



Question (1-5): Read the following passage and answer the questions that follow.

Archaeology as a profession faces two major problems. First, it is the poorest of the poor.

Only paltry sums are available for excavating and even less is available for publishing the results and preserving the sites once excavated. Yet archaeologists deal with priceless objects every day. Second, there is the problem of illegal excavation, resulting in museum-quality pieces being sold to the highest bidder.

I would like to make an outrageous suggestion that would at one stroke provide funds for archaeology and reduce the amount of illegal digging. I would propose that scientific archeological expeditions and governmental authorities sell excavated artifacts on the open market. Such sales would provide substantial funds for the excavation and preservation of archaeological sites and the publication of results. At the same time, they would break the illegal excavator's grip on the market, thereby decreasing the inducement to engage in illegal activities.

You might object that professionals excavate to acquire knowledge, not money. Moreover, ancient artifacts are part of our global cultural heritage, which should be available for all to appreciate, not sold to the highest bidder. I agree. Sell nothing that has unique artistic merit or scientific value. But, you might reply everything that comes out of the ground has scientific value. Here we part company. Theoretically, you may be correct in claiming that every artifact has potential scientific value. Practically, you are wrong.

I refer to the thousands of pottery vessels and ancient lamps that are essentially duplicates of one another. In one small excavation in Cyprus, archaeologists recently uncovered 2,000 virtually indistinguishable small jugs in a single courtyard, Even precious royal seal impressions known as l'melekh handles have been found in abundance—more than 4,000 examples so far. The basements of museums are simply not large enough to store the artifacts that are likely to be discovered in the future. There is not enough money even to catalogue the finds; as



a result, they cannot be found again and become as inaccessible as if they had never been discovered. Indeed, with the help of a computer, sold artifacts could be more accessible than are the pieces stored in bulging museum basements. Prior to sale, each could be photographed and the list of the purchasers could be maintained on the computer. A purchaser could even be required to agree to return the piece if it should become needed for scientific purposes. It would be unrealistic to suggest that illegal digging would stop if artifacts were sold on the open market. But the demand for the clandestine product would be substantially reduced. Who would want an unmarked pot when another was available whose provenance was known, and that was dated stratigraphically by the professional archaeologist who excavated it?

1. The primary purpose of the passage is to propose

- (A) an alternative to museum display of artifacts
- (B) a way to curb illegal digging while benefiting the archaeological profession
- (C) a way to distinguish artifacts with scientific value from those that have no such value
- (D) the governmental regulation of archaeological sites
- (E) a new system for cataloguing duplicate artifacts

Ans:B

2. The author implies that all of the following statements about duplicate artifacts

are true EXCEPT:

- (A) A market for such artifacts already exists.
- (B) Such artifacts seldom have scientific value.
- (C) There is likely to be a continuing supply of such artifacts.
- (D) Museums are well supplied with examples of such artifacts.
- (E) Such artifacts frequently exceed in quality those already catalogued in museum collections.



Ans: E

3. Which of the following is mentioned in the passage as a disadvantage of storing artifacts in museum basements?

- (A) Museum officials rarely allow scholars access to such artifacts.
- (B) Space that could be better used for display is taken up for storage.
- (C) Artifacts discovered in one excavation often become separated from each other.
- (D) Such artifacts are often damaged by variations in temperature and humidity.
- (E) Such artifacts often remain uncatalogued and thus cannot be located once they are put in storage.

Ans: E

4. The author mentions the excavation in Cyprus (lines 31-34) to emphasize which of the following points?

- (A) Ancient lamps and pottery vessels are less valuable, although more rare, than royal seal impressions.
- (B) Artifacts that are very similar to each other present cataloguing difficulties to archaeologists.
- (C) Artifacts that are not uniquely valuable, and therefore could be sold, are available in large quantities.
- (D) Cyprus is the most important location for unearthing large quantities of salable artifacts.
- (E) Illegal sales of duplicate artifacts are wide-spread, particularly on the island of Cyprus.

Ans: C



5. The author's argument concerning the effect of the official sale of duplicate artifacts on illegal excavation is based on which of the following assumptions?

- (A) Prospective purchasers would prefer to buy authenticated artifacts.
- (B) The price of illegally excavated artifacts would rise.
- (C) Computers could be used to trace sold artifacts.
- (D) Illegal excavators would be forced to sell only duplicate artifacts.
- (E) Money gained from selling authenticated artifacts could be used to investigate and prosecute illegal excavators.

Ans: A

Question (6-10): Read the following passage and answer the questions that follow.

Federal efforts to aid minority businesses began in the 1960's when the Small Business Administration (SBA) began making federally guaranteed loans and government-sponsored management and technical assistance available to minority business enterprises. While this program enabled many minority entrepreneurs to form new businesses, the results were disappointing, since managerial inexperience, unfavorable locations, and capital shortages led to high failure rates. Even years after the program was implemented, minority business receipts were not quite two percent of the national economy's total receipts.

Recently federal policymakers have adopted an approach intended to accelerate development of the minority business sector by moving away from directly aiding small minority enterprises and toward supporting larger, growth-oriented minority firms through intermediary companies. In this approach, large corporations participate in the development of successful and stable minority businesses by making use of government-sponsored venture capital. The capital is used by a participating company to establish a Minority Enterprise Small Business Investment Company or MESBIC. The MESBIC then provides capital and guidance to minority



businesses that have potential to become future suppliers or customers of the sponsoring company.

