrected by gentle restoration of this balance through proper diet, medicines and the establishment of mental peace. They also teach the graceful acceptance of old age with its infirmities resulting from the normal degenerative process as well as of death which is inevitable.

This is in marked contrast to the western concept of life as a constant struggle against disease, ageing and death which must be fought and conquered with the knowledge and technology derived from their science: a science which, with its narrow dissective and quantifying approach, has provided us the understanding of the microbial causes of communicable diseases and provided highly effective technology for their prevention, treatment and control. This can rightly be claimed as the greatest contribution of western medicine and justifiably termed as 'high' technology. And yet the contribution of this science in the field of non-communicable diseases is remarkably poor despite the far greater inputs in research and treatment for the problems of ageing like cancer, heart diseases, paralytic strokes and arthritis which are the major problems of affluent societies today.

16) Which of the following has been described as the most outstanding benefits of modern medicine?

The real cause and ways of control of communicable diseases

Evolution of the concept of harmony between man and nature

Special techniques for fighting to age

- a) Only B b) Only A
c) Only A and B d) Only B and C

17) In India traditionally the doctors were being guided mainly by which of the following?

- a) Power over patient
b) Professional ethics
c) Good knowledge
d) High technology

18) What caution have proponents of indigenous systems sounded against medical practitioners?

- a) Their emphasis on restoring health for affluent members of the society.
b) Their emphasis on curing illness rather than preventive health measures
c) Their emphasis on research on non-communicable diseases
d) Their undue concern for the health of the person

19) Why has the field of health not been understood properly?

- a) Not given in the passage.
b) Highly advanced technology being used by the professionals
c) Confusion between views of indigenous and western system
d) Difficulty in understanding distinction between health and illness

20) Why, according to the author, have people in India survived in spite of poverty?

- a) None of these.
b) Their will to conquer diseases
c) They have easy access to western technology
d) Their natural resistance to communicable diseases is very high

21) Which of the following pairs are mentioned as 'contrast' in the passage?

- a) Indian and western concepts of life.
b) Western physician and western-educated Indian physician
c) Technology and science





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d) Western concept of life and science.

22) Why does the author describe the contributions of science as remarkably poor?

- a) None of these.
- b) It demands more inputs in terms of research and technology
- c) It suggests remedies for the poor people
- d) It concentrates more on health than on illness

23) The author seems to suggest that

- a) good interpersonal relationship between the doctor and the patient is necessary but not sufficient
- b) ayurveda is superior to yoga
- c) we should move towards becoming an affluent society.
- d) we should give importance to improving the health rather than curing of illness
- e) ayurvedic medicines can be improved by following western approaches and methods of sciences.

24) Choose the word which is most **OPPOSITE** in meaning to the word printed in bold as used in the passage.

Inevitable

- a) Avoidable
- b) Detestable
- c) Unsuitable
- d) Undesirable

25) Choose the word which is most **OPPOSITE** in meaning to the word printed in bold as used in the passage.

Degenerative

- a) Innovative
- b) Productive
- c) Revolving
- d) Recuperative

26) Choose the word which is most nearly the **SAME** in meaning to the word printed in capital as used in the passage.

Connotes

- a) Confirms
- b) Follows
- c) Cures
- d) Helps

27) Choose the word which is most nearly the **SAME** in meaning to the word printed in capital as used in the passage.

Aberration

- a) stimulate
- b) Deviation
- c) Alternative
- d) Observation

DIRECTIONS:

Read the following passage carefully and answer the questions given below it. Certain words in the passage are printed in bold to help you to locate them easily while answering some of the questions.

PASSAGE

Despite the global slowdown, the online shopping in India has increased. The growing pace of online buying is because of the attractive discounted prices offered and the ability of the customers to research and compare the prices across several outlets. The average frequency of online purchases in India grew up to 2.9 in the fourth quarter of 2008 from 2.6 during the same quarter in 2007, as reported by the survey of Master Card Worldwide. The economic meltdown has not affected our business, said the CEO of an ecommerce portal which specializes in personalized gifting and merchandise space in India.

He said Our business has increased up to five times this year despite the economic recession. Currently, we possess a database of 25,000 designs posted by a thousand designers so that the users can create their own merchandise by selecting the designs sitting at home. The CEO also said that with the rise in bandwidth penetration in India and the increasing awareness of internet among people, the online shoppers sense the convenience to click on the products they want to purchase. Holding onto a similar conviction, the CEO of another Company said, With the convenience of online buying, customers can save their time and money to move across multiple outlets for a product. The online shoppers also plan their shopping





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in advance and conduct research on their planned purchases.

