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To be filled in by the Candidate

Registration No.					
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Centre Name.....

EXECUTIVE POSTGRADUATE DIPLOMA IN HUMAN RESOURCES MANAGEMENT

A Synopsized Depiction of the Test

No. of questions	60
Marks allotted to each question	Each question carries equal marks
Time allotted	60 minutes
Sectional time limit	No
Sectional cut off	No
Negative marking	Yes (1/4 Marks of Incorrect Answers)

INSTRUCTIONS

Please read the following carefully before making an attempt to take the Test

1. DO NOT OPEN THE SEAL OF THIS BOOKLET. WAIT FOR THE SIGNAL TO START.
2. Keep only the Admit Card, pencil, eraser and sharpener with you. DO NOT keep with you books, rulers, slide rules, drawing instruments, calculators (including watch calculators), pagers, cellular phones, or any other device.
3. Questions span across the following Four Sections.

SECTION I	DATA INTERPRETATION
SECTION II	DATA SUFFICIENCY
SECTION III	READING COMPREHENSION
SECTION IV	BUSINESS, ECONOMY AND SOCIAL AFFAIRS

**ANY CANDIDATE PROVIDING /SEEKING/RECEIVING ASSISTANCE OR
FOUND COPYING WILL BE INSTANTLY DEBARRED FROM THE TEST.**

SECTION I

DIRECTIONS for Questions 1 to 5: Answer the questions based on the information given in the following Table

Major Area, Region or Country

Major Rrea, Region or Country	Total Fertility Rate (per woman)	Infant Mortality Rate (per 1,000 births)	Mortality under Age 5 (per 1,000 births)	Life Expectancy at Birth (in Years)
	2009	2009	2009	2009
World	2.5	46	69	68.0
More developed regions	1.6	6	8	77.4
Less developed regions	2.7	50	76	66.0
Least developed countries	4.3	80	128	56.5
Less developed regions, excluding least developed countries	2.4	41	60	68.1
Less developed regions, excluding China	3.0	55	84	64.1
Sub-Saharan Africa	5.0	86	143	52.0
China	1.8	22	28	73.3
India	2.7	53	79	64.0

Source: World Social Security Report 2010-2011, ILO.

- Among indicators in the above table, _____ appears to show highest variation across regions.
A. Total Fertility Rate B. Infant Mortality Rate
C. Mortality under age 5 D. Life expectancy at birth
- Plotting Total Fertility Rate with Life Expectancy at Birth generates _____.
A. An inverse relation B. A direct relation
C. No relation D. None of these
- The gap between India and China is maximum for _____.
A. Total Fertility Rate B. Infant Mortality Rate
C. Mortality under age 5 D. Life expectancy at birth
- As shown in table, _____ and _____ move in same direction.
A. Total Fertility Rate and Infant Mortality Rate
B. Total Fertility Rate and Life Expectancy at Birth
C. Life Expectancy at Birth and Mortality under age 5
D. Life Expectancy at Birth and Infant Mortality

5. _____ reports highest infant mortality rate.
- Less developed regions, excluding China
 - India
 - Less developed regions, excluding China
 - Sub-Saharan Africa

Answer questions 6 to 10 based on the information given in the following Table:

Average annual expenditure (Rs.) per student of age 5–29 years by type and level of education

Educational level	Rural(Rupees)	Urban (Rupees)
Primary	826	3626
Middle	1370	4264
Secondary/Higher Secondary	3019	7212
Above Higher Secondary (General)	6327	8466
Above Higher Secondary (Technical)	27177	34822
Above Higher Secondary (Vocational)	13699	17016

Source: National Sample Survey 64th Round, Education in India 2007–2008, Statement 4.17.

