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**NATIONAL INSTITUTE OF FASHION
TECHNOLOGY (NIFT) MASTER OF
FASHION MANAGEMENT (GAT) – SA
PAST YEAR PAPER 04**

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PAST YEAR PAPER 04

1. In a certain time Rs. 1200 becomes Rs. 1560 at 10% p.a. simple interest. Find the principal that will become Rs. 2232 at 8% p.a. in the same time.
 (a) Rs. 1930 (b) Rs. 1800
 (c) Rs. 1550 (d) Rs. 1700
2. A sum of money amount to Rs. 2600 in 3 years and Rs. 2900 in $9/2$ years at simple interest. Find the sum and rate of interest.
 (a) Rs. 2000, 8% (b) Rs. 2200, 10%
 (c) Rs. 2200, 8% (d) Rs. 2000, 10%
3. The profit made by selling 5 meters of a cloth equals the selling price of 2 meters of that cloth. Find the profit percentage made.
 (a) $60\frac{1}{3}\%$ (b) $66\frac{2}{3}\%$
 (c) $64\frac{1}{3}\%$ (d) $62\frac{2}{3}\%$
4. If A:B = 1:2, B:C = 4:5, C:D = 10:11, then A:B:C:D =
 (a) 4:8:10:11 (b) 2:4:10:11
 (c) 2:5:10:11 (d) 1:2:4:10
5. The average height of 30 students in a class is found to be 130 cm. Later, a student of height 140 cm left the class whereas a new student joined and the average height has been changed to 129.5 cm. The height of the new student is
 (a) 128.2 cm (b) 125 cm
 (c) 127.5 cm (d) 126 cm
6. A person lent some amount at 12% p.a. for $2\frac{1}{2}$ years and some amount at 12.5% p.a. for 2 years. If he had amount of Rs. 10,000 in hand and on such investment earned Rs. 2700 in all, find the amount he invested in each case.
 (a) Rs. 5000, Rs. 5000 (b) Rs. 4500, Rs. 5500
 (c) Rs. 4000, Rs. 6000 (d) Rs. 3500, Rs. 6500
7. Divide Rs. 2760 in two parts such that simple interest on one part at 12.5% p.a. for 2 years is equal to the simple interest on the other part at 12.5% p.a. for 3 years.
 (a) Rs. 1700, Rs. 1060 (b) Rs. 1900, Rs. 860
 (c) Rs. 2000, Rs. 760 (d) Rs. 1800, Rs. 960
8. X started a business with Rs. 20,000. After 4 months, Y joined him with Rs. 30,000. At the beginning of the fifth month, X added Rs. 10,000. Find the ratio in which X's and Y's annual profit will be shared?
 (a) 3:2 (b) 4:3
 (c) 1:1 (d) 1:2
9. In what ratio must two kinds of coffee which cost Rs. 80 per kg and Rs. 108 per kg be mixed such that the resultant mixture costs Rs. 96 per kg?
 (a) 2:1 (b) 3:4
 (c) 1:2 (d) 2:3
10. Pipes X and Y take 10 minutes and 20 minutes respectively to fill an empty tank. Pipe Z takes 40 minutes to empty a full tank. Find the time taken to fill the empty tank if all the three pipes are opened simultaneously.
 (a) 8 minutes (b) 6.5 minutes
 (c) 7.5 minutes (d) 7 minutes
11. A, B, C and D live in a building having 14th floors. A lives two floors above B. C lives on the 14th floor immediately above A. D neither lives immediately above nor immediately below B. The first 7 floors of the building are vacant. On which of the following floors does D live?
 (a) 12th
 (b) 10th
 (c) 8th
 (d) Cannot be determined
12. If each of the vowels in the word HONESTLY is changed to the next letter in the English alphabetical series and each consonant is changed to the previous letter in the English alphabetical series, and then the alphabets so formed are arranged in alphabetical order from left to right, the positions of how many of the following alphabets will remain unchanged? (from that of before arranging in alphabetical order)
 (a) Two (b) None
 (c) One (d) Three
13. If all the numbers are arranged in ascending order from left to right, which of the following will be the sum of all the three digits of the number which is second from the left of the new arrangement thus formed?
 (a) 11 (b) 19
 (c) 14 (d) 20

14. Question is based on the five three-digit numbers given below:
356 497 812 739 264
What will be the resultant of the third digit of the second lowest number is divided by the third digit of the highest number?
(a) 2 (b) 4
(c) 5 (d) 3
15. If 2 is subtracted from the last digit of every odd number and 1 is added to the last digit of every even number, what will be the difference between the highest and the lowest numbers thus formed?
(a) 548 (b) 456
(c) 318 (d) 380
16. If all the digits in each of the numbers are arranged in descending order within the number, which of the following will form the second highest number in the new arrangement of numbers?
(a) 812 (b) 739
(c) 356 (d) 497
17. If the positions of the first and the second digits of each of the numbers are interchanged, in how many numbers thus formed will the first digit be a perfect square? (Consider 1 as perfect square number)
(a) Four (b) Two
(c) Three (d) One
18. A, B, C, D, E and F are six members of a family. A is the mother of B, who is the husband of D. F is the brother of one of the parents of C. D is the daughter-in-law of E and has no siblings. C is the son of D. How is C related to A?
(a) Nephew (b) Father
(c) Grandson (d) Son-in-law
19. A, B, C, D, E and F are six members of a family. A is the mother of B, who is the husband of D. F is the brother of one of the parents of C. D is the daughter-in-law of E and has no siblings. C is the son of D. How is F related to D?
(a) Cousin (b) Father
(c) Brother (d) Brother-in-law
20. A, B, C, D, E and F are six members of a family. A is the mother of B, who is the husband of D. F is the brother of one of the parents of C. D is the daughter-in-law of E and has no siblings. C is the son of D. How is E related to F?
(a) Father (b) Father-in-law
(c) Mother (d) Son
21. A, B, C, D, E and F are six members of a family. A is the mother of B, who is the husband of D. F is the brother of one of the parents of C. D is the daughter-in-law of E and has no siblings. C is the son of D. If F is married to G, then how is G related to B?
(a) Sister-in-law (b) Cousin
(c) Mother (d) Sister
22. A, B, C, D, E and F are six members of a family. A is the mother of B, who is the husband of D. F is the brother of one of the parents of C. D is the daughter-in-law of E and has no siblings. C is the son of D. How many male members are there in the family?
(a) Four
(b) Two
(c) Three
(d) Cannot be determined
23. If A means '+' B means '×'. C means '-' and D means '÷' then 12B8C6D2A4 = ?
(a) 21 (b) 94
(c) 97 (d) 84
24. The first 9 positive integers are placed in square so that the sum of the numbers in each row, column and diagonal are equal. Find B + F.
- | | | |
|---|---|----|
| E | F | 3 |
| 5 | D | 13 |
| B | I | C |
- (a) 28 (b) 26
(c) 32 (d) 30
25. Find the value of $-[a - \{a + (x - a) - (x - a) - a\} - 2a]$
(a) a (b) 2a
(c) a-x (d) x-a
26. 10^{100} is a googol. 1000^{100} is equal to
(a) googol³ (b) googol^{googol}
(c) 3 googol (d) 100 googol

