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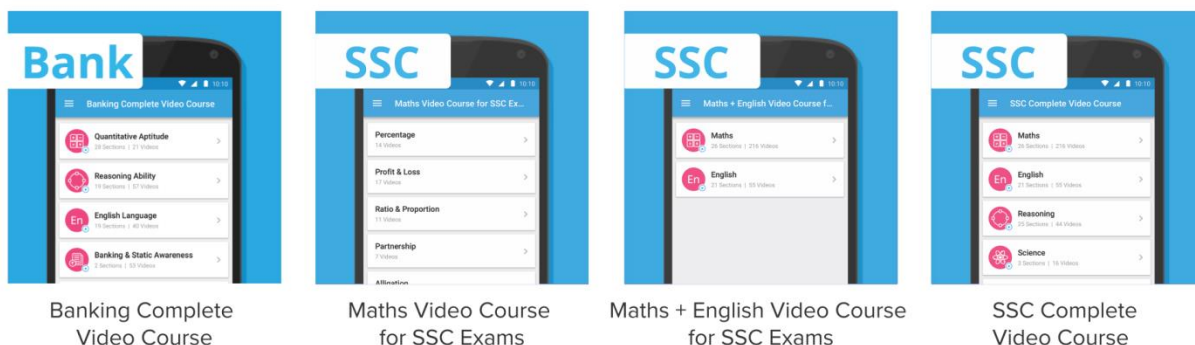
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**Directions (1-10): Read the following passage carefully and answer the questions given below it. Certain words are given BOLD to help you to locate them while answering some of the questions.**

**Paragraph 1:** Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling and problem-solving. Leadership is a set of processes that create organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. This distinction is absolutely crucial for our purposes here. Successful transformation is 70 to 90 percent leadership and only 10 to 30 percent management. Yet for historical reasons, many organizations today don't have much leadership. And almost everyone thinks about the problem here as one of managing change.

**Paragraph 2:** For most of this century, as we created thousands and thousands of large organizations for the first time in human history, we didn't have enough good managers to keep all those bureaucracies functioning. So many companies and universities developed management programs and hundreds and thousands of people were encouraged to learn management on the job. And they did. But, people were taught little about leadership. To some degree, management was emphasized because it's easier to teach than leadership. But even more so, management was the main item on the Twentieth-Century agenda because that's what was needed for every entrepreneur or business builder who was a leader, we needed hundreds of managers to turn their ever-growing enterprises.

**Paragraph 3:** Unfortunately for us today, this emphasis on management has often been institutionalized in corporate cultures that discourage employees from learning how to lead. Ironically, past success is usually the key ingredient in producing this outcome. The syndrome, as I have observed it on many occasions, goes like this success creates some degree of marked dominance, which in turn produces much growth. After a while keeping the ever larger organization under control becomes the primary challenge. So attention turns inward, and managerial competencies are nurtured. With a strong emphasis on management but not leadership, bureaucracy and an inward focus take over. But with continued success, the result mostly of market dominance the problem often goes unhealthy arrogance begins to evolve. All of these characteristics than making any transformation effort much more difficult.

**Paragraph 4:** Arrogant managers can over-evaluate their current performance and competitive position, listen poorly, and learn slowly. Inwardly focused employees can have difficulty seeing the very forces that present threats and opportunities. Bureaucratic cultures can smother those who want to respond to shifting conditions. And the lack of leadership leaves no force inside these organizations to break-out the morass.

**Q1. Why, according to the author, a distinction between management and leadership is crucial?**

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

**Q2. Why did companies and universities develop programmes to prepare managers in such a large number?**

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



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**Q3. Which of the following statements is NOT TRUE in the context of the passage?**

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

**Q4. Which of the following is not the characteristic of bureaucratic culture?**

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

**Q5. Which of the following is SIMILAR in meaning of the word SMOTHER as used in the passage?**

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

**Q6. How has the author defined management?**

- (a) It is the process of adapting organizations to changing circumstances.
- (b) It is the system of aligning people with the direction it has taken.
- (c) It refers to creating a vision to help direct the change effort.
- (d) It keeps a complicated system of people and technology running smoothly.
- (e) None of these

**Q7. Management education was emphasized in the management programs because**

- (a) establishing direction was the main focus of organizations.
- (b) motivating employees were thought to be done by the manager.
- (c) strategies for producing change was the main focus of organizations.
- (d) organizations wanted to create a powerful guiding coalition.
- (e) Management was the main item of agenda in organizations.