6. The gap between rural and urban is least for _____.
- Primary
 - Secondary/Higher Secondary
 - Above Higher Secondary (Vocational)
 - Above Higher Secondary (Technical)
7. The gap between rural and urban is maximum for _____.
- Primary
 - Secondary/Higher Secondary
 - Above Higher Secondary (Vocational)
 - Middle
8. From the above table, _____ transition appears to be most expensive for rural and urban sectors.
- Primary to Middle
 - Middle to Secondary/Higher Secondary
 - Secondary/Higher Secondary to Technical Education
 - Secondary/Higher Secondary to Vocational Education
9. From the above table, _____ transition appears to be cheapest for rural sector.
- Primary to Middle
 - Middle to Secondary/Higher Secondary
 - Secondary/Higher Secondary to Technical Education
 - Secondary/Higher Secondary to Vocational Education

10. _____ is consistent with the data.
- Across educational levels, urban sector reports Average annual expenditure (Rs.) per student of age 5-29 years, which higher than the figure shown for rural sector
 - Urban sector provides higher education of better quality while primary sector provides primary education of better quality
 - State favours urban sector over rural sector
 - None of these

Answer Questions 11 to 15 based on the information given in the following Table:

Major Area, Region or Country	Population less than 15 (% of total population)					Population over 60 (% of total population)				
	2000	2005	2010	2030	2050	2000	2005	2010	2030	2050
World	30.3	28.4	26.9	22.7	19.6	9.9	10.2	11.0	16.5	21.9
More developed regions	18.3	17.0	16.5	15.4	15.4	19.5	20.1	21.8	28.8	32.6
Less developed regions	33.2	31.0	29.2	24.0	20.3	7.5	8.0	8.6	14.2	20.2
Least developed countries	42.5	41.2	39.9	33.7	27.0	4.9	5.0	5.2	7.0	11.1
Less developed regions, excluding least developed countries	31.8	29.3	27.3	21.9	18.5	7.9	8.5	9.3	15.8	22.7
Less developed regions, excluding China	35.9	34.0	32.2	25.9	21.5	6.7	7.0	7.5	11.8	17.8
Sub-Saharan Africa	44.0	43.2	42.3	35.6	28.4	4.8	4.8	4.9	5.9	9.1
China	25.7	22.0	19.9	16.9	15.3	10.0	10.8	12.3	23.4	31.1
India	35.0	33.1	30.8	22.8	18.2	6.7	7.0	7.5	12.4	19.6

Source: World social security report 2010–2011, ILO.

11. In 2050, _____ shows maximum absolute difference between percentage of population over 60 and percentage of population below 15.
- More developed regions
 - Sub-Saharan Africa
 - China
 - India

Source: National Sample Survey 64th Round, Household Consumer Expenditure in India, 2007–2008, Table P4.

16. Following is consistent with the database given above:
- A. Plotting Monthly per capita consumption expenditure (Rs.) and percentage spent on non food generates an inverse relation.
 - B. Plotting Monthly per capita consumption expenditure (Rs.) and percentage spent on non food generates a direct relation.
 - C. Plotting Monthly per capita consumption expenditure (Rs.) and percentage spent on food generates a direct relation.
 - D. None of these.
17. The gap between percentage spent on non-food in urban sector and percentage spent on non-food in rural sector is maximum during _____.
- A. 2004–2005
 - B. 2005–2006
 - C. 2006–2007
 - D. 2007–2008
18. The gap between percentage spent on non-food in urban sector and percentage spent on non-food in rural sector is least during _____.
- A. 2004–2005
 - B. 2005–2006
 - C. 2006–2007
 - D. 2007–2008
19. The gap between percentage spent on non-food in urban sector and percentage spent on food in rural sector is least during _____.
- A. 2004–2005
 - B. 2005–2006
 - C. 2006–2007
 - D. 2007–2008
20. The gap between percentage spent on non-food in urban sector and percentage spent on food in rural sector is maximum during _____.
- A. 2004–2005
 - B. 2005–2006
 - C. 2006–2007
 - D. 2007–2008

SECTION II

DIRECTIONS: Each question below is followed by two numbered facts. You are to determine whether the data given in the statements is sufficient for answering the question. Use the data given, plus your knowledge of mathematics and everyday facts, to choose between the given possible answers.

