

Directions (Qs. 10 to 14): Go through the passage below and answer the questions that follow:

The confusion concerns nothing less than the concept of socialism itself. It may mean, and is often used to describe, merely the ideals of social justice, greater equality and security which are the ultimate aims of socialism. But it means also the particular method by which most socialists hope to attain these ends and which many competent people regard as the only methods by which they can be fully and quickly attained. In this sense socialism means the abolition of private enterprise, of private ownership of the means of production, and the creation of a system of “planned economy” in which the entrepreneur working for profit is replaced by a central planning body.

There are many people who call themselves socialists although they care only about the first, who fervently believe in those ultimate aims of socialism but neither care nor understand how they can be achieved, and who are merely certain they must be achieved, whatever the cost. But to nearly all those to whom socialism is not merely a hope but an object of practical politics, the characteristic method of modern socialism are as essential as the ends themselves. Most people, on the other hand, who value the ultimate ends of socialism no less than the socialists, refuse to support socialism because of the dangers to other values they see in the methods proposed by the socialists. The dispute about socialism has thus become largely a dispute about means and not about ends-although the question whether the different ends of socialism can be simultaneously achieved is also involved.

This would be enough confusion. And the confusion has been further increased by the common practice of denying that those who repudiate the means value the ends. But this is not all. The situation is still more complicated by the fact that the same means, the “economic planning” which is the prime instrument for socialist reform, can be used for many other purposes. We must centrally direct economic activity if we want to make the distribution of income conform to current ideas of social justice. “Planning”, therefore is wanted by all those who demand that “production for use” be substituted for production for profit. But such planning is no less indispensable if the distribution of incomes is to be regulated in a way which to us appears to be the opposite of just. Whether we should wish that more of the good things to this world should go to some racial elite, the Nordic men, or the members of a party or an aristocracy, the methods which we shall have to employ are the same as those which could ensure and equalitarian distribution. It may, perhaps, seem unfair to use the term socialism to describe its methods rather than its aims, to use for a particular method a term which for many people, stand for an ultimate ideal. It is probably preferable to describe the methods which can be used for a great variety of ends as collectivism and, to regard socialism as a species of that genus. Yet although to most socialists only one species of collectivism will represent true socialism; it must always be remembered that socialism is a species of collectivism and that therefore everything which is true for collectivism as such must apply also to socialism. Nearly all the points which are disputed between socialists and liberals concerns the methods common to all forms of collectivism and not the particular ends for which the socialists want to use them; and all the consequences with which we shall be concerned in this book follow from the methods of collectivism irrespective of the ends for which they are used. It must also not be forgotten that socialism is not only by far the most important species of collectivism or “planning”; but that it is socialism which has persuaded liberal-minded people to submit once more to that regimentation of economic life which they had overthrown because, in the words of Adam Smith, it puts governments in a position where “to support themselves they are obliged to be oppressive and tyrannical”.

10. According to the author, those who agree to the aims of socialism would
- [1] refuse to support socialism because of possible consequences of the methods advocated to achieve those ends.
 - [2] agree on the collectivization and centralization of economic activities since both require strong and powerful governments.
 - [3] have disagreed if only they had known that the only way to achieve the equalitarian ends of socialism required centralisation and collectivization of economic activities.
 - [4] explicitly advocate strict control of economic and social life always since it is a matter of practical politics for them.
 - [5] None of the above.

11. From the passage, it may be inferred that the author is a supporter of
- [1] the ideals of socialism and does not care much about the means required to achieve them.
 - [2] ends as portrayed by 'supporters of socialism but is sceptical of the efficacy of the means advocated to reach those ends.
 - [3] the ends of socialism, since the means required to achieve those ends always involve: collectivisation and centralization...
 - [4] a strong and powerful government as a means to achieve the ends of socialism, since there no debate on the desirability of the aforementioned ends.
 - [5] all the possible means of collectivisation as they are the tools which can be used to achieve equalitarian distribution in society
12. The statement that the author of the passage would support the most is:
- [1] The development of society, if left to individuals, would be impossible as each individual would exploit opportunities for plundering and exploiting one's fellow citizens.
 - [2] The development of society is best done by individuals working for selfish interests within free economic environment that collectively ends up improving the condition of society since the outcomes of each action of individuals are shared by the members of the society.
 - [3] In the absence of a strong government, society would degenerate into anarchy as each individual tries to achieve success at the cost of one's fellow citizens.
 - [4] Individuals would create mechanisms to put a system in place that would have rules and regulations so that the society does not break down into chaos.
 - [5] In a general environment of chaos, individuals would create clusters of order which would allow and encourage individual clusters' economic development
13. Amongst the options below, the one that best captures the ideology being advocated by the author is:
- [1] Fascism
 - [2] Democratic socialism
 - [3] Marxism
 - [4] Fabian socialism
 - [5] Capitalism
14. Amongst the options given below, the one most opposite to the ideology being advocated by the author
- [1] Fascism
 - [2] Democratic socialism
 - [3] Marxism
 - [4] Fabian socialism
 - [5] Capitalism

Directions (Qs. 15 to 20): Go through the passage below and answer the questions that follow:

A major problem of Indian industrial and commercial development was the supply of capital. Until 1850, British capital was shy of Indian adventure. The risks and unknown factors were too great, and prospect in other directions too bright. The working capital of the agency houses after 1813 at first consisted mainly of the savings of the Company's servants. Their cries of woe when these houses fell as in the crisis of 1831 were loud and poignant. Indian capital was also shy for different reasons. It needed to acquire confidence in the new regime, and outside the presidency towns, to acquire the habit of investment. Investment for large-scale production, for 'enabling' works like railways was an unfamiliar and suspected practice. Thus the first big developments came when 'European capital was coaxed into the country by government guarantees or went of its own free will to develop industries with which it was already familiar as in the case of jute or coal. Indian capital followed where it was in touch with European practice as in Bombay and dealing with familiar products like Cotton, These considerations throw into all the greater relief the achievement of the Tatas in developing iron and steel. Thus the 'major part of the capital provided 'was British' with a steadily increasing Indian proportion from 1900. As late as 1931 -2 the capital of companies registered abroad was nearly four times that of companies registered in India. But this is not an exact guide because it leaves out of account the stock in British companies held by Indians, as well as government stocks. Speaking generally it may be said that the capital of the cotton industry was mainly Indian, that of the iron and steel industry entirely so, that of the jute industry about half and half, while the coal and plantation industries were mainly British, together with that used for the building of railways, irrigation, and other public works. Management in the cotton and steel industries

17. After the start of the first World War, all of the following could be likely reasons for the British government adopting a proactive stance towards Indian industry except.
- [1] The major investors in Indian enterprises were British and they had missed out on an opportunity.
 - [2] The war had created a huge demand for industrial goods.
 - [3] The British government wanted economic development of the country as India was a strategic economically in the war.
 - [4] The development of Indian economy was required for contributing towards the war effort.
 - [5] The desire to see India as self-sufficient in technical expertise.
18. From this passage, it can be inferred that one of the problem that could have cropped up in the early stages of industrialization might have been
- [1] government interference in day-to-day operations of business.
 - [2] equitable sharing of risks between domestic and foreign investors.
 - [3] ensuring adequate working capital.
 - [4] regulation of the stock markets to protect investors from dubious enterprises.
 - [5] the alignment of interests of the capitalists and the management.
19. From the passage it can be inferred that during the early part of twentieth century, starting a green field project was more difficult for an Indian, capitalist than for an European.
- [1] Definitely true as inferred from the passage.
 - [2] It was true on a selective case by case basis.
 - [3] No trend of discrimination between the two categories of capitalists can be inferred from the passage.
 - [4] Preference was given to British capitalists, buffeted by the fact that the country was under British rule.
 - [5] Preference was given to European capitalists.
20. During the early twentieth century, Indians were restricted to, making investment in stocks of companies that were necessarily listed in India. This was done with the aim of confining Indian capital to India so that it could not compete with British capital.
- [1] Definitely true inferred from the passage
 - [2] It was true on selective case by case basis
 - [3] This was the fact during the early part of the British rule.
 - [4] This was true in the later part of the British rule.
 - [5] No evidence to support the same is given in the passage.

