

SECTION 1: VERBAL COMMUNICATION (Questions 1-40)

Directions: In Questions 1 and 2, fill in the blanks with the option containing the **MOST APPROPRIATE** set of words.

- Q. 1 This will require a culture of _____ and should allow diversity to _____
(A) sympathy, display (B) stamina, flaunt
(C) resilience, brandish (D) tolerance, flourish
- Q.2 We are more likely to believe a story told by someone we consider _____ than someone we have learnt not to trust, so the reputation of the narrator _____ the story.
(A) spurious, negates (B) honest, validates
(C) objective, officiates (D) adorable, dominates

Directions: Questions 3 - 6 relate to the passage given below:

Visualisation is the three-dimensional, multicoloured, singing-and-dancing version of affirmations that enables the subconscious to prefigure future achievement or success. It is a basic and fundamental human attribute, and one that can literally be the difference between surviving and not surviving.

When Victor Frankl, the Freudian psychologist, was examining the discriminating factors that enabled him, and many like him, to survive in the hell of the Nazi concentration camps, the key factor was the ability to visualize. All survivors had a vision of something beyond their current suffering, something more worthwhile, and something worth hanging on for.

This underlines the importance of each individual having a vision of something, outside and larger than herself, that gives her life some meaning. The very existence of a mission lifts the eyes to something more meaningful and enduring – and in so doing provides something to live for – at times when quiet surrender could be an attractive option. Such a vision gives a further *raison d'être* for integrity, by providing a purpose that binds together the core values that make up self-worth.

One of the most powerful – and difficult to achieve – applications of visualization is to focus your mind daily on the person you intend to become. Create a clear mental picture of that person – and see it in full color, and add sounds and smells, if they are appropriate. The emotional values you add to the visualization are vital in making the full connection to your subconscious, which acts only on thoughts that are mixed with emotions. These techniques are, of course, widely validated in fields like sport and business, where the peak performers are nearly all visualisers. They all see, feel, and fully experience their success before they achieve it.

- Q.3 Which of the following statements, in the light of the above passage, is **NOT** correct?
(A) Visualisation is the affirmation of the subconscious
(B) Visualisation is three dimensional, multicoloured and auditory
(C) Visualisation is a basic and fundamental quality of human mind
(D) Visualisation can make a significant difference in terms of our very existence
- Q.4 The above passage **DOES NOT** deal with
(A) uses of visualization (B) quality of visualization
(C) techniques of visualization (D) illustrations of visualization

- Q.5 Which of the following observations CANNOT be directly inferred from the above passage?
- (A) Concentration camp survivors visualized beyond their current suffering
 - (B) Emotional values help one's subconscious to connect to visualization
 - (C) Visualization involves the ability to focus on the person you want to become
 - (D) The existence of a goal beyond one's current situation gives one a sense of purpose

- Q.6 "*Raison d'être*" as it is used in the above passage means
- (A) the most important need
 - (B) the most important inference
 - (C) the most important consequence
 - (D) the most important reason

Directions: In Questions 7- 9, select the pair of words that best expresses a relationship SIMILAR to the pair in CAPITAL letters.

- Q.7 PIRATE: PIROUETTE
- (A) Marauder: Dive
 - (B) Criminal : Tumble
 - (C) Convict : Spin
 - (D) Buccaneer: Gyrate
- Q.8 COMMUNE: COMMUTE
- (A) Converse: Interact
 - (B) Announce: Lighten
 - (C) Communicate: Travel
 - (D) Declare: Exchange
- Q.9 PROVINCIALISM : PAROCHIALISM
- (A) Dilettante: Inexpert
 - (B) Miscegenation: Mitigation
 - (C) Meretricious: Sober
 - (D) Decadent: Resplendent

Directions: In Questions 10 and 11, carefully read the sentences given below and identify the grammatically INCORRECT option to fill in the blank.