21. What percent of a group of people are working women?
- (i) Of the women in the group, 20 percent are working.
 - (ii). Of the men in the group, 80 percent are working.
- A. Statement (i) alone is sufficient to answer the question, but Statement (ii) alone is not sufficient
 - B. Statement (ii) alone is sufficient to answer the question, but Statement (i) alone is not sufficient
 - C. Both statements together are needed to answer the question, but neither statement alone is sufficient
 - D. Either statement by itself is sufficient to answer the question
 - E. Not enough facts are given to answer the question
22. For which type of investment, J or K is the annual rate of return greater?
- (i)Type J returns Rs. 115 per Rs. 1000 invested for any one-year period and type K returns Rs. 300 per Rs. 2,500 invested for any one-year period.
 - (ii) The annual rate of investment of type K is 12 percent.
- A. Statement (i) alone is sufficient to answer the question, but Statement (ii) alone is not sufficient
 - B. Statement (ii) alone is sufficient to answer the question, but Statement (i) alone is not sufficient
 - C. Both statements together are needed to answer the question, but neither statement alone is sufficient
 - D. Either statement by itself is sufficient to answer the question
 - E. Not enough facts are given to answer the question
23. A fruit grower receives Rs. 150 for each crate of oranges shipped and Rs. 180 for each crate of lemons shipped. How many crates of oranges did the grower ship last week?
- (i)Last week the number of crates of oranges that the grower shipped was 20 more than twice the number of crates of lemons shipped.
 - (ii) Last week the grower received a total of Rs. 387,000 from the crates of oranges and lemons shipped.
- A.Statement (i) alone is sufficient to answer the question, but Statement (ii) alone is not sufficient
 - B.Statement (ii) alone is sufficient to answer the question, but Statement (i) alone is not sufficient
 - C.Both statements together are needed to answer the question, but neither statement alone is sufficient
 - D.Either statement by itself is sufficient to answer the question
 - E. Not enough facts are given to answer the question

24. If Paresh saved Rs. 600 of his earnings last month, how much did Paresh earn last month?
- (i) Paresh spent half of his earnings last month for living expenses and saved one third of the remainder.
 - (ii) Of his earnings last month, Paresh paid twice as much in taxes as he saved.
- A. Statement (i) alone is sufficient to answer the question, but Statement (ii) alone is not sufficient
 - B. Statement (ii) alone is sufficient to answer the question, but Statement (i) alone is not sufficient
 - C. Both statements together are needed to answer the question, but neither statement alone is sufficient
 - D. Either statement by itself is sufficient to answer the question
 - E. Not enough facts are given to answer the question
25. The charge for a telephone call between Mumbai and Delhi is Rs. 0.42 for each of the first three minutes and Rs. 0.18 for each additional minute. A certain call between these two cities lasted for x minutes, where x is an integer. How many minutes long was the call?
- (i) The charge for the first three minutes of the call was Rs. 0.36 less than the charge for the remainder of the call.
 - (ii). The total charge for the call was Rs. 2.88.
- A. Statement (i) alone is sufficient to answer the question, but Statement (ii) alone is not sufficient
 - B. Statement (ii) alone is sufficient to answer the question, but Statement (i) alone is not sufficient
 - C. Both statements together are needed to answer the question, but neither statement alone is sufficient
 - D. Either statement by itself is sufficient to answer the question
 - E. Not enough facts are given to answer the question

SECTION III

DIRECTIONS: Questions in this Section are based on the content of a passage. Read the passages carefully, and choose the best answer to each question. Answer all questions following the passage on the basis of what is stated or implied in the passage.

Passage 1

Obtaining and holding on to power can be hard work. You need to be thoughtful and strategic, resilient, alert, willing to fight when necessary. The world is sometimes not a very nice or fair place. Why not just eschew power, keep your head down, and take what life throws at you?

First of all, having power is related to living a longer and healthier life. When Michael Marmot examined the mortality from heart disease among British civil servants, he noticed an interesting fact: the lower the rank or civil service grade of the employee, the higher the age-adjusted mortality risk. Of course many things covary with someone's position in the organizational hierarchy, including the incidence of smoking, dietary

habits, and so forth. However, Marmot and his colleagues found that only about a quarter of the observed variation in death rate could be accounted for by rank-related differences in smoking, cholesterol, blood pressure, obesity, and physical activity. What did matter was power and status- things that provided people greater control over their work environments. Studies consistently showed that the degree of job control, such as decision authority and discretion to use one's skills, predicted the incidence and mortality risk from coronary artery disease over the next five or more years. In fact, how much job control and status people had accounted for more of the variation in mortality from heart disease than did physiological factors such as obesity and blood pressure.