**Q8. What is the historical reason for many organizations not having leadership?**

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

**Q9. In the passage, management is equated with**

- (a) Organizing
- (b) Leadership
- (c) Organizational vision
- (d) Inspire people
- (e) Managerial training

**Q10. Why does the attention of large organizations turn inward?**

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

**Directions (11-15): Read the following passage carefully and answer the following questions given below it.**

**Paragraph1:** Organized retail has fuelled new growth categories-like liquid hand wash, breakfast cereals and pet food in the consumer goods industry, accounting for almost 50% of their sales, said data from market search firm Nielsen. The figures showed some of these new categories got more than 40% of their business from modern retail outlets. The data also suggests how products in these categories reach the neighborhood kirana stores after they have established themselves in modern trade.

**Paragraph2:** While grocers continue to be an important channel, for the new and evolving categories we saw an increased presence of high-end products in modern trade. e.g., premium products in laundry detergents, dishwashing, car air fresheners and surface care increased in availability through this format as these products are aimed at affluent consumers who are more likely to shop in supermarket/hypermarket outlets and who are willing to pay more for specialized products.

**Paragraph3:** Some other categories that have grown exceptionally and now account for bulk of the sales from modern retail are frozen and ready-to-eat foods, pet food, diapers, pre- and post-wash products, hair conditioners and high-end shaving products, besides others. “Win the evolution of modern trade, our growth in this channel has been healthy as it is for several other categories. Modern retail is an important part of our business” said managing director, Kellogg India.

**Paragraph4:** What modern retail offers to companies experimenting with new categories is the chance to educate customers which was not the case with a general trade store. “Category creation and market development starts with modern trade but as more consumers start consuming this category, they penetrate into other channels, said President, food & FMCG category, Future Group the country’s largest retailer which operates stores like Big Bazaar.

**Paragraph5:** But a point to note here is that modern retailers themselves push their own private brands in these very categories and can emerge as a big threat for the consumers goods and foods companies. For instance, Big Bazaar’s private label Clean Mate is hugely popular and sells more than a brand like Harpic in its own stores. “So, there is a certain amount of conflict and competition that will play out over the next few years which the FMCG companies will have to watch out for”, said KPMG’s executive director (retail).

**Paragraph6:** In the past, there have instances of retailers boycotting products from big FMCG players on the issue of margins, but as modern retail becomes increasingly significant for pushing new categories, experts say we could see more partnerships being forged between retailers and FMCG companies. “Market development for new categories takes time so brand wars for leadership and consumer franchise will be fought on the modern retail platform. A new brand can overnight compete with established companies by typing up with few retailers in these categories”, President of Future Group added.

**Q11. Which of the following is being referred to as new growth category?**

- (a) Soap cake
- (b) Fresh fruits
- (c) Fresh vegetables
- (d) Liquid Hand-wash
- (e) Usual groceries

**Q12. Which of the following is being referred to as modern retail outlet?**

- (a) Kirana Store
- (b) On-line Store
- (c) Door-to-door Selling
- (d) Road-side Hawkers
- (e) Supermarket



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**Q13. Which of the following best conveys the meaning of the phrase, “watch out for” as used in the Paragraph 5?**

- (a) Demand justice
- (b) Avoid conflict
- (c) Be on the alert
- (d) Passively accept
- (e) Open for competition

**Q14. Which of the following is being referred to as ‘certain amount of conflict’?**

- (a) Retailers selling their own products with products of companies
- (b) Retailers selling similar products of different consumer companies
- (c) Offering differential rate of margin for different products
- (d) New products killing the old products
- (e) Different retailers selling same category of products

**Q15. The new growth category products**

- (a) reach first the neighborhood Kirana shop and then the modern retail outlets
- (b) account for less than 20% of sales in organized retail
- (c) reach all the outlets almost at the same time
- (d) first become popular in modern trade outlets before reaching Kirana shops
- (e) are aimed at the poor section of the society

**Directions (16-20): Rearrange the following seven sentences A, B, C, D, E, F and G in the proper sequence to form a meaningful paragraph; then answer the questions given below them.**

VI. A. To elaborate briefly on these characteristics and dimensions that the author is talking about - NRMs are general tests intended to be used to classify students by percentile for measuring either or proficiency for admissions into or placement within a program.