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27. Two candles of the same height are lit at the same time. The first candle is completely burnt in 3 hours while the second candle is completely burnt up in 4 hours. At what point of time is the height of the second candle equals to twice that of the first candle?
 (a) 196 minutes (b) 72 minutes
 (c) 105 minutes (d) 144 minutes
28. The position of how many digits will remain the same if the digits in the number 2567394 are rearranged in ascending order from left to right?
 (a) Two (b) One
 (c) Three (d) None
29. A, B, C, D, P, Q, R and S are sitting around a circle facing the centre. P is the third to the left of A and R is the second to the right of A. Q is not an immediate neighbour of either P or R. C sits third to the right of B and S sits exactly between C and R.
 Who is sitting on the immediate right of A?
 (a) D (b) R
 (c) B (d) Q
30. A, B, C, D, P, Q, R and S are sitting around a circle facing the centre. P is the third to the left of A and R is the second to the right of A. Q is not an immediate neighbour of either P or R. C sits third to the right of B and S sits exactly between C and R.
 What is S's position with respect to D?
 (a) Third to the right (b) Immediate right
 (c) Third to the left (d) Second to the left
31. A, B, C, D, P, Q, R and S are sitting around a circle facing the centre. P is the third to the left of A and R is the second to the right of A. Q is not an immediate neighbour of either P or R. C sits third to the right of B and S sits exactly between C and R.
 Three of the following four options are similar in a certain way based on their positions in the seating arrangement and so form a group. Which of the following does not belong to that group?
 (a) SR (b) CS
 (c) AB (d) QD
32. A, B, C, D, P, Q, R and S are sitting around a circle facing the centre. P is the third to the left of A and R is the second to the right of A. Q is not an immediate neighbour of either P or R. C sits third to the right of B and S sits exactly between C and R.
 Who sits between P and S?
 (a) R (b) D
 (c) C (d) Q
33. In a class of 95 students, 40 play cricket, 50 play football and 10 play both cricket and football.
 How many students play neither cricket nor football?
 (a) 15 (b) 12
 (c) 20 (d) 18
34. A, B, C, D, E, F and G are seven players. They form two teams of two players each and one team of three players. A and B cannot be in the same team. B and C cannot be in the same team whereas E and F must be in the same team. G and D cannot be in the same team.
 If C, D and A form a team of three players, which of the following can be the members of one of the other teams?
 (a) G and B (b) A and E
 (c) E and F (d) Both B and C
35. A, B, C, D, E, F and G are seven players. They form two teams of two players each and one team of three players. A and B cannot be in the same team. B and C cannot be in the same team whereas E and F must be in the same team. G and D cannot be in the same team.
 If E, F and G form a team of three players, then in how many ways can the remaining two teams of two players each can be formed?
 (a) 1 (b) 3
 (c) 2 (d) 4
36. Capital of Chattisgarh is
 (a) Patna (b) Aizawl
 (c) Uttarakhand (d) Raipur
37. Rudra Sagar Lake is located in
 (a) Nicobar Island (b) Tamil Nadu
 (c) Andaman Island (d) Tripura
38. The objective of the Project Sunrise is
 (a) to enable better living
 (b) for prevention of AIDS in North Eastern States
 (c) to provide skill training to youths
 (d) to improve employability skill development and other convenience for labour
39. Claudius Ptolemy was
 (a) Emperor of the Holy Roman Empire
 (b) Italian Explorer
 (c) Astronomer and Geographer
 (d) Italian Explorer
40. Writer of the Sanskrit drama "Malti Madhav" is
 (a) Bhavabhuti (b) Kalidas
 (c) Varahmihira (d) Banbhhatta
41. Human Rights Day is observed in India on
 (a) December 8 (b) December 10
 (c) December 9 (d) December 11

42. Kiran Desai won the Booker Prize in 2006 for the book
 (a) The Inheritance of Loss
 (b) Bring up the Bodies
 (c) The Winter Tiger
 (d) The Sellout
43. Nobel Prize winner in Literature in 2019 is
 (a) Peter Handke
 (b) John B Goodenough
 (c) James Peebles
 (d) Akira Yoshino
44. First recipient of Dada Saheb Phalke Award was
 (a) Prithviraj Kapoor (b) Pankaj Mallick
 (c) B.N.Sirkar (d) Mrs. Devika Rani
45. Which one of the following public sector enterprise does not belong to Maharatna scheme?
 (a) Gas Authority of India Limited
 (b) Power Grid Corporation of India
 (c) Hindustan Aeronautics Limited
 (d) Bharat Heavy Electrical Limited
46. First country to win the World Cup Football is
 (a) Brazil (b) Germany
 (c) Uruguay (d) Argentina
47. Atal Pension Yojana was introduced on
 (a) 1 June 2016 (b) 9 May 2015
 (c) 1 June 2015 (d) 9 May 2016
48. Who is the author of the book "A Promised Land"?
 (a) Donald Trump (b) Barack Obama
 (c) Man Mohan Singh (d) Angela Merkel
49. Who wrote the book "The Guide"?
 (a) R.K.Narayan (b) Edward Luce
 (c) Gunter Grass (d) Ruskin Bond
50. The abbreviation RAF stands for
 (a) Regimental Action Force
 (b) Rapid Action Force
 (c) Regular Action Force
 (d) Rapid Active Force
51. Swarn Jayanti Gram Swarozgar Yojna was introduced on
 (a) 1 April 1998 (b) 1 April 1999
 (c) 15 August 1999 (d) 25 December 1999
52. The first Indian woman to go to Antarctica was
 (a) Meher Moos (b) Anandi Bai Joshi
 (c) Preet Chandi (d) Sudipta Sengupta
53. The Intelligence Agency of Japan is
 (a) DGI (b) Mosad
 (c) Naicho (d) SAVAK
54. "The Age" is a news paper of
 (a) USA (b) Australia
 (c) Canada (d) UK
55. "Likud Party" is a political party of
 (a) Australia (b) Iraq
 (c) Israel (d) Sri Lanka
56. World Wildlife Day is observed on
 (a) October 4 (b) October 6
 (c) October 3 (d) October 5
57. The recipient of Booker Prize in the year 2020 was
 (a) Arvind Adiga (b) George Saunders
 (c) Anna Bums (d) Douglas Stuart
58. Recipient of Bharatiya Jnanpith Award in 2019 was
 (a) Shankh Ghosh
 (b) Krishna Sobhi
 (c) Akkithem Achuthan Namboothiri
 (d) Amitav Ghosh
59. National Consumer Right Day is observed in India on.
 (a) December 24 (b) December 23
 (c) December 16 (d) December 20
60. What will be the colour of a dark blue suit when viewed in candle light?
 (a) Navy blue (b) Black
 (c) Dark blue (d) Green
61. Groups of four words are given. In each group one word is correctly spelt. Find out the correctly spelt word.
 (a) Enterpreneur (b) Entrepreneur
 (c) Entreprenure (d) Enterprenure
62. Groups of four words are given. In each group one word is correctly spelt. Find out the correctly spelt word.
 (a) Marquei (b) Markue
 (c) Marquee (d) Marquie
63. Groups of four words are given. In each group one word is correctly spelt. Find out the correctly spelt word.
 (a) Acquaintance (b) Acquentance
 (c) Acquaintence (d) Acquiegence
64. Groups of four words are given. In each group one word is correctly spelt. Find out the correctly spelt word.
 (a) Vacilation (b) Vacillation
 (c) Vacillation (d) Vacilliation