These findings shouldn't be surprising to you. Not being able to control one's environment produces feelings of helplessness and stress, and feeling stressed or "out of control" can harm your health. So being in a position with low power and status is indeed hazardous to your health, and conversely, having power and the control that comes with it prolongs life.

Second, power, and the visibility and status that accompany power, can produce wealth. When Bill and Hillary Clinton left the White House in 2001, they had little money and faced millions in legal bills. What they did have was celebrity and a vast network of contacts that came from holding positions of substantial power for a long time. In the ensuing eight years, the Clintons earned \$109 million, primarily from speaking fees and book deals, as well through the investment opportunities made available to them because of their past positions. Rudy Giuliani, following his tenure as mayor of New York City, became a partner in a security consulting firm and through that firm and his speaking fees, he too quickly transformed his economic status for the better. Not all power is monetized- neither Martin Luther King Jr. nor Mahatma Gandhi traded on their celebrity to attain great wealth- but the potential is always there.

Third, power is part of leadership and is necessary to get things done- whether those things entail changing the U.S. health-care system, transforming organizations so that they are more humane places to work, or affecting dimensions of social policy and human welfare. As the late John Gardner, the founder of Common Cause and former secretary of health, education and welfare under President Lyndon Johnson, noted, power is part of leadership. Therefore, leaders are invariably preoccupied with power.

Power is desirable to many, albeit not all, people, for what it can provide and also as a goal in and of itself. The social psychologist David McClelland wrote about a need for power. Although the strength of that power motive obviously varies with individuals, along with a need for achievement, McClelland considered power seeking a fundamental human drive, found in people from many cultures. If you are going to seek power, you will be happier if you are effective in that quest.

To be effective in figuring out your path to power and to actually use what you learn, you must first get past three major obstacles. The first two are the belief that the world is a just place and the hand-me-down formulas on leadership that largely reflect this misguided belief. The third obstacle is yourself. Many people conspire in their own deception about the organizational world in which they live. That's because people prefer to believe that the world is a just and fair place and that everyone gets what he or she deserves. And since people tend to think they themselves are deserving, they come to think that if they just do a good job and behave appropriately, things will take care of themselves. Moreover, when they observe others doing things they consider to be inappropriate, self-aggrandizing, or "pushing the envelope," most people do not see anything to be learned, believing that even if those

people are successful at the moment, in the end they will be brought down.

The next obstacle you will need to overcome is the leadership literature. Most books by well-known executives and most lectures and courses about leadership should be stamped CAUTION: THIS MATERIAL CAN BE HAZARDOUS TO YOUR ORGANIZATIONAL SURVIVAL. That's because leaders touting their own careers as models to be emulated frequently gloss over the power plays they actually used to get to the top. Meanwhile, the teaching on leadership is filled with prescriptions about following an inner compass, being truthful, letting inner feelings show, being modest and self-effacing, not behaving in a bullying or abusive way- in short, prescriptions about how people wish the world and the powerful behaved. There is no doubt that the world would be a much better, more humane place if people were always authentic, modest, truthful, and consistently concerned for the welfare of others instead of pursuing their own aims. But that world does not exist.

The third big obstacle to acquiring power is, believe it or not, you. People are often their own worst enemy, and not just in the area of building power. That's in part because people like to feel good about themselves and maintain a positive self-image. And ironically, one of the best ways for people to preserve their self-esteem is to either preemptively surrender or do other things that put obstacles in their own way.