- Q.10 This strategy has proved very successful for Nike, but to keep ahead of competition they must keep _____ new factory sites and sourcing cheap workers.
- (A) searching
 - (B) exploring
 - (C) surveying
 - (D) scrutinizing
- Q.11 There are more flowers here _____ earlier.
- (A) than there used to be
 - (B) than there was
 - (C) than there had been
 - (D) than there were

Directions: In Questions 12 and 13, choose the option that is CLOSEST in meaning to the CAPITALIZED word.

- Q.12 GRIT
- (A) Grid
 - (B) Grind
 - (C) Grin
 - (D) Grill
- Q.13 INEXPLICABLE
- (A) Incomprehensible
 - (B) Indelible
 - (C) Inextricable
 - (D) Infallible

Directions: In Questions 14 and 15, choose the option which is OPPOSITE in meaning to the CAPITALIZED word.

Q.14 STIGMA

(A) Horror

(B) Humour

(C) Honour

(D) Holler

Q.15 TYRO

(A) Expert

(B) Tyrannical

(C) Beginner

(D) Tycoon

Directions: Questions 16 -18 relate to the passage given below:

When I started working during the late 1960s and early '70s I was the proud owner of a slide rule. It was a low-mileage model, as I only knew how to work out percentages on it, but even that was better than struggling with long multiplication or logarithms to do the same work as some of my colleagues were wont to do.

The point is that this was only three decades ago, and the pocket calculator had still not been invented.

I remember, in the early 1970s, sitting in a meeting in the viewing room of the advertising agency I worked for, taking part in a discussion with our client, Procter and Gamble, on whether the commercial which had just been approved should be shot in black- and-white, or color. The discussion, as with most discussions with that client, was long and carefully articulated on both sides. The agency, of course, looked to the future, and argued strongly for color. We were finally overruled, on the grounds that there were still too few color TV sets in existence for it to be worth the extra investment in color film.

At the same period, I recall the excitement of the company's first computer being delivered. The accounts' office window was temporarily removed, while the computer was swung into place by a crane especially hired for the purpose. The computer power was probably less than a Personal Organizer.

Not only was color television a rarity, and the personal computer still some way off, other everyday objects had still to be invented, like the digital watch or the camcorder. How we existed without such basic everyday tools, I now find hard to imagine.

The truth is that we and our parents and grandparents before us – and their forebears before them stretching back over the past two centuries – have seen and accommodated huge technical advances and social changes. Many of these changes have not only been big – they've been fast.

Q.16 The MOST APPROPRIATE title for the above passage could be

(A) "Changes since the 1960s"

(B) "Accepting change"

(C) "Change and obsolescence"

(D) "The changing world"

Q.17 Which of the following statements is MOST ACCURATE in terms of the passage above?

(A) Colour commercial was ruled out because color photography was in its infancy

(B) An office window had to be dismantled so as to put the computer inside

(C) The digital camcorder had not yet been invented in the 1970s

(D) Slide rules could calculate percentages, multiplication and logarithms

Q.18 Which of the following inferences is the MOST APPROPRIATE as per the passage above?

(A) Change is a process of struggling against existing ideas

(B) The world has changed rapidly since the 1960s and '70s

(C) Change is exciting, especially in the field of technology

(D) The world has been changing significantly for a long time

Directions: In Question 19, ONE of the options is grammatically INCORRECT. Identify the INCORRECT option.

- Q.19 (A) They speak French in parts of Italy as well as France
(B) It looks as though John is going to change his job
(C) Smoking is dangerous, as well as it makes you smell bad
(D) As well as birds, some mammals can fly

Directions: The direct speech in Question 20 has been rewritten as reported speech (indirect form) in the four options given below. Identify the grammatically CORRECT option.

