

READING COMPREHENSION

PASSAGE

Much has been written about the physical Circumstances in which negotiations take place. You should be sensitive to such modest questions as whether a meeting takes place at your place or theirs, or on neutral territory. Contrary to the accepted wisdom, it is sometimes advantageous to accept an offer to meet on the other side's turf. It may put them at ease, making them more open to your suggestions. If necessary, it will be easier for you to walk out. If, however, you do allow the other side to choose the physical environment, be aware of what that choice is and what effects it may have.

Ask yourself if you feel under stress, and if so, why. If the room is too noisy, if the temperature is too hot or cold, if there is no place for a private caucus with a colleague, be aware that the setting might have been deliberately designed to make you want to conclude negotiations promptly and, if necessary, to yield points in order to do so.

If you find the physical surroundings prejudicial, do not hesitate to say so. You can suggest changing chairs, taking a break, or adjourning to a different location or another time. In every case your job is to identify the problem, be willing to raise it with the other side, and then negotiate better physical circumstances in an objective and principled fashion.

In addition to manipulating the physical environment, there are also ways for the other side to use verbal and nonverbal communication to make you feel uncomfortable. They can comment on your clothes or your appearance. "Looks like you were up all night. Things not going well at the office ?" They can attack your status by making you wait for them or by interrupting the negotiations to deal with other people. They can imply that you are ignorant. They can refuse to listen to you and make you repeat yourself. They can deliberately refuse to make eye contact with you. In each case recognizing the tactic will help nullify its effect; bringing it up explicitly will probably prevent a recurrence.

One form of psychological pressure which also involves deception is the good-guy / bad-guy routine. This technique appears in its starkest form in old police movies. The first policeman threatens the suspect with prosecution for numerous crimes, puts him under a bright light, pushes him around, then finally takes a break and leaves. The good guy then turns off the light, offers the suspect a cigarette, and apologizes for the tough policeman. He says he'd like to control the tough guy, but he can't unless the suspect cooperates. The result : the suspect tells all he knows.

Similarly in a negotiation, two people on the same side will stage a quarrel. One will take a tough stand : "These books cost \$8,000 and I won't accept a penny less." His partner looks pained and a little embarrassed. Finally he breaks in : "Frank, you are being unreasonable. After all, these books are two years old, even if they haven't been used much." Turning to the other side, he says reasonably, "Could you pay \$7,600 ?" The concession isn't large, but it almost seems like a favor.

The good-guy/bad-guy routine is a form of psychological manipulation. If you recognize it, you won't be taken in. When the good guy makes his pitch, just ask him the same question you asked the bad guy: "I appreciate that you are trying to be reasonable, but I still want to know why you think that's a fair price. What is your principle? I am willing to accept \$8,000 if you can persuade me it's the fairest price."

Threats are one of the most abused tactics in negotiation. A threat seems easy to make-much easier than an offer. All it takes is a few words, and if it works, you never have to carry it out. But threats can lead to counter threats in an escalating spiral that can unhinge a negotiation and even destroy a relationship.

Threats are pressure. Pressure often accomplishes just the opposite of what it is intended to do; it builds up pressure the other way. Instead of making a decision easier for the other side, it often makes it more difficult. In response to outside pressure, a union, a committee, a company, or a government may close ranks. Moderates and hawks join together to resist what they may perceive as an illegitimate attempt to coerce them. The question changes from "Should we make this decision?" to "Shall we cave in to outside pressure?"

Good negotiators rarely resort to threats. They do not need to; there are other ways to communicate the same information. If it seems appropriate to outline the consequences of the other side's action, suggest those that will occur independently of your will rather than those you could choose to bring about. Warnings are much more legitimate than threats and are not vulnerable to counterthreats:

"Should we fail to reach agreement, it seems highly probable to me that the news media would insist on publishing the whole sordid story. In a matter of this much public interest, I don't see how we could legitimately suppress information. Do you?"

For threats to be effective they must be credibly communicated. Sometimes you can interfere with the communication process. You can ignore threats; you can take them as unauthorized, spoken in haste, or simply irrelevant. You can also make it risky to communicate them. At a coalmine where one of the authors was recently mediating, a large number of false but costly

bomb threats were being received. These dropped off dramatically when the company's receptionist began answering all phone calls with "Your voice is being recorded. What number are you calling?"