Directions (Qs. 21 to 24): Go through the passage below and answer the questions that follow.

Attempting to understand science and Scientific reasoning in terms of the Subjective beliefs' of scientists would seem to be a disappointing departure for those who seek, an objective account of science. How son and Urbach have an answer to that charge. They insist that the Bayesian theory constitutes objective theory of scientific inference. That is, given a set of prior probabilities and some new evidence, Bayes' theorem dictates in an objective way what the new posterior, probabilities must be in the light of that evidence: There is no difference in this respect between Bayesianism and deductive logic, because 'logic has nothing to say about the source of the propositions that constitute the premises of a deduction either. It simply dictates what follows from those propositions once they are given. The Bayesian defence can be taken a stage further. It can be argued that the beliefs of individual scientists however much they might differ at the outset, can be made to converge given the appropriate input of evidence. It is easy to see in an informal way how this can come about. Suppose two scientists start out by disagreeing greatly about the probable truth of hypothesis **h** which predicts otherwise unexpected experimental outcome **e**. The one who attributes a high probability to **h** will regard **e** as less unlikely than the one who attributes a low probability to **h**, So $p(e)$ will be high for the former and low for the latter. Suppose now that **e** is experimentally confirmed, Each scientist will have to adjust, the probabilities for **h** by the factor $P(e/h)/P(e)$, However since we are assuming that, **e** follows from **h**, $P(e/h)$ is 1 and the scaling factor is

I/P(e). Consequently the scientist who started with a low probability for **h** win scale up that probability by a larger factor than the scientist who started with a higher probability for **h**. As more positive evidence comes in, the original doubter is forced to scale up the probability in such a way that it eventually approaches that of the already convinced scientist. In this way, argue the “Bayesians, widely differing subjective opinions can be brought into conformity in response to evidence in an objective way.

21. Using the idea explicated in the passage above, the only scientific way to deny the validity of a counter-hypothesis put forward to explain a natural phenomenon would be to
- [1] take the counter-hypothesis and try to find flaws in its components.
 - [2] question the source of alternative hypothesis.
 - [3] question the authority of the scientist stating the alternative hypothesis.
 - [4] Take the alternative explanation and ask for its fullest development in terms of possible ramifications other than the already existent outcome (e)
 - [5] None of these
22. The subjective beliefs of scientist referred to in the passage could be due to:
- [1] multiple scientists studying multiple phenomena, and putting forth multiple hypothesis
 - [2] propositions offered by scientists being backed only by one's beliefs about their validity.
 - [3] scientists presenting data selectively in support of their own favorite hypothesis over competing hypotheses.
 - [4] scientists allowing their, subjective opinions to bias their testing of hypothesis.
 - [5] none of these
23. Scientists' beliefs which differ at the outset are related to
- [1] different outcomes only.
 - [2] different hypothesis only.
 - [3] different hypothesis about different outcomes.
 - [4] differences in explanatory power of competing hypothesis.
 - [5] None of these.
24. Strictly following the idea put forward in the article, which one of the following is a logical possibility
- [1] The idea that astrologers can predict stock market movements better than economists. If astrologers's hypothesis (h) is more consistently followed by outcomes (h) is more consistently followed by outcomes (e) than that of economists.
 - [2] The fact that stock-market movements are in sync with the movement of the heavenly bodies; both (h) and (e) contained in the same statement.
 - [3] That certain astrological phenomena can influence thinking of humans (e) which is manifested in stock market booms and crashes (h)
 - [4] That certain astrological phenomena (h) can influence thinking of humans (e1) which is manifested in stock-market booms and crashes (e2)
 - [5] None of these

Directions (Qs. 25 to 28): Go through the passage below and answer the questions that follow:

The ignorant man is not the unlearned, but he who does not know himself, and the learned man is stupid when he relies on books, on knowledge and on authority to give him understanding. Understanding comes only through self-knowledge, which is awareness of one's total psychological process. Thus education, in the true, sense, is the understanding of oneself, for it is within each one of us that the whole of existence is gathered.

What we now call education is a matter of accumulating information and knowledge from books which anyone can do who can read. Such education' offers a subtle form of escape from ourselves and, like, all escapes, it, inevitably creates increasing misery. Conflict and confusion result from our own wrong relationship with people, things and ideas, and until we understand that relationship and alter it mere

learning, the gathering of facts and the acquiring of various skills, can only lead us to engulfing chaos and destruction.

As society is now organized, we send our children to school to learn some technique by which they can eventually earn a livelihood. We want to make the child first and foremost a specialist, hoping thus to give him a secure economic position. But does the cultivation of a technique enable us to understand ourselves?

While it is obviously necessary to know how to read and write, and to learn engineering or some other profession, will technique give us the capacity to understand life? Surely, technique is secondary; and if technique is the only thing we are striving for, we are obviously denying what is by far the greater part of life.

Life is pain, joy, beauty, ugliness, love, and when we understand it as a whole, at every level, that understanding creates its own technique. But the contrary is not true: technique can never bring about creative understanding.

Present-day education is a complete failure because it has overemphasized technique. In overemphasizing technique we destroy man. To cultivate capacity and efficiency without understanding life, without having a comprehensive perception of the ways of thought and desire, will only make us increasingly ruthless, which is to engender wars and jeopardize our physical security. The exclusive cultivation of technique has produced scientists, mathematicians, bridge builders, space conquerors; but do they understand the total process of life? Can any specialist experience life as a whole? Only when he ceases to be a specialist.

Technological progress does solve certain kinds of problems for some people at one level, but introduces wider and deeper issues too. To live at one level 'disregarding the total process of life, is to invite misery and destruction. The greatest need and most pressing problem for every individual is to have an integrated comprehension of life, which will enable him to meet its ever-increasing complexities.

Technical knowledge, however necessary, will in no way resolve our inner, psychological pressures and conflict; and it is because we have acquired technical knowledge without understanding the total process of life that technology has become a means of destroying ourselves. The man who knows how to split the atom but has no love in his heart becomes a monster.

We choose a vocation according to our capacities; but will the following of a vocation lead us out of conflict and confusion? Some form of technical training seems necessary, but when we have become engineers, physicians, accountants then what? Is the practice of a profession the fulfillment of life? Apparently with most of us it is. Our various professions may keep us busy for the greater part of our existence; but the very things that we produce and are so entranced with are causing destruction and misery. Our attitudes and values make things and occupations the instruments of envy, bitterness and hate.

25. The passage implies that
- [1] Technique follows creative understanding
 - [2] A specialist too can enjoy life as a whole.
 - [3] Technology necessarily leads to destruction and misery
 - [4] An atom-maker becomes a monster.
 - [5] None of the above
26. This passage was most likely written in order to
- [1] persuade readers to shun technology.
 - [2] coax the readers to understand technological limits.
 - [3] inspire readers to understand life as a whole.
 - [4] rail against present-day education policy.
 - [5] provoke a social movement against present-day education.

