

READING COMPREHENSION

PASSAGE

To envision the challenges that will face firms in the 21st century, we need to move beyond conventional business discourse and consider the managerial consequences of some already visible sociological trends.

The foundations of business management were established in the 19th century, with the birth of the modern factory, and systemized by Frederick Taylor, Henri Fayol, and automobile entrepreneur Henry Ford, among others, in the first decades of the 20th century. The theories and prescriptions of the 19th century management paradigm are built on a view of the worker as a reluctant individual whose efforts need to be predefined, monitored, and sanctioned.

It reflects the social order of early capitalism – antagonistic relationship between capital and labour – and still underpins managerial action significantly, what Giddens calls post-traditional societies.

The distinctive feature of life in a post-traditional order, according to Giddens, is the declining role of tradition and hierarchy in governing individuals' attitudes and behaviour. While being disenfranchised from tradition, the individual discovers a new form of autonomy and discretion in making life decisions. In this new context, the individual draws on an extensive body of knowledge about social life, available as a consequence of the increasingly reflexive character of modern societies, and actively develops a sense of self-identity through strategic life planning. People are making choices in areas where before they did not or could not. For example, individuals are deciding about their physical appearance, their sexual life and gender, parenting, living alone or with a partner, their eating habits living places, and membership of various communities. If the 19th century witnessed the emergence of the business entrepreneur, the late 20th century has seen the birth of the life-entrepreneur, an individual who is actively participating in building and sustaining a self-identity.

At the macro social level, the emergence of the autonomous and reflexive self precipitates and is reinforced by the parallel crisis of traditional institutions such as marriage, the family, parenthood, geographically defined communities, the church, and the military. It is interesting to note that the latter two core traditional institutions have both been criticized in recent years because of how they have dealt with homosexuals and women, two social groups that exemplify the proactive new world which firms will face.

At the same time that many traditional institutions are in crisis, new social forms and norms are emerging : Gay Olympic Games, virtual communities, weight watchers, pro-choice groups, same-sex marriage and genetic engineering legislation, to name just a few. Irrespective of the specific area in which these forms and norms grow, they correspond to what seems to be a universal need for more democratic institutions that can reflect and support increasingly democratized, reciprocal interpersonal relationships in post-traditional societies. The development of alternative forms of socializing is furthered by the availability of education and technologies, enabling individual to have instantaneous access to great amounts of information, and to communicate beyond traditional time-space boundaries.

Caught between rapid changes at the micro and macro social levels, the firms, a core intermediate institution, faces a number of challenges to its legitimacy as the 21st century approaches. It is no longer perceived as favorably as it has been. It is being criticized for perpetuating hierarchy and domination, perpetuating inequalities between the sexes and ethnic groups, destroying natural resources, polluting the environment, stressing and sacrificing individuals, and breaking up families and communities. The proportion of people for whom a traditional career is no longer the natural path is increasing and many of those who work for established firms are distancing their self-identity from that of the firm. Successive waves of restructuring and downsizing and the concurrent development of the discourse on employability, are inducing individuals to dissociate their fate from their firm's and to explore alternative work models.

The labour market in developed countries is already affected by these trends. Firms in traditional sectors, hampered by their image as unprogressive, are finding it increasingly difficult to hire adequate number of people. In other industries, firms are competing for a limited pool of talent and are investing considerable time and money in recruitment. Younger people seem to be increasingly attracted to self-employment, entrepreneurial opportunities and the professions. And the business press regularly contains reports of high-flying executives who quit comfortable jobs to start their own business work as independent consultants or more simply to spend more time with their families.

These trends reflect the growing effort by individual people to reclaim control over their lives. They want to have a say in what they do; where, when, how, and with whom they do it; and, perhaps most importantly, why. As the firms listens to and involves people in these decisions, in the same manner that it has internalized the needs of customers, customization of the workplace will inevitably emerge.

In 19th century management, individuals were taken for granted and had no choice or voice. Its foundations were built on an asymmetrical relationship between employee and employer. Because they do not seriously question these foundations, 20th century management and the managerial innovations of the eighties and nineties will not enable the firm to cope effectively with the life-entrepreneurs and personal architect of post-traditional societies.

1. Which of the following would best align with what the passage has to say ?

- A. The emergence of new social forms and norms has nothing to do with the crisis in the traditional institutions.
- B. Firms face a number of challenges to its legitimacy, as the twenty first century approaches.
- C. The individual is indulging in a futile enterprise in building and sustaining the self identity.
- D. Successive waves of restructuring and downsizing have had no effect on the employment status of individuals, who owe allegiance to the firms they are employed in.

2. All of the following are true with respect to the passage, except that :

- A. individuals were taken for granted and had no voice or choice, in the style of the management adopted during the nineteenth century.
- B. firms in traditional sectors have been hampered in retaining their work force, on account of their non-progressive image.
- C. life in the post-traditional order has a distinguishing feature in which the role of hierarchy and tradition is dominant in governing the behaviour of the individual.
- D. firms are competing for a limited pool of talent and are investing considerable time and money in recruitment.

3. A worker, as per the passage :

- A. displays abundant loyalty to the organisation served.
- B. in the modern era constantly goes for upgradation and updation, so as to survive in the organisation.
- C. is often influenced by family demands which is not balanced with the work requirements.
- D. was thought of as reluctant individual in the perspective of the nineteenth century management.

4. Post-traditional societies, according to the passage, follow the :

- A. dictatorial path and believe in imposing the viewpoint on one and all.
- B. democratized pattern reflecting reciprocally interpersonal relationships.
- C. modern trend subject to traditions not being flouted.
- D. None of the above.

5. The present trend in the labour market, as made out by the passage, is :

- A. the difficulty faced by traditional firms in hiring people and retaining them, owing to the non-progressive image projected.
- B. the tendency of people to become entrepreneurial and go for self-employment.
- C. the growing efforts of the individuals to reclaim control over their lives, wanting to have a say in what, where, when, how, with whom and why in the acts they do.
- D. All of the above.

6. A suitable title for the passage could be :

- A. Challenges Faced By Firms In The Twentyfirst Century.
- B. Traditional Vs.The Modern, In Business Sphere.

- C. Change In The Mindset Of The Employees.
- D. Profitability In Business, In The Modern Era.

7. The passage is most likely an extract from :

- A. the proceedings of a strategy meeting convened to deliberate the decline in the fortunes of a leading company.
- B. an article tracing the changes taking place in the running of a business, over the centuries.
- C. an expose of the cut throat competition taking place in the business sphere.
- D. the notings of a psychologist describing the fickle mindedness of the employees in changing jobs.

8. The author has used the style, in dealing with this passage, which is :

- A. humorous
- B. boring
- C. interesting
- D. ambiguous

9. The reason for people to leave well-placed jobs is given by the passage as :

- A. the need to spend time with families.
- B. the fulfilment of the entrepreneurial urge.
- C. an outcome of the row kicked up with the higher ups.
- D. All except (3).

10. As per the passage, the transition of the nineteenth century to the late twentieth one is best manifest in :

- A. materialistic changes taking place the world over, thanks to technological marvels.
- B. the individual changing to being a life entrepreneur from previous role of the business entrepreneur.
- C. expansion of business areas.
- D. intellectual and mental growth of individuals.

ANSWER KEYS

1.(2) 2.(3) 3.(4) 4.(2) 5.(4) 6.(1) 7.(2) 8.(3) 9.(4) 10.(2)

SPOT THE ERROR

11. The rate of growing (a) / may be different for different people, (b) / but old age spares none. (c) / No error (d)

Correct Option : a.

12. The crowd of angry students (a) / ordered the (b) / closing of shops. (c) / No error (d)

Correct Option : a.

13. They left (a) / their luggages (b) / at the Bus station. (c) / No error (d)

Correct Option : b.

14. a. The jury have not / b. been able to decide / c. which of the two / d. should be punished. / e. No error

15. a. I was talking about those / b. people which were / c. involved with the party. / d. No error

16. a. He lives / b. in UK. / c. No error

17. a. I am enjoying / b. working here. / c. No error

18. a. His mother was / b. very much worried / c. about him. / d. No error

ANSWERS

14. A 15. B 16. B 17. A 18. B

FILL IN THE BLANK

19. I asked if _____ wanted an ice-cream, but _____ did, so I just bought one for myself.

- A) anyone / no one B) no one / somebody
C) anybody / somebody D) no body / no one

ANSWER- A

20. Your face looks terribly familiar. Haven't I seen you _____ before?

- A) somewhere B) anywhere C) nowhere D) everywhere

ANSWER- A

21. She left the room without saying _____.

- A) something B) anything C) nothing D) everything

ANSWER- B

22. This doesn't look a very nice restaurant. Can we go _____ else?

- A) somewhere B) anywhere C) nowhere D) everywhere

ANSWER- A

23. I have _____ more to say to you. Goodbye!

- A) something B) anything C) nothing D) everything

ANSWER- C

24. I have never been to _____ more beautiful than Scotland.

- A) somewhere B) anywhere C) nowhere D) everywhere

ANSWER- B

25. I felt so embarrassed. _____ was laughing at me.

- A) Everyone B) Anyone C) No one D) Something

ANSWER- A

26. "What do you want for supper?"

"_____ will do."

- A) Something B) Anything C) Nothing D) Everything

ANSWER- B

SENTENCE IMPROVEMENT

27. 2009 had fewer new individual buyers of life insurance than any year since Limca, a market research firm, began tracking the data in 1988.

- A. 2009 had fewer new individual buyers of life insurance than any year since Limca, a market research firm, began tracking the data in 1988.
B. 2009 had fewer new individual buyers of life insurance than any year since
C. 2009 had fewer new individual buyers of life insurance than in any year since 1988 when Limca, a market research firm, began tracking this data.
D. 2009 had lesser new buyers of individual life insurance than any year since Limca, a market research firm, began tracking the data in 1988.
E. 2009 had lesser new individual buyers of life insurance than any year since Limca, a market research firm, began tracking the data in 1988.

Answer – B

28. Credited as one of the founders of Western Philosophy, the author is an enigmatic figure known chiefly through the accounts of later classical writers and the plays of his contemporaries.

- A. Credited as one of the founders of Western Philosophy, the author is an enigmatic figure known chiefly through the accounts of later classical writers
B. Credited with being one of the founders of Western Philosophy, the author's enigmatic figure is known chiefly through the accounts of later classical writers
C. Credited to be one of the founders of Western Philosophy, the author is an enigmatic figure known chiefly through the account of later classical writers

D. Credited with being one of the founders of Western Philosophy, the author is an enigmatic figure known chiefly through the accounts of later classical writers

E. Credited as one of the founders of Western Philosophy, the author is an enigmatic figure known chiefly from the account of later classical writers

Answer – D

29. After its international debut, the progress of the Cube towards the toy shop shelves of the West was briefly halted so that it could be manufactured to Western safety and packaging specifications.

A. After its international debut, the progress of the Cube towards the toy shop shelves of the West was briefly halted so that it

B. Since its international debut, the progress of the Cube towards the toy shop shelves of the West had been briefly halted so that it

C. After its international debut, the progress of the Cube towards the toy shop shelves of the West was briefly halted so as to ensure that it

D. The cube's progress towards the toy shop shelves of the West was briefly halted after its international debut so that it

E. Since its international debut, the progress of the Cube towards the toy shop shelves of the West was briefly halted so that it

Answer – D

30. The Chinese suan pan is different than the European abacus in that the board is split into two decks, with two beads on each rod in the upper deck and five beads on each in the bottom, representing the digits 0 through 4.

A. The Chinese suan pan is different than the European abacus in that the board is split into two decks, with two beads on each rod in the upper deck and five beads on each in the bottom, representing the digits 0 through 4.

B. The Chinese suan pan differs from the European abacus because the board is split into two decks, having two beads for each rod in the upper deck and five beads, representing the digits 0 and 4, on each in the bottom.

C. The Chinese suan pan differs from the European abacus in that the board is split into two decks, with two beads on each rod in the upper deck and five beads, representing the digits 0 through 4, each in the bottom.