65. Groups of four words are given. In each group one word is correctly spelt. Find out the correctly spelt word.
- (a) Circuitous (b) Circutious
(c) Circuititus (d) Circutous
66. Choose the one which can be substituted for the given words / sentence.
A small raised platform that a person stands on to make a speech or receive a prize
- (a) Rostrum (b) Palace
(c) Dais (d) Spire
67. Choose the one which can be substituted for the given words / sentence.
A quick short sudden movement of the features, muscles, limbs of the human body usually without conscious control
- (a) Tweet (b) Tweed
(c) Twit (d) Twitch
68. Choose the one which can be substituted for the given words / sentence.
A picture of a person or a thing drawn in such a manner such as to instigate laughter
- (a) Cacography (b) Cartography
(c) Caricature (d) Cartoon
69. Choose the one which can be substituted for the given words / sentence.
A system of government in which the power is distributed between the Central Government and its constituent units
- (a) Federalism (b) Secularism
(c) Socialism (d) Communism
70. Choose the one which can be substituted for the given words / sentence.
Special words that are spoken or sung to have a magical effect
- (a) Invoice (b) Incantation
(c) Verbiage (d) Mendicant
71. Choose the word opposite in meaning to the given word.
VIRGINAL
- (a) Festering (b) Vestal
(c) Corrupted (d) Sophomoric
72. Choose the word / phrase which is similar in meaning to the given word.
ENDURING
- (a) painful (b) Fleeting
(c) Long lasting (d) Permanent
73. Choose the word opposite in meaning to the given word.
PROGRESSIVE
- (a) Regressive (b) Retrogressive
(c) Repulsive (d) Aggressive
74. Choose the word opposite in meaning to the given word.
ASCETICISM
- (a) Comfort (b) Anti- Semitism
(c) Luxury (d) Humility
75. Choose the word opposite in meaning to the given word.
UNNERVED
- (a) Nervous (b) Confident
(c) Anxious (d) Hopeful
76. Choose the one which best expresses the meaning of the given word.
SQUANDER
- (a) Expensive (b) Litter
(c) Waste (d) Save
77. Choose the one which best expresses the meaning of the given word.
LICENTIOUS
- (a) Without licence
(b) Immoral
(c) Moral
(d) Intellectual

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78. Choose the one which best expresses the meaning of the given word.
DELIRIOUS
(a) Pleasing (b) Desperate
(c) Hysterical (d) Composed
79. Choose the one which best expresses the meaning of the given word.
CORROBORATE
(a) Validate (b) Collaborate
(c) Substantiate (d) Co-operate
80. Choose the one which best expresses the meaning of the given word.
SOLECISM
(a) Clever argument (b) Wise saying
(c) Witty quip (d) Grammatical error
81. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
Don't think / you can deceive me / like you did my brother. /
(a) like you did my brother.
(b) you can deceive me
(c) No error
(d) Don't think
82. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
I shall avail / of this opportunity / to meet you there./
(a) I shall avail
(b) to meet you there.
(c) No error
(d) of this opportunity
83. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
Shreenet is telling / that I have stolen / his notebook./
(a) that I have stolen (b) his notebook.
(c) No error (d) Shreenet is telling
84. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
A rise in rents and wages / have been found / to go together. /
(a) No error
(b) to go together.
(c) have been found
(d) A rise in rents and wages
85. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
If only it were possible to get near / one of the volcanic eruptions take place / without getting burnt. /
(a) No error
(b) If only it were possible to get near
(c) without getting burnt
(d) one of the volcanic eruptions take place
86. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
The manager of this bank / gave rupees two hundred / to the door keeper. /
(a) gave rupees two hundred
(b) to the door keeper.
(c) The manager of this bank
(d) No error
87. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
No other student / in my class / is as tall as Rishabh. /
(a) is as tall as Rishabh. (b) No error
(c) in my class (d) No other student
88. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error. If there is no error, mark "No error" as your answer.
He must give that / answer of the question / asked by his teacher. /
(a) No error
(b) answer of the question
(c) He must give that
(d) asked by his teacher.

89. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error.
If there is no error, mark "No error" as your answer.

They had hardly / gone few steps that / they saw a lion. /

- (a) No error (b) they saw a lion.
(c) gone few steps that (d) They had hardly

90. The various parts of the sentence are segregated with the symbol " / "
Find out which part of the sentence has an error.
If there is no error, mark "No error" as your answer.

I have met one of / the most beautiful / mind in the seminar. /

- (a) I have met one of (b) No error
(c) the most beautiful (d) mind in the seminar.

91. Choose the alternative which best expresses the meaning of the idiom/ phrase.
As the bomb exploded people ran **helter-skelter**.

- (a) in disorderly haste
(b) in great fear
(c) in great sorrow
(d) in haste

92. Choose the alternative which best expresses the meaning of the idiom/ phrase.
My close friend **got the sack** from his first job recently.

- (a) resigned
(b) got rid of
(c) was dismissed from
(d) was demoted from

93. Choose the alternative which best expresses the meaning of the idiom/ phrase.
She is a **fair weather friend**.

- (a) one who deserts you in difficulties
(b) a favourable friend
(c) a friend who meets difficulties calmly
(d) A good friend

94. Choose the alternative which best expresses the meaning of the idiom/ phrase.
His failure at the election has been a **sore point with** him for a long time.

- (a) something memorable for
(b) something pleasurable to
(c) something which hurts
(d) something that brings fear to

95. Choose the alternative which best expresses the meaning of the idiom/ phrase.

He went on **sowing wild oats**; he reaped suffering in his later life.

- (a) inviting troubles as a boy
(b) sowing grains called oats when young
(c) irresponsible pleasure seeking in young age
(d) warning others as a young man

96. When critics discuss the oeuvre of Richard Wright, they usually dwell on his famed memoir *Black Boy* or the highly successful and groundbreaking *Native Son*. They seem to allege he was an important early black author whose principal innovation was in bringing to the masses the rage that seethed in the African-American communities in the early 20th century. In making that case alone, these pedagogues do a great disservice to Wright scholarship, for they avoid the nuanced look at Wright's skill as an artist, a writer, and a maturing literary voice. One of the novels that is especially overlooked is *The Outsider*, a novel he completed while living in Europe. The Existentialist circle Wright found himself amidst in France heavily influenced the book. Note, for instance, the similarities in title between it and Albert Camus's classic *The Stranger*. In both novels, the titular character is an Other, someone whom society has made abject and for whom a great deal of vituperative ignominy is unleashed. The story of Wright's work centers around Cross Damon, an indebted black postal worker who finds out he has been assumed dead in a train accident. He flees to New York where he starts a new life working for the Communist Party (note the similarities to *Invisible Man*), a group he eventually learns to despise. Throughout the book, Cross matures while also articulating the fact of the black male experience: living in dread in the liminal spaces of American life. But the real power of the book comes in giving Cross agency. Unlike Bigger Thomas in *Native Son*, Cross is allowed to speak for himself, lending him the power to communicate directly with the reader, without the filter of Bigger's (white) attorney. Additionally, the voice Cross finds is articulate without being edifying or pedagogic, meaning that Wright trusts his reader to grasp subtlety, rather than being hit over the head with the message the intelligent reader deduced halfway through the book.

Sadly, though, *The Outsider* tends to be dismissed as a failed attempt at Existentialism from an author who had been away from America too long to know what the nation was really like. This is how the book was seen in the 1950s and how it, largely, continues to be seen today.