32. Amongst the options below, choose the one which is correctly punctuated?
- [1] Last Sunday, we went canoeing on the Brahmaputra river- You could see eagles high in the trees above us.
 - [2] While we were canoeing last Sunday on the Brahmaputra river, high in the Tees above us, you could see eagles.
 - [3] We went canoeing last Sunday on the Brahmaputra river, and high in the trees above us, we could see eagles.
 - [4] High in the trees above, the: eagles were looking down at you, as we canoed on the Brahmaputra river last Sunday.
 - [5] High above in the trees, eagles were looking at us, as we canoed on the Brahmaputra river last Sunday.

Directions (Qs. 33 to 36): Choose the option that correctly unscrambles the paragraphs below:

33. 1. The same is true for less fraught examples: dispensing with ‘Truth’ does not mean dispensing with accuracy and attention to detail, and to suggest for example that be colonization of the New World never happened would be equally untenable.
2. To relinquish ‘Truth’ and the idea of one history does not lead to absolute relativism where any version of events is taken as being equally valid as any other.
3. It does not, for example, give succour to those charlatans and ideologues who seek to deny that the Holocaust ever happened
4. What I am suggesting here is complex, but its importance demands careful reading.
5. The evidence for the systematic murder of more than six million people by the Nazis is overwhelming.
6. To try to argue that it never occurred is to violate the voices of the past, to suppress that evidence which goes against the twisted thesis.
- [1] 2-3-5-6-1-4 [2] 5-6-1-2-4-3 [3] 4-2-3-5-6-1
[4] 2-4-5-3-6-1 [5] 4-5-1-6-3-2
34. 1. You could try friendly competition, or set yourself team targets and agree that you’ ll all go out for an evening together if you meet them.
2. Presumably your team members have the same problem, so perhaps, you could find collective incentives.
3. Work towards targets of your own, or promise your-self a reward for certain achievements.
4. Or aim towards promotion or earning new responsibilities as an incentive to keep you enthusiastic.
5. Find ways to motivate yourself.
6. Or simply make a point of congratulating each other on good work, even if the boss doesn’t join in,
- [1] 1-4-2-6-3-5 [2] 5-2-1-4-3-6 [3] 1-4-6-3-2-5
[4] 5-3-6-2-1-4 [5] 5-3-4-2-1-6
35. 1. Individuals and firms moving into a new and unfamiliar field of activity are increasingly using information resources provided over the Internet.
2. The economic importance of a strong, viable business sector, especially a strong and viable small business sector with its potential for employment and export generation, makes it imperative that government agencies provide encouragement, leader-ship and effective support.
3. Governments undertake a wide variety of initiatives to achieve these ends and on-line information pro-vision is one of many such initiatives.
4. The power of the Internet to deliver information and services on-line offers an opportunity for governments to support businesses and the economies they serve.
5. Many small to medium-size enterprises may turn initially to a government agency for business-related information, in part because they lack the confidence and financial resources to engage private consultants at the initial stages of the planning process.

6. This is an important issue, both for government economic development strategies and to help them meet the rising public expectations of on-line service provision.
- [1] 1-4-3-6-2-5 [2] 4-6-2-3-1-5 [3] 3-6-2-1-5-3
[4] 2-3-6-5-1-4 [5] 5-4-6-2-3-1
36. 1. Employees are seeing organizational leaders who appear to have only their personal interests in sight.
2. All the while, these same leaders appear to be walking away from their failures with multimillion-dollar exit bonuses or millions in forgiven "loans."
3. They are feeling increasingly expendable and disposable, all for the purpose of enriching CEOs and top leaders.
4. Workers are feeling less and less connected with top management
5. Some corporate leaders are simply losing touch.
6. Those they lead are, understandably, losing confidence and trust in their leaders.
- [1] 5-6-1-4-3-2 [2] 1-2-4-3-5-6 [3] 1-5-6-3-4-2
[4] 1-3-4-2-5-6 [5] 1-3-5-6-2-4

Directions (Qs. 37 to 41): Analyze the statements given and provide an appropriate answer for the questions that follow:

37. Prediction, the hallmark of natural sciences, appears to have been possible by reducing phenomena to mathematical expressions. Some social scientists also want the power to predict accurately and assume they ought to perform the same reduction. But this would be a mistake, it would neglect data that are not easily anathematized and thereby would only distort the social phenomena.

Which one of the following most accurately, presses the main conclusion of the argument?

- [1] The social sciences do not have as much predictive power as the natural sciences.
[2] Mathematics plays a more important role in the natural sciences than it does in the social sciences.
[3] Phenomena in the social sciences should not be reduced to mathematical formulae.
[4] There is a need in the social sciences to improve the ability to predict.
[5] Prediction is responsible for the success of the natural sciences.
38. **Chandra:** Hailey's Comet, now in a part of its orbit relatively far from the Sun, recently flared brightly enough to be seen by telescope on earth. This as never happened before, so such a flare must be highly unusual.

Surya: Nonsense. Usually no one bothers to observe comets when they are so far from the Sun. This flare was observed only because an observatory was tracking Hailey's Comet very carefully.

Surya challenges Chandra's reasoning by:

- [1] Offering an alternative explanation for the evidence Chandra seeks to explain.
[2] Drawing attention to an inconsistency between two of Chandra's claims.
[3] Presenting evidence that directly contradicts Chandra's evidence.
[4] Pointing out that Chandra's use of the term "observed" is excessively vague.
[5] Underlining some of Chandra's evidence while agreeing with her conclusion.
39. Most antidepressant drugs cause weight gain While dieting can help reduce the amount of weight gained as one takes such antidepressants, some weight gain is unlikely to be preventable.

The information above most strongly supports one of the following?

- [1] A physician should not prescribe any antidepressant drug for an overweight patient.
[2] People who are trying to lose weight should not ask their doctors for an antidepressant drug.
[3] At least some patients gain weight as a result of taking antidepressant drugs.

44. For how many integers n , $\frac{n}{20-n}$ is the square of an integer?

- [1] 0
[4] 3

- [2] 1
[5] 4

[3] 2

Directions (Qs. 45 to 46): It is possible to arrange eight of the nine numbers 2, 3, 4, 5, 7, 10, 11, 12, 13 in the vacant squares of the 3 by 4 array shown below so that the arithmetic average of the numbers in each row and column is the same integer.

1			15
	9		
		14	

45. The arithmetic average is:

- [1] 6
[4] 9

- [2] 7
[5] 12

[3] 8

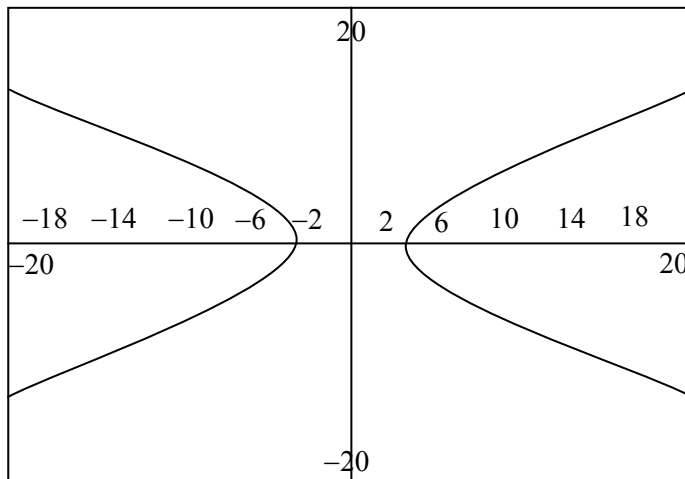
46. Which one of the nine numbers must be Left out when completing the array?