It becomes easier for the customers to decide the price at which they want the products. Sharing views on this point, the Manager of the ecommerce portal says, Through the online shopping, customers can attain the objective of value for money during these tough times. Today, India is the only country where the 18 to 29 years age group has the highest average spend on online shopping. In India, the popular online purchases include the home appliances and the electronic gadgets like cell phones, camera, laptops and so on. According to the survey, the repurchasing of electronic products has gone up by 51 percent. So to drive these online shoppers, ecommerce portals are adopting a networking culture by Incorporating social networking feature in their websites, so that people can discuss with their friends and relatives before buying the particular product. There are more startups, who are Innovating their products to combat slowdown.

28) What does the phrase Value for money as used in the passage mean ? (I) Get the best at optimum price

- a) Pay a lot for the best product
- b) None of these
- c) Buy the cheapest possible product
- d) Get a lot of money In return for the purchase
- e) All a,b,c

29) Which of the following statements is NOT TRUE In the context of the passage?

- a) Online buying has Increased because customers are getting a lot of discounts
- b) Online purchases have increased because the customers are able to compare prices easily
- c) Purchases online have increased as the people buying these products are rich
- d) Customers have access to a number of outlets online thus online buying is more popular
- e) All of the above are not true

30) What according to the CEO of the eCommerce portal is the reason for the increase in the number of online shoppers?

Greater bandwidth is now available in India.
Internet is available at a cheap cost.
More people are aware of the internet.

- a) Only (B)
- b) Only (B) and (C)
- c) Only (A) and (B)
- d) Only (C)
- e) Only (A) and (C)

31) Which of the following statements is TRUE in the context of the passage?

- a) Customers find online shopping more convenient
- b) Home appliances are a popular online product
- c) Cameras, laptops and mobile phones are popular online shopping
- d) More people in the age group of 18 to 29 spend on online shopping
- e) All the above are true

32) How can customers plan their purchases online in advance ?

- a) By waiting for discounts being offered by companies
- b) By conducting research and then deciding the price at which they want to buy
- c) By looking at the product in a store and then searching for it online
- d) By creating their own websites and socially interacting
- e) None of these

33) What can possibly be the most appropriate title to the passage ?

- a) Online shopping unaffected by recession
- b) Customer is king
- c) Innovation the art of survival
- d) Recession and its impact
- e) Sale of Electronic Goods

34) Which of the following statements is TRUE in the context of the passage?





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People make purchases only through e-commerce portals.

Online buying of electronic gadgets has increased by 51 per cent.

Ecommerce portals are finding it difficult to sell their products.

- a) Only (B)
- b) Only (B) and (C)
- c) Only (A)
- d) Only (A) and (C)
- e) All the three (A), (B) and (C)

35) How are ecommerce portals luring customers ?

- a) By offering free products with other products bought
- b) By enabling customers through their website to interact with friends and relatives before, buying a product.
- c) By innovating their products
- d) By creating an awareness about social networking
- e) None of these

DIRECTIONS:

A passage is given with 5 questions following it. Read the passage carefully and choose the best answer to each question out of the four alternatives.

PASSAGE

The flora and fauna of Cubbon Park captures our attention more than anything else. But when you take time to look closely at the statue, you will marvel at its sheer grandeur. Sculpted by Sir Thomas Brock, the 11 feet high marble statue is larger than life. It brings out the personality of Queen Victoria, who had been the Monarch of Great Britain from 1837 till 1901, depicting a rather proud, stern person with pronounced features.

In 1906, the statue was unveiled in the city by George Frederick Ernest Albert, Prince of Wales and Duke of Cornwall and York, making it stand in all its glory in its 111th year. Even though there is a wealth of history to the statue, and it was made to appear imposing, the

busy Bengalureans would probably refer to it as just another landmark. As the workers are busy in discussion on the instructions given to them, life continues as usual in the Park.

36) Queen Victoria ruled Great Britain for how many years?

- a) 34 years
- b) 44 years
- c) 64 years
- d) 54 years

37) How many people unveiled the Queen Victoria statue at Cubbon Park?

- a) Six
- b) Two
- c) One
- d) Four

38) The Bengalureans would refer to the Queen Victoria statue as _____.

- a) a landmark
- b) Bengaluru culture
- c) wealth of history
- d) Symbol of British rule

39) Queen Victoria had all of the following traits, except _____.

- a) generous
- b) pronounced features
- c) proud
- d) stern

40) Which of the following is false regarding the Queen Victoria statue in Bengaluru?

- a) It is 11 feet tall
- b) It is standing in park Queen Victoria
- c) It is made of marble
- d) It is 111 years old

DIRECTIONS:

Read the following passage carefully and answer the questions given below it. Certain words in the passage are printed in bold to help you to locate them easily while answering some of the questions.