26. Which of the statements below would the author of this passage most likely disagree with?
- a. Being powerless is hazardous to an individual's health and well-being
 - b. If you are powerful, you will most likely not be penniless
 - c. In life, we all get exactly what we deserve
 - d. Most people hanker after power
27. According to the research of Marmot and his colleagues...
- a. 25% of people died because of smoking, cholesterol, blood pressure, obesity, and lack of physical activity
 - b. 25% of people died mainly because they were of low rank and not because of smoking, cholesterol, blood pressure, obesity, and physical activity
 - c. 25% of the difference in death rate between high ranking people and low ranking people could be attributed to the fact that these two groups had differences in smoking, cholesterol, blood pressure, obesity, and physical activity
 - d. 75% of the difference in death rate between high ranking people and low ranking people could be attributed to the fact that these two groups had differences in smoking, cholesterol, blood pressure, obesity, and physical activity
28. What does the author seek to communicate by comparing the Clintons and Giuliani with Gandhi and King?
- a. Having power is not enough. In order to monetize power, one must have the contacts to go with it
 - b. Individuals may choose not to convert their power to monetary benefits
 - c. Power cannot always be converted to monetary benefits
 - d. The relationship between power and riches is in the shape of an inverted U. Too little power as well as too much of power both leave one in poverty
29. Ravi was always a sincere student. In his first job in a management consulting

firm, he notices that all his colleagues tend to go out of their way to project their good work to the boss. He is extremely pained by this and approaches the author of this passage for advice. What advice do you think Ravi will get?

- a. "Be true to yourself and continue to work silently"
- b. "Carefully observe what others are doing, and start developing similar behaviours yourself"
- c. "Explain to the boss, that such a culture is not conducive to harmonious relationships"
- d. "Leave this firm and join another more humane firm"

30. Why does the author say that "People are often their own worst enemy"?

- A. People are unwilling to persist in their efforts and give up too soon
- B. People can see what successful others are doing, yet they chose not to learn from them
- C. People create barriers to their own performance in order to avoid taking responsibility for failure
- D. People often project themselves too aggressively and thereby put off others

Passage 2

The problem with which we are here concerned is how to determine the appropriate payment and status for individuals for the work they do. By appropriate is meant a payment and status accorded in such a manner that each one has a sense of fair and just return for his work. It also means a pattern of payment that is economically sound.

The problem of status and payment is made more complex because it evokes powerful emotions- emotions about economic security and about the value attributed to one's own work as compared with that of others. The big issue of differentials is at stake- differentials in payment and in status, differentials between individuals and between groups. What commonly occurs is that a person or a body of people complains of losing ground relative to some other person or bodies. They may feel this because they consider they are getting left behind by other persons or groups who are bettering their position. They may consider that somebody below them is catching up. Or they may consider that they have simply been underpaid or under-recognized for too long. Solutions to these problems are notoriously unstable. An adjustment that satisfies one body leads to the same problem arising for others, who then consider that their position has worsened. The consequent situation, with its indecisiveness and fluidity, is ordinarily held to be intractable as far as objective analysis is concerned. It is treated as though it is resolvable, in the final analysis, only within the framework of group pressures. The strongest forces are supposed to get the best of the matter.

One of the underlying difficulties in these arguments- and, it is suggested, a very important difficulty- is that, although there is a scale in terms of money for expressing amount of payment, there is no equivalent measure for individual capacity or for level of work. In the absence of a measuring yardstick, argument and negotiation take place on the basis of assumptions and opinions about capacity and level of work. Thus, for example, if it is argued that one body of people has been losing ground to another with respect to payment, it is usually assumed that the level of work carried out by the two bodies has remained unchanged. It is also frequently assumed that the bodies continue to be made up of the same kinds of person as previously. These assumptions are at the core of the matter. Only to the extent that they are true does the argument hold that the gap between two bodies is narrowing or

widening. But such assumptions leave a great deal of room for difference of opinion. Without some yardstick of comparison, the differences remain matters of emotional debate- and make for the perverseness and rigidity in dispute. Even though the participants- labour and management alike- may earnestly try to find a way out of the deadlock, they nevertheless find themselves unable to do so. One of the consequences is the paralyzing kind of industrial stress that may flare up over differentials.