The author's main criticism of *Native Son* seems to be that it

- (a) shows a still nascent author
- (b) is too didactic
- (c) does not articulate the black experience
- (d) is too reputed today

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Sadly, though, *The Outsider* tends to be dismissed as a failed attempt at Existentialism from an author who had been away from America too long to know what the nation was really like. This is how the book

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As used in paragraph 2, the word abject most nearly means

- (a) wretched
- (b) abusive
- (c) impoverished
- (d) dishonest

98. When critics discuss the oeuvre of Richard Wright, they usually dwell on his famed memoir *Black Boy* or the highly successful and groundbreaking *Native Son*. They seem to allege he was an important early black author whose principal innovation was in bringing to the masses the rage that seethed in the African-American communities in the early 20th century. In making that case alone, these pedagogues do a great disservice to Wright scholarship, for they avoid the nuanced look at Wright's skill as an artist, a writer, and a maturing literary voice. One of the novels that is especially overlooked is *The Outsider*, a novel he completed while living in Europe. The Existentialist circle Wright found himself amidst in France heavily influenced the book. Note, for instance, the similarities in title between it and Albert Camus's classic *The Stranger*. In both novels, the titular character is an Other, someone whom society has made abject and for whom a great deal of vituperative ignominy is unleashed. The story of Wright's work centers around Cross Damon, an indebted black postal worker who finds out he has been assumed dead in a train accident. He flees to New York where he starts a new life working for the Communist Party (note the similarities to *Invisible Man*), a group he eventually learns to despise. Throughout the book, Cross matures while also articulating the fact of the black male experience: living in dread in the liminal spaces of American life. But the real power of the book comes in giving Cross agency. Unlike Bigger Thomas in *Native Son*, Cross is allowed to speak for himself, lending him the power to communicate directly with the reader, without the filter of Bigger's (white) attorney. Additionally, the voice Cross finds is articulate without being edifying or pedagogic, meaning that Wright trusts his reader to grasp subtlety, rather than being hit over the head with the message the intelligent reader deduced halfway through the book.

Sadly, though, *The Outsider* tends to be dismissed as a failed attempt at Existentialism from an author who had been away from America too long to know what the nation was really like. This is how the book

was seen in the 1950s and how it, largely, continues to be seen today.

The author's main purpose in writing this passage is to

- (a) defend the remarks of literary critics throughout the past century
- (b) argue that a book by a famous author should not be overlooked
- (c) suggest that *The Outsider* is a better book than *Native Son* or *Black Boy*
- (d) challenge the notion that Existentialism ruined *The Outsider*

99. When critics discuss the oeuvre of Richard Wright, they usually dwell on his famed memoir *Black Boy* or the highly successful and groundbreaking *Native Son*. They seem to allege he was an important early black author whose principal innovation was in bringing to the masses the rage that seethed in the African-American communities in the early 20th century. In making that case alone, these pedagogues do a great disservice to Wright scholarship, for they avoid the nuanced look at Wright's skill as an artist, a writer, and a maturing literary voice. One of the novels that is especially overlooked is *The Outsider*, a novel he completed while living in Europe. The Existentialist circle Wright found himself amidst in France heavily influenced the book. Note, for instance, the similarities in title between it and Albert Camus's classic *The Stranger*. In both novels, the titular character is an Other, someone whom society has made abject and for whom a great deal of vituperative ignominy is unleashed. The story of Wright's work centers around Cross Damon, an indebted black postal worker who finds out he has been assumed dead in a train accident. He flees to New York where he starts a new life working for the Communist Party (note the similarities to *Invisible Man*), a group he eventually learns to despise. Throughout the book, Cross matures while also articulating the fact of the black male experience: living in dread in the liminal spaces of American life. But the real power of the book comes in giving Cross agency. Unlike Bigger Thomas in *Native Son*, Cross is allowed to speak for himself, lending him the power to communicate directly with the reader, without the filter of Bigger's (white) attorney. Additionally, the voice Cross finds is articulate without being edifying or pedagogic, meaning that Wright trusts his reader to grasp subtlety, rather than being hit over the head with the message the intelligent reader deduced halfway through the book.

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According to the passage, *The Outsider* is similar to which of the following works?

- I. *Native Son*
 - II. *The Stranger*
 - III. *Invisible Man*
- (a) I only
 - (b) II and III only
 - (c) II only
 - (d) I and II only

100. When critics discuss the oeuvre of Richard Wright, they usually dwell on his famed memoir *Black Boy* or the highly successful and groundbreaking *Native Son*. They seem to allege he was an important early black author whose principal innovation was in bringing to the masses the rage that seethed in the African-American communities in the early 20th century. In making that case alone, these pedagogues do a great disservice to Wright scholarship, for they avoid the nuanced look at Wright's skill as an artist, a writer, and a maturing literary voice. One of the novels that is especially overlooked is *The Outsider*, a novel he completed while living in Europe. The Existentialist circle Wright found himself amidst in France heavily influenced the book. Note, for instance, the similarities in title between it and Albert Camus's classic *The Stranger*. In both novels, the titular character is an Other, someone whom society has made abject and for whom a great deal of vituperative ignominy is unleashed.



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What does the word "oeuvre" mean in the passage above ?

- (a) body of work (b) legend
(c) demon (d) an omen

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The term "pedagogues" refers to :

- (a) a disobedient student
(b) a strict teacher
(c) a lazy teacher
(d) a strict student

102. When critics discuss the oeuvre of Richard Wright, they usually dwell on his famed memoir *Black Boy* or the highly successful and groundbreaking *Native Son*. They seem to allege he was an important early black author whose principal innovation was in bringing to the masses the rage that seethed in the African-American communities in the early 20th century. In making that case alone, these pedagogues do a great disservice to Wright scholarship, for they avoid the nuanced look at Wright's skill as an artist, a writer, and a maturing literary voice. One of the novels that is especially overlooked is *The Outsider*, a novel he completed while living in Europe. The Existentialist circle Wright found himself amidst in France heavily influenced the book. Note, for instance, the similarities in title between it and Albert Camus's classic *The Stranger*. In both novels, the titular character is an Other, someone whom society has made abject and for whom a great deal of vituperative ignominy is unleashed. The story of

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The term "early black author" is a reference to

- (a) the author's origin
- (b) the poor quality of the author
- (c) the colour of the novel
- (d) to make fun of the author

- 103.** Over the past half a century, many have erroneously agreed that there is a chasm in Frank Lloyd Wright's work, an unbridgeable gap between his residential and commercial buildings. In fact, all of his architectural designs show off his belief in a world governed by technology but indebted to nature, and all his buildings are really monuments to man's place in the natural world.

In his domestic homes, Wright seems to emphasize a blending of the artificial and the natural, with an emphasis on lowpitched roofs, asymmetry, natural light, and hidden entrances that would require a visitor to search for a way in. These obscured entrances also make the visitor confront the landscape in a way he or she would not have to if he or she entered merely from the urban street the house would be located on (in the case of houses such as the Winslow House in Illinois and other suburban houses). In his own house at Taliesin, in Wisconsin, the visitor must travel a winding

driveway uphill to the back of the house and literally confront a panoramic vista of green hills and woods, rather than merely entering the house. In this way, then, one is forced to acknowledge both the artificial and the natural at once and cannot merely observe the home as one thing alone.

In his commercial buildings, too, there exists a great deal of nature's influence. Though the spaces are more straightforward than the domestic spaces (entrances are not hidden, for instance), as their functions necessitated, Wright's commercial buildings still showcase the marriage of nature and technology. The Larkin Building, for instance, lets in an unprecedented amount of natural light for an office building. Wright intentionally eliminated darkness wherever possible, even encapsulating the central space with a giant skylight, creating the effect of working outdoors.