- [1] 4
[4] 10

- [2] 5
[5] 11

[3] 7

47. Which equation can be graphically represented as follows?



- [1] $8x^2 - 15y^2 = 169$
[4] $|(x-9)(y-16)| = 13$

- [1] $9x^2 - 16y^2 = 144$
[5] None of the above

[3] $|(x-8)(y-15)| = 12$

48. ABC is a triangle with $\angle CAB = 15^\circ$ and $\angle ABC = 30^\circ$. If M is the midpoint of AB then $\angle ACM =$

- [1] 15°
[4] 60°

- [2] 30°
[5] None of the above

[3] 45°

Directions (Qs. 49 & 50): Let 'f' be a function defined on the set of integers. Assume that 'f' satisfies the following properties:

- $f(0) \neq 0$
- $f(1) = 3$; and
- $f(x)f(y) = f(x+y) + f(x-y)$ for all integers x and y .

49. $f(3) =$

- [1] 7
[4] 322

- [2] 18
[5] None of the above

[3] 123

50. $f(7) =$
 [1] 123 [2] 322 [3] 843
 [4] 1126 [5] None of the above
51. Let p be any positive integer and $2x + p = 2y$, $p + y = x$ and $x + y = z$.
 For what value of p , would $x + y + z$ attain its maximum value?
 [1] 0 [2] 1 [3] 2
 [4] 3 [5] None of the above
52. Let S be the set of rational numbers with the following properties:
 i. $\frac{1}{2} \in S$;
 ii. If $x \in S$, then both $\frac{1}{x+1} \in S$ and $\frac{x}{x+1} \in S$
 Which of the following is true?
 [1] S contains all rational numbers in the interval $0 < x < 1$
 [2] S contains all rational numbers in the interval $-1 < x < 1$
 [3] S contains all rational numbers in the interval $-1 < x < 0$
 [4] S contains all rational numbers in the interval $-1 < x < \infty$
 [5] S contains all rational numbers in the interval $-1 \leq x \leq 1$
53. Eight cities A, B, C, D, E, F, G and H are connected with one-way roads R_1, R_2, R_3, R_4, R_5 and R_6 in the following manner:
 R_1 leads from A to C via B;
 R_2 , leads from C to D and then via B to F;
 R_3 leads from D to A and then via E to H
 R_4 leads from F to B via G;
 R_5 leads from G to D; and
 R_6 leads from F to H
 The minimum number of road segments that have to be blocked in order to make all traffic from B to D impossible is
 [1] 5 [2] 4 [3] 3
 [4] 2 [5] 1
54. We define a function f on the integers $f(x) = x/10$ if x is divisible by 10, and $f(x) = x + 1$ if x is not divisible by 10. If $A_0 = 1994$ and $A_{n+1} = f(A_n)$, What is the smallest n such that $A_n = 2$?
 [1] 9 [2] 18 [3] 128
 [4] 1993 [5] A_n never equals 2
55. If the polynomial $x^3 + px + q$ has three distinct roots, then which of the following is a possible value of p ?
 [1] -1 [2] 0 [3] 1
 [4] 2 [5] 3
56. In a certain factory, each day the expected number of accidents is related to the number of overtime hours by linear equation. Suppose that on one day there were 1000 overtime hours logged and 8 accidents reported, and on another day there were 400 overtime hours logged and 5 accidents. What are the expected numbers of accidents when no overtime hours are logged?
 [1] 2 [2] 3 [3] 4
 [4] 5 [5] None of the above

57. ABCD is a rectangle. The points P and Q lie on AD and AB respectively. If the triangles PAQ, QBC and PCD all have the same areas and $BQ = 2$ then $AQ =$
 [1] $1 + \sqrt{5}$ [2] $1 - \sqrt{5}$ [3] $\sqrt{5}$
 [4] $\sqrt{7}$ [5] Not uniquely determined.
58. A brokerage house offers 3 stock portfolios; Port-folio I consists of 2 blocks of common stock and 1 municipal bond. Portfolio II consists of 4 blocks of common stock, 2 municipal bonds and 3 blocks of preferred stock. Portfolio III consists of 2 blocks of common stock, 2 municipal bond and 3 blocks of preferred stock. A customer Wants 12 blocks of common stock, 6 municipal bonds and 6 preferred stocks. How many portfolio III should be offered?
 [1] 1 [2] 2 [3] 3
 [4] 4 [5] None of the above
59. Triangle ABC has vertices $A(0, 0)$, $B(0, 6)$ and $C(9, 0)$, The points P and Q lie on side AC such that $AP = PQ = QC$. Similarly the points R and S lie on side AB such that $AR = RS = SB$. If the line segments PB and RC intersect at X, then the slope of the line AX is
 [1] $2/3$ [2] $-2/3$ [3] $3/2$
 [4] $-3/2$ [5] None of the above.
60. In a rainy season, Jamshedpur experienced some rain for thirteen days. A morning rain was always followed by a clear evening. An evening rain was always preceded by a clear morning. A total of 9 mornings and 12 evenings were clear. How many rainless days did Jamshedpur have in the period?
 [1] 7 [2] 6 [3] 5
 [4] 4 [5] 3
61. a, b, c, d and e be non-negative real numbers such that $a + b + c + d + e = 10$. Let X be the maximum of the numbers a + b, b + c, c + d and d + e .The least possible value of X lies in the interval
 [1] [0, 2] [2] [2, 3] [3] [3, 4]
 [4] [4, 5] [5] [5, 10]

Directions (Qs. 62 to 64): Substitute different digits (0, 1, 2, 9) for different letters in the problem below, so that the corresponding addition is correct and it results in the maximum possible value of MONEY.

		P	A	Y
			M	E
	R	E	A	L
M	O	N	E	Y

62. The letter 'Y' should be
 [1] 0 [2] 2 [3] 3
 [4] 7 [5] None of the above.
63. There are nine letters and ten digits the digit that remains unutilized:
 [1] 4 [2] 3 [3] 2
 [4] 1 [5] None of the above.
64. The resulting value of 'MONEY' is
 [1] 10364 [2] 10563 [3] 10978
 [4] 19627 [5] None of the above.

65. Consider the system of linear equations
 $2x + 3y + 4z = 16$
 $4x + 4y + 5z = 26$
 $4x + by + cz = r$
 For $r = 5$ and $a = 1$ then the system of linear equation will have infinite number of solutions if $c =$
 [1] $3/2$ [2] 1 [3] $1/2$
 [4] 0 [5] None of the above
66. A management institute has six senior professors and four junior professors. Three professors are selected at random for a Government project. The probability that at least one of the junior professors would get selected is:
 [1] $5/6$ [2] $2/3$ [3] $1/5$
 [4] $1/6$ [5] None of the above.

Directions (Qs. 67 to 70): Seven integers A, B, C, D, E, F and G are to be arranged in an increasing order such that

- i. First four numbers are in arithmetic progression
- ii. Last four numbers are in geometric progression
- iii. There exists one number between E and G.
- iv. There exist no numbers between A and B.
- v. D is the smallest number and E is the greatest
- vi. $\frac{A}{D} = \frac{G}{C} = \frac{F}{A} > 1$
- vii. $E = 960$

67. $\frac{E}{A} =$
 [1] 2 [2] 3 [3] 4
 [4] 5 [5] None of the above
68. $D =$
 [1] 30 [2] 25 [3] 22
 [4] 20 [5] None of the above
69. The common difference in the A.P. is
 [1] 20 [2] 22 [3] 25
 [4] 30 [5] None of the above
70. The position and value of A is
 [1] 5th highest and 100 [2] 4th highest and 100 [3] 4th highest and 110
 [4] 3rd highest and 180 [5] None of the above

Directions (Qs. 71 to 74): Questions 71 to 74 are followed by two statements labelled as (1) and (2). You have to decide if these statements are sufficient to conclusively answer the question. Choose

- [1] If- Statement (1) alone is sufficient to answer the question.
- [2] If Statement (2) alone is sufficient to answer the question
- [3] If Statement (1) and Statement (2) together are sufficient but neither of the two alone is sufficient to answer the question
- [4] If either Statement (1) or Statement (2) alone is sufficient to answer the question.
- [5] Both Statement (1) and Statement (2) are insufficient to answer the question.