MESBIC's are the result of the belief that providing established firms with easier access to relevant management techniques and more job-specific experience, as well as substantial amounts of capital, gives those firms a greater opportunity to develop sound business foundations than does simply making general management experience and small amounts of capital available. Further, since potential markets for the minority businesses already exist through the sponsoring companies, the minority businesses face considerably less risk in terms of location and market fluctuation. Following early financial and operating problems, sponsoring corporations began to capitalize MESBIC's far above the legal minimum of \$500,000 in order to generate sufficient income and to sustain the quality of management needed.

MESBIC's are now emerging as increasingly important financing sources for minority enterprises. Ironically, MESBIC staffs, which usually consist of Hispanic and Black professionals, tend to approach investments in minority firms more pragmatically than do many MESBIC directors, who are usually senior managers from sponsoring corporations. The latter often still think mainly in terms of the —social responsibility approach and thus seem to prefer deals that are riskier and less attractive than normal investment criteria would warrant. Such differences in viewpoint have produced uneasiness among many minority staff members, who feel that minority entrepreneurs and businesses should be judged by established business considerations. These staff members believe their point of view is closer to the original philosophy of MESBIC's and they are concerned that, unless a more prudent course is followed, MESBIC directors may revert to policies likely to re-create the disappointing results of the original SBA approach.

6. Which of the following best states the central idea of the passage?

(A) The use of MESBIC's for aiding minority entrepreneurs seems to have



greater potential for success than does the original SBA approach.

(B) There is a crucial difference in point of view between the staff and directors of some MESBIC"s.

(C) After initial problems with management and marketing, minority businesses have begun to expand at a steady rate.

(D) Minority entrepreneurs wishing to form new businesses now have several equally successful federal programs on which to rely.

(E) For the first time since 1960, large corporations are making significant contributions to the development of minority businesses.

Ans: A

7. According to the passage, the MESBIC approach differs from the SBA approach in that MESBIC"s

(A) seek federal contracts to provide markets for minority businesses

(B) encourage minority businesses to provide markets for other minority businesses

(C) attempt to maintain a specified rate of growth in the minority business sector

(D) rely on the participation of large corporations to finance minority businesses

(E) select minority businesses on the basis of their location

Ans: D

8. Which of the following does the author cite to support the conclusion that the results of the SBA program were disappointing?

(A) The small number of new minority enterprises formed as a result of the program

(B) The small number of minority enterprises that took advantage of the management and technical assistance offered under the program



- (C) The small percentage of the nation's business receipts earned by minority enterprises following the programs, implementation
- (D) The small percentage of recipient minority enterprises that were able to repay federally guaranteed loans made under the program
- (E) The small number of minority enterprises that chose to participate in the Program

Ans: C

9. Which of the following statements about the SBA program can be inferred from the passage?

- (A) The maximum term for loans made to recipient businesses was 15 years.
- (B) Business loans were considered to be more useful to recipient businesses than was management and technical assistance.
- (C) The anticipated failure rate for recipient businesses was significantly lower than the rate that actually resulted.
- (D) Recipient businesses were encouraged to relocate to areas more favorable for business development.
- (E) The capitalization needs of recipient businesses were assessed and then provided for adequately.

Ans: C

10. Based on information in the passage, which of the following would be indicative of the pragmatism of MESBIC staff members?

- I. A reluctance to invest in minority businesses that show marginal expectations of return on the investments
- II. A desire to invest in minority businesses that produce goods and services likely to be of use to the sponsoring company



III. A belief that the minority business sector is best served by investing primarily in newly established businesses

- (A) I only
- (B) III only
- (C) I and II only
- (D) II and III only
- (E) I, II and III

Ans: C

Question (11-15): Read the following passage and answer the questions that follow.

The majority of successful senior managers do not closely follow the classical rational model of first clarifying goals, assessing the problem, formulating options, estimating likelihoods of success, making a decision, and only then taking action to implement the decision.

Rather, in their day-by-day tactical maneuvers, these senior executives rely on what is vaguely termed —intuition to manage a network of interrelated problems that require them to deal with

ambiguity, inconsistency, novelty, and surprise; and to integrate action into the process of thinking.

Generations of writers on management have recognized that some practicing managers rely heavily on intuition. In general, however, such writers display a poor grasp of what intuition is. Some see it as the opposite of rationality; others view it as an excuse for capriciousness.

Isenberg's recent research on the cognitive processes of senior managers reveals that managers' intuition is neither of these. Rather, senior managers use intuition in at least five distinct ways. First, they intuitively sense when a problem exists. Second, managers rely on



intuition to perform well-learned behavior patterns rapidly. This intuition is not arbitrary or irrational, but is based on years of painstaking practice and hands-on experience that build skills. A third function of intuition is to synthesize isolated bits of data and practice into an integrated picture, often in an —Aha! experience. Fourth, some managers use intuition as a check on the results of more rational analysis. Most senior executives are familiar with the formal decision analysis models and tools, and those who use such systematic methods for reaching decisions are occasionally leery of solutions suggested by these methods which run counter to their sense of the correct course of action. Finally, managers can use intuition to bypass in-depth analysis and move rapidly to engender a plausible solution. Used in this way, intuition is an almost instantaneous cognitive process in which a manager recognizes familiar patterns. One of the implