

Entrance Essentials

Workbook

Power-of-practice series
“The science of comprehension”

Section A

This exercise serves two purposes:

1. **Build comprehension and speed by getting started with easier and shorter passages.**
2. **Prepare you for CAT verbal questions in which you are required to write the summary of a short paragraph.**

Directions: Read each of the short passages and write the summary in your note book. A possible summary is given at the end of the exercise for you to match with your answer.

Passage 1: write summary

In modern retail, food consumption is skewed more toward packaged and value-added products. This is providing the much needed boost to value creation in agro-products, leading to income generation and further consumption in smaller towns and semi-urban centres. Being present in the consumption space, retailers will not only benefit from this virtuous cycle of consumption and development, but also can act as a catalyst in driving it. Retailing is a localised business and only retailers who have developed an understanding of the different needs of the Indian consumer will have an edge in making a superior emotional connection with every section of the Indian consumer base.

Summary:

Passage 2: write summary

There is some evidence to suggest that Neanderthals were cannibalistic. They had brains as large as modern man and developed a culture of their own that included the burying of their dead with a religious ceremonial aspect attached to their custom. They made jewellery like ornaments that demonstrate a sense of creativity and aestheticism. However in a recent report, evidence gathered shows that Neanderthals may have slaughtered some of their numbers and actually butchered them for the meat.

Summary:

Passage 3: Write the meaning of the underlined words in the passage.

India has wisely been cautious and even reticent about articulating its interests in the east from overt strategic perspective. Given its buoyant trade and economic relations with Far East countries, India might come under pressure from the United States.

Reticent- _____

Overt- _____

Buoyant- _____

Passage 4- write summary

People are beginning to understand that an art object should be seen as having four key interlocked dimensions-the aesthetic, the historical, the financial and the developmental within a legal context. If the aesthetic and historical dimensions, the core of art and its creativity, are not respected by the market system, art will have little financial credibility. Only when the aesthetic – historical – financial linkage is embedded into the socio-eco-political psycho of the people will the concept of art as investment begin to hold genuine meaning. In this context creation of the Osianama (the theatre) will be a major trigger in bringing the working and middle classes into the arts, film and cultural worlds in a new way on new terms of reference and participation.

Summary:

Passage 5 - write summary

Revenue management was first encouraged in the US air-line industry as a tactic to deal with new low-cost competitors and fierce pricing wars that resulted from deregulation. Now, RM is an essential business practice at all surviving airlines, and RM techniques have been used successfully. RM is the art and science of predicting relative customer demand at the micro market level and optimizing the price and availability of products.

Summary:

Passage 6: - write summary

When GDP growth accelerates, consumption rises slower than GDP; people are cautious about accelerating the consumption. Hence saving rates rise sharply. This depresses interest rates and encourages fresh

investment, which in turn facilitates rates fast growth, in a virtuous cycle. Higher savings facilitate higher investment and hence sustain fast growth.

Summary:

Passage 7: Draw conclusion

One executive's judgment alone is worthless, because all of us have first impressions and prejudices; we need to listen to what other people think. No matter how hard a manager tries, people discussions cannot be hidden, in fact, they are eminently visible.

Conclusion:

Passage 8: write summary

When the first alarm bells were rung by thousands of scientists, who suspected that human actions were resulting in a rise in the Earth's temperature that could have devastating consequences, the media tended to pit this large body of scientific evidence against individual scientist's

dissent on the factors leading to global warming; a questionable act.

Summary:

Passage 9: write summary

Globalization has passed its initial high-pitched ‘for’ and ‘against’ stage. Some two decades after it appeared the arguments still continue, but it is now possible to subject them to a reality check. And the evidence is mixed. The US, once the loudest champion of globalisation, has begun to have doubts about it because employment of its workforce is being taken away by countries situated far away from its shores, its once ‘almighty’ dollar is losing its strength and shine, and its global economic supremacy is being challenged. It would appear that China, once a tightly closed economy has emerged as the greatest beneficiary of opening up to the rest of the world, especially to its one time bitter enemy. In India it is claimed that globalisation has resulted in high rates of growth, unprecedented prosperity, and, above all, a sense of optimism about the future shared by its citizens and many other countries.

Summary:

Passage 10 : write summary

Joseph Stiglitz sharply criticised the manner in which the IMF and western countries were pushing globalisation. He takes the line that globalisation, the greater economic integration of national economies through the market process, is a desirable thing. He takes this position not because he is a believer in the miracle of the market. He makes it clear that without appropriate government regulation and intervention, markets do not lead even to economic efficiency, and that left to itself the market tends to 'create rich countries and poor people.'

Summary:

Passage 11: write summary

When the Chinese mind came in contact with Indian thought in the form of Buddhism, two parallel developments took place. On the one hand, the translation of the Buddhist Sutras stimulated Chinese thinkers and led them to interpret the teachings of the Indian Buddha in the light of their own philosophies. On the other hand, the pragmatic sides of the Chinese mentality responded to the impact of Indian Buddhism by concentrating on its practical aspects, developing them into a special kind of spiritual discipline, which eventually was adapted by Japan called Zen.

Summary:

Passage 12: write summary

Modern physics is an exact science, expressed in the highly sophisticated language of modern mathematics. Eastern mysticism is a spiritual discipline that insists on the fact that its insights cannot be communicated verbally. In the West, the intuitive religious type of knowledge is often devalued in favour of rational, scientific knowledge, where as the traditional Eastern attitude is in general just the opposite.

Summary:

Passage 13: Draw conclusion

As we ascend to higher manifestation of life, we have to exercise more personal faculties- involving a more far reaching participation of the knower, In order to understand life. For whether an organism operates more as a machine or more by a process of equi-potential integration, our knowledge of its achievement must rely on a comprehensive appreciation of it which cannot be specified in terms of more impersonal facts, and the logical gap between our comprehension and the specification of our comprehension goes on deepening as we ascend the evolutionary ladder.

Conclusion:

Passage 14: Draw inference

To deny the very existence of the Indus script is not the way towards further progress. The Indus script appears to consist mostly of word signs.

Such a script will necessarily have a lesser number of characters and repetitions than a syllabic script. The archeological evidence makes it inconceivable that such a large, well administered, and sophisticated trading society could've functioned without effective long distance communication, which could have been provided only by writing. And there is absolutely no reason to presume otherwise, considering that thousands of objects- pottery, seals all bear inscriptions in the same script through out the Indus region.