As used in paragraph 1, the word **chasm** most nearly means

- (a) a divide
- (b) an abyss
- (c) an analysis
- (d) an opinion

- 104.** Over the past half a century, many have erroneously agreed that there is a chasm in Frank Lloyd Wright's work, an unbridgeable gap between his residential and commercial buildings. In fact, all of his architectural designs show off his belief in a world governed by technology but indebted to nature, and all his buildings are really monuments to man's place in the natural world.

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According to the passage, the central difference between Frank Lloyd Wright's residential and commercial buildings is that

- (a) the residential buildings were not usually on city streets
- (b) the commercial buildings had hidden entrances
- (c) the residential buildings are less straightforward
- (d) the residential buildings let in less natural light

- 105.** Over the past half a century, many have erroneously agreed that there is a chasm in Frank Lloyd Wright's work, an unbridgeable gap between his residential and commercial buildings. In fact, all of his architectural designs show off his belief in a world governed by technology but indebted to nature, and all his buildings are really monuments to man's place in the natural world.

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It can be inferred from paragraph 3 that Frank Lloyd Wright believed

- (a) technology would never be able to stand out from nature
- (b) a commercial space should look as professional as possible
- (c) a building's function should influence its form
- (d) all domestic homes should be monuments to nature

- 106.** Read the passage carefully and choose the best answer to each question out of the four alternatives:

Power and possession have been central pursuits of modern civilisation for a long time. They blocked out or distorted other features of the western renaissance (revival) which promised so much for humanity. What people have been and are still being taught to praise is money, success, control over the lives of others and acquisition of more objects. Modern social, political, and economic system, whether capitalist, fascist or communist, reject in their working the basic principles that the free and creative infoldment of every man, woman and child is the true measure of the worth of any society. Such infoldment requires understanding and imagination, integrity and compassion, co-operation among people and harmony between the human species and the rest of nature. Acquisitiveness and the pursuit of power have made the modern man an aggressor against everything that is non-human, an exploiter and oppressor of those who are poor, meek and unorganised, a pathological type which hates and distrusts the world and suffers from both acute loneliness and false pride.

The author appears to be advocating which of the following approaches to be adopted by society?

- (a) communist
- (b) humanistic
- (c) capitalistic
- (d) authoritarian

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- 107.** Read the passage carefully and choose the best answer to each question out of the four alternatives:

Power and possession have been central pursuits of modern civilisation for a long time. They blocked out or distorted other features of the western renaissance (revival) which promised so much for humanity. What people have been and are still being taught to praise is money, success, control over the lives of others and acquisition of more objects. Modern social, political, and economic system, whether capitalist, fascist or communist, reject in their working the basic principles that the free and creative infoldment of every man, woman and child is the true measure of the worth of any society. Such infoldment requires understanding and imagination, integrity and compassion, co-operation among people and harmony between the human species and the rest of nature. Acquisitiveness and the pursuit of power have made the modern man an aggressor against everything that is non-human, an exploiter and oppressor of those who are poor, meek and unorganised, a pathological type which hates and distrusts the world and suffers from both acute loneliness and false pride.

Which of the following best describes the behaviour of modern man?

- (a) cruel and greedy
- (b) perceptive and creative
- (c) imaginative and sympathetic
- (d) conscientious and cooperative

- 108.** Read the passage carefully and choose the best answer to each question out of the four alternatives:

Power and possession have been central pursuits of modern civilisation for a long time. They blocked out or distorted other features of the western renaissance (revival) which promised so much for humanity. What people have been and are still being taught to praise is money, success, control over the lives of others and acquisition of more objects. Modern social, political, and economic system, whether capitalist, fascist or communist, reject in their working the basic principles that the free and creative infoldment of every man, woman and child is the true measure of the worth of any society. Such infoldment requires understanding and imagination, integrity and compassion, co-operation among people and harmony between the human species and the rest of nature. Acquisitiveness and the pursuit of power have made the modern man an

aggressor against everything that is non-human, an exploiter and oppressor of those who are poor, meek and unorganised, a pathological type which hates and distrusts the world and suffers from both acute loneliness and false pride.

According to the passage, why has modern man turned out as an enemy of everything that is non-human?

- (a) Non- humans have refused cooperation to human beings
- (b) He has been dominated by drives of acquisitiveness and power
- (c) He hates and distrusts other human beings.
- (d) He consciously practices spirit of cooperation

- 109.** Read the passage carefully and choose the best answer to each question out of the four alternatives:

Power and possession have been central pursuits of modern civilisation for a long time. They blocked out or distorted other features of the western renaissance (revival) which promised so much for humanity. What people have been and are still being taught to praise is money, success, control over the lives of others and acquisition of more objects. Modern social, political, and economic system, whether capitalist, fascist or communist, reject in their working the basic principles that the free and creative infoldment of every man, woman and child is the true measure of the worth of any society. Such infoldment requires understanding and imagination, integrity and compassion, co-operation among people and harmony between the human species and the rest of nature. Acquisitiveness and the pursuit of power have made the modern man an aggressor against everything that is non-human, an exploiter and oppressor of those who are poor, meek and unorganised, a pathological type which hates and distrusts the world and suffers from both acute loneliness and false pride.

Which of the following statements is not true in context of the given passage?

- (a) There is a need for a new renaissance
- (b) The modern man is not individualist
- (c) Power and possession go hand in hand
- (d) Poor and week people are oppressed by the modern man

- 110.** Read the passage carefully and choose the best answer to each question out of the four alternatives:

During the most recent earnings call with analysts, CEO Pat Gelsinger had to concede that the technology in Intel's datacentre processors hadn't been improved in five years. "[Intel] fell behind AMD in chip design and Taiwan Semiconductor (TSMC) in manufacturing."

Intel's engineers – from research to design to manufacturing – have always worked as a close in-house team. In contrast, fellow US rivals like Qualcomm, Nvidia and AMD, have either shed their manufacturing capacity or never had it in the first place. They outsource to suppliers such as TSMC and other third-party foundries in Taiwan for the same reason that most of the stuff sold in Walmart is made in China: it's cheaper.

When mobile took off, the chipset didn't require as much computing power as those in a laptop or PC, since the priority was energy-saving to extend battery life on a single charge. As Intel was in the business of selling top-quality chips for high margins, it left its rivals to supply chipsets for this new market.

Companies like TSMC doesn't have to shoulder the risks of launching a new product. It just needs to excel in manufacturing, because if a Qualcomm product fails, AMD's may take off. For chip designers, on the other hand outsourcing to TSMC has gradually meant they can afford to be fast-moving and bold in product design. If a new chip doesn't sell, they can pull the plug without having to worry about the factory: that's TSMC's problem.

Unlike the above Intel needs to ensure that every product wins with enough volume to feed its network of factories, each costing billions of dollars. This has made the company more and more conservative. And having stuck to supplying chips to PCs, servers and data centres, it is struggling to innovate. Tellingly, the company's gross margin – total revenue minus the cost of production – has been sliding for nearly a decade. The biggest danger for a technology company is that it's not developing leading-edge products fast enough, backsliding into selling commodities.

Which of the following companies' are in the business of manufacturing Chips for PCs ?

- (a) AMD
- (b) TSMC
- (c) Intel
- (d) All of the options given

113. The e-commerce giant Amazon said it was hiking the price by 17% to \$139 for annual membership to it's membership plan "PRIME" in the US.

It is the first increase since 2018 for Prime, which gives subscribers access to benefits like faster shipping.

More than 200 million people globally pay for the service, many of them in the US.