PASSAGE

It is difficult to compare countries because various factors such as size, culture, history geography, natural





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endowment geopolitics and internal polity comes into play. There are some goals which can be achieved by smaller countries but sometimes smaller countries find it difficult to embark upon certain big technological plans even if they have the funds, because the size of the domestic market is too small. If we consider the bigger countries, the closest comparison to India is China, though there are many crucial differences.

The Chinese vision is to prepare the country for entry into the ranks of midlevel developed nations by the middle of the twentyfirst century. Acceleration of the nation's economic growth and social development by relying on advances in science and technology is pivotal in this Documents describing the Chinese vision state that science and technology constitute premier productive forces and represent, a great revolutionary power that can propel economic and social development. It is interesting to note that the main lessons the Chinese have drawn from their past performance is their failure to promote science and technology as strategic tools for empowerment.

They also point to the absence of mechanisms and motivations in their economic activity to promote dependence on science and technology. Similarly, they hold that their scientific and technological efforts were not oriented towards economic growth. As a consequence, they conclude a large number of scientific and technological achievements, were not converted into productive forces as they were too far removed from China's immediate economic and social needs. The Chinese vision is therefore aimed at exploiting state science and technology to enhance the nation's overall power and strength, to improve the people's living standards, to focus on resolving problems encountered in large-scale industrial and agricultural production and to effectively control and alleviate pressures brought on by population, resources and the environment. By the year 2000, China had aimed at bringing the main industrial sectors up to the technological levels achieved by the

developed countries in the 1970s or 80s and by, 2020 to the level they would have attained by the early twenty-first century. The aim is to bridge the overall gap with the advanced world. There is a special emphasis on research and development of high technologies that would find defense applications. Some of these technologies are critical for Improving the features of key conventional weapons. Some technologies are meant for enhancing future military capabilities. Other efforts are aimed at maintaining the momentum to develop capabilities for cutting edge defence technologies. They call for unremitting efforts in this regard with the aim of maintaining of festive self-defense and nuclear deterrent capabilities and to enable parity in defence, science and technology with the advanced world.

41) Comparison between two countries becomes difficult because the countries differ in their initial political systems. each country has its own culture and natural resources which differ from those of others.

the countries with homogeneous backgrounds are many in number.

- a) only (B)
- b) All the three (A), (B) and (C)
- c) Only (A)
- d) only (A) and (B)
- e) None of these

42) Why can't smaller countries take up big technological planning ?

- a) They have smaller domestic market size
- b) Bigger countries do not permit them to do so
- c) They have other goals to achieve
- d) Smaller countries lack technological knowhow
- e) None of these

43) What is the goal of China to be accomplished by the middle of 21st century?

- a) To surpass, the level of all middle level developed nations by a good margin





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- b) To be the most developed nation
- c) To become one of the most developed nations
- d) To be the most Influential super power
- e) None of these

44) What according to the Chinese vision can boost socioeconomic development?

- a) Minds united with revolutionary powers
- b) A vision which propels development
- c) Science, and Technology
- d) Premier productive forces
- e) None of these

45) Which of the following has the Chinese identified as their pitfall(s) from their past?

Lack of the orientation of Science and Technology towards economic growth.

Lack of mechanisms in their economic activities to promote the use of Science and Technology.

Lack of mechanisms

- a) Only (B) and (C)
- b) All the three (A), (B) and (C)
- c) Only (A) and (B)
- d) Only (A) and (C)
- e) None of these

46) The scientific and technological accomplishments of China could

- a) be transformed into productive forces
- b) be promoted through political will
- c) remain dysfunctional
- d) be utilized for motivating economic activities
- e) None of these

47) Which of belong is are the expected re suits of Chinas new visions?

To augment peoples standard of living.

To tackle pressure effectively brought on by the population.

To utilize modem technology for bringing the latent power under control.

- a) only (B) and (c)

- b) All the three (A), (B) and (C)
- c) only (A) and (B)
- d) only (A) and (C)
- e) None of these

48) What according to the passage is the gap in terms of number of years between the targeted developments in China and in other developed countries ?

- a) 2030 years
- b) More than 50 years
- c) 510 years
- d) 4050 years
- e) Less than 5 years

49) Which of the following is the essence of the contents of the passage ?

- a) Scientific and Technological principles may not necessarily be instrumental in economic growth
- b) Economic growth needs to be driven by science and technology
- c) Enormous population of the country can be positively utilized for developments
- d) Harmonious development of a country can take place even in the absence of technology up gradation
- e) Countries should not be compared with each other