Sometimes threats can be turned to your political advantage. A union could announce to the press: "Management has such a weak case that they are resorting to threats." Perhaps the best response to a threat, however, is to be principled. "We have prepared a sequence of countermoves for each of management's customary threats. However, we have delayed taking action until we see whether we can agree that making threats is not the most constructive activity we could engage in just now." Or "I only negotiate on the merits. My reputation is built on not responding to threats.

1. All of the following are true with respect to the passage, except that :
 - A. for threats to be effective, they must be credibly communicated.
 - B. sometimes, threats can be turned to one's political advantage.
 - C. threats are one of the most used tactics in negotiations.
 - D. good negotiators, as matter of fact, do not resort to threats.
2. As per the passage, pressure :
 - A. creates hurdles in decision making.
 - B. accomplishes just the opposite of what it is intended to do.
 - C. builds up pressure the other way.
 - D. All of the above.
3. The passage ascribed the success of negotiations to :
 - A. threats and pressures exerted appropriately by one on the other.
 - B. the physical circumstances for negotiations to take place which are tailor made for the person wishing to achieve success in them.
 - C. by not according seriousness to pressures and threats.
 - D. the indirect influence of an eminent person who would employ the persuasive techniques to bring about a successful negotiation.
4. Which of the following is out of place, as far as the passage is concerned ?
 - A. A threat is easier to make than an offer.
 - B. A relationship can be finished off by threats.
 - C. Threats lead to counter threats and can scuttle the negotiation process.
 - D. None of the above.
5. The passage has suggested a way to respond to a threat by :
 - A. ignoring them, considering them as unauthorised or irrelevant.
 - B. being principled.
 - C. informing the police and soliciting their help.
 - D. All except (3).
6. A suitable title for the passage is :

- A. Threats And Negotiations.
- B. The Art Of Issuing Threats.
- C. Environment And Negotiations.
- D. Psychological Manipulation Of Negotiations.

7. The passage is at best an extract from :

- A. an article on the latest in social etiquettes.
- B. an analysis of successful and skilful negotiations, an aspect of Organisational Behaviour.
- C. the code of conduct, in vogue, in Transnational Corporations.
- D. a thesis propounding the psychology of a person issuing threats.

8. The style of handling the passage is :

- A. imposing
- B. abstract
- C. simple
- D. complicated

9. Which of the following can correctly be concluded from the passage ?

- A. Warnings are more legitimate than threats and are not vulnerable to counter threats.
- B. A good negotiator has to resort to issuing threats in order to achieve success in negotiations.
- C. Physical environment is least correlated to the outcome of negotiations.
- D. Stress is a vital factor for a smooth conduct of the negotiation process.

10. According to the passage, a good negotiator :

- (1) most often resorts to threats.
- (2) rarely resorts to threats.
- (3) shows traits of opportunism.
- (4) is an overbearing person.

ANSWER KEY

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

FILL IN THE BLANK

11. India has the dubious distinction of _____ among the countries where foreigners are not considered safe.

- A) Having B) have C) be D) being

ANSWER- D

12. Many African students are apprehensive _____ their personal safety.

- A) At B) for C) in D) about

ANSWER- D

13. I'm really looking forward to _____ my new course.

- A) start B) starting C) started D) to start

ANSWER- B

14. They can't help us _____ the house.

- A) move B) moving C) moved D) move to

ANSWER- A

15. She refused _____ the phone.

- A) answer B) to answer C) answered D) answering

ANSWER-B

16. I don't mind _____ to the restaurant.

- A) driving B) drive C) drove D) to drive

ANSWER-A

17. We encouraged them _____ a new business.

- A) setting up B) to set up C) set up D) 'd setup

ANSWER- B

18. His parents don't allow him _____ after ten o'clock.

- A) stay up B) stayed up C) stay up D) to stay up

ANSWER- D

SENTENCE IMPROVEMENT

19. It is well known in the supermarket industry that how items are placed on shelves and the frequency of inventory turnovers can be crucial to profits.

(A) the frequency of inventory turnovers can be

(B) the frequency of inventory turnovers is often

(C) the frequency with which the inventory turns over is often

(D) how frequently is the inventory turned over are often

(E) how frequently the inventory turns over can be

The correct answer is E.

20. Iguanas have been an important food source in Latin America since prehistoric times, and it is still prized as a game animal by the campesinos, who typically cook the meat in a heavily spiced stew.