Inference:

Passage 15: write summary

Good governance by which I mean transparency, accountability, rule of law, and bureaucratic competence and effectiveness, is clearly desirable as an objective in itself. We might ever say that good governance is what development is all about. The problem here is that I doubt economists – whether in or outside the World Bank – have much to say on how to achieve governance as an end. On the other hand, we often also refer to governance in an instrumental sense: better governance, we say should enhance investment and entrepreneurship – and through these, stimulate economic growth. Except that we actually do not know how it does.

Summary:

Passage 16: write main point

India has emerged as one of the preferred destinations for the clinical trials of the drug by multinational pharmaceutical companies in recent years. The reasons for this include reasonably high standards of quality healthcare and healthcare professionals, use of the English language and the sheer size of the target populations available in our country. Clinical trials are usually multi-centric but trials in North America and Europe turn out to be time consuming and expensive.

Main point:

Passage 17: write summary

The presumed linkage between domestic employment conditions and the growth of foreign operations by American firms have led to calls for increased taxation on foreign operations – the so called end to tax breaks

for companies that ship our jobs overseas. At the same time, the current tax regime, employed by the US is being abandoned by the two remaining large capital exporters – the UK and Japan- that had maintained similar regimes. Instead modern welfare norms that capture the nature of multinational firm activity recommend a move toward not taxing the foreign activities of US firms, rather than taxing them more heavily. Similarly the weight of empirical evidence is that foreign activity is a complement rather than a substitute for domestic activity.

Summary:

Passage 18: write summary

An intelligent speed adaptation system detects speed limit and automatically slows a car if it is being driven too fast on a busy road. A computer placed in the car pinpoints a vehicle's exact location via satellite and accesses a database of every road's speed limit to determine how fast the vehicle should be travelling. The system works by preventing the speeding vehicle's accelerator from crossing the permissible limit.

Summary:

Passage 19: Draw inference on what is ‘the conundrum’ referred to in the passage

The current US policy of deferring taxation of foreign profits represents a subsidy to American firms and that activity abroad by multinational firms represent the displacement of activity that would have otherwise been undertaken at home. These two tempting claims are found to have limited systematic support; it remains a conundrum. All the evidence we have on the relationship between good governance and growth is about the long term; there is virtually no evidence that improved governance stimulates growth over the time horizons that policy makers care about. And the experience of countries such as China, Vietnam, and Cambodia- all cases of high growth with very poor governance according to standard criteria- should make us skeptical that there is such a relationship. So how can economists contribute? Where economists have comparable advantage is in designing institutional arrangements for specific policy reforms targeted at binding growth constraints- whether in trade, monetary policy or education. This agenda differs quite a bit from the broad brush governance agenda on which discussion tends to focus.

Inference:

Passage 20: draw conclusion

Almost everyone now recognizes that the government has a critical role to play- as the lender, insurer, and spender of last resort- in times of crisis. But effective public risk management is also needed in normal times to protect consumers and investors and to help prevent financial crises from starting in the first place.

The biggest threat to our financial system today is posed not to commercial banks but rather by systemically significant institutions that have the potential to trigger financial avalanches. The threat posed by these financial institutions is only compounded by the unprecedented federal guarantees introduced in response to the current crisis and the pervasive moral hazard they spawn.

One major step that is necessary now to help ensure financial stability in the future is to identify and regulate systematically significant institutions on an ongoing basis, rather than simply in the heat of crisis. To guard against moral hazard and to ensure the safety of the broader financial

system, these institutions must face significant prudential regulation.

Conclusion:

Passage 21: write summary

Policy makers today understand the international financial system very differently. Caution toward full capital mobility now prevails within the international financial community. The IMF and credit rating agencies have been congratulated occasionally by one another and themselves for having learned valuable lessons from the emerging markets' financial crisis and their apparent contagious spread; the dangers of embracing hot money instead of long term capital flows and the importance of a country's domestic institutional foundations for sound banking systems as a precondition for full liberalization.

The recent evolution of the norms and rules of the international monetary system raises several important questions. The international financial community has formulated lessons for itself of the crises of the 1990s that in both principle and language, are nearly identical to those that policy makers believed they had learned from the crises of the 1920s and 1930s. Yet policy makers today describe the prevailing consensus of caution as having emerged from new information or change in the knowledge

Summary:

Passage 22: write the essence of the paragraph

As numerous papers have argued sales, inventory, and gross margin for a retailer are interrelated. We construct a simultaneous equation model to establish these relationships at a firm level. Using publicly available financial data we estimate the six causal effects among sales, inventory, and gross margin. Our results show that sales, inventory and gross margin are mutually endogenous. We estimate the effects of exogenous explanatory variables such as store growth, proportion of new inventory, capital investment per store, selling expenditure and index of consumer sentiment on sales, inventory and gross margin. We show that our model can be used to benchmark retailer's performance in sales, inventory and gross margin. Retailers often use inventory and margin to increase sales, and sales conversely provide input to the retailer's decisions on inventory and margins. Inventory and margin also influence each other. Finally we show that our model can be used to generate sales forecasts even when sales were managed using inventory and gross margin. In numerical tests, sales forecasts from our model are more accurate than forecasts from time series models that ignore inventory and price as well as forecasts from

financial analysts. For operational reasons, the sales, inventory and gross margin for a retailer are interrelated.

Essence of the text:

Passage23: Write the essence of the text

The moment a new thought comes inside our system, it means that the old thought has lost its power or influence over us. If the new thought has entered us, it means the old thought has been renounced because we cannot have two thoughts at a time. Whether we accept it or not, our mind which is filled with thoughts seems to be our first enemy. Understand : we cannot have even two thoughts at a time, leave alone a crowd of thoughts. Understand very clearly that we can have only one thought at a time. Unless the old thought is pushed out, the second thought cannot come. Any thought that comes in and pushes the old thought out is more powerful than the old thought.

The problem arises when we create the belief that our thoughts are connected to each other. When we connect our thoughts, out of the connection a problem takes shape. Our belief we have some problem is our only problem. Every moment our inner space is purified by the new

incoming thoughts. If we allow this process to continue, it will happen by itself and clean itself also. There is no need for us to clean our mind. All we need to do is just get out- just get out of the system so that the system can proceed on its own. One important truth we should know is that even if we want, we cannot possess or hold on to our suffering for long. Even if we try to hold it, we cannot hold out suffering because continuously our thought that creates suffering is also replaced by newer thoughts.

Understand that if you nurture the fact that any suffering can be replaced by stream of fresh thoughts, than that becomes reality for you. Then there is no suffering. Allow your thoughts to be replaced. Tremendous awareness, energy and intelligence will happen in the system.

Essence of the text:

Answers

Passage 1

The diversity and heterogeneity of consumers does not allow for standardised retail solutions.

Passage 2

Neanderthals earlier believed to be religious and creative are now understood to have been cannibalistic.