B. Contrastingly, the CRM, such as; a locally produced achievement test, measures absolute performance that is compared only with the learning objective, hence a perfect score is theoretically obtainable by all students who have a mastery of the pre-specified material or conversely, all students may fail the test.

C. In most of these books the authors classify a measurement strategy as either norm-referenced (NRM) or criterion-referenced (CRM).

D. Another author points out how the type of interpretation that an NRM offers is the relative performance of the students compared with that of all the others resulting in, ideally, a bell curve distribution.

E. Numerous books on constructing and using language tests have been written by various authors.

F. CRMs, on the other hand, are more specific, achievement or diagnostic tests intended to be used for motivating students by measuring to what percent they have achieved mastery of the taught or learned material.

G. One of the authors clearly delineates the differences of these two types by focusing on the categories of “test characteristics” and “logistical dimensions.”

**Q16. Which of the following should be the first sentence after rearrangement?**

- (a) G
- (b) C
- (c) D
- (d) D
- (e) E

**Q17. Which of the following should be the seventh (Last) sentence after rearrangement?**

- (a) A
- (b) B
- (c) C
- (d) D
- (e) E

**Q18. Which of the following should be the fifth sentence after rearrangement?**

- (a) A
- (b) B
- (c) C
- (d) F
- (e) E

**Q19. Which of the following should be the second sentence after rearrangement?**

- (a) A
- (b) B
- (c) C
- (d) D
- (e) E

**Q20. Which of the following should be the third sentence after rearrangement?**

- (a) A
- (b) B
- (c) G
- (d) D
- (e) E

**Directions (21-24):** In the question given below, there is an error in each part of sentence. Read each sentence to find out the part of sentence which has No error. If No part is correct, mark (e) as your answer.

**Q21.** The Reserve Bank of India (RBI) have come under (a)/ a lot of fire in recent months for its interest rate decisions. (b)/ Critics went to town claiming it was seeing imaginary inflation pressures in the economy. These attacks turned severe when the consumer price data for June was release. (c)/ The sharpen acceleration in inflation since than shows the critics were wrong. (d)/ No part is correct.(e)



**Q22.** Education systems in many countries are not performing up to (a)/expectation and many families has been turning towards private schools (b)/since they feel that the later deliver better education, (c)/especially when public schooling itself is not full free (d)/ No part is correct.(e)

**Q23.** It is pity that a son (a)/born from very good parents(b)/should live an life of (c)/misery and deprivation off the worst order(d)/No part is correct. (e)

**Q24.** I were pretty sure that (a)/ he would support my views (b)/ for changing the age-old (c)/ and statics structure of our organisation.(d)/ No part is correct.(e)

**Directions (25-28):** The following statements have some blanks which are to be filled with the options given below. Each blank can be filled with more than one option. Find the combination/s which can most suitably complete the sentence without altering the meaning of the statement.

The concepts of equality, reasonableness and liberty which underpin the social contract which gives rise to the Indian Constitution are not \_\_\_\_\_(25)\_\_\_\_\_black letters of the law. They are more than mere limitations on state power in favour of individuals. By themselves, they are at \_\_\_\_\_(26)\_\_\_\_\_ very best when they are put into motion by positive actions by regulators and governments.

To achieve these \_\_\_\_\_(27)\_\_\_\_\_, there is a necessity to popularise the constitutional doctrine in ways and methods which seem immediate and cater to the daily \_\_\_\_\_(28)\_\_\_\_\_ of the modern world.

**Q25.**

- (I) mere
- (II) simple
- (III) bare
- (a) Only I
- (b) Only II
- (c) Both II & III
- (d) Only III
- (e) All Combination fit

**Q26.**

- (I) its
- (II) their
- (III) of
- (a) Only I
- (b) Only II
- (c) Both II & III
- (d) Only III
- (e) All Combination fit



**Q27.**

- (I) objectives  
(II) deal  
(III) thought  
(a) Only I  
(b) Only II  
(c) Both II & III  
(d) Only III  
(e) All Combination fit

**Q28.**

- (I) without  
(II) problems  
(III) view  
(a) Only I  
(b) Only II  
(c) Both II & III  
(d) Only III  
(e) All Combination fit



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**Directions (29-34):** Each of the following questions has a paragraph from which a sentence has been deleted. Three statements are given, from which any number of statements can fit and provide coherent meaning to the paragraph. From the given options, choose the sentence that completes the paragraph in the most appropriate way.