It is of special importance to have a yardstick for measuring the level of work, because of the widespread endorsement of the principle that payment should be directly related to the level of work done. This principle is commonly stated in the slogan 'the rate for the job.' But the large question that remains is how to measure the job. Everyone knows that it is possible, in a rough and ready way, to compare jobs- to recognize that this one is more important or a bigger job than that one, or that this category of job is growing in skill and responsibility, or that those jobs have diminished in size and are no longer as big as they were. But intuitive judgment of this type does not prove very helpful in a wage-negotiation situation when people's levels of income are dependent upon the results. Intuitive judgments are too coarse for such a purpose. And they are not only too coarse. The making of intuitive comparisons between jobs as a means of settling rates of pay suffers from other very great defects as well: people do not look at jobs in the same way; nor are they equally familiar with different jobs; nor, since jobs change, do they necessarily know a job today because they have done so at some time in the past; nor are they necessarily even talking about the same job, since the same job title can often cover a multitude of different kinds of work.

31. What is the main issue that this passage addressing?
- A. How to determine fair wages for the job
 - B. How to determine levels in a hierarchy
 - C. How to determine the right person for the job
 - D. How to evaluate performance of individuals
32. What is meant by the phrase, "The consequent situation...is ordinarily held to be intractable as far as objective analysis is concerned."?
- a. In this situation, objective analysis is easy
 - b. In this situation, objective analysis is the only possible solution
 - c. The situation makes objective analysis difficult
 - d. The situation makes objective analysis impossible
33. In an organization, the clerks are upset because the wages of accountants have increased. According to the author of this piece, they are justified in getting upset only if...
- a. Some benchmarking is done with external labour market conditions to determine fair wages for clerks and accountants
 - b. The extent of work for both the clerks and accountants is the same
 - c. The salary increase is a result of a legal wage negotiation
 - d. The status of accountants has also increased along with the wages
34. Which of the following is not mentioned as a cause of the difficulty in matters of

status and payment for jobs?

- a. People compare themselves with others
- b. People get emotional about this topic
- c. People often overestimate their own worth in an organization
- d. There is no objective yardstick to measure the level of work

35. What is meant by the term “the rate for the job”?

- A. The market rate for a job
- B. The maximum affordable wage for a job
- C. The minimum acceptable wage for a job
- D. The payment for a job depending on the skill and responsibility

Passage 3

Just as the non-manager is dependent on his boss for motivational opportunities, so is the manager dependent on his boss for conditions of motivation which have meaning at his level. Since the motivation of an employee at any level is strongly related to the supervisory style of his immediate boss, sound motivation patterns must begin at the top. Being closer to the policy-making level, the manager has more opportunity to understand and relate his work to company goals. However, high position alone does not guarantee motivation or self-actualization.

Motivation for the manager, as well as the non-manager, is usually both a consequence and a symptom of effective job performance. Job success is dependent on cyclical conditions created by interpersonal competence, meaningful goals, and helpful systems. After sustained conditioning in the developmental cycle, an individual has amazing capacity and incentive to remain in it. Moreover, if forced into the reductive cycle, unless he has pathological needs to remain there, organizational conditions must be remarkably and consistently bad to suppress his return to the developmental cycle.

Sustained confinement of a large percentage of the work force in the reductive cycle is symptomatic of organizational illness. It is usually a culmination of a chain of events beginning with top management, and is reversible only by change at the top. Consequence of reductive conditions such as militant unionism and other forms of reactive behaviour usually provoke management into defensive and manipulative behaviour, which only reinforces the reductive cycle. The vicarious pleasure sought by the rank and file through seeing the management giant felled by their union is a poor substitute for the self-actualization of being a whole person doing a meaningful job, but in the absence of motivational opportunities, it is an understandable compromise.

The seeds of concerted reactive behavior are often brought to the job from broadly shared frustrations arising from social injustice. Economic deprivation, and moral decadence either sprout in the reductive climate or become infertile in a developmental climate. Hence, the unionization of a work group is usually precipitated by management failure to provide opportunities for employees to achieve personal goals. Organizations survive these failures only because most other companies are equally handicapped by the same failures.

Management failures in supervision do not, of course, stem from international malice. They may result, in part, from a lingering tradition of ‘scientific management’ that

fractionated tasks and 'protected' employees from the need to think, and perpetrated management systems based on automaton conformity. But more often, such failures stem from the manager's insensitivity to the needs and perceptions of others, particularly from his inability to see himself as others see him.

Insensitivity or the inability to empathize is manifested not only as interpersonal incompetence, but also as the failure to provide meaningful goals, the misuse of management systems, or a combination of both. Style of supervision, then, is largely an expression of the personality characteristic and mental health of the manager, and his potential for inducing development or reductive cyclical reactions.

36. A reductive cycle is one in which
- A. An employer attempts to reduce costs
 - B. The workforce is gradually reduced in number
 - C. Costs decrease as a firm gains experience
 - D. A union, step by step, takes over control of a business
 - E. There is less productive efforts on the part of employees
37. Upon whom do managers and other employees ultimately depend for their motivation?
- a. Their spouses
 - b. Their chief executive officers
 - c. Their union
 - d. Their fellow workers
 - e. Themselves
38. The passage indicates that the unionization of a work group is most commonly brought about by management's failure to provide
- a. Opportunities for the workers to realize individual objectives by way of group objectives
 - b. Opportunities for the workers to achieve a feeling of self-identification
 - c. More pleasant working surroundings including modern conveniences available both at their work and during rest periods and lunch periods
 - d. Greater fringe benefits, including more holidays and health insurance
 - e. Opportunities for socialization during working hours as well as after work
39. If a substantial number of the employees remain in the reductive cycle, one may assume that
- a. The organization is enjoying increased business
 - b. The personal department has been functioning effective
 - c. The boss is not giving sufficient attention to the business
 - d. The organization is failing to provide adequate motivation for its employees.
 - e. They belong to unions
40. Which of the following is likely to result initially from reductive conditions in an

organization? I. Militant unionism

II. Pension Plans

III. Higher wages

- A. I only
- B. II only
- C. I and II only
- D. I and III only
- E. I, II, and III

41. Employees will get together to seek an improvement of conditions because of dissatisfaction stemming from

- I. Social Injustice
- II. Economic deprivation
- III. Moral decadence

- A. I only
- B. II only
- C. I and II only
- D. I and III only
- E. I, II and III

42. According to the author, management failures in supervision are mainly attributable to the supervisor or manager

- a. Currying favour with the boss
- b. Being soft-hearted
- c. Ignorance
- d. Lack of feeling
- e. Inability to gain respect

43. Based on the passage, it can be inferred that the author views the top management of most business as basically

- a. Handicapped
- b. Scientific
- c. Ineffective
- d. Reactionary
- e. Unconcerned

44. It can be inferred from the passage that the author believes that a company whose management uses 'scientific management' practices will probably

- a. Be unable to achieve a reductive cycle in labour-management relations
- b. Achieve development cycles in all areas of production
- c. Lack sufficient managerial skill to create a self-actualizing workplace
- d. Build an effective management system based on the division of labour

- e. Prevent the breakdown of labour management relations

SECTION IV

DIRECTIONS: Answer questions 50 to 61 independent of each other.

45. Which of the following types of organizations issue “ULIPS”?
- A. Insurance companies
 - B. Banks
 - C. RBI
 - D. All of these
46. “Agmark” is a symbol of purity and quality of
- E. Medicines
 - F. Cosmetics
 - G. Food products
 - H. Woolens
47. The brand “ Horlicks” is marketed by:
- I. HUL
 - J. P&G
 - K. GSK Consumer Healthcare
 - L. None of these
48. Now almost all major newspapers/journals and magazines are publishing research reports giving the analysis and/ or the causes of the sub prime crisis, which gripped America and the world few months ago. Which of the following was/were amongst the common cause (s) of the same?
- a. The problem was that investors erroneously believed property prices were quite predictable and built a whole edifice of financial planning on the back of the American housing market.
 - b. Credit rating agencies all over the world were not equipped to forecast the effect of sub-prime crisis on world economy. Agencies were over-confident and did not react in time.
 - c. Neither USA nor other countries took a note of the crisis in time. In fact they ignored it for quite some time.
- A. Only a
 - B. Only b
 - C. Only a and c
 - D. All a, b, and c
49. Which country, on January 20, 2010, opened doors for investors from India, China and the Middle East to a hassle-free ‘residence permit’?
- a. Singapore
 - b. Malaysia
 - c. Indonesia

d. Mauritius

50. A prominent international weekly sometime ago printed a caption on its cover page that read "Brazil Takes Off". Other major newspapers/magazines also printed similar stories/articles in their publications at that time. Why have magazines /newspapers decided to talk about Brazil these days?