D. The Chinese suan pan differs from the European abacus in that the board is split into two decks, with two beads on each rod in the upper deck and five beads, representing the digits 0 through 4, on each in the bottom.

E. The Chinese suan pan differs from the European abacus due to the fact that the board has been split into two decks, with two beads on each rod in the upper deck and five beads, which are representative of the digits 0 through 4, on each in the bottom.

Answer – D

31. As everybody before you, you're going to die and thanks to modern medicine and health practices, you'll probably live much longer as your ancestors did.

A. As everybody before you, you're going to die and thanks to modern medicine and health practices, you'll probably live much longer as your ancestors did.

B. Like everybody before you, you're going to die but thanks to modern medicine and health practices, you'll probably live much longer than your ancestors.

C. As everybody before you has done, you're going to die and despite modern medicine and health practices, you'll probably live much longer than your ancestors did.

D. Like everybody before you, you're going to die for thanks to modern medicine and health practices, you'll probably live much longer than your ancestors do.

E. Like everybody before you, you're going to die but thanks to modern medicine and health practices, you'll probably live much longer than your ancestors did.

Answer – E

32. The surest way of stopping the manufacture of methamphetamine is the requirement for a prescription for its essential ingredient, pseudoephedrine.

A. The surest way of stopping the manufacture of methamphetamine is the requirement for a prescription for its essential ingredient, pseudoephedrine.

B. The surest way to stop the manufacturing of methamphetamine is requiring a prescription for its essential ingredient, it being pseudoephedrine.

C. The surest way to stop the manufacture of methamphetamine is to require a prescription for its essential ingredient, pseudoephedrine.

D. The surest way of stopping the manufacture of methamphetamine is requiring of a prescription for their essential ingredient, pseudoephedrine.

E. The surest way to stop the manufacture of methamphetamine has been to require a prescription regarding its essential ingredient, which is pseudoephedrine.

Answer – C

33. Hastily rebuilt after the Korean War, Seoul is shedding its once gritty image to become one of Asia's most glittering metropolises.

A. Hastily rebuilt after the Korean War, Seoul is shedding its once gritty image to become one of Asia's most glittering metropolises.

B. Hastily rebuilt since the Korean War, Seoul shed its once gritty image for becoming one of Asia's most glittering metropolises.

C. Hastily rebuilt after the Korean War, Seoul's once gritty image is being shed so as to become one of Asia's most glittering metropolises.

D. Having been hastily rebuilt after the Korean War, Seoul has been shedding its once gritty image and it is going to become one of Asia's most glittering metropolises.

E. Hastily rebuilt after the Korean War, Seoul was shedding its once gritty image so as to become one of Asia's most glittering metropolises.

Answer – A

34. Doctors say that frequent headaches and migraines are between the most common childhood health complaints, yet this problem gets surprisingly little attention from the medical community

A. are between the most common childhood health complaints, yet this problem gets surprisingly little attention from

B. are among the most common childhood health complaints, and this problem gets surprisingly little attention from

C. are among the most common childhood health complaints, yet this problem gets surprisingly little attention from

D. are among the most common childhood health complaints, yet this problem is getting surprisingly little attention of

E. are among the most common childhood health complaints, this problem getting surprisingly little attention from

Answer – C

CRITICAL REASONING

35. In parts of South America, vitamin-A deficiency is a serious health problem, especially among children. In one region, agriculturists are attempting to improve nutrition by encouraging farmers to plant a new variety of sweet potato called SPK004 that is rich in beta-carotene, which the body converts into vitamin A. The plan has good chances of success, since sweet potato is a staple of the region's diet and agriculture, and the varieties currently grown contain little beta-carotene.

Which of the following, if true, most strongly supports the prediction that the plan will succeed?

(A) The growing conditions required by the varieties of sweet potato currently cultivated in the region are conditions in which SPK004 can flourish.

(B) The flesh of SPK004 differs from that of the currently cultivated sweet potatoes in color and texture, so traditional foods would look somewhat different when prepared from SPK004.