**Q29.** India needs legislation on superstition, though what should go into it requires debate. Every superstition cannot be removed by the force of law. For that, a mental change is necessary. However, \_\_\_\_\_ need to be dealt with by a law that specifically addresses them.

- (a) In both theocracies and some religious jurisdictions, conscientious objectors may cause religious offense.  
(b) A critical component of religious liberty is the right of people of all faiths to participate fully in the benefits and privileges of society without facing discrimination based on their religion.  
(c) superstitious practices that are utterly dehumanising, brutal and exploitative  
(d) The rest of the country could learn from it.  
(e) Narendra Dabholkar had to fight a relentless battle against them.

**Q30.** Over recent decades, around 800 women in Bihar, Jharkhand, Chhattisgarh and Odisha have been killed for practising witchcraft. Fortunately, \_\_\_\_\_. Faith healers, on occasion, inflict physical injury to exorcise spirits or cure ailments. The supporters of the recent law in Karnataka that aims to prevent "inhuman evil practices and black magic" across religions cite other practices like branding children with heated objects and using spurious surgical methods to change the gender of a foetus. Lacking access to proper health care, it is the poor, it is argued, who fall victim to such methods. The new legislation also forbids made-snana, a ritual where devotees from across castes roll over the leftover food of Brahmins in certain temples to cure themselves of skin diseases.

- (a) The superstitions of modern societies haven't invited the same activist zeal.
- (b) Is law the best means of addressing such practices?
- (c) An anti-superstition law may seem necessary, but it cannot take cognisance of all realities.
- (d) laws that aim to prevent this practice exist
- (e) The initial draft of the bill was prepared by experts at the National Law School University, Bengaluru.

**Q31.** Studies in criminology have established that certainty of punishment curbs the rate of crime and not the type or the quantum of punishment.

We already have a reputation of having good laws but bad implementation. In legal parlance, it is known as 'over-criminalisation' – more laws but less 'rule of law'. Therefore, \_\_\_\_\_. Enacting special laws for each set of crimes is no solution and makes the problem worse.

- (a) Until 1965, only 12 countries had expunged capital punishment and 11 effaced it for ordinary crimes during peacetime.
- (b) the enforcement machinery needs a major overhaul to make criminal justice more accessible
- (c) It will be in the fitness of the things to have a bare idea
- (d) Firstly, that the reliability of statistics remains unverified.
- (e) General deterrence is designed to prevent crime in the general population

**Q32.** Bail in its essence is a fine balance between the right to liberty of the person accused of an offence and the interests of society at large. The Law Commission of India has urged the government to adapt the bail law according to the changing times, \_\_\_\_\_, and the arbitrariness shown by the judiciary in exercise of its discretion.

- (a) Instead, the right to liberty acts as a substantive guarantee
- (b) The Commission also highlights the need to minimise pretrial confinement of an accused.
- (c) responsive criminal justice system in India.
- (d) changing patterns of crimes
- (e) Article 5 is not concerned with mere restrictions on freedom of movement

**Q33.** The Association of Southeast Asian Nations (ASEAN) is among the world's largest regional intergovernmental organisations. Since its inception, the countries in the region have become more integrated through enhanced intraregional trade and connectivity. The South Asian Association for Regional Cooperation (SAARC), geographically proximate to ASEAN, started \_\_\_\_\_ has failed to deliver. It has been unable to integrate the region through trade and connectivity and continues to be stuck in the quagmire of regional politics and rivalry and stagnates from historical distrust and old animosity.

- (a) On the political and economic continuum
- (b) its journey in 1985 with similar aspirations but over time
- (c) On the other hand, trade amongst the SAARC members stands at 3.5% of their total volume of trade.
- (d) to revitalise the regional body, it will continue to be what it always has been: a utopian idea existing only in summit documents.
- (e) As a regional organisation, while ASEAN has grown from strength to strength.