Passage 3-

Reticent- reserved, taciturn, unspoken

Overt- explicit

Buoyant- dynamic

Passage 4

Placentia's writing marks everything a discovery : His text resists total clarity; It is both intriguing and bit too opaque.

Passage 5

Though began as a tactic to face competition, RM has now evolved as a general practice by airlines to forecast customer demand and to optimize product price and availability.

Passage 6

Higher investment and subsequent economic growth are facilitated by

faster GDP growth.

Passage 7

Collective and pluralistic judgements are vital to objective organizational decisions.

Passage 8

The media's contrasting scientific evidence against personal interpretations is questionable.

Passage 9

globalisation has helped once-closed economies to flourish whereas those who championed it slowdown.

Passage 10

Development is about transforming the lives of people, not just transforming economies.

Passage 11

Zen is a unique blend of the philosophies and idiosyncrasies of three different cultures -Indian, Chinese and Japanese.

Passage 12

Eastern mysticism and modern physics are contradictory epistemologies.

Passage 13

Facts about living things are more highly personal than facts about the inanimate world

Passage 14

There is solid archeological and linguistic evidence to show that the Indus script is a writing system encoding the language of the region.

Passage 15

Better governance should result in economic growth, though it's not clear how.

Passage 16

Global pharma companies see India conducive for clinical trials.

Passage 17

Tax policy toward American multinational firms appears to be at crossroads.

Passage 18

An in-car computer could make it impossible for motorists to speed beyond the permissible limit.

Passage 19

how to reconcile mounting pressures for increased tax burdens on foreign

activity with the increasing exceptionalism of American policy.

Passage 20

The present financial crisis should remind us that private financial institutions and markets cannot always be counted upon to manage risk optimally on their own.

Passage 21

The reigning orthodoxy of international finance of the last two decades- the free flow of capital across the globe -is declining as the financial crisis deepens.

Passage 22

The simultaneous equation model presents the impact of inventory on sales and interrelationship between gross margin and inventory.

Passage 23

We have the power to bring on a new thought and to drop the old thought, resulting in purification and freedom from suffering.

Comprehension test - Contextual use of words

Directions: Identify the synonymous word / phrase for each underlined word in the passage below:

Passage 24 :

Concepts of justice and law, legitimacy of government, dignity of the individual, protection from oppressive or arbitrary rule and participation in the affairs of the community are found in every society. The challenge of human rights is to identify the common denominators, rather than to admit the impossibility of universalism.

The objections reflect a false opposition between the primacy of the individual and the paramountcy of society. Culture is too often cited as a defence against human rights by authoritarians, who crush culture when it suits them. Which country can truly claim to be following its ‘traditional culture’ in pure form? The societies of developing countries are not pristine; all have been externally influenced, both as a result of colonialism and through participation in modern inter-state relations. You cannot follow the model of a ‘modern’ nation-state cutting across tribal boundaries and conventions, and then argue that tribal traditions should be applied to judge the human rights conduct of that modern state.

Culture is not sacrosanct, anyway. It is constantly evolving in any living society, responding to internal and external stimuli. There is much in every culture that societies naturally outgrow and reject. That slavery was acceptable across the world for at least 2,000 years does not make it acceptable now. The basic problem with cultural relativism is that it subsumes all members of a society under a framework they may disavow.

If dissenters within each culture are free to assert their individual rights – as, for example, Muslim women in our country have the right not to marry under Muslim Personal Law – then it is a different story.

Men often make the case that women’s rights emerge from a western ethos. Let us concede that child marriage, female circumcision and the like are not found reprehensible by many societies; but let us also ask victims of these practices how they feel about them. For me, the standard is simple; where coercion exists, rights are violated, whatever the traditional justification. Coercion, not culture, is the test.

On religion, I believe that men blame God for their own sins, and that human rights are fully compatible with a secular understanding of all faiths. Every religion seeks to embody certain verities, applicable to all mankind – justice truth, mercy, compassion – though the details of their interpretation vary. Developing countries widely adopted, imitated and ratified its principles, so it is unfair to suggest that they have been imposed on them.

When one hears of the unsuitability of human rights, what are the assumptions we are not hearing? What are these human rights that someone in a developing country can easily do without? Not the right to life, I hope. The right not to be enslaved, not to be assaulted, not to be arbitrarily arrested, imprisoned or executed? No one actually advocates

the abridgement of any of these rights.

Tolerance and mercy have always and in all cultures been ideals of government rule and human behaviour. If we don't assert the universality of the rights that oppressive governments abuse, we risk giving them an intellectual justification for the morally indefensible. Authoritarian rulers and power elites have often rationalised their violations of human rights – violations which serve primarily, if not solely, to sustain them in power using Third World communitarianism. The authentic voices of the Third World know how to cry out in pain. Let us heed them.

This view of human rights does not transcend all differences or represent a magical aggregation of the World's ethical and philosophical systems. Rather, it is enough they do not fundamentally contradict the ideals and aspirations of any society, and that they reflect our common universal humanity. Human rights derive from being human; they are not the gift of a particular government or legal code. But before these standards can become reality, we have to work towards the indigenisation of human rights; their assertion within each country's traditions and history. If different approaches are welcomed within the human rights consensus, this can guarantee universality, enrich the intellectual debate, and so complement the concept of worldwide human rights. Human rights can keep the world safe for diversity.

1. *Arbitrary rule*
 - A. personal opinion
 - B. using power without restriction
 - C. rules that settle disputes
 - D. political dispute

2. *Primacy*
 - A. position of importance
 - B. obsequiousness
 - C. fundamental right
 - D. Servility

3. *Paramountcy*
 - A. integrity
 - B. Harmony
 - C. propriety
 - D. Supremacy

4. *Pristine*
 - A. original
 - B. Approved
 - C. secondary
 - D. Imitation

5. *Sacrosanct*
 - A. too important to be disturbed
 - B. worshipped by all
 - C. ever changing and evolving
 - D. dynamic and progressive

6. *Cultural relativism*
 - A. judging culture in relation to other cultures
 - B. relating culture to other aspects of life
 - C. comparative appraisal of traditions

D. judging the permanence of culture

7. *Subsume*

A. exclude

B. Relate

C. include

D. Originate

8. *Disavow*

A. contradict

B. Deny

C. represent

D. Disrespect

9. *Dissenter*

A. cultural activist

B. Promoter

C. fundamentalist

D. Non-conformist

10. *Ethos*

A. superstition

B. Rites

C. moral values

D. Frame of reference

11. *Reprehensible*

A. blameworthy

B. that can be suppressed

C. that can be endorsed

D. Punishable

12. *Verities*

A. acquired habits

B. presumed roles

C. fundamentals facts D. conditioned practices

13. *Ratify*

- A. agree upon B. Modify
C. amend D. Collude

14. *Abridgement*

- A. cutting short B. bridging the gap
C. prevarication D. Procrastination

Answer key- passage 24 -test on contextual word use

1. B 2. A 3. D 4. A 5. A
6. C 7. C 8. B 9. D 10. C
11. A 12. C 13. A 14. A

Section B

Instructions: Read each of the passages and summarize its content in about two to three lines. Write the summary in the space provided.