- a. All major economies of the world have been taking time to recover from the recession but Brazil was one of those, which was "Last in and First out".
- b. Brazil is a member of BRIC, but unlike China it is a democracy, unlike India, it has no hostile neighbours, no insurgents and unlike Russia, it exports more oil and arms and treats foreign investors with more respect.
- c. Brazil is the world's second largest booming economy.

- A. Only a
- B. Only b
- C. Only c
- D. All a,b & c
- E. Only a & b

51. The market in which long term securities such as stocks and bonds are bought and sold is commonly known as

- a. Capital market
- b. Bull market
- c. Bullion market
- d. None of these

52. Amongst the following, which one of the following sectors provides the highest contribution in Industrial Production Index?

- a. Crude Oil
- b. Petro Refinery Products
- c. Electricity
- d. Coal

53. Tagline of the famous company TATA Indigo is

- A. Putting News First
- B. What makes you Special?
- C. Spoil Yourself
- D. Can't live without

54. Which of the following IT majors has opened first ever rural BPO unit in Andhra

Pradesh's West Godavari district in collaboration with the state government having a capacity of employing 200 people?

- A. Wipro
- B. TCS
- C. Infosys

D.Satyam Computers

55. The argument of liberalization which answers the worries of the Left parties about the possible trade deficits created by the opening up of the Indian economy goes like this: In today's economic scenario, where there are many trading countries, the trade between two specific countries need not be balanced. The differing demands of goods and services and the differing productive capabilities of the same among different countries will cause a country like India to have trade deficits with some countries and surpluses with other countries. On the whole, the trade deficits and surpluses will balance out in order to give a trade balance. Which of the following conclusion best summarizes the argument presented in the passage above?
- a. India's trade deficits and surpluses with other countries always balance out.
 - b. Left parties need not worry about trade deficits in India since its trade will always be in balance even though it runs a deficit with a single country.
 - c. The Left parties in India should not be concerned about India's trade deficits with specific countries because they will balance out in the long run.
 - d. None of these
56. As the price of crude oil falls
- a. The demand for gasoline will likely decrease
 - b. The demand for gasoline will likely increase
 - c. The supply of gasoline will likely increase, and its price will likely decrease
 - d. The supply of gasoline will likely decrease, and its price will likely increase
57. In a monopoly with only one producer in the industry,
- a. The firm can set whatever price and quantity it wants
 - b. The firm maximizes profit where its average cost equals the extra revenue from selling one more unit
 - c. The firm sets the quantity where its extra profit just equals its extra cost
 - d. The profit-maximizing quantity is less than the revenue- maximizing quantity if the costs are positive
58. An employer decides to hire a black person on the basis of their race, and not their individual competence, in order to demonstrate that they do not discriminate against minorities, and that there is no need for more fundamental changes in equal opportunity policy. This is an example of:
- a. Prejudice
 - b. Tokenism
 - c. Social discrimination
 - d. Reverse discrimination
59. Which of the following IT majors has opened first ever rural BPO unit in Andhra Pradesh's West Godavari district in collaboration with the state government having a capacity of employing 200 people?
- E. Wipro

F. TCS

G. Infosys

H. Satyam Computers

60. Inflation can only be fundamentally caused by two factors i.e., supply-side and demand-side factors. These factors are either reductions in the supply of goods and services or increases in demand due to either the increased availability of money or the reallocation of demand. Unless other compensating changes also occur, inflation is bound to result if either of these occurs. In economies prior to the introduction of banks (a pre-banking economy) the quantity of money available, and hence, the level of demand, was equivalent to the quantity of gold available. If the statements above are true, then it is also true that in a pre-banking economy,
- a. If other factors in the economy are unchanged, increasing the quantity of gold available would lead to inflation
 - b. Any inflation would be the result of reductions in the supply of goods and services
 - c. If there were a reduction in the quantity of gold available, then, other things being equal, inflation would result
 - d. Whatever changes in demand occur, there would be compensating changes in the supply of goods and services?

----- **THE END** -----