71. What is the maximum value of a/b ?
- a , $a + b$ and $a + 2b$ are three sides of a triangle.
 - a and b both are positive.
72. ABC is a triangle with $\angle B = 90^\circ$. What is the length of the side AC?
- D is the midpoint of BC and E is the midpoint of AB.
 - $AD = 7$ and $CE = 5$
73. Five integers A, B, C, D and E are arranged in such a way that there are two integers between B and C and B is not the greatest. There exists one integer between D and E and D is smaller than E. A is not the smallest integer. Which one is the smallest?
- E is the greatest
 - There exists no integer between B and E.
74. Let $f: \mathbb{N} \rightarrow \mathbb{N}$ (\mathbb{N} is the set of all natural numbers) How many solutions are there to the equation $f(x) = 1485$?
- For $a, b \in \mathbb{N}$, $f(10a + b) = f(a) + 12b$
 - The maximum Value of b is 9.
75. For which value of non-negative 'a' will the system $x^2 - y^2 = 0$, $(x - a)^2 + y^2 = 1$ have exactly three real solutions?
- [1] $-\sqrt{2}$ [2] 1 [3] $\sqrt{2}$
 [4] 2 [5] No such 'a' exists.
76. Let $\{A_n\}$ be a unique sequence of positive integers satisfying the following properties:
 $A_1 = 1$, $A_2 = 2$, $A_4 = 12$,
 and $A_{n+1}, A_{n-1} = A_n^2 \pm 1$ for $n = 2, 3, 4, \dots$
 Then, A_7 , is
- [1] 60 [2] 120 [3] 149
 [4] 169 [5] 187
77. ABC is a triangle with $\angle BAC = 60^\circ$. A point P lies on one-third of the way from B to C, and AP bi-sects $\angle BAC$. $\angle APC =$
- [1] 30° [2] 45° [3] 60°
 [4] 90° [5] 120°

Directions (Qs. 78 to 81): Read the data below and choose the correct option for the questions that follow:

Queen Airlines offers the following Privilege programme: There are 5 membership tiers, each with its own set of enhanced tier-specific benefits. New members join at the Blue tier level, then upgrade to the Blue Plus, with the added benefit of Tele check-in. The programme also has three elite tiers - Silver, Gold and Platinum. The 6-month fast-track upgrade and the 12-month standard upgrade system operate in parallel implying that whenever a particular passenger satisfies conditions, either in terms of number of flights in the stipulated period or in terms of accumulated Queen-Miles in either of the two systems, they are automatically upgraded to the next tier. The 6-month upgrade system considers the data in rolling 6 months period. The same holds for the 12-month period. If conditions for more than one upgrade are satisfied, the passenger is given the higher of the two.

	Cumulative Queen Airway flights/Cumulative Status Queen-Miles	
Tier Upgrade	6-month Fast Track Upgrade System	12-month standard up-grade system
Blue to Blue Plus	3/3,000	Not Applicable
Blue Plus to Silver	Not Applicable	5/12,500
Silver to Gold	5/12,500	10/20,000
Gold to Platinum	10/20,000	20/30,000

Benefits and Privileges

	Blue	Blue Plus	Silver	Gold	Platinum
Tele Check-in		✓	✓	✓	✓
Additional baggage allowance			10 kgs	20 kgs	35 kgs
Confirmed upgrade vouchers			1	3	5
Guaranteed reservations up to 24 hours prior to departure				✓	✓
Cancellation fees waived on published fares					✓

Distance between cities in Queen-miles.

Kolkata	1461						
Mumbai	1407	1987					
Hyderabad	1499	1516	711				
Bangalore	2061	1881	998	562			
Coimbatore	2401	2167	1265	902	340		
Guwahati	1959	1081	2476	2370	2932	3209	
Chennai	2095	1676	1329	688	331	491	2718
	Delhi	K'katta	Mum	H'bad	B'lore	C'tore	Ghy

Mr. Kakkar, a newly recruited MBA from a business school, started his career with the start of the year 2007. His travel plans for the year of 2007 is given below in the table.

Date	From	To
2.1.2007	Mumbai	Hyderabad
8.1.2007	Hyderabad	Mumbai
3.2.2007	Mumbai	Delhi
8.3.2007	Delhi	Guwahati
20.3.2007	Guwahati	Kolkatta
11.4.2007	Kolkatta	Guwahati
30.4.2007	Guwahati	Chennai
4.7.2007	Chennai	Guwahati
20.7.2007	Guwahati	Kolkatta
2.9.2007	Kolkatta	Hyderabad
11.9.2007	Hyderabad	Guwahati
22.9.2007	Guwahati	Delhi
1.10.2007	Chennai	Bangalore
11.10.2007	Guwahati	Chennai
4.11.2007	Chennai	Delhi
29.11.2007	Delhi	Hyderabad
1.12.2007	Hyderabad	Guwahati
31.12.2007	Guwahati	Mumbai

78. In which month will Mr. Kakkar become eligible for guaranteed reservations up to 24 hours prior to departure?
 [1] January [2] February [3] March
 [4] April [4] May
79. The number of complete calendar months, discounting any partial months, for which Mr. Kakkar avails the gold tier membership is:
 [1] 7 [2] 8 [3] 9
 [4] 10 [5] 11
80. The difference in complete calendar months, discounting any partial months, between the first tier upgrade and the last tier upgrade for Mr. Kakkar is:
 [1] 7 [2] 8 [3] 9
 [4] 10 [5] 11
81. If 6-month upgrade had not been in operation, then Mr. Kakkar would have reached Gold tier in the month of
 [1] June [2] July [4] August
 [4] September [5] October

Directions (Qs. 82 & 83): Study the aggregate financial ratios of all registered Indian manufacturing companies in the table below to answer the questions that follow.

All figures are as % of net sales unless otherwise mentioned

	2000	2001	2002	2003	2004	2005
PBDIT	13.1	11.7	12.3	13.3	14.4	14.7
PBDT	8.1	7.1	8	9.9	11.8	12.7
PBIT	9.4	8.4	8.7	9.9	11	11.6
PAT	3.2	2.8	2.7	4.4	6	6.9
Raw Material expense	41	40.6	43.1	45.5	45.7	47.1
Salaries and wages	5.9	5.7	5.6	5.3	4.9	4.4
Interest payments	4.6	4.3	4	3.1	2.3	1.7
Operating profit	5.2	4.2	4.9	6.7	8	8.7
Net sales (% Growth Over Previous Year)	18.4	19.3	2.6	15.7	15.2	19.9

82. What is the annual growth rate in aggregate PAT of the Indian manufacturing companies in the financial year 2005 as compared to that in the financial year 2004?
 [1] 15.0 percent [2] 5.7 percent [3] 88.6 percent
 [4] 37.8 percent [5] None of the above.
83. In which year the annual growth rate in the aggregate salaries and wages expense was maximum?
 [1] 2005 [2] 2004 [3] 2003
 [4] 2002 [5] 2001

Directions (Qs. 84 to 88): Study the tables of the Indian foreign trade given below to answer the questions.

