

READING COMPREHENSION

PASSAGE

Look forward, not back. It is surprising how often we simply react to what someone else has said or done. Two people will often fall into a pattern of discourse that resembles a negotiation, but really has no such purpose whatsoever. They disagree with each other over some issue, and the talk goes back and forth as though they were seeking agreement. In fact, the argument is being carried on as a ritual, or simply a pastime. Each is engaged in scoring points against the other or in gathering evidence to confirm views about the other that have long been held and are not about to be changed. Neither party is seeking agreement or is even trying to influence the other.

If you ask two people why they are arguing, the answer will typically identify a cause, not a purpose. Caught up in a quarrel, whether between husband and wife, between company and union, or between two businesses, people are more likely to respond to what the other side has said or done than to act in pursuit of their own long-term interests. "They can't treat me like that. If they think they're going to get away with that, they will have to think again. I'll show them."

The question "Why?" has two quite different meanings. One looks backward for a cause and treats our behavior as determined by prior events. The other looks forward for a purpose and treats our behavior as subject to our free will. We need not enter into a philosophical debate between free will and determinism in order to decide how to act. Either we have free will or it is determined that we behave as if we do. In either case, we make choices. We can choose to look back or to look forward.

You will satisfy your interests better if you talk about where you would like to go rather than about where you have come from. Instead of arguing with the other side about the past—about last quarter's costs (which were too high), last week's action (taken without adequate authority), or yesterday's performance (which was less than expected)—talk about what you want to have happen in the future. Instead of asking them to justify what they did yesterday, ask, "Who should do what tomorrow?"

Be concrete but flexible. In a negotiation you want to know where you are going and yet be open to fresh ideas. To avoid having to make a difficult decision on what to settle for, people will often go into a negotiation with no other plan than to sit down with the other side and see what they offer or demand.

How can you move from identifying interests to developing specific options and still remain flexible with regard to those options? To convert your interests into concrete options, ask yourself, "If tomorrow the other side agrees to go along with me, what do I now think I would like them to go along with?" To keep your flexibility, treat each option you formulate as simply illustrative. Think in terms of more than one option that meets your interests. "Illustrative specificity" is the key concept.

Much of what positional bargainers hope to achieve with an opening position can be accomplished equally well with an illustrative suggestion that generously takes care of your interest. For example, in a baseball contract negotiation, an agent might say that "\$5,000,000 a year would be the kind of figure that should satisfy Henderson's interest in receiving the salary he feels he is worth. Something on the order of a five-year contract should meet his need for job security."

Having thought about your interests, you should go into a meeting not only with one or more specific options that would meet your legitimate interests but also with an open mind. An open mind is not an empty one. Be hard on the problem, soft on the people. You can be just as hard in talking about your interests as any negotiator can be in talking about his position. In fact, it is usually advisable to be hard. It may not be wise to commit yourself to your position, but it is wise to commit yourself to your interests. This is the place in a negotiation to spend your aggressive energies. The other side, being concerned with their own interests, will tend to have overly optimistic expectations of the range of possible agreements. Often the wisest solutions, those that produce the maximum gain for you at the minimum cost to the other side, are produced only by strongly advocating your interests. Two negotiators, each pushing hard for their interests, will often stimulate each other's creativity in thinking up mutually advantageous solutions.

The construction company, concerned with inflation, may place a high value on its interest in keeping costs down and in getting the job done on time. You may have to shake them up. Some honest emotion may help restore a better balance between profits and children's lives. Do not let your desire to be conciliatory stop you from doing justice to your problem. "Surely you're not saying that my son's life is worth less than the price of a fence. You wouldn't say that about your son. I don't believe you're an insensitive person, Mr. Jenkins. Let's figure out how to solve this problem."

If they feel personally threatened by an attack on the problem, they may grow defensive and may cease to listen. This is why it is important to separate the people from the problem. Attack the problem without blaming the people. Go even further and be personally supportive. Listen to them with respect, show them courtesy, express your appreciation for their time and effort, emphasize your concern with meeting their basic needs, and so on. Show them that you are attacking the problem, not them.

One useful rule of thumb is to give positive support to the human beings on the other side equal in strength to the vigor with which you emphasize the problem. This combination of support and attack may seem inconsistent. Psychologically, it is; the

inconsistency helps make it work. A well-known theory of psychology, the theory of cognitive dissonance, holds that people dislike inconsistency and will act to eliminate it. By attacking a problem, such as speeding trucks on a neighborhood street, and at the same time giving the company representative positive support, you create cognitive dissonance for him. To overcome this dissonance, he will be tempted to dissociate himself from the problem in order to join you in doing something about it.

Fighting hard on the substantive issues increases the pressure for an effective solution; giving support to the human beings on the other side tends to improve your relationship and to increase the likelihood of reaching agreement. It is the combination of support and attack which works; either alone is likely to be insufficient.