**Directions (34-37):** In each question, there is a pair of words/phrases that highlighted. From the highlighted word(s)/phrase(s), select the most appropriate word(s)/phrase(s) to form correct sentences. Then, from the options given, choose the best one.

**Q34.**

- I. Use the colander(a)/Calendar(b) to drain the noodles.
  - II. Lost in the woods, we were happy to find a Cash(a)/cache(b) of food belonging to some hunters
  - III. Many people in that country are adherence(a)/adherents(b) of the concept of free speech.
- (a) bab  
(b) aaa  
(c) aab  
(d) baa  
(e) abb

**Q35.**

- I. Be sure to have your passport when you cross the boarder(a)/border(b).
  - II. The coach was loaded with hundreds of bars of gold bouillon(a)/bullion(b).
  - III. The winning team went to the restaurant to exult(a)/exalt(b) in their victory
- (a) baa  
(b) bab  
(c) bba  
(d) aba  
(e) abb

**Q36.**

- I. My next door neighbor is an American immigrate(a)/emigrated(b).
  - II. My friend and I will have two pints of ale(a)/ail(b), bartender.
  - III. She devoted her life to charity to try to expiate(a)/ expatiate(b) the wrongs of her youth.
- (a) aab  
(b) aaa  
(c) aba  
(d) baa  
(e) bba

**Q37.**

- I. The antecedents (a)/antecedence(b)of parents to their own children is a fact of life.
  - II. The embezzlers celebrated their delusion(a)/ elusion (b) of the police a little too soon.
  - III. I advice(a)/advise(b) you to validate the code on your Web page before you release it to the general public.
- (a) aab  
(b) abb  
(c) bbb  
(d) bba  
(e) bab

**Directions (38-40):** The following question consists of a sentence which is divided into three parts which contain grammatical errors in one or more than one part of the sentence, as specified in **BOLD** in each part. If there is an error in any part of the sentence, find the correct alternatives to replace those parts from the three options given below each question to make the sentence grammatically correct. If the given sentence is grammatically correct or does not require any correction, choose (e), i.e., "No correction required" as your answer.

**Q38.** The Reserve Bank of India (RBI) **have come under a lot of fire in recent(I)/** months for its interest rate decisions. Critics went to town claiming **it was seeing imaginary inflation pressures in(II)/** the economy. These attacks turned severe when the consumer price data for June was released. **The sharpen acceleration in inflation since than(III)/** shows the critics were wrong.

- (I) **has come under a lot of fire in recent**  
(II) **it is seen imaginary inflation pressures in**  
(III) **The sharp acceleration in inflation since then**  
(a) Only (I)  
(b) Only (III)  
(c) Both (I) and (III)  
(d) Both (II) and (III)  
(e) No correction required

**Q39.** Education systems in many countries are not performing up to expectation and many **families has been turning towards (I)/** private schools since they feel that **the later deliver better education(II)/**, especially when public schooling itself is not fully free. India too fails **to provide free secondary public education (III)**

- (I) families have been turning to  
(II) the latter deliver better education  
(III) at provided free secondary public education  
(a) Only (I)  
(b) Only (III)  
(c) Only (II)  
(d) Both (I) and (II)  
(e) No correction required

**Q40.** India has taken some **steps in the direction of developing regulatory(I)/** frameworks for private schools, **with several states enacting fee-regulation(II)/** legislation and the courts **intervening to challenge private sector failures. (III)**

- (I) steps for the direction of developed regulatory  
(II) with several states enacted fee-regulation  
(III) intervening to challenges encountered in private sector failures  
(a) Only (I)  
(b) Only (III)  
(c) Both (I) and (III)  
(d) Both (II) and (III)  
(e) No correction required

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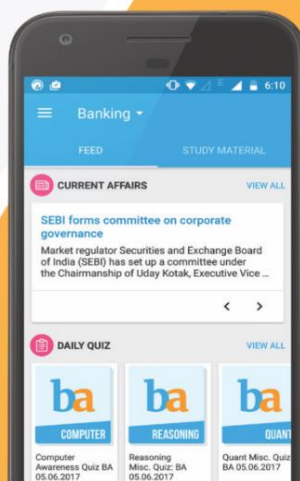
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