- Q.20 He said, "I need to be there in person or my budget will be reduced. However, I will attend the meeting before I leave."
(A) He said that he needed to be there in person or his budget will be reduced. But he will attend the meeting before he left.
(B) He said, he needed to be there in person or his budget will be reduced. However, he'll attend the meeting before he leaves.
(C) He said that he needed to be there in person or his budget would be reduced. However, he said that he would attend the meeting before he left.
(D) He said he needs to be there in person, or his budget would be reduced. But he will attend the meeting before he left.

Directions: Questions 21 - 23 refer to the passage below:

To make effective decisions, all we have to do is to out-think our opponent. Our decision needs to be better than his, that's all. There is no need to be perfect.

The mistake we make is to think through our intellect. If we ask any successful business leader or CEO these days about what has made them so successful, again and again they claim that their success came from something beyond their intellect; something beyond logic and facts; something that gave them the intelligence and guts to take effective decisions. It is simply the intuitive power within them that has helped them make these effective decisions.

We can tune into intuition as part of our regular life. The question therefore is not whether intuition is an inborn quality, but whether we can make ourselves intuitive.

When we step into the present, we step out of time-bound awareness. We step beyond tension. Our body stops producing adrenaline. Time-bound awareness is mass, which is solid. Non time-bound awareness is pure energy, liquid, dynamic, bubbling and creative. We step out of our boundaries. We become free. We become intuitive.

When our thoughts stop, our present vision extends into the past and the future. We become free of time and space constraints. When we meditate deeply, we become intuitive, and can reach cosmic intelligence or enlightenment.

- Q.21 Which of the following statements CANNOT be directly inferred from the above passage?
(A) Effective decisions are not necessarily perfect decisions
(B) Successful CEOs have intuitive powers
(C) To be intuitive, we have to step out of our time-boundaries
(D) Meditation helps us take effective decisions

- Q.22 The **MOST APPROPRIATE** title for the passage might be
(A) "Beyond intuitive boundaries" (B) "Intuition, the key to effective decisions"
(C) "Intuitive leadership" (D) "Intuitive reasoning"
- Q.23 According to the passage, a successful business leader
(A) relies mostly on logic and facts (B) is more intelligent than his / her opponents
(C) takes effective decisions (D) is free of time and space constraints

Directions: Read the paragraph below and answer Questions 24 - 26 which follow:

Confusion is internal and/or external chaos. Faulty implications, cognitive distortions, interpersonal disruptions, and complex signs of confusion and conflict promote a spirit or atmosphere of misinformation, misinterpretation and miscommunication. Where there is considerable friction in the mix of expressive freedom and interpretative response, an atmosphere of uncertainty and commotion will prevail.

- Q.24 The **MOST APPROPRIATE** meaning of "commotion," as used in the passage, would be
(A) a state of agitation and disturbance
(B) a mental condition that leads to emotional breakdown
(C) a state of uncertainty leading to depression
(D) a condition of confusion and faulty implication
- Q.25 The passage implies that
(A) misinterpretation and miscommunication are promoted to some extent because of confusion
(B) cognitive distortion and interpersonal disruption cause confusion
(C) confusion is a result of misinformation, miscommunication and non-expressive freedom
(D) considerable friction and cognitive distortion necessarily lead to commotion
- Q.26 Which of the following, according to you, is the **MOST APPROPRIATE** title for the passage?
(A) "Causes of uncertainty" (B) "Misinterpretation and commotion"
(C) "Defining confusion" (D) "Uncertainty – the cause of commotion"

Directions: In Questions 27 - 29, select the set of words that best expresses a relationship SIMILAR to the set in CAPITALS.

- Q.27 PRINTER: INK: PAPER
(A) Electric Power: Desktop: Monitor
(B) Vending Machine: Water: Ground Coffee
(C) Car: Brake Oil: Petrol
(D) Tree: Clear Polish: Timber Wood
- Q.28 TV : VISION : MOVIES
(A) Mirror: Reflection: Eye
(B) Air Conditioner: Feel: Air
(C) Oven: Food: Smell
(D) Perfume: Fragrance: Flower

- Q.29 SKY: BIRD: THUNDER
(A) Movie: Theatre: Actor
(B) Night: Stars: Music
(C) Office: Conversation: Employees
(D) Paper : Text: Watermark

Directions: In Questions 30 -32, identify the grammatically CORRECT option.