Negotiating hard for your interests does not mean being closed to the other side's point of view. Quite the contrary. You can hardly expect the other side to listen to your interests and discuss the options you suggest if you don't take their interests into account and show yourself to be open to their suggestions. Successful negotiation requires being both firm and open.

1. All of the following are true with respect to the passage, except that :
 - A. an open mind is not an empty one.
 - B. successful negotiation is being both open and firm.
 - C. the approach of attacking the problem and supporting the people on the opposite side is not inconsistent.
 - D. "illustrative specificity" is the key concept.
2. Which of the following best concurs with the author's contention, as expressed in the passage ?
 - A. The approach of 'looking forward' is more purposeful than that of 'looking backward' in situations of argument.
 - B. People are not separable from the problem, attacking the problem is invariably attacking people.
 - C. People have to cope up with inconsistency, as they cannot do anything to eliminate it.
 - D. A sound fight on the substantive issues increases the 'likelihood' of reaching an agreement.
3. As per the passage, a successful negotiation takes when it is done :
 - A. in a forceful and convincing manner.
 - B. with commitment to one's interest rather than to one's position.
 - C. with a purely one track mind, being closed to the other side's point of view.
 - D. with a good amount of preparation.
4. The principle of cognitive dissonance, as the passage conveys, is :
 - A. the doublespeak quality of the people.

- B. the incompatibility between thought, word and action.
 - C. people's intolerance of counter situations that are unanticipated.
 - D. the dislike of inconsistency and the act of the people to eliminate it.
5. As per the passage, reason(s) for negotiations not being successful is/are that :
- A. issues to be discussed are not spelt out well.
 - B. exchange of words between the persons concerned contain venom and anger.
 - C. the tendency to be defensive and not to listen to what is being said, on account of feeling personally threatened by the attack on the problem.
 - D. None of the above.
6. All of the following are false with respect to the passage, except that :
- A. unless one puts forth ideas in a clear out manner, one's interests will not be served.
 - B. protection and furthering of one's interests is the watchword for successful negotiations.
 - C. a combination of support and attack works.
 - D. a rigid and an unyielding attitude is needed.
7. The author has adopted the style in handling the passage, which is :
- A. narrative
 - B. rhetoric
 - C. didactic
 - D. informative
8. A likely source of extraction of the passage, is :
- A. a chapter on 'Behavioural Science' for students of Sociology.
 - B. a chapter on 'Ways Of Becoming A Good Citizen' from a book on Civics.
 - C. a chapter on 'Morality And Spirituality', as part of Moral Science instruction to the school students.
 - D. a chapter on 'Bad Manners' as part of a schedule for grooming and shaping of etiquettes.
9. An apt conclusion that can be drawn from the passage is that :
- A. the power of convincing decides the Winner.
 - B. successful negotiation requires a smart and an overbearing approach.
 - C. successful negotiation requires being both firm and open.
 - D. arguments sharpen a person's reasoning faculties.
10. A suitable title for the passage is :
- A. How To Win An Argument.
 - B. Attack The People, Not The Problem.
 - C. Assertion Is The Ingredient For Success In A Negotiation.
 - D. Be concrete, Yet Flexible, For Skilful Negotiation.

Answer Keys

1.(C) 2.(A) 3.(B) 4.(D) 5.(C) 6.(C) 7.(D) 8.(A) 9.(C) 10.(D)

SENTENCE IMPROVEMENT

11. Delighted by the reported earnings for the first quarter of the fiscal year, it was decided by the company manager to give her staff a raise.

- (A) it was decided by the company manager to give her staff a raise
- (B) the decision of the company manager was to give her staff a raise
- (C) the company manager decided to give her staff a raise
- (D) the staff was given a raise by the company manager
- (E) a raise was given to the staff by the company manager

The correct answer is C.

12. The rising of costs of data-processing operations at many financial institutions has created a growing opportunity for independent companies to provide these services more efficiently and at lower cost.

- (A) The rising of costs
- (B) Rising costs
- (C) The rising cost
- (D) Because the rising cost
- (E) Because of rising costs

The correct answer is C.

13. Coffee prices rose sharply Monday, posting their biggest one-day gain in almost three years, after a weekend cold snap in Brazil raised concern that there could be damage to the world's largest crop when at a time with supplies already tight.

- (A) that there could be damage to the world's largest crop when at a time with supplies
- (B) that the world's largest crop could be damaged at a time such as when supplies are
- (C) that the world's largest crop could be damaged at a time when supplies are
- (D) of the world's largest crop possibly being damaged at a time with supplies
- (E) of possibly damaging the world's largest crop at a time that supplies were

The correct answer is C.