The firm, which cited increased wage and shipping costs, said it had no announcements to make about other countries "at this time". More than 200 million people globally pay for the service, many of them in the US. Sales for the last three months of 2021 expanded by 10% year-on-year to \$137.4bn. But those gains were driven by growth in areas like its cloud computing division, Amazon Web Services, and advertising, while its e-commerce sales dipped from 2020, when the pandemic propelled blockbuster gains. The firm's profits in the quarter also jumped, to \$14.3bn - almost double the prior year. Its investment in electric vehicle maker Rivian, which floated on the stock market in November, drove those increases.

"As expected over the holidays, we saw higher costs driven by labour supply shortages and inflationary pressures, and these issues persisted into the first quarter due to Omicron," chief executive Andy Jassy said.

"Despite these short-term challenges, we continue to feel optimistic and excited about the business as we emerge from the pandemic."

Amazon's E-Commerce business is increasing it's membership price for favoured customers because ... Choose the most suitable reason from those given below :

- (a) Costs of both labour and logistics has increased
- (b) It is facing higher logistics costs
- (c) Its cost of manufacturing is high
- (d) It is facing increased manpower costs

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Amazon's quarterly profits are due to blockbuster gains. The gains are there because of :

- (a) Increased adoption of its Cloud computing services
- (b) Stock marketing gains on investment made in another company
- (c) Increased growth in advertisements
- (d) All of the options

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Amazon is not hiking its prices in other countries because


- (a) It is not clear from the details given
- (b) It does not want to grow profits in other countries
- (c) It is waiting and evaluating the scenario in other countries
- (d) It will lead to loss in market share



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Amazon's expected gain in revenue due to the increase in prices of PRIME membership is to the tune of Choose the best possible estimate.

- (a) More than 6000 million USD
- (b) More than 4000 million USD
- (c) Cannot be calculated from the data given
- (d) More than 5000 million USD

117. German luxury carmaker Audi is eyeing a 'good double digit' sales growth in 2022 in India, after doubling sales during the last year, on the back of new product launches, a senior company official said.

"The last two years needless to say were difficult for everybody, but we grew by 100% last year while the industry grew by about 40%. So, we are already seeing a positive momentum for the Audi brand in

India..." Balbir Singh Dhillon, Head of Audi India, told The Hindu.

Talking about the luxury car market in India, Mr. Dhillon said that multiple layering of taxation on luxury cars is 'suppressing' the industry. "The luxury industry has been hovering around 1-1.5% of the overall car market. If you compare this with Southeast Asian countries, even in small countries this ratio is 5-6%. So to that extent there is a lot of road to cover for the country." ... So I only hope going forward things should change.

Pointing out that the company launched nine new models in the last year, Mr. Dhillon added that the year 2022 will see the launch of high volume models, in addition to some top-end products.

He added that the new Audi Q7, launched on Wednesday, February 2, 2022, with an introductory price of ₹79.99 lakh onwards, will play a major role in boosting sales as it a 'volume model'.

The new car will be locally manufactured in India, he said, adding that about 80% of the cars sold in the country are locally produced. Other models currently manufactured in India include the Audi A4, Audi A6, Audi Q5 and Audi A7.

Read the paragraph above and then Analyse the statements given below and mark the most correct option:

- Audi is planning for good double digit growth
- (a) Minor reason for making the decisions
 - (b) Major assumption in making the decisions
 - (c) Major Reason for making the decisions
 - (d) Major objective in making the decisions

118. German luxury carmaker Audi is eyeing a 'good double digit' sales growth in 2022 in India, after doubling sales during the last year, on the back of new product launches, a senior company official said.

"The last two years needless to say were difficult for everybody, but we grew by 100% last year while the industry grew by about 40%. So, we are already seeing a positive momentum for the Audi brand in India..." Balbir Singh Dhillon, Head of Audi India, told The Hindu.

Talking about the luxury car market in India, Mr. Dhillon said that multiple layering of taxation on luxury cars is 'suppressing' the industry. "The luxury industry has been hovering around 1-1.5% of the

overall car market. If you compare this with Southeast Asian countries, even in small countries this ratio is 5-6%. So to that extent there is a lot of road to cover for the country.” ... So I only hope going forward things should change.

Pointing out that the company launched nine new models in the last year, Mr. Dhillon added that the year 2022 will see the launch of high volume models, in addition to some top-end products.

He added that the new Audi Q7, launched on Wednesday, February 2, 2022, with an introductory price of ₹79.99 lakh onwards, will play a major role in boosting sales as it a ‘volume model’.

The new car will be locally manufactured in India, he said, adding that about 80% of the cars sold in the country are locally produced. Other models currently manufactured in India include the Audi A4, Audi A6, Audi Q5 and Audi A7.

Read the paragraph above and then Analyse the statements given below and mark the most correct option:

Multiple layers of taxation is there in the Luxury car segment

- (a) Minor reason for making the decisions
- (b) Major Reason for making the decisions
- (c) Major assumption in making the decisions
- (d) Major objective in making the decisions

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Read the paragraph above and then Analyse the statements given below and mark the most correct option:

Rs 79.99 Lakhs is not a very high price for an Audi car

- (a) Major assumption in making the decisions
- (b) Major Reason for making the decisions
- (c) Minor reason for making the decisions
- (d) Major objective in making the decisions

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Read the paragraph above and then Analyse the statements given below and mark the most correct option:

The ratio of Luxury cars in the Indian market is only 1-1.5% of total car market

- (a) Major assumption in making the decisions
- (b) Major Reason for making the decisions
- (c) Minor reason for making the decisions
- (d) Major objective in making the decisions

121. Buoyed by the demand for bicycles in India, Firefox Bikes, a Hero Cycles group company, is aiming to double sales this year to two lakh cycles, a senior company official said.

"It's been a great time for biking in India as well as across the world," said CEO Sukanta Das. "The last two years have been phenomenal and we have been among the few businesses that have ended up on the right side of COVID," he said.

"We've seen a tremendous growth and adoption of biking as a choice to remain healthy, for enjoyment as well as for transportation," Mr. Das added. He said last year, the premium bicycle maker sold more than one lakh bikes and was targeting sales of more than two lakh this year. "We have already achieved what we did last year in H1. So, we will surely double," Mr. Das said, adding that the company was looking at doubling the turnover in 2022 as the strong demand for bikes that started during the lockdown last year was set to continue for the next two years.

Overall, the bicycle market in India is estimated at 27 lakh annually. Of this, premium bicycles or bikes that cost above ₹10,000 constituted about 7 lakh.

Mr. Das said the company had received a large number of export enquiries from across the globe and had recently begun exports to Canada. While last year the company focused on the domestic market owing to strong demand, it now plans to start exports to Africa and West Asia.

What could be the most probable reason Firefox was not exporting much last year ?

- (a) It did not make good quality products
- (b) It did not have permission
- (c) It was making losses
- (d) It was able to produce only enough to meet the increasing domestic demand

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What is the approximate market share of Firefox in the Premium bicycle segment in India ?

- (a) Approx 50%
- (b) Approx 4%
- (c) Cannot be guessed
- (d) Approx 14%

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Which are the countries / regions Firefox exported to in the last year ?

- (a) Canada
- (b) All of the options given
- (c) West Asia
- (d) Africa

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Analyse the statement given. Now choose the best possible option from those provided which is TRUE. “Firefox was impacted by the Pandemic.”

- (a) No. There was no impact.
- (b) Yes. There was an impact. It suffered huge losses.
- (c) Yes. There was an impact. It made higher sales
- (d) None of the above options are true

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What is the expected growth in sales of Firefox ?