- Q.30 (A) Music – Classical music, was one of her strong points
(B) Beside art, she also loved Chamber music
(C) The romantic number, in spite of the rain, was still audible
(D) The room was empty except the music album
- Q.31 (A) The train may be late, as it happened yesterday
(B) Some people are interested, but the majority doesn't care
(C) My father, whom we hope will be out of hospital soon, will come
(D) She works hardest when she's working for her family
- Q.32 (A) If you didn't study English at school, you won't understand this paper
(B) If you don't study English at school, you wouldn't understand this paper Y
(C) If you didn't study English at school, you wouldn't understand this paper
(D) If you haven't studied English at school, you wouldn't understand this paper

Directions: Questions 33 - 35 relate to the following article:

Small and Medium Enterprises (SMEs) played a crucial role in the development of India during the past 50 years. This sector constitutes about 95% of industrial units, and about 40% of total industrial output. Its direct and indirect exports potential stand at about 38%. With about 3.6 million SSI (Small Scale Industries) registered units employing close to two crore people, its employment potential is next only to the agriculture sector. Thus the performance of SMEs is important for the economic and social development of the country.

One of the ways by which this sector can be made to grow fast is by tapping both domestic as well as international markets through business linkages between Multinational Corporations (MNCs) and SMEs. Many OECD (Organization for Economic Cooperation and Development) countries and some Asian ones have specific policies for developing business linkages between SMEs and MNCs. So, the SME sector in these countries have witnessed favorable growth and helped boost their countries' exports in a very competitive way. For example, Thailand ensured that the state provided industry with physical infrastructure and technological resources. Other Asian governments (Republic of Korea, Malaysia, Province of Taiwan, China) have included various incentives in the form of tax breaks, preference in public contracts and soft credit lines for both Transnational Corporations (TNCs) and SMEs to intensify relations and technology transfer. India, however, has no specific policy guidelines to develop linkages between SMEs and MNCs. Consequently, the vast majority of SMEs that cannot meet the requirements set by MNCs remain totally de-linked.

In business linkages between SMEs and MNCs, outsourcing and value chain management started to play a key role, since MNCs could not become competitive without a competitive supplier base. Thus, to create a capable supplier base, a three-pronged approach to developing supplier linkages is needed. There is a need to develop a technology programme to support research, development and innovation in SMEs by

accelerating their rate of technology acquisition through realization of R & D projects. The government must promote and strengthen the knowledge base and competencies in SMEs in terms of quality, productivity and cost. Hence, there is an urgent need to strengthen the National Entrepreneurship Development Board (NEDB) and formulate a suitable plan for promoting rural entrepreneurship. Substantial investments and physical infrastructure development are needed all over the country. In this regard, a public-private partnership needs to be developed for implementing and reviewing the supportive measures at frequent intervals.

- Q.33 As per the passage, only ONE of the following statements is correct. Identify the correct statement.
- (A) The government should take the lead in facilitating SME-MNC linkages
 - (B) The only way to facilitate growth of SME sector is through business linkages with MNCs
 - (C) The government should help SMEs in improving their knowledgebase and competencies
 - (D) SMEs currently export 38% of total industrial output
- Q.34 The article DOES NOT talk about
- (A) role of business associations in fostering SME-MNC linkages
 - (B) role of developing countries in fostering SME-MNC linkages
 - (C) role of the government in fostering SME-MNC linkages
 - (D) role of MNCs in developing the SME sector
- Q.35 According to the article, the Indian government can help facilitate the SME-MNC linkage by
- (A) selecting potential local firms as suppliers to MNCs
 - (B) providing technological resources through investments in R & D
 - (C) providing soft credit lines for MNCs
 - (D) training SMEs in outsourcing and value chain management

Directions: Read the passage carefully and answer the Questions 36 - 39 which follow.