14. William H. Johnson's artistic debt to Scandinavia is evident in paintings that range

from sensitive portraits of citizens in his wife's Danish home, Kerteminde, and awe-inspiring views of fjords and mountain peaks in the western and northern regions of Norway.

(A) and

(B) to

(C) and to

(D) with

(E) in addition to

The correct answer is B.

15. Growing competitive pressures may be encouraging auditors to bend the rules in favor of clients; auditors may, for instance, allow a questionable loan to remain on the books in order to maintain a bank's profits on paper.

(A) clients; auditors may, for instance, allow

(B) clients, as an instance, to allow

(C) clients, like to allow

(D) clients, such as to be allowing

(E) clients; which might, as an instance, be the allowing of

The correct answer is A.

16. A March 2000 Census Bureau survey showed that Mexico accounted for more than a quarter of all foreign-born residents of the United States, the largest share for any country to contribute since 1890, when about 30 percent of the country's foreign-born population was from Germany.

(A) the largest share for any country to contribute

(B) the largest share that any country has contributed

(C) which makes it the largest share for any country to contribute

(D) having the largest share to be contributed by any country

(E) having the largest share to have been contributed by any country

The correct answer is B.

17. The themes that Rita Dove explores in her poetry is universal, encompassing much of the human condition while occasionally she deals with racial issues.

(A) is universal, encompassing much of the human condition while occasionally she deals

(B) is universal, encompassing much of the human condition, also occasionally it deals

(C) are universal, they encompass much of the human condition and occasionally deals

(D) are universal, encompassing much of the human condition while occasionally dealing

(E) are universal, they encompass much of the human condition, also occasionally are dealing

The correct answer is D.

18. Travelers to Mars would have to endure low levels of gravity for long periods of time, avoid large doses of radiation, contend with the chemically reactive Martian soil, and perhaps even having to ward off contamination by Martian life-forms.

(A) contend with the chemically reactive Martian soil, and perhaps even having to ward

(B) contend with the chemically reactive Martian soil, and perhaps even warding

(C) contend with the chemically reactive Martian soil, and perhaps even ward

(D) contending with the chemically reactive Martian soil, and perhaps even to ward

(E) contending with the chemically reactive Martian soil, and perhaps even warding

The correct answer is C.

SPOT THE ERROR

19. a. I would / b. have come if / c. I could have. / d. No error

20. a. If I was you / b. I wouldn't have done / c. anything of that sort. / d. No error

21. a. She learns not only dance / b. but also teaches some children. / c. No error

22. a. I had been / b. eating this thing / c. since morning. / d. No error

23. a. He is so proudly / b. that he will not even / c. go for a rechecking. / d. No error

ANSWERS

19. D 20. A 21. A 22. A 23. A

24. a. But there are a few things / b. that one can assert / c. in some confidence. / d. No error

25. a. The brave soldier held / b. the enemy in the bay, / c. but was killed at the end. / d. No error

26. a. I will be not / b. doing favors / c. to you always. / d. No error

ANSWERS

24. C 25. B 26. A

FILL IN THE BLANK

27. It was Sunday, and the town was deserted. _____ was in the streets, and _____ was open.

A) Somebody / somewhere B) Anybody / anywhere

C) Nobody / nowhere D) Everybody / everywhere

ANSWER- C

28. "Who was at the party?" "_____": Pete, Ann, James, Kathy, all the Smiths, Sally Beams and Sally Rogers."

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

ANSWER- D

29. "Where do you want to go on holiday?" "_____ hot. I don't care if it's Greece, Spain, Italy or Sahara, but it has to be hot."

9. A) Somebody B) Anywhere C) Nowhere D) Everywhere

ANSWER- B

30. Initially he won, but later everything came back to _____ one as he lost everything he had won.

- A) cube B) circle C) square D) round

ANSWER- C

31. The government has brought _____ 40 amendments in the bill being discussed in the parliament.

- A) for B) by C) to D) about

ANSWER- D

32. A money bill also deals _____ taxation and its regulation.

- A) In B) by C) with D) into

ANSWER- C

33. The mob attack on two Nigerian students in Greater Noida was a grim reminder _____ the racism at its worst.

- A) To B) for C) of D) in

ANSWER- C

34. Small incidents usually blow up when the administration is caught _____.

- A) Nap B) napping C) naps D) napped.

ANSWER- B

CRITICAL REASONING

35. To evaluate a plan to save money on office-space expenditures by having its employees work at home, XYZ Company asked volunteers from its staff to try the arrangement for six months. During this period, the productivity of these employees was as high as or higher than before.

Which of the following, if true, would argue most strongly against deciding, on the basis of the trial results, to implement the company's plan?