I. Summarising

Passage 1

We have to look at individual aspects of the consensus if economy-wide comparisons are to make sense. Consider inflation-perhaps the central

core of the stabilization package so assiduously pushed by the IMF-World Bank. The perceived wisdom is that inflation is wholly detrimental to long-term economic growth. Yet, the empirical evidence gives a far more nuanced picture. Inflation is costly, but only when it crosses the threshold of 40 percent. Below that mark, other conditions being equal, it is perfectly possible to achieve sustained, long-term growth. Similarly, a budgetary deficit is generally speaking bad for the economy but there's no algorithm to decide on an optimal level. Much depends of financial markets, the uses to which government spending is put and the growth prospects of the economy. In the same way, the belief that flexible labour markets, resulting in lower wages necessarily lead to higher employment levels, is not supported by research findings. Flexible markets work best in advanced market economies.

Passage 2

Earlier India was a food-deficit country, now it is a food-surplus one. The problem is the problem of success itself. With surplus production have come the problems of storage and in turn the problem of capital being tied up in food grains. The mantra that everybody seems to mention is 'diversification' – into fruits, flowers, fisheries and animal husbandry. This, of course, is easier said than done. First, the farmer has to be convinced of

the need to market his produce, which cannot be done without providing him infrastructural support – roads and cold chain. Then, there must be someone to do the marketing. After all, even the most progressive farmer has to be assured of a market and of returns on his investment. Till some of these questions aren't answered, it is almost certain that private investment will definitely stay away. Of course physical infrastructure is not everything, 'knowledge infrastructure' – how to deal with perishable produce and where to take it – is also important.

Passage 3

One sector that is still showing considerable activity is housing despite the present economic slowdown in India. Newspapers regularly run advertisements for new projects; financiers are falling over each other to offer consumers sweet deals. This should be good news for the rest of the economy. After all, housing is a catalyst, fuelling demand for cement, steel, transportation and labour, among other things. Indeed, according to some estimates, every one rupee spent on housing adds 78 paise to the gross domestic products (GDP). But India still faces a shortage of over 20 million of dwelling units. And the construction industry continues to suffer from woefully poor productivity. If that is to be changed, there is no alternative to addressing the larger problems of the real estate sector. Land is

expensive in India because it is scarce; but much of this scarcity is artificial. It has been created by unclear ownership rights, a clogged legal system, prohibitive duties, outmoded restrictions on land ownerships and inflexible rent and tenancy laws. Across the world, real estate – and its cousin, retailing – are key growth sectors. But India is estimated to be losing 1.3 per cent GDP growth every year due to land market distortions.

Passage 4

War and fear of war makes people vulnerable and dependent. People who live in nations that have experienced long periods of peace find it in themselves to think of their fellow beings and the need to do acts of charity. When they are vulnerable themselves, they cannot think of others. War spreads fear and kills humanity. Nations and cultures get wiped out. The destruction of the Bamiyan Buddhas in Afghanistan is a case in point. It was not the action of people at peace with themselves but those filled with hatred and violence. The pursuit of peace and happiness is good for the soul too. French novelist George Sand said, “One is happy as a result of one’s own efforts, once one knows the necessary ingredients of happiness – simple tastes, a certain degree of courage, self denial to a point, love of work, and, above all, a clear conscience. Happiness is no vague dream, of that I now feel certain. So, happiness and peace engender a clear

conscience, which is important for starting on life's spiritual journey. As the English poet Lord Tennyson said, "the old order changeth, yielding place to new and God fulfils himself in many ways lest one good custom should corrupt the world". Let the change be for peace. Let all the New Year resolutions be for peace between people of different races, caste and creed and between nations.

Passage 5

Conditions of general equilibrium in an economy are a dynamic balancing of contradictory yet connected sectors. Any high school textbook will tell you this. Disturb this equilibrium and it will take a careful weighing of countervailing options to bring it back to an even keel. There can be no better example of this phenomenon than the failing rate of savings in our economy. The government might argue that the most pressing current challenge facing the economy is a slow-down. Hence the rate cuts, a la the US, to boost demand and make it easier for corporates to borrow cheaply. The problem with this blind imitation of the US policy is that it ignores the vastly different conditions that exist in the two economies. The US economy has over the last decade made up for its falling rates of savings by attracting funds from other faltering bonhomie, notably Japan, because of a strong dollar and a rapidly growing economy. So even as domestic debt

in America has grown, the pace of investments in the economy hasn't slackened because foreign investors have parked their money in US markets. Unlike America, however, we cannot afford to depend solely on external sector borrowings for foreign investments for out growth.

II. Theme writing

Directions: Read each of the following passages and write the theme of the passage in a phrase or clause in the space provided.

Passage 1

Indiscriminate poaching and unchecked deforestation has resulted in fast depletion of the brackish water bird sanctuary even as the government is sparing no efforts to promote eco-tourism. The sanctuary has been declared a 'protected area', though it has been attracting hundreds of migratory birds, like Siberian cranes, pelicans, painted storks, black ducklings. Poachers lay traps, including nets and underwater clamps, to catch the birds, which fetch anywhere between Rs 200 and Rs 500. Animal lovers have found it difficult to file complaints against poaching. "There is a tremendous eco-tourism potential in the area, but the tourism department is not showing any interest.

Central theme: Describing a problematic practice

Passage 2

Though the question of science and ethics is complex, there is nothing undesirable in science or technology per se. A few dominant groups may take decisions affecting whole population. Therefore, we have to learn as quickly as possible how to manage emerging technology in a true public-interest perspective. The best way to do this is to encourage participatory decision making so that science and technology policies are a natural consequence of wider democratic processes. As most countries today are moving towards democratic forms of society, decisions are now increasingly being taken not by experts alone, but by the public at large. We have seen this with nuclear power stations, hydroelectric dams, toxic waste disposal, and so on. In this regard, technology assessment and forecasting can be useful based on the views of several organizations, including non-scientific people. Such a forecasting system should come out with scenarios on the basics of which decisions can be taken, at the national and the global levels.