Principal Commodities' Export	Weight (%)		
	2003-04	2004-05	2005-06
plantations	0.92	0.78	0.71
agri & allied prdts	8.39	7.61	7.21
marine products	2.08	1.60	1.40
ores & minerals	3.69	5.29	6.02

leather & mfrs.	3.19	2.89	2.56
gems & jewellery	16.56	17.29	15.13
sports goods	0.15	0.12	0.13
chemicals & related products	15.43	16.00	15.10
engineering goods	16.41	18.41	18.66
electronic goods	2.74	2.28	2.18
project goods	0.09	0.06	0.13
textiles	18.86	15.16	14.80
Handicrafts	0.70	0.43	0.40
Carpets	0.90	0.75	0.81
Cotton raw incl. waste	0.28	0.10	0.61
petroleum products	5.54	8.57	11.21
unclassified exports	4.07	2.66	2.94
GRAND TOTAL	100.00	100.00	100.00
Total Exports in Rupees Crore	293, 366.75	375, 339.53	454, 799.97
US Dollar Exchange Rate	45,9513	44,9315	44,2735

Principal Commodities' Import Weight (%)

COMMODITIES	2003-2004	2004-2005	2005-2006
bulk imports	37.87	39.09	42.56
Pearls, precious & semiprecious stones	9.25	8.80	6.42
machinery	10.63	10.00	10.94
Project goods	0.49	0.54	0.57
Others	41.76	41.57	39.51
Total Imports	100.00	100.00	100.00
Total Imports (in Crores of Rupees)	359,107.66	501,064.54	630,526.77

84. The three commodities which had highest export growth rate in the year 2004-05 as compared to the previous year, arranged in descending order of growth rates are;
 [1] petroleum products, ores & minerals, engineering goods.
 [2] ores & minerals, gems & jewellery, chemicals & related products
 [3] gems & jewellery, chemicals & related products, agri & allied prdts
 [4] Ores & minerals chemicals & related products, agri & allied prdts
 [5] ores & minerals, engineering goods, chemicals & related products.
85. In the year 2005-06 the commodity which witnessed maximum growth in exports (in Indian Rupees) as compared to the year 2004-05 is:
 [1] petroleum products [2] project goods [3] ores & minerals
 [4] sports goods [5] none of the above
86. In the two year period from 2004-05 to 2005-06, the average growth in import (in Indian Rupees) of which commodity to India was maximum?
 [1] bulk imports
 [2] pearls, precious & semiprecious stones
 [3] machinery,
 [4] project goods
 [5] others

87. Growth of trade imbalance (exports less imports) in dollar terms in the year 2005-06 as compared to the previous year was:
[1] 39.77 [2] 41.85 [3] 91.24
[4] 95.98 [5] none of the above
88. Given that the weight (%) of Petroleum crude & products in the total imports of India is 26.70, 27.87 and 30.87 in the years 2003-04, 2004-05, and 2005-06 respectively. What is the ratio of yearly difference in the export of Petroleum Products to import of Petroleum crude & products, in dollar terms, in the year 2005-06 versus 2004-05?
[1] 1.36 [2] 1.38 [3] 1.46
[4] 1.48 [5] none of the above

SECTION C
REASONING AND DECISION MAKING ABILITY

Directions (Qs. 89 to 110): Each group of questions in this section is based on a set of conditions. In answering some of the questions, it may be useful to draw a rough diagram. Choose the response that most accurately and compatibly answers each question and blacken the corresponding space on your answer sheet.

Directions (Qs. 89 to 94): Seven film buffs – Gangadhar, Indra, Lalatakshaya, Maheshwar, Rudra, Vyomkesha, and Yogi - attend a showing of classic films. Three films are shown: one each directed by Guru Dutt, Satyajit Ray, and Ritwik Ghatak. Each of the film buffs sees exactly one of the three films. The films are shown only once, one film at a time. The following restrictions apply:

Exactly twice as many of the film buffs see the Satyajit Ray film as see the Guru Dutt film.

Gangadhar and Rudra do not see the same film as each other.

Indra and Maheshwar do not see the same film as each other.

Vyomkesha and Yogi see the same film as each other. Lalatakshaya sees the Satyajit Ray film.

Gangadhar sees either the Guru Dutt film or the Ritwik Ghatak film.

89. Which one of the following could be an accurate matching of film buffs to films?
[1] Gangadhar: the Satyajit Ray film; Indra: the Ritwik Ghatak film; Maheshwar: the Satyajit Ray film
[2] Gangadhar: the Ritwik Ghatak film; Indra: the Guru Dutt film; Vyomkesha: the Guru Dutt film
[3] Indra: the Satyajit Ray film; Rudra: the Ritwik Ghatak film; Vyomkesha: the Guru Dutt film
[4] Maheshwar: the Ritwik Ghatak film; Rudra: the Ritwik Ghatak film; Vyomkesha: the Ritwik Ghatak film
[5] Maheshwar: the Satyajit Ray film; Rudra: the Satyajit Ray film; Yogi: the Satyajit Ray film
90. Each of the following must be false EXCEPT:
[1] Rudra is the only film-buff to see the Guru Dutt film.
[2] Rudra is the only film buff to see the Satyajit Ray film.
[3] Yogi is the only film buff to see the Ritwik Ghatak film.
[4] Exactly two film buffs see the Ritwik Ghatak film.
[5] Exactly three film buffs see the Satyajit Ray film.
91. Which one of the following could be a complete and accurate list of the film buffs who DO NOT see the Satyajit Ray film?
[1] Gangadhar, Maheshwar
[2] Gangadhar, Rudra

- [3] Gangadhar, Indra, Rudra
[4] Gangadhar, Maheshwar, Yogi
[5] Gangadhar, Vyomkesha, Yogi
92. If exactly one film buff sees the Ritwik Ghatak film, then which one of the following must be true?
[1] Vyomkesha sees the Satyajit Ray film.
[2] Gangadhar sees the Guru Dutt film.
[3] Maheshwar see the Guru Dutt film.
[4] Indra sees the Guru Dutt film.
[5] Rudra sees the Satyajit Ray film.
93. If Vyomkesha and Gadhadhar see the same film, then which one of the following could be true?
[1] Gangadhar sees the Guru Dutt film.
[2] Indra sees the Satyajit Ray film.
[3] Rudra sees the Ritwik Ghatak film.
[4] Vyomkesha sees the Satyajit Ray film.
[5] Yogi sees the Guru Dutt film
94. Each of the following could be a complete and accurate list of the film buffs who see the Guru Dutt film EXCEPT:
[1] Gangadhar, Indra
[2] Gangadhar, Maheshwar
[3] Indra, Rudra
[4] Maheshwar, Rudra
[5] Vyomkesha, Yogi

Directions (Qs. 95 to 99): A company launches eight products - Q, R, S, T, V, W, Y, and Z - in one of the four metros of India. The products were launched one after the other over a period of six months in 2006. The order in which the products were launched is consistent with the following conditions:

- V is launched before both Y and Q
Q gets launched after Z
T gets launched before V but after R
S gets launched after V
R gets launched before W.

95. Which one of the following could be true?
[1] Y is the second product to be launched.
[2] R is the third product to be launched.
[3] Q is the fourth product to be launched.
[4] S is the fifth product to be launched.
[5] V is the sixth product to be launched
96. Is Z is the seventh product to be launched, then which one of the following could be true?
[1] W is the fifth product to be launched.
[2] T is the fourth product to be launched.
[3] R is the second product to be launched.
[4] V is the sixth product to be launched.
[5] Y is the eighth product to be launched.
97. If Q is the fifth product to be launched, then each of the following could be true EXCEPT:
[1] Z is the first product to be launched.
[2] T is the second product to be launched.
[3] V is the third product to be launched.
[4] W is the fourth product to be launched.