Although broad generalizations always oversimplify complex realities, we find numerous truths in the contrast between hierarchical, industrial manufacturing firms that dominated most of the twentieth century and today's service-based and knowledge-sensitive organizations. When industry meant repeatedly carrying out standard, well-defined tasks and workers were seen metaphorically (and sometimes literally) as parts of a machine, progress could still be made when the social networks and relationships of individual employees were ignored or discouraged. In fact, those firms strongly depended on social capital and sometimes suffered from lack of it. Without some level of trust, respect, and generalized reciprocity, coordinated work of any kind is hard to accomplish. Still, as Henry Ford has commented, a certain rough logic lies behind treating people like cogs in a machine when you only expect and want them to do machine-like work.

But very little of the work of today's knowledge firm is repetitive or mechanical. It requires responsiveness, inventiveness, collaboration and attention. Judgment, persuasiveness, shared decisions, the pooling of knowledge, and the creative sparks people strike off one another depend on engagement with the work and one another, on the commitment that makes one genuinely a member of an organization rather than simply an "employee". Although we ourselves sometimes fall into the trap of talking about "employers" and "employees" - the user and the used - those terms really belong to the industrial-age model and are inappropriate to the kind of work and working relationships we consider here. Today's most economically productive work is largely voluntary, in the sense that doing it well calls

for a willing engagement of the whole self in the task. “Going through the motions” is insufficient when the motions are not prescribed but change as you go along. In our view, the firm is neither a machine with each cog firmly in place performing its clearly defined task nor an unorganized (or se flock of opportunistic entrepreneurs pursuing their individual destinies. It is - it should be - a social organization of people willingly engaged in a joint enterprise.

- Q.36 The above passage implies that
- (A) service-based, knowledge-intensive organizations dominate in today’s business scenario
 - (B) employees carry out standard, well-defined tasks -
 - (C) a voluntary worker is likely to be an engaged worker
 - (D) industrial firms cannot be economically productive
- Q.37 Based on your reading of the above passage, identify the INCORRECT option.
- (A) A knowledge firm requires participation and collaboration
 - (B) A knowledge firm encourages trust and reciprocity
 - (C) A knowledge firm does not have employees
 - (D) A knowledge firm has flexible work descriptions
- Q.38 In the light of your reading of the passage above identify the option that contains the set of words CLOSEST in meaning to the set of words in CAPITAL letters
METAPHORICALLY: STANDARD : COG : ENGAGEMENT
- (A) Allegorically: Bench-mark : Small Part : Obligation
 - (B) Figuratively: Average : Small wheel : Appointment
 - (C) Illustratively: Criterion : Small teeth : Undertaking
 - (D) Symbolically: Routine: Small Component: Commitment
- Q.39 The central idea of the passage relates to
- (A) the key difference between industrial and knowledge-intensive firms
 - (B) the key difference between an “employee” and a “member” in an organization
 - (C) “Mechanical” vs. “Voluntary” organizations
 - (D) importance of social capital in creating engaged organizations.

Directions: Question 40 consists of four groups of jumbled phrases, only ONE of which is grammatically correct. Identify the CORRECT option.

- Q.40 (A) matured, venture capital has undergone still another redefinition, returning / at least in part to its early roots in funding mature / now as the technology business has l businesses, in technology and in other segments as well
- (B) energy and financial services / areas and has been leading in information technology, media / the firm has invested across many industry / and communications, telecommunications, healthcare,
- (C) in the area of new ventures that, l might one day return to help put / l left the Gaeltacht convinced that the way to / in place the very infrastructures needed to create a sustainable and thriving economy / save this island of Irish tradition is to work
- (D) the consequence of that - in part — is / companies with good people that are just farther along / that have gone public in the past that are still good, / that there are a lot of orphans out there among companies