Central theme: _____

Passage 3

In 1943 when a US researcher named Oswald Theodore discovered that genetic information is transcribed into a complementary DNA chain, a

new field of knowledge, biotechnology, was born. Made of structural molecules, it translates into proteins and controls all biochemical routes. From this point on, this science has developed technologies which have given rise to various applications for the pharmaceutical and agricultural sectors. Broadly, there are three areas of application of biotechnology. These are healthcare biotechnology products, animal healthcare products and vaccines. The Indian biotechnology market is valued at between \$500 million and \$600 million. This market is expected to shoot up by at least ten times this figure over the next two to three years. That should give us an indication about the size of the market and its potential. Yet, the market capitalization of the Indian biotechnology industry is only a meager one per cent of the total world market cap of this industry. Of all these segments, the healthcare biotechnology products segment has the largest market share. It has estimated at one-third of the total Indian biotechnology market.

Central theme: _____

Passage 4

The oil marketing companies make adjustments with the “oil fund” to contain, domestic prices at the levels considered desirable by the government in situation of high oil prices under the ‘oil fund’ mechanism being followed,. Under the mechanism of adjusting the duties being followed, the consumer prices are linked to the product prices in the international market. However, increase in the product prices in the

international market is absorbed by varying duties and taxes. Subsidies come into play when duties and taxes have been brought to zero-level and the domestic price still high.

Central theme: _____

Passage 5

The Indo-Roman trade, the trade with the Arabs and the trade with the Jews are the three phases of the commercial links between the west coast of India, the red Sea and the eastern Mediterranean in the first millennium. After the decline in the Indo-Roman trade had come the Arabs in larger numbers than the Yavannas. Many of the Arabs married locally and adopted local customs. They were employed in administrative positions in the coastal areas. Eventually, some of this knowledge evolved further and was transmitted by the Arabs to the Europeans. It has been argued that a commercial economy traversing Eurasia and parts of Africa existed before the arrival of the European trading communities and the rise of such capitalism. Detailed analysis of maritime trade would illuminate such questions.

Central theme: _____

Passage 6

It was time to close another chapter in the dotcom story two years after the deal that marked the high point of the internet era was announced. AOL's acquisition of Time Warner summed up a remarkable period in

business and financial history, just as the buy-out of RJR Nabisco capped Wall Street's 'decade of greed' in the 1980s. It seemed to show that the new economy was rising up to swallow the old. An upstart online services company consumed one of the most venerable collections of media and entertainment business in the world. The hype had finally been laid to rest. While the Internet bubble burst soon after the merger was announced, AOL Time Warner continued to carry the hopes of the new media establishment. Even in the face of a slowing US economy and slumping advertising market for much of the last year, the company refused to back down on the sort of ambitious financial targets and new-media visions that had been the hallmark of the AOL crowd.

Central theme: _____

Passage 7

Global recession, coupled with the fear psychosis of travel precipitated by the September 11 events in the US, has had a profound impact on the travel industry. Till now, there is little sign of any improvement in this industry and it is manifest in several rounds of layoffs and flight curtailments across most airlines. Hotels, the world over, are reporting sharply reduced occupancy rates. It is, therefore, no surprise that most airlines and hotel chains have taken urgent steps to grab whatever revenue they can by offering very attractive rates to the reluctant traveler. Everyday, low prices or transparently offered reduced prices for all, with no discrimination or need to haggle or resort to any subterfuge – would it not be a more

pragmatic approach to gaining or retaining customer loyalty and still earn at least some incremental revenue that can provide succor to get over the hump?

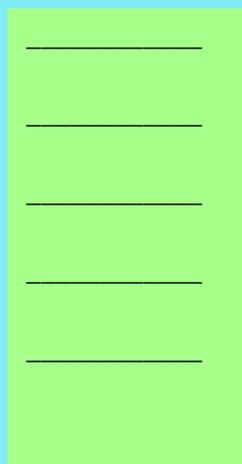
Central theme: _____

III. Paragraph themes

Directions: Read each of the following passages and write the main points of each of the paragraphs to the right side of the paragraph. While taking aptitude tests break down longer passages by jotting down the para themes into the scrap paper.

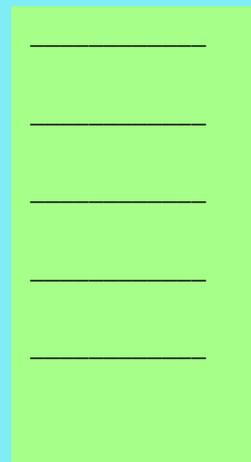
Passage 1

In the decision making process of a business organization, the element of cost plays a crucial role. The profitability of the business unit is dependent on the cost component as well as the revenue earned through marketing of the goods. Cost analysis has a unique relevance in the production process mainly because cost can be controlled through managerial efficiency and concerted efforts of the organization up to a certain



extent. The term 'opportunity cost' simply means the sacrifice of next best alternative or opportunity missed or foregone in taking a particular decision. The special feature of this concept is that it will convey different connotations other than the cost depending on the context of a decision whereas other conventional cost concepts signify the expenditure component incurred in the production activity. For instance, fixed cost pertain to expenses incurred as a result of fixed factor inputs such as payment of rent to building, interest paid to borrowed capital, insurance premium, depreciation and maintenance allowance, administrative expense such as salaries of managerial staff, license fee etc, and the concept variable cost includes expenses incurred by the firm for the use of variable input price of raw material, wages of labour, excise duties, sales tax, transportation expenses, fuel and power charges of production process etc.

The difference in context of the meaning of the term opportunity cost can be clarified with a few examples. For instance, opportunity cost of using a machine to produce one product is nothing but its opportunity foregone in producing some other product (if the

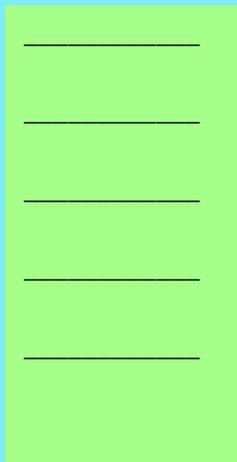


machine can be used in producing alternative goods). Here opportunity cost implies the outcome of the next best use of the machine. The opportunity cost of shifting labor from agricultural sector to industrial sector is the marginal productivity of labor in agriculture sector. Here opportunity cost means marginal productivity. The opportunity cost of own land or own capital of an entrepreneur is the rent and interest of land and capital respectively if they were employed in other purposes. The opportunity cost of site owned in city area is the current market price of the site the potential buyer is willing to pay for it. WF Samuelson viewed opportunity cost as another way of comparing pros and cons. Keat and Young state that opportunity cost highlights consequences of making choices under conditions of scarcity.