- [5] Y is the sixth product to be launched.
98. If R is the second product to be launched, which one of the following **MUST** be true?
- [1] S gets launched some time before T.
 - [2] T gets launched some time before W.
 - [3] W gets launched some time before V.
 - [4] Y gets launched some time before Q.
 - [5] Z gets launched some time before W.
99. If V gets launched before Z does, then which one of the following **COULD** be true?
- [1] T is the second product to be launched.
 - [2] T is the fourth product to be launched.
 - [3] Q is the fourth product to be launched.
 - [4] V is the fifth product to be launched.
 - [5] Z is the sixth product to be launched.

Directions (Qs. 100 to 105): A famous retail electronics showroom chain has six new mobile phone models - T, V, W, X, Y, and Z- each equipped with at least one of the following three options: digital camera, music player office document viewer. No mobile has any other option. The following conditions apply:

- V features both a digital camera and an office document viewer.
- W has digital camera and music player
- W and Y have no options in common
- X has more options as compared to W
- V and Z have exactly one option in common
- T has fewer options as compared to Z.

100. For exactly how many of the six mobile phones is it possible to determine exactly which option each one has”
- [1] Two
 - [2] Three
 - [3] Four
 - [4] Five
 - [5] Six
101. Which one of the following must be false?
- [1] Exactly five mobile phones feature a music player
 - [2] Exactly five mobile phones feature a document viewer.
 - [3] Exactly four mobile phones feature a music player.
 - [4] Exactly four mobile phones feature a digital camera
 - [5] Exactly four mobile phones feature a document
102. If Z has no option in. common with T but has at least one option in a common with every other mobile phone, then, which one of the following must be false?
- [1] T has digital camera
 - [2] Z has document viewer
 - [3] Exactly four of the six mobile phones have digital camera.
 - [4] Exactly four of the six mobile phones have digital player.
 - [5] Exactly four of the six mobile phones have music player.
103. Suppose no two mobile phone models have exactly the same options as one another. In that case each of the following could be true EXCEPT.
- [1] Exactly three of the six mobile phones have digital camera
 - [2] Exactly four of the six mobile phones have digital camera.
 - [3] Exactly three of the six mobile phones have documents viewer
 - [4] Exactly four of the six mobile phones have document viewer
 - [5] Exactly four of the six mobile phones have music player

104. If exactly four of the six mobile phones have music player, and exactly four of the six mobile phones have digital camera, then each of the following must be true EXCEPT.
- [1] T and V have no options in common
 - [2] T and Y have no options in common
 - [3] T and Z have exactly one option in common
 - [4] W and Z have exactly one option in common
 - [5] Y and Z have no option in common.
105. Suppose that the condition “X has more options than W” is replaced by a new conditions “X and W have exactly two options in common” If all of the other original conditions remain in effect, which one of the following must be false.
- [1] T and X have no options in common
 - [2] X and Z have no options in common
 - [3] V and X have exactly two options in common
 - [4] V and X have exactly one option in common
 - [5] Z and Z have exactly two options in common

Directions (Qs. 106 to 110): Krishnapuram’s town council has exactly three members: Arjun, Karn, and Bhim. During one week the council members vote on exactly three bills: A recreation bill, a school bill, and a tax bill. Each council member votes either for or against each bill. The following is known:

Each member of the council votes for at least one of the bills and against at least one of the bills. Exactly two members of the council vote for the recreation bill.

Exactly one member of the council votes for tax bill.

Arjun votes for the recreation bill and against the school bill

Karn votes against the recreation bill

Bhim votes against the tax bill

106. Which one of the following statements could be true?
- [1] Arjun and Karn vote the same way on the tax bill.
 - [2] Karn and Bhim vote the same way on the recreation bill.
 - [3] Karn and Bhim vote the same way on the school bill
 - [4] Arjun votes for one of the bills and Karn votes for two of the bills
 - [5] Arjun votes for two of the bills and Karn votes for two of the bills.
107. If the set of members of the council who vote against the school bill are the only ones who also vote against the tax bill, then which one of the following statements must be true?
- [1] Arjun votes for the tax bill
 - [2] Karn Votes for the recreation bill
 - [3] Karn votes against the school bill
 - [4] Bhim votes against the recreation bill.
 - [5] Bhim votes against the school bill.
108. If Karn votes for the tax bill, then which one of the following statements could be true?
- [1] Arjun and Karn each vote for exactly one bill.
 - [2] Karn and Bhim each vote for exactly one bill
 - [3] Arjun votes for exactly two bills.
 - [4] Karn votes for the recreation bill.
 - [5] Bhim votes against-the recreation bill.
109. If Karn votes for exactly two of the three bills, which one of the following statements must be true?
- [1] Arjun votes for the tax bill.
 - [2] Karn votes for the recreation bill
 - [3] Karn votes for the school bill
 - [4] Karn votes against the tax bill
 - [5] Bhim votes for the school bill

Mr. Bibek Gupta was employed by SEI with the single directive that he was to contribute to the selection of teachers. This task had previously been the prerogative of principals of each school. Mr. Gupta immediately notified each principal that in the future, he was to be notified of the personnel needs and in return he would recruit, screen and select the teachers.

At the end of his first year with SEI, Mr. Gupta realized that his efforts had resulted in failure. During his first few months he encountered much opposition from several principals who had been managing schools for ten or more years. They did not believe in newer psychological techniques and preferred selecting people based on their own assessment; Other principals frequently refused to accept the teachers selected by Mr. Gupta. Finally, Mr. Gupta began to notice fewer and fewer principals notifying him of vacancies in their schools. Realizing that he was not making any effective contribution, Mr. Gupta submitted the suggestions to the society members that support and co-operation of the school principals should be a matter of executive order, or else his resignation should be considered.

116. What was the flaw in the decision of selecting a psychologist for selecting teachers that led to the final situation?

A : Mr. Mehta's decision was predominantly driven by the information about another school that had enlisted the services of a psychologist for recruitment and selection.

R : Both the administration of the school and managing teachers have been primary responsibilities of the principal of the school.

117. What responsibilities were shouldered by Mr. Bibek in his first year of employment?

A : Mr. Bibek had the responsibility of contributing his expertise to recruitment and selection of teachers.

R : The board members wanted to systematize the recruitment and selection of the entire organization.

118. How were the changes in the recruitment and election process received by the principals?

A : The principals rejected the new process in its entirety from the day it was introduced.

R : The principals were cynical of the abilities, of the psychologist as far as recruitment and selection of teachers were concerned.

119. At the end of his first year with SEI, Mr. Gupta realized that his efforts had resulted in failure. Was Bibek's self-assessment justified?

A : Yes, since the selection of teachers continued to be done as it was being done earlier.

R : He was placed in a situation where the concerned persons refused to consult him regarding, his expertise. Hence his impact was dependent on co-operation by others.

Directions (Qs. 120 to 122): Sayan, a recent MBA graduate with specialization in sales and marketing; applied for the position of sales manager in a firm producing industrial fabrication tools. The management of the company took pride in its nondiscriminatory recruitment policy. In offering Sayan the position, the management made it clear that, an indispensable feature of the job involved entertaining purchasing agents and that a certain amount of social drinking was necessary. Sayan assured them that he was a moderate drinker with no moral or religious prejudices against drinking.