- (a) Expected growth is 100%
- (b) Expected growth is NIL
- (c) Expected growth cannot be guessed
- (d) Expected growth is 50%

126. Leading film exhibitor PVR has plans to add more screens under luxury formats and aims to have 20 per cent of its total screens under this category in the near future, said a top company official. Terming luxury formats as more experiential in nature, PVR Joint Managing Director Sanjeev Kumar Bijli said it is the need of the times so that people come out of their homes to watch movies in cinemas after the pandemic.

"PVR currently has 12 per cent of its total screen portfolio allocated to the luxury screen formats. We are keen to grow this share of screen portfolio to 20 per cent as we open new cinemas in the near future," said Bijli.

PVR, as per its strategy to grow the luxury screen format, on Friday announced to sign agreement with the realty firm M3M India to set up an eight-screen multiplex at 65th Avenue, a luxurious retail project in south Gurugram.

"Our eight screen multiplex in M3M India's 65th Avenue will also host luxury formats such as LUXE, 4DX and a premium P[XL] auditorium with an extra-large screen," Bijli added.

Pankaj Bansal, Director-M3M India, said: "PVR has defined luxurious multiplex experience to movie lovers in India. It has become a synonym for movie lovers. We are delighted to partner with PVR and welcome them to M3M India's 65th Avenue. The 65th Avenue has been conceptualised as a high-end experience and association with best of the brands has given 65th Avenue its niche position."

PVR currently operates a cinema circuit comprising of 860 screens at 179 properties in 73 cities in India and Sri Lanka.

It offers several formats in the premium screen category, which includes Director's Cut, LUXE, Sapphire, IMAX, 4DX, P[XL], Playhouse and PVR Onyx across the country.

PVR feels that the Luxury formats are

- (a) a key growth segment
- (b) all of the options
- (c) more experiential
- (d) more effective in drawing people to multiplexes

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How many screens in Luxury format are most likely to be currently being operated by PVR ?

- (a) Cannot be ascertained from the facts given
- (b) Around 150
- (c) Around 103
- (d) Around 50

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How many formats does PVR operate in the premium screen category ?

- (a) Cannot be ascertained from the facts given
- (b) 8
- (c) 7
- (d) 6

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PVR's MD is announcing

- (a) Their plans to construct a 6 Screen Multiplex
- (b) Their launch of a new PVR screen
- (c) Their tie up with a Real Estate company in Bangalore
- (d) None of these

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M3M as a company is in the business of

- (a) Running Multiplexes
- (b) Running Entertainment places
- (c) Construction and Real Estate
- (d) None of these

- 131.** Core values are the organization's essential and enduring tenets – a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to those inside the organization. Disney's core values of imagination and wholesomeness stem not from the market requirement, but from an inner belief that imagination and wholesomeness should be nurtured for their own sake. William Procter and James Gamble did not instill product excellence as a mere "strategy" for success, as an almost religious tenet

held for over fifteen decades by P&G people. Being subordinate to the customer as a way of life Nordstrom traces its roots back to 1901 – eight decades before customer service programs became stylish in business. Bill Hewlett and David Packard held respect for the individual first and foremost as a deep personal belief; they did not read it in a book somewhere or hear it from a management guru. Ralf Larson, CEO of Johnson and Johnson, put it this way: "The Core values embodied in our philosophy might be a competitive advantage, but that is not why we have them. We have them because they define for us what we stand for, and we would hold them even if they became a competitive disadvantage in certain situations." The key point is that an enduring great company decides for itself what values it holds to be core, largely independent of the current environment, competitive requirements, or management fads. Clearly, then there is no universally "right" set of core values. A company need not have customer service as a core value (Sony does not), or respect for the individual (Disney does not), or quality (Wal-Mart does not), or market responsiveness (HP does not), or teamwork (Nordstrom does not). (Of course, these companies might have practices or strategies based around these dimensions.) Again, to emphasize a fundamental finding of our research, the key is not what core values an organization has, but that it has core values.

In identifying the core values of your organization, push with relentless self-honesty for truly core values. If you articulate more than five or six, there is a good chance you are not getting down to the essentials, and probably confusing core values (which do not change) with operating practices, business strategies and cultural norms (which should be open for change).

The Core Values are meant for:

- (a) Required for smooth functioning of the organization.
- (b) Define the company for which it stands for.
- (c) For better marketing.
- (d) Competitive Advantage.

- 132.** Core values are the organization's essential and enduring tenets – a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to those inside the organization. Disney's core values of imagination and wholesomeness stem not from the market

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Product excellence is a strategy of :

- (a) William Procter and James Gamble
- (b) Nordstorm
- (c) Disney
- (d) Johnson and Johnson

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_____ considered serving customer as way of life.

- (a) Johnson and Johnson
- (b) Nordstorm
- (c) William Procter and James Gamble
- (d) Disney

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Which is incorrect pair:

(a) Disney - Imagination and Wholesomeness

(b) Sony - Customer service

(c) P&G – Product Excellence

(d) Hewlett and Packard - Respect for individual)

135. Core values are the organization's essential and enduring tenets – a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to those inside the organization. Disney's core values of imagination and wholesomeness stem not from the market requirement, but from an inner belief that imagination and wholesomeness should be nurtured for their own sake. William Procter and James Gamble did not instill product excellence as a mere "strategy" for success, as an almost religious tenet held for over fifteen decades by P&G people. Being subordinate to the customer as a way of life Nordstrom traces its roots back to 1901 – eight decades before customer service programs became stylish in business. Bill Hewlett and David Packard held respect for the individual first and foremost as a deep personal belief; they did not read it in a book somewhere or hear it from a management guru. Ralf Larson, CEO of Johnson and Johnson, put it this way: "The Core values embodied in our philosophy might be a competitive advantage, but that is not why we have them. We have them because they define for us what we stand for, and we would hold them even if they became a competitive disadvantage in certain situations." The key point is that an enduring great company decides for itself what values it holds to be core, largely independent of the current environment, competitive requirements, or management fads. Clearly, then there is no universally "right" set of core values. A company need not have customer service as a core value (Sony does not), or respect for the individual (Disney does not), or quality (Wal-Mart does not), or market responsiveness (HP does not), or teamwork (Nordstrom does not). (Of course, these companies might have practices or strategies based around these dimensions.) Again, to emphasize a fundamental finding of our research, the key is not what core values an organization has, but that it has core values.

In identifying the core values of your organization, push with relentless self-honesty for truly core values. If you articulate more than five or six, there is a good chance you are not getting down to the essentials, and probably confusing core values (which do not change) with operating practices, business strategies and cultural norms (which should be open for change).

Core values of a company is independent of :

- (a) Interest of Management
- (b) All of these
- (c) Current environment
- (d) competitive requirement

136. Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information by using excellent communication skills. Leadership communication has three major aspects: Core, Managerial, and Corporate. With an increase in leader's portfolio there is a need to improvise communication skills to manage large horizon and to become much more effective all possible situations. So, complexity increases with an increase in the level of leadership. The Core Aspects Approach includes writing and speaking; these are the individualized skills and are required to be expanded, to lead and manage bigger groups or teams. Expressive cultural understandings, listening patiently, team management and team meetings, providing training facilities and mentoring are the skills which aid to manage huge groups and are Managerial Aspect Approach of leadership communication.