(A) it is still prized as a game animal

(B) it is still prized as game animals

(C) they are still prized as game animals

(D) they are still prized as being a game animal

(E) being still prized as a game animal

The correct answer is C.

21. The personal income tax did not become permanent in the United States until the First World War; before that time the federal government was dependent on tariffs to be their main source of revenue.

- (A) the federal government was dependent on tariffs to be their main source of revenue
- (B) the federal government had depended on tariffs as its main source of revenue
- (C) tariffs were what the federal government was dependent on to be its main source of revenue
- (D) the main source of revenue for the federal government was dependent on tariffs
- (E) for their main source of revenue, tariffs were depended on by the federal government

The correct answer is B.

22. The gyrfalcon, an Arctic bird of prey, has survived a close brush with extinction; its numbers are now five times greater than when the use of DDT was sharply restricted in the early 1970's.

- (A) extinction; its numbers are now five times greater than
- (B) extinction; its numbers are now five times more than
- (C) extinction, their numbers now fivefold what they were
- (D) extinction, now with fivefold the numbers they had
- (E) extinction, now with numbers five times greater than

The correct answer is A.

23. Except for a concert performance that the composer himself staged in 1911, Scott Joplin's ragtime opera Treemonisha was not produced until 1972, sixty-one years after its completion.

- (A) Except for a concert performance that the composer himself staged
- (B) Except for a concert performance with the composer himself staging it
- (C) Besides a concert performance being staged by the composer himself
- (D) Excepting a concert performance that the composer himself staged
- (E) With the exception of a concert performance with the staging done by the composer himself

The correct answer is A.

24. Chinese, the most ancient of living writing systems, consists of tens of thousands of ideographic characters, each character a miniature calligraphic composition inside its own square frame.

- (A) each character a miniature calligraphic composition inside its
- (B) all the characters a miniature calligraphic composition inside their
- (C) all the characters a miniature calligraphic composition inside its
- (D) every character a miniature calligraphic composition inside their
- (E) each character a miniature calligraphic composition inside their

The correct answer is A.

25. After weeks of uncertainty about the course the country would pursue to stabilize its troubled economy, officials reached a revised agreement with the International Monetary Fund, pledging the enforcement of substantially greater budget discipline as that which was originally promised and to keep inflation below ten percent.

- (A) the enforcement of substantially greater budget discipline as that which was originally promised and to keep inflation below ten percent
- (B) the enforcement of substantially greater budget discipline than originally promised and keeping inflation below the ten percent figure
- (C) to enforce substantially greater budget discipline than originally promised and to keep inflation below ten percent
- (D) to enforce substantially greater budget discipline than that which was originally promised and keeping inflation less than the ten percent figure
- (E) to enforce substantially greater budget discipline as that which was originally promised and to keep inflation less than ten percent

The correct answer is C.

26. Like Rousseau, Tolstoi rebelled against the unnatural complexity of human relations in modern society.

- (A) Like Rousseau, Tolstoi rebelled
- (B) Like Rousseau, Tolstoi's rebellion was
- (C) As Rousseau, Tolstoi rebelled
- (D) As did Rousseau, Tolstoi's rebellion was
- (E) Tolstoi's rebellion, as Rousseau's, was

The correct answer is A.

SPOT THE ERROR

- 27. A. The warden/ B. forbade the student/ C. from leaving the hostel./ D. No error.
- 28. A. In spite of several reminders, / B. he did not so far send/ C. any reply to me, letters. / D. No error.
- 29. A. As much as I admire him for his sterling qualities. / B. I cannot excuse him for / C. being unfair to his friends. / D. No error.
- 30. A. Please try to understand / B. that the dispute on this issue is between my brother and myself, / C. and concerns nobody else. / D. No error.
- 31. A. All the furnitures have been / B. sent to the new house / C. located in a village. / D. No error.
- 32. A. It does not matter how you do it; / B. what I want is that / C. you should finish the work within a month. / D. No error.
- 33. A. Though senior in age, /B. his father is junior than / C. my father in service. / D. No error.
- 34. A. While walking slowly in the park / B. on a quiet summer afternoon / C. a mad dog suddenly attacked him from behind / D. No error.

27.D 28.B 29.A 30.B 31.A 32.B 33.B 34.A

CRITICAL REASONING

35. It is often said that high rates of inflation tend to diminish people's incentive to save and invest. This view must be incorrect, however, because people generally saved and invested more of their income in the 1970's when inflation rates were high than they did in the 1980's when inflation rates were low.