During the following two years Sayan became a successful manager and on two occasions received awards for achieving the highest sales for the quarter. However, he found that he was encountering a problem resulting from the necessity of entertaining customers at least two or three times a week. The problem was that he felt that he was becoming an alcoholic, since he had recently been overindulging even when not entertaining customers. The problem became progressively worse until he found himself in a constantly inebriated condition and unable to work without resorting to drinking at work.

On reporting about his problem to the management, Sayan was sent at company expense to an alcoholic rehabilitation centre, from which he was discharged after six weeks of rest and recuperation. However,

within two months' of resuming duties, Sayan was arrested in a local pub and, charged with drunkenness and assault. The victim of his assault was a customer whom he had taken to the pub to discuss a sale.

The management viewed the incident extremely negatively and fired Sayan. Shortly thereafter, a lawyer representing Sayan informed the management that Sayan intended to bring legal action against the company. Sayan felt the company was liable since his alcoholism was a result of his employment. He contended that drinking was a requirement of his job, and therefore alcoholism represented an occupational hazard. The management decided to form a committee to discuss the matter and recommend a course of action. The course of action should, be such so as to prevent a recurrence of such a situation.

120. As the management decides this situation, it also has to appoint a replacement for Sayan. The management is exploring following options so that such a fiasco is not repeated

- [1] Do not go to business schools. Hire an experienced sales manager from the market, and attract him or her by offering a higher remuneration package.
- [2] State the requirements of job, including the necessity of social drinking, explicitly in the employment offer of social drinking, explicitly in the employment offer letter. A signed copy of the employment offer letter would indicate that the employee has accepted the terms of the employment with complete knowledge of job-details.
- [3] Social drinking does not imply that a person has to drink excessively. Therefore select only mature persons, those who are high in self-esteem, who do not give in to social pressures and who know how to exert self-control.
- [4] Provide guidance to all sales managers - both experienced as well as newly, appointed" on how to behave during social occasions. This will be helpful to those who are otherwise moderate drinkers, but end up drinking beyond their capacity because of suggestions by peers and friends.
- [5] Test for the validity of claims of being moderate drinkers during the selection process itself. This will screen out persons who only claim to be drinkers but to obtain the job.

From management's point of view the options in the descending order of ease of implementation would be:

- | | | |
|-------------------------|-------------------------|-------------------------|
| [1] 1 + 2, 3, 4 + 5 | [2] 3 + 4, 2 + 5, 1 + 5 | [3] 3 + 5, 2 + 4, 2 + 5 |
| [4] 2 + 5, 2 + 4, 1 + 2 | [5] 1 + 2, 2 + 4, 2 + 5 | |

121. Assuming that the management has no constraints in implementing changes in policy, the following possible recommendations can be made confidently about the company's recruitment and selection policy.

1. All that is required to sell the product is to entertain the purchase officers. The company should predominantly be hiring college graduates, that too those who know how to interact socially.
2. The firm would, be better-off by hiring sales managers from the market rather than those fresh out of business schools.
3. The firm should have only one sales manager. The sales manager should know about the technical details of the product and its pricing and should have the authority to offer price discounts to clients. At the next level, the firm should have a team of sales representatives, who would be responsible for developing contacts and reporting back to the sales manager for follow up.
4. The firm should have an intense induction period / where the newly appointed employees are trained in managerial aspects of the job and provided training in social skills, including how to manager drinks.
5. People passing out of MBA colleges and without work-experience are as good as high school kids. The firm should avoid them at all costs as they would often end up as a liability to the firm.

The option that makes good business sense and represents choices for the management in increasing order of alignment with respect to its policy of nondiscrimination are:

- | | | |
|----------------|----------------|----------------|
| [1] 1, 2, 3, 5 | [2] 1, 3, 2, 4 | [3] 1, 5, 3, 4 |
| [4] 1, 3, 5, 4 | [5] 1, 2, 5, 4 | |

122. From Sayan's perspectives, which option allow him to salvage his career prospects?
- [1] Make an offer to withdraw the case in return for a job back in the company, Thus the company would be saved from any protracted, legal battle in the Indian legal system and Sayan would be gainfully employed.
 - [2] Ask for a job in manufacturing since it does not involve drinking. He had proved his competence while being a sales manager, and he can prove his competence in manufacturing also.
 - [3] Obtain certificates from the firm that highlights his performance and experience, abstain from legal action against the firm, have a settlement outside the legal system and take a job in a totally different company.
 - [4] Obtain certificates from the company that reflect his performance on the job. Ask for help from the management in getting a job in the sister concern of the firm.
 - [5] Proceed with the court case. There is a possibility of his winning a substantial compensation, After that he can start looking for a new job.

Directions (Qs. 123 to 126): The following set of questions is based on a decision-making situation that is described. Attempt the questions that follow and blacken the corresponding space on your answer sheet.

Ram Kumar, an overworked executive in Delhi, has to decide on the travel plan for attending his friend's marriage in Ajmer, Rajasthan. Barely managing to get leave from his boss, he has to make sure that he reaches at least on the day of the marriage. Since it has been quite some time since he got a break, he also planned to visit a few tourist spots so that he could de-stress himself after a year of demanding executive work-life.

As per his plan, Ram would start from Delhi. He would first pay a visit to Bharatpur bird sanctuary where he would stay in the forest guest house for sometime. After that he planned to visit Jodhpur and would do some sight-seeing for a day or two. From Jodhpur, he would travel to Jaipur and spend few days visiting different places in the city. After that he would make a move towards Ajmer where his friend's marriage would take place.

Bharatpur can be reached from Delhi by bus, taxi or train, The probabilities of reaching the destination on time by each mode of travel, Ram reasoned based on his experience of travelling extensively in India, were 0.65, 0.75 and 0.9 respectively. All three modes of travel require 12 hours. From Bharatpur of Jodhpur he could opt for travel by train, bus or private taxi with the corresponding probabilities of 0.9, 0.8 and 0.85. The travel time, he reasoned, would be 12 hours by train, 16 hours by bus and 14 hours by taxi.

Jaipur can be reached from Jodhpur either by a flight, train, bus or taxi with the corresponding probabilities of reaching on time 0.85, 0.9, 0.65 and 0.7 respectively. The flight would take 2 hours, while the train would entail 10 hours; the travel by bus and taxi would take the same time to 15 hours.

The last leg of the journey to Ajmer could be covered by train, bus or taxi with respective probabilities of 0.75, 0.55 and 0.55. Bus and taxi require 5 hours to reach Ajmer from Jodhpur while the train takes an hour less, Since both Jaipur and Jodhpur had the facility of airports, he could travel directly to either of these places by taking a flight from Delhi, or use the flight option mid-way along with a combination of land transport.

123. The second best option (in terms of travel time) gives a total travel time of-hours for the entire itinerary.
- | | | |
|--------|--------|--------|
| [1] 29 | [2] 30 | [3] 31 |
| [4] 32 | [5] 33 | |
124. Due to winter, fog, flights out of Delhi have become uncertain and unreliable. Given this constraint, the itinerary Ram should adopt to have the best probability of reaching Ajmer on time is:
- [1] Delhi-Bharatpur by train; Bharatpur to Jodhpur by taxi, Jodhpur to Jaipur by bus, Jaipur to Ajmer by train.

[5] Delhi-Bharatpur by train; Bharatpur to Jodhpur by bus, Jodhpur to Jaipur by flight; Jaipur to Ajmer by train.

127. Mr. Basu looks at the calendar for 2009. He finds that April 2009 has exactly four Mondays and four Fridays. 1st April 2009 would fall on

[1] Saturdays

[2] Sunday

[3] Wednesday

[4] Thursday

[5] Friday