- (A) The employees who agreed to participate in the test of the plan were among the company's most self-motivated and independent workers.
(B) The savings that would accrue from reduced office-space expenditures alone would be sufficient to justify the arrangement for the company, apart from any productivity increases.
(C) Other companies that have achieved successful results from work-at-home plans have workforces that are substantially larger than that of XYZ.
(D) The volunteers who worked at home were able to communicate with other employees as necessary for performing the work.
(E) Minor changes in the way office work is organized at XYZ would yield increases in employee productivity similar to those achieved in the trial.

The correct answer is A.

36. Consumer health advocate: Your candy company adds caffeine to your chocolate candy bars so that each one delivers a specified amount of caffeine. Since caffeine is highly addictive, this indicates that you intend to keep your customers addicted. Candy manufacturer: Our manufacturing process results in there being less caffeine in each chocolate candy bar than in the unprocessed cacao beans from which the chocolate is made.

The candy manufacturer's response is flawed as a refutation of the consumer health advocate's argument because it

- (A) fails to address the issue of whether the level of caffeine in the candy bars sold by the manufacturer is enough to keep people addicted
- (B) assumes without warrant that all unprocessed cacao beans contain a uniform amount of caffeine
- (C) does not specify exactly how caffeine is lost in the manufacturing process
- (D) treats the consumer health advocate's argument as though it were about each candy bar rather than about the manufacturer's candy in general
- (E) merely contradicts the consumer health advocate's conclusion without giving any reason to believe that the advocate's reasoning is unsound

The correct answer is A.

37. Nutritionists are advising people to eat more fish, since the omega-3 fatty acids in fish help combat many diseases. If everyone took this advice, however, there would not be enough fish in oceans, rivers, and lakes to supply the demand; the oceans are already being overfished. The obvious method to ease the pressure on wild fish populations is for people to increase their consumption of farmed fish.

Which of the following, if true, raises the most serious doubt concerning the prospects for success of the solution proposed above?

- A. Aquaculture, or fish farming, raises more fish in a given volume of water than are generally present in the wild.
- B. Some fish farming, particularly of shrimp and other shellfish, takes place in enclosures in the ocean.
- C. There are large expanses of ocean waters that do not contain enough nutrients to support substantial fish populations.
- D. The feed for farmed ocean fish is largely made from small wild-caught fish, including the young of many popular food species.
- E. Some of the species that are now farmed extensively were not commonly eaten when they were only available in the wild.

The correct answer is D.

38. Crops can be traded on the futures market before they are harvested. If a poor corn harvest is predicted, prices of corn futures rise; if a bountiful corn harvest is predicted, prices of corn futures fall. This morning meteorologists are predicting much-needed rain for the corn-growing region starting tomorrow. Therefore, since adequate moisture is essential for the current crop's survival, prices of corn futures will fall sharply today.

Which of the following, if true, most weakens the argument above?

- (A) Corn that does not receive adequate moisture during its critical pollination stage will not produce a bountiful harvest.
- (B) Futures prices for corn have been fluctuating more dramatically this season than last season.
- (C) The rain that meteorologists predicted for tomorrow is expected to extend well beyond the corn-growing region.
- (D) Agriculture experts announced today that a disease that has devastated some of the corn crop will spread widely before the end of the growing season.
- (E) Most people who trade in corn futures rarely take physical possession of the corn they trade.

The correct answer is D.

39. Large national budget deficits do not cause large trade deficits. If they did, countries with the largest budget deficits would also have the largest trade deficits. In fact, when deficit figures are adjusted so that different countries are reliably comparable to each other, there is no such correlation.

If the statements above are all true, which of the following can properly be inferred on the basis of them?

- (A) Countries with large national budget deficits tend to restrict foreign trade.
- (B) Reliable comparisons of the deficit figures of one country with those of another are impossible.
- (C) Reducing a country's national budget deficit will not necessarily result in a lowering of any trade deficit that country may have.
- (D) When countries are ordered from largest to smallest in terms of population, the smallest countries generally have the smallest budget and trade deficits.
- (E) Countries with the largest trade deficits never have similarly large national budget deficits.

The correct answer is C.

40. Which of the following best completes the passage below?

The more worried investors are about losing their money, the more they will demand a high potential return on their investment; great risks must be offset by the chance of great rewards. This principle is the fundamental one in determining interest rates, and it is illustrated by the fact that

- (A) successful investors are distinguished by an ability to make very risky investments without worrying about their money
- (B) lenders receive higher interest rates on unsecured loans than on loans backed by collateral
- (C) in times of high inflation, the interest paid to depositors by banks can actually be below the rate of inflation
- (D) at any one time, a commercial bank will have a single rate of interest that it will expect all of its individual borrowers to pay
- (E) the potential return on investment in a new company is typically lower than the potential return on investment in a well-established company

The correct answer is B.