Of the following, the best criticism of the argument above is that it overlooks the possibility that

- (A) all people do not respond in the same way to a given economic stimulus
- (B) certain factors operating in the 1980's but not in the 1970's diminished people's incentive to save and invest
- (C) the population was larger in the 1980's than it was in the 1970's
- (D) the proponents of the view cited would stand to gain if inflation rates become lower
- (E) a factor that affects people's savings behavior in a certain way could affect people's investment behavior quite differently

The correct answer is B.

36. Company Alpha buys free-travel coupons from people who are awarded the coupons by Bravo Airlines for flying frequently on Bravo airplanes. The coupons are sold to people who pay less for the coupons than they would pay by purchasing tickets from Bravo. This marketing of coupons results in lost revenue for Bravo. To discourage the buying and selling of free-travel coupons, it would be best for Bravo Airlines to restrict the

- (A) number of coupons that a person can be awarded in a particular year
- (B) use of the coupons to those who were awarded the coupons and members of their immediate families
- (C) days that the coupons can be used to Monday through Friday
- (D) amount of time that the coupons can be used after they are issued
- (E) number of routes on which travelers can use the coupons

The correct answer is B.

37. A proposed ordinance requires the installation in new homes of sprinklers automatically triggered by the presence of a fire. However, a home builder argued that because more than 90 percent of residential fires are extinguished by a household member, residential sprinklers would only marginally decrease property damage caused by residential fires. Which of the following, if true, would most seriously weaken the home builder's argument?

- (A) Most individuals have no formal training in how to extinguish fires.
- (B) Since new homes are only a tiny percentage of available housing in the city, the new ordinance would be extremely narrow in scope.
- (C) The installation of smoke detectors in new residences costs significantly less than the installation of sprinklers.
- (D) In the city where the ordinance was proposed, the average time required by the fire department to respond to a fire was less than the national average.
- (E) The largest proportion of property damage that results from residential fires is caused by fires that start when no household member is present.

The correct answer is E.

38. Which of the following most logically completes the argument below? Within the earth's core, which is iron, pressure increases with depth. Because the temperature at which iron melts increases with pressure, the inner core is solid and the outer core is molten. Physicists can determine the melting temperature of iron at any given pressure and the pressure for any given depth in the earth. Therefore, the actual temperature at the boundary of the earth's outer and inner cores—the melting temperature of iron there—can be determined, since

- (A) the depth beneath the earth's surface of the boundary between the outer and inner cores is known
- (B) some of the heat from the earth's core flows to the surface of the earth
- (C) pressures within the earth's outer core are much greater than pressures above the outer core
- (D) nowhere in the earth's core can the temperature be measured directly
- (E) the temperatures within the earth's inner core are higher than in the outer core

The correct answer is A.

39. Which of the following most logically completes the reasoning? Either food scarcity or excessive hunting can threaten a population of animals. If the group faces food scarcity, individuals in the group will reach reproductive maturity later than otherwise. If the group faces excessive hunting, individuals that reach reproductive maturity earlier will come to predominate. Therefore, it should be possible to determine whether prehistoric mastodons became extinct because of food scarcity or human hunting, since there are fossilized mastodon remains from both before and after mastodon populations declined, and

- (A) there are more fossilized mastodon remains from the period before mastodon populations began to decline than from after that period
- (B) the average age at which mastodons from a given period reached reproductive maturity can be established from their fossilized remains
- (C) it can be accurately estimated from fossilized remains when mastodons became extinct
- (D) it is not known when humans first began hunting mastodons
- (E) climate changes may have gradually reduced the food available to mastodons

The correct answer is B.

40. Unlike the wholesale price of raw wool, the wholesale price of raw cotton has fallen considerably in the last year. Thus, although the retail price of cotton clothing at retail clothing stores has not yet fallen, it will inevitably fall.

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

- (A) The cost of processing raw cotton for cloth has increased during the last year.
- (B) The wholesale price of raw wool is typically higher than that of the same volume of raw cotton.
- (C) The operating costs of the average retail clothing store have remained constant during the last year.
- (D) Changes in retail prices always lag behind changes in wholesale prices.
- (E) The cost of harvesting raw cotton has increased in the last year.

The correct answer is A.