Passage 2

Integrity is often equated with honesty or sincerity. The person of integrity will be subject to test. The real test will be when demands of truth or good appear to conflict with one's own self interest or prospects. May be, by going through such ordeals one would forge his personal integrity. In the ultimate analysis, everyone seems to

accept that leadership implies 'personality'. Enthusiasm and warmth are rated important; character incorporating moral courage and integrity matters enormously. These are considered still relevant for evaluation of leadership factor but it is far from being the whole story. Some situation is likely to evoke leadership from one person – other situation from another. The 'situational approach' holds that it is the situation which determines as to who emerges a leader and the style of leadership he has to adopt. The criterion is changing the situation, not the leader. The 'horses for courses' approach has advantages also. The emphasis is on the importance of 'knowledge' relevant to a specific problem situation. As the saying goes, 'Authority flows to the man who knows. "Three kinds of authority are at work. Viz.the authority of position - job, title, rank, badge and appointment; the authority of personality - the natural quality of influence; the authority of knowledge - technical and professional.



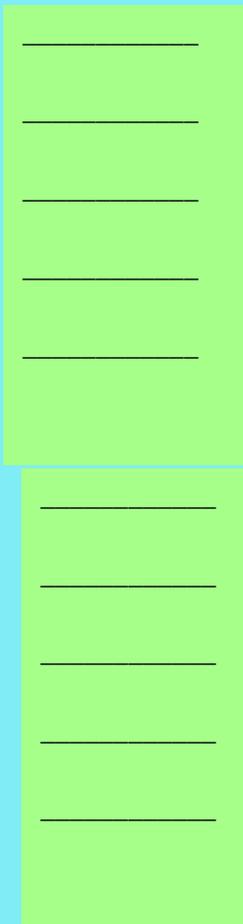
It was the tendency earlier to depend on the first kind of authority, as an appointed boss exercised mastery. Today the circumstances are different and personality / knowledge have assumed importance. But as one goes higher up, expertise in other fields are important. For

enhancing flexibility, the manager should aim to widen his knowledge of work within his field and also develop general abilities. The third is the group approach. It seems the leadership in terms of functions – what has to be done.

Passage 3

Enlightened and caring managements have understood that the bottom line for most people is the quality of life one can lead and not the size of the pay packet alone. As liberalization and globalization have opened up new avenues, with more opportunities for job seekers, many organizations have demonstrated through their actions, by placing a very high value on their human resources..Also because of the growing realization that sustaining momentum in a rapidly changing environment and retaining the core of dynamism alone, above all, spell success. The importance given to HRD activities can also be visualized from the number of training programs, both in-house and those conducted through reputed institutions being accorded top priority in many organizations.

The most important effort is induction training among

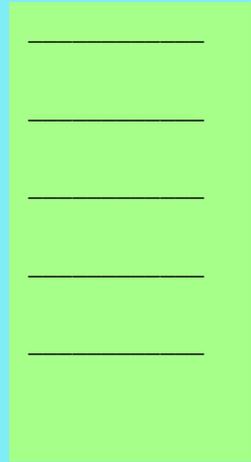


the HRD activities in the organization. Many of us can recall our first day in school where some of us felt it a little too difficult to adjust ourselves to the new surroundings, till the teacher appear on the scene only to assure and reassure that there is nothing to worry or fear about. This is applicable to new entrants in an organization. In the organizational context, induction training is preparing the new entrant to her/his job and familiarizing them with the tasks they would be expected to perform. It also means enlightening the new entrants about the rules and regulations, personnel policies, procedures, providing details about the organization etc., in an effort to make the newcomer feel a part of the new work environment.

Most often, a new entrant, who is qualified, is unable to perform to his/her potential though the management is selecting the right people. However, it could possibly arise on account of the new entrant's inability to understand the dynamics of the organization, especially those governing her/his immediate superior. It might also result due to the perception of the immediate superior that the new entrant is a threat for him. While the superior is unable to get the best out of the new

entrant, the latter undergoes a painful experience in gaining acceptance. The induction of new entrants into an organization is an important part of human resources. It, therefore, merits special consideration. Though various factors have been found to cause job stress, research has produced data where change in job has been ranked the highest possibly because for most people first impressions seem to be the best (or worst) impressions.

Induction training must necessarily aim to make the new entrants efficient as quickly as possible. It must essentially make her to become committed to the organization. Importantly, it must familiarize the new entrants with the job so that she does not feel out of place. Though many organizations run induction programs as a formal mechanism for the induction of new entrants, utmost importance must be given to the content, methodology and timing. This calls for designing the induction process in a manner that would be instrumental in helping the new entrants to adjust to the new surroundings. It must be systematic, planned, continuously monitored and evaluated. The program must be comprehensive enough so as to benefit the new entrants. The design must also take into consideration



the particular characteristics of the job and organization, since the sole aim of this process is to meet the needs of the participants as well as the organization. The personnel conducting / coordination the induction process must be able to express themselves clearly and also have the necessary skills and attitudes to make the process interesting. The induction process, which generally lasts for 8 to 10 days, must be so designed that the new entrants internalize themselves to get accepted. The process may vary from organization to organization. It can take shape of informal get-together, formal classroom training, orientation visits or a mixture of all. In large organizations, induction training can be designed in the form of full/short term courses or longer program where a high level of performance is essential. It can also be given on the job itself, where the additional knowledge will generally help the new entrant technically to provide a broader perspective.

Passage 4

Acquisition of knowledge is learning. Acquisition refers to change in 'possession.' At one time, the organism did not 'possess' a given bit of knowledge; at a later time, it

did. What caused that acquisition? At a minimum, something had to happen to the organism to change its state of knowledge. Typically we suppose that the organism had some specific experience that caused or was in some way related to the change in its knowledge state; either the world put some sensory information into it, or it may have tried out some action and observed the consequences, or it may have thought out a proof of a geometry theorem, or any number of other events.

What is the nature of the knowledge that the organism learns? This can be quite varied – as different as there are different ways of knowing and different contents to be known. The simplest knowledge in anyone’s memory is merely a biographical’ event record; an event of a particular description happened to me at such-and-such a time in such-and such a place. This is frequently phrased as storage of a ‘copy’ of sensory experiences, a metaphor so old that a scene, one usually sees oneself as an actor in the scene – which, of course could not have been the sense impression one experienced on that occasion. Perhaps it is better to say merely that the organism can be conceived of as ‘storing a description’ of the event that occurred. Typical events might be: ‘My dog

Spot bit the postman,’ ‘Henny kissed Anne’ or ‘The word pencil was presented to me by the experimenter.’ In the make-believe world of talking animals, Pavlov’s dog might say to itself, ‘the bell was followed by food’. And the giant axon of a squid on a dissecting table might say, ‘Irritation of my nerve ending is followed by a hell of a shock.’ Suppose that such event description or event sequences are stored in memory: although they are not profound items of wisdom, they are nonetheless bit of an organism’s knowledge about its world. So the experience causes a change in the organism’s knowledge. Does it always change? Well, no; not always; we know the organism might have failed to learn for any number of reasons – perhaps it was not paying attention when the event occurred. So perhaps we had better relax the conditions to say that the experience may cause (probably causes) a change in the state of knowledge.