(C) There are no other varieties of sweet potato that are significantly richer in beta-carotene than SPK004 is.

(D) The varieties of sweet potato currently cultivated in the region contain some important nutrients that are lacking in SPK004.

(E) There are other vegetables currently grown in the region that contain more beta-carotene than the currently cultivated varieties of sweet potato do.

The correct answer is A.

36. Which of the following most logically completes the argument?

The last members of a now-extinct species of a European wild deer called the giant deer lived in Ireland about 16,000 years ago. Prehistoric cave paintings in France depict this animal as having a large hump on its back. Fossils of this animal, however, do not show any hump. Nevertheless, there is no reason to conclude that the cave paintings are therefore inaccurate in this regard, since

(A) some prehistoric cave paintings in France also depict other animals as having a hump

(B) fossils of the giant deer are much more common in Ireland than in France

(C) animal humps are composed of fatty tissue, which does not fossilize

(D) the cave paintings of the giant deer were painted well before 16,000 years ago

(E) only one currently existing species of deer has any anatomical feature that even remotely resembles a hump

The correct answer is C.

37. High levels of fertilizer and pesticides, needed when farmers try to produce high yields of the same crop year after year, pollute water supplies. Experts therefore urge farmers to diversify their crops and to rotate their plantings yearly. To receive governmental price-support benefits for a crop, farmers must have produced that same crop for the past several years.

The statements above, if true, best support which of the following conclusions?

(A) The rules for governmental support of farm prices work against efforts to reduce water pollution.

(B) The only solution to the problem of water pollution from fertilizers and pesticides is to take farmland out of production.

(C) Farmers can continue to make a profit by rotating diverse crops, thus reducing costs for chemicals, but not by planting the same crop each year.

(D) New farming techniques will be developed to make it possible for farmers to reduce the application of fertilizers and pesticides.

(E) Governmental price supports for farm products are set at levels that are not high enough to allow farmers to get out of debt.

The correct answer is A.

38. Ten years ago the number of taxpayers in Greenspace County was slightly greater than the number of registered voters. The number of taxpayers has doubled over the last ten years, while the number of registered voters has increased, but at a lower rate than has the number of taxpayers.

Which of the following must be true in Greenspace County if the statements above are true?

(A) The number of taxpayers is now smaller than the number of registered voters.

(B) Everyone who is a registered voter is also a taxpayer.

(C) The proportion of registered voters to taxpayers has increased over the last ten years.

(D) The proportion of registered voters to taxpayers has decreased over the last ten years.

(E) The proportion of registered voters to taxpayers has remained unchanged over the last ten years.

The correct answer is D.

39. The interview is an essential part of a successful hiring program because, with it, job applicants who have personalities that are unsuited to the requirements of the job will be eliminated from consideration. The argument above logically depends on which of the following assumptions?

- (A) A hiring program will be successful if it includes interviews.
- (B) The interview is a more important part of a successful hiring program than is the development of a job description.
- (C) Interviewers can accurately identify applicants whose personalities are unsuited to the requirements of the job.
- (D) The only purpose of an interview is to evaluate whether job applicants' personalities are suited to the requirements of the job.
- (E) The fit of job applicants' personalities to the requirements of the job was once the most important factor in making hiring decisions.

The correct answer is C.

40. A major health insurance company in Lagolia pays for special procedures prescribed by physicians only if the procedure is first approved as "medically necessary" by a company-appointed review panel. The rule is intended to save the company the money it might otherwise spend on medically unnecessary procedures. The company has recently announced that in order to reduce its costs, it will abandon this rule.

Which of the following, if true, provides the strongest justification for the company's decision?

- (A) Patients often register dissatisfaction with physicians who prescribe nothing for their ailments.
- (B) Physicians often prescribe special procedures that are helpful but not altogether necessary for the health of the patient.
- (C) The review process is expensive and practically always results in approval of the prescribed procedure.
- (D) The company's review process does not interfere with the prerogative of physicians, in cases where more than one effective procedure is available, to select the one they personally prefer.
- (E) The number of members of the company-appointed review panel who review a given procedure depends on the cost of the procedure.

The correct answer is C.