The Corporate Aspects Approach is the skills required at much higher levels of leadership, and there is a need to interact with an external sphere, skills which are most needed: maintain employee relations, communication during change and crises, media associations and image building. For an organization the biggest challenge these days is to win the trust of its employees, business partners and customers. An organization with leaders who are skillful enough to communicate responsively and frequently with perfectly planned and dedicated communication policies, is able to encourage not only employees, but business partner and customers as well to trust on the organization. Now the question comes, why a leader is required to gain trust among stakeholders? The answer to this question is; Leaders are the individuals who are followed by many people because they trust him. They don't follow the leader they cannot trust on (Diane Bean).

Complexities _____ with increase in level of leadership :

- (a) Remain the same
- (b) decreases
- (c) cannot say
- (d) Increase


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Which of the following is not a major aspect of Leadership communication?

- (a) Emotional (b) Corporate
(c) Managerial (d) Core

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Biggest challenge for an organization in these days is:

- (a) Win the trust of its Suppliers, business partners and customers.
(b) Win the trust of its employees, business partners and Political parties.
(c) Win the trust of its employees, business partners and customers.

(d) Win the trust of its employees, business partners and Political parties.

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Skills required for Corporate Aspect of Leadership does not include:

- (a) Maintain employee relations
(b) communication during change and crises
(c) Listening patiently.
(d) Media associations and image building.

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Managerial Aspect of leadership addresses:

- i) Expressive cultural understandings,
 - ii) Team management and team meetings,
 - iii) Providing training facilities and mentoring
 - iv) writing and speaking Skills
- (a) All of these (b) (ii) & (iii) only
(c) (i) & (iii) only (d) (i) & (iv) only

141. In spite of having the right people, if the right methodologies for execution are not put in place an organization cannot succeed. The Thirukural, the Treatise on the 'Art of living' born out of Tamil

Culture, authored by Thiru Valluvar, beautifully summarizes how to conduct the affairs of an enterprise. Though there is a huge body of literature on how to handle various aspects of an organization, no such literature summarizes this complex subject in just seventy words and yet covers more than all of those several volumes of literature. It says, "The end of all deliberation is to arrive at a decision; and when a decision is reached, it is wrong to delay its execution". In this connection, the concept of 'completed staff work' by Stephen Covey is worth noting. Under this concept the people who are responsible for certain functions should think through the whole problem areas, identify and analyze the problems, identify the various possible solutions, analyze them for their effectiveness and efficiency and recommend the final solution. As considerable work has already been done, it makes the job of the decision makers quite simple. With the analysis available, the deliberations can be quite focused and decisions can be reached very quickly. As opposed to this, organizations that are mired in meetings and committee work take a long time in coming to conclusions and a longer time for implementation. The Thirukural advocates quickness in decision and implementation. It says "Unfinished work and un-subdued enemies are like un-extinguished sparks of fire. They will grow over time and overwhelm you". Hence work should not be left unfinished and every effort should be made to finish it off in time. "Do with deliberation those things that require detailed consideration and for which enough time is available. For those things that require prompt action, don't waste a lot of time in deliberation". In normal course most actions do not need detailed deliberation. And often the luxury of time is not available. As another kural advocates: "Go straight for the goal whenever circumstances permit. When circumstances are against, choose the path of least resistance".

The Concept of Staff Work deals with:

- (a) Working of staff in a task group.
- (b) Responsibility of people involved in a function.
- (c) None of these
- (d) Assigning work among the staff.

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Job of decision maker

- (a) Eases with meetings and committee work.
- (b) Get complicated with the work already done.
- (c) None of these
- (d) Not affected with the analysis made earlier.

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Which of the following statement is true as per the paragraph:

- (a) Long deliberations are waste of time for any decision making.
- (b) Act whatever the resistance, when things are not in favour.
- (c) Do not waste time for deliberation where prompt action is required.
- (d) All decision must be taken after detailed deliberation.

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Gravity and enormity of unfinished work is portrayed to:

- (a) To be ignored forever.
- (b) Extinguished fire
- (c) Thunder storm
- (d) Unsubdued Enemy

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Which of the following statement is not true about Thirukural:

- (a) It teaches how to conduct an enterprise.
- (b) It contains elaborate description on managing organizations.
- (c) Its Verses summarize volumes of literature.
- (d) Is an epic in Tamil Language written by Thiru Valluvar.

- 146.** These days every business school dean worth his baggy tweeds is agonizing over what exactly it is that an MBA – or anybody else – will need to know or do, to be effective in business a decade from now. And is it teachable? Business education’s current plunge into self analysis is the deepest in 30 years, prompted by among other things an end to the expanding demand for the MBA degree by college grads increasing complaints from companies about the usefulness of MBAs, and new rankings of schools that appear every few year.

The current round of B-school soul-searching has its roots in the last great reformation of business education, which occurred in the 1960s. Then, in response to criticism that they were unchallenging ‘schools of commerce’ for the cerebrally limited, business schools set out to become more rigorous and intellectual. Professor Harry Davis, who teaches marketing at the University of Chicago, says schools and businesses came to believe that the ‘critical ingredient in management was knowledge – the broader and more abstract, the better’. It was thought that manager’s decisions would be better if he understood, say, the economist’s definition and theory of self-interest.

Enough of this worked to convince the academics they were on the right track. The capital asset pricing model, developed by the University of Chicago and no child’s toy to understand, has had a profound and lasting effect on financial markets. But, says Davis, even the best schools fell into a trap. ‘We became enamored of the notion that being an expert was enough to run things. Nobody paid much attention to effectiveness. But being smart is enough’.

Now the search for the model MBA has begun to veer off in other direction, often emphasizing hard to measure attributes such as interpersonal skills, initiative and the ability to see patterns and opportunities in apparent chaos. A crop of airheaded smoothies on the way? No, insist the deans. Traditional so called hard skills like accounting, marketing and finance are still essential, they aver.

It can be inferred from the passage that the business schools pre-1960s, were

- (a) on the right track
- (b) facing complaints about usefulness of MBAs
- (c) providing no-rigorous, non-intellectual program
- (d) emphasizing knowledge and hard skills

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‘Crop of airhead smoothies’ refers to

- (a) MBAs with strong interpersonal skills
- (b) MBAs in 1960s
- (c) MBAs with so called hard skills
- (d) current MBAs

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Self analysis by business educationist is caused by

- i. Plateauing demand for MBAs

- ii. Employer companies' disillusionment with MBAs
 - iii. Need for increased specialization in dynamic business scenario
 - iv. Ability to see patterns and opportunities in apparent chaos
- (a) ii and iii
 - (b) i, ii and iv
 - (c) iii and iv
 - (d) i and ii

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The basic premise of business educationists in the recent past can be best described as

- (a) broad and abstract knowledge makes better decision – makers
- (b) smartness is the key ingredient in management
- (c) interpersonal skills, initiative and leadership is critical to management
- (d) effectiveness is superior to knowledge

150. These days every business school dean worth his baggy tweeds is agonizing over what exactly it is that an MBA – or anybody else – will need to know or do, to be effective in business a decade from now. And is it teachable? Business education's current plunge into self analysis is the deepest in 30 years, prompted by among other things an end to the expanding demand for the MBA degree by college grads increasing complaints from companies about the usefulness of MBAs, and new rankings of schools that appear every few year.

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What would the focus of good B-Schools be if they believed this article ?

- (a) Total focus on inter personal skills
- (b) Introduce abstract art as a subject
- (c) A mix of the traditional subjects and strong inter personal skills
- (d) Not clear what needs to be done

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& Many More

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