Prompts

1. It can be inferred from the passage that change in knowledge is brought about by
2. The first paragraph implies that thinking about events can results in
3. What can be inferred about the metaphor used by

Plato?

4. What can be inferred from the passage about the nature of knowledge?

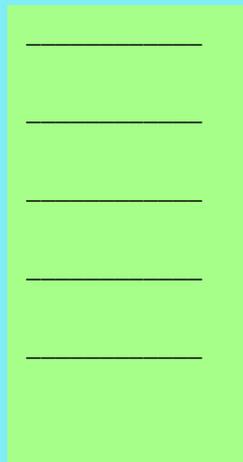
Passage 5

To make organization principles work companies use the organisation chart widely. Every organization structure can be charted, even a poor one, for a chart merely indicates how departments are tied together along the principal lines of authority. Organisation charts are used for providing a picture of the organization at a glance. The hierarchical levels are depicted on paper and any visitor to the organization should be able to see the levels that exist, how they are related to each other, and what they are supposed to do. These relationships could be shown in the form of roots, trunk, branches, and leaves of a tree or by putting them horizontally in descending or ascending order or by simply drawing lines vertically.

Every organisation, large or small, public or private, profit making or welfare-oriented, loves to draw organisation charts which are nearly universal. They adorn walls, manuals, annual reports, often in colorful, three-dimensional glory, computer buffs boast of a dozen

software packages that can spew instant charts with graphic embellishments. There is good reason for its popularity. It makes the abstract real and visible. An organization chart converts abstract relationships into concrete objects. One can see its shape and interconnections. It describes what is essentially indescribable. This has practical consequences. It does, for instance, help to clarify everyone's job. Broadly, it defines the turf and indicates the authority. People outside the organization, who need to deal with it know who can give a decision. Even insiders gain clarity.

Organization chart shows reporting relations and thus captures a significant part of reality, however limited its reach. It helps us visualize the organization-wide tie-up of relationships. The very process of developing an organization chart has much to recommend it. Invariably, a large organization discovers nebulous areas where roles are poorly defined and relationships ambiguous. In drawing the boxes and lines, the chart-maker has no choice but to ask for unambiguous answers from the management. This forces the chief executive to focus on the blur, cut out the inconsistency and come up with complete answers. Often, it initiates a dialogue



among key executives that help clarify a set of positions left ill-sculpted for a long time. Sometimes, the organization has the sense to consult the position-holders, which proves a factual basis to redesign the roles.

1. Organisation charts are useful for companies because _____
2. An organization chart is a much sought after concept since _____

Passage 6

The managers of the department who frame the shift schedule for their workmen should remember: (a) Schedules are very important to workers and their families as well. (b)There is more than a single solution to any requirements of shift work. (c)The less satisfied the employees, the more they are displaced from the normal day shift.

This rotating vs. fixed shift schedule is a pattern worth examining. In the rotating pattern an employee works each shift consecutively. This is common in process industries. In a fixed shift schedule the worker stays indefinitely on one shift. Rotating, however, appears fairer because none get stuck on evenings or night for

ever. It gives a balanced experience among the various shifts. When there is rotation each one gets equal access to management, technical resources and training. Some are proponents of fixed arrangement. They will be mostly senior workers and will have the first choice of shift. It is argued that fixed night shifts are healthier than rotating arrangements. In a fixed schedule many prefer the day shift. Some employees, however, prefer evening or night shift looking more into their convenience. As regards the shift length, 12-hour shift lengths have been popular in western countries while eight hours remains the pattern in India. There are advantages in opting for the 12 hours shift. Workers get more days off, lesser travel time. Fatigue, safety and quality are the common complaints as regards the 12 hours pattern.

People working for more days in a row can have more consecutive days off. They can thus have a save up for a long break schedule. The schedule that makes people work for fewer days with shorter breaks is called 'work a little rest a little' schedule. It depends on individuals largely for selecting what they do during breaks. There is a crew-based schedule with a group of people working and resting on same days. The employees will then have

the same co-workers and supervisors. This will be advantageous if the co-operation of team workers is needed. Uniform coverage means that a constant number of people work at all times.

1. Why is a rotating shift preferred to a fixed shift?

2. If cooperation of team workers is needed, the solution is _____

IV. Literal translation

Directions: Read each of the following passages and translate the underlined sentences to their literal meanings. The underlined sentences are numbered. Below each passage the sentence numbers are provided. Write the literal translations / connotations of the numbered sentences in the corresponding space.

Passage 1

God is impossible but all is impossible without Him. There is nothing to believe in but the senses and the senses soon exhaust themselves, In western literature, nihilism is first and most powerfully foreshadowed by Dostoevsky, who is maliciously witty, maliciously inventive in his perception of the faces of nihilism. He sees it first as a social disorder without boundary of shame; (1)Pyotr Verhovensky, in an orgy of undoing,

mocking the very idea of purpose, transforming the ethic of modernist experiment into an appeal for collective suicide, seizing upon the most exalted words in order to hollow them out through burlesque. “If there’s no God, how can I be a captain then,” asks an old army officer in *The Possessed*, and in the derision that follows one fancies that Dostoevsky joins in half contempt, half enchantment. Nihilism appears in moral guise through the figures of Kirillov and Ivan Karamazov, the first a man of purity and the second of seriousness; that both are good men saves them not at all, for emptiness, says Dostoevsky, lodges most comfortably in the hearts of the disinterested. (2)And in *Stavrogin*, that ‘subtle serpent’ stricken with metaphysical despair and haunted by ‘the demon of irony’ nihilism achieves an ultimate of representation: nothingness in flesh, flesh that would be nothing’. ‘We are all nihilists’, says Dostoevsky in the very course of his struggle to make himself into something else. His great achievement is to sense, as Nietzsche will later state, his intrinsic connection between nihilism as doctrine and nihilism as experience of loss. Just as Jane Austen saw how trivial lapses in conduct can lead to moral disaster, so Dostoevsky insisted that casual concessions to boredom can drive men straight into the void.

(1) _____

(2) _____

Passage 2

The prevailing view has been that changes in the quantum world take place

more slowly if they are monitored. This is known as the ‘Quantum Zeno Effect’. One of the revelations of quantum theory is that at very small scales - for objects the size of atoms, say, the act of observation inevitably affects what is observed. To ‘see’ an object we must bounce at least one ‘quantum particle’ of light off it, one photon, the smallest possible ‘portion of light. But if the object is a single atom or molecule, this is like trying to find someone by firing water cannon at them. For events at the quantum scale, making a measurement involves changing what is measured. One of the outcomes of this entanglement between observer and observed is that the ‘decay’ of quantum system from one state to another of lower energy - which normally happens spontaneously - can be slowed down by making frequent measurement of which state the system is in. (1) If the measurements are continuous, the decay never happens at all. It is rather like stopping a ball from falling to the ground simply by looking at it. Ow Gershon Kurizki and Abraham Kofman of the Weizmann Institute of science in Rehovot, Israel, argue that the converse can also be true, and more common. They call this the ‘anti-Zeno effect’. They have looked again at the theory behind the quantum Zeno effect. They explain that it applies only to a restricted class of quantum decay processes. For many common kinds of ‘decay’ - for example, when a radio active atomic nucleus emits a beta particle, or when an energetic molecule gives out ‘fluorescent’ light - frequent measurements help the system make the transition from the initial to the decayed state. The change happens more quickly. The researchers have not yet put their predictions to test, although

they say that this should be relatively easy to do. But they point out that their theoretical work ties in with another of Zeno's paradoxes – perhaps the most famous one of all.

Zeno argued that it should be impossible for the swift footed Achilles to overtake a lumbering tortoise that starts first in a race. To catch up with the tortoise, Achilles must first pass the point where the tortoise started out from. But the tortoise, however slowly it is moving, will have moved beyond this point. So how can Achilles ever arrive at a point before the tortoise gets there? (2)The paradox stems from the assumption that we can go on dividing time into ever smaller steps, through which both Achilles and the tortoise move with a constant speed. Kurizki and Kofman point out that one of the conceptual problems with the suppression of decay by constant measurement – the quantum Zeno effect – is that it assumes time is infinitely divisible, so that measurement can indeed be continuous.

(1)_____

(2)_____

Passage 3

Indology, which prominently includes history of the Vedic Age, is the result of a historical accident. In 1974, Sir William Jones, an English jurist began study of Sanskrit to understand the legal and political traditions of the Indian subjects. As a classical scholar, he was struck by the extraordinary similarities between Sanskrit and European languages,

especially Latin and Greek. He went on to observe: (1)the Sanskrit language, whatever be its antiquity, is of wonderful structure, more perfect than Greek, more copious than Latin, and more exquisitely refined than either, yet bearing to both in the roots of the verbs and in the forms of grammar, than could possibly have been produced by accident; so strong indeed, that no philologer could examine them all three without believing them to have sprung from the same source.'

Though he was not the first European to recognize this connection, Jones was the first to express it in scholarly terms. With this dramatic announcement Jones launched two new fields Indology and comparative linguistics, notably Indo European Linguistics. To account for this similarity, some scholars postulated that the ancestors of Indians and Europeans must at one time have lived in the same region and spoken the same language. They called this the Aryan language and their common homeland the Aryan homeland. Following the Nazi misuse of the word Aryan as a race, and the atrocities that accompanied it, the term has fallen into disfavor. The preferred term today is Indo-European. According to this theory, the ancestors of the Indians who used Vedic Sanskrit to compose the Vedas and other related literature hailed from a land outside India. Their original homeland has been placed in locations from Germany to Chinese Turkestan. That is, everywhere except India where the Vedic language and its literature have found the fullest expression and endured the longest.

This is the background to the famous Aryan Invasion Theory that has dominated Indian history books for over a century. Based on various arguments, but strongly influenced by biblical beliefs, scholars like Max Mueller assigned a date of 1500 BC for the Aryan invasion and 1200 BC for the composition of the Rig Veda, the oldest member of the Vedic corpus. Max Mueller himself asserted: 'I regard the account in the Genesis to be simply historical'. In his defense, it must be recognized that he was by no means dogmatic about his theories. Towards the end of his life, in response to some critics Max Mueller wrote: (2) 'Whether the Vedic hymns were written 1000, 1500 or 2000 or 3000 BC., no power on Earth will ever determine it.'

What is remarkable in all this is the fact that the foundations of ancient Indian history were being laid by scholars who were not historians but linguists. In keeping with the political conditions of the age it was inevitable that colonial and Christian missionary interests should have intruded on their work; their brief in the Biblical Creation Theory. There was also no archaeology to guide. (3) Even Max Mueller, during the first half of his career, saw it his duty to advance the interests of Christian missionaries, though, towards the end of his life, he became a convert to Vedanta. In addition, most of them had no scientific background.

(1) _____

(2) _____

(3) _____

Passage 4

At a crowded evening to launch his latest book, *The Glass Place*, in New Delhi, Amitav Ghosh told the audience that he did not think of himself as a 'political' writer and was taken strongly to task for this. Why did he fear the label, 'political'? Given that the question of nationalism had been a major concern in his writings, how could he think of himself as anything other than political? Given that both his non-fiction and fiction writings had a strongly political (1)content -whether it was to do with India or Cambodia or Egypt or Burma, surely he could not entirely wipe out the politics from his writing?

Ghosh, however, chose to interpret politics in the somewhat narrow sense of the word as having to do with electoral politics, with politicians, and with their machinations. 'I am not native about politics', he said, (2) 'I have written and thought about it. But if there is one noble project that we should take up in our lives, it should be to rescue it from this monster of politics.' Of the wider sense of politics, he refused to accept what he saw as the rather simplistic claim that everything in life is political. 'If we say everything is political', he said, 'then we might as well say nothing is political. In our contemporary world, everything is cannibalized by politics. I want to salvage something from this'.

Ghosh (3)eschews gimmicks and linguistic gymnastics, keeping close the ‘old-fashioned’ ‘straight’ writing, and a sense of old world wanderlust, fascination with the links between ancient and modern geographies and histories informs much of his writing. It is not surprising then, that he is one of the few writers who are taken seriously both within India and outside, and who is never castigated, as others are, for living ‘outside’ so to speak. Clearly, he is as much someone who Ghosh’s response to his choice of English as the language of writing was as matter of fact. ‘I do not wish to make prescriptive statements about whether we should or should not write in English. But my process of writing has led me to this language.’ (4)At the same time, he admitted that as a writer you cannot hope to represent the entirety of your experience if you are writing in a language that is not your own. Thus, according to him, Indian writers writing in English work under some formidable technical constants – which, for example, do not hold for as English writer writing in English.

(1) _____

(2) _____

(3) _____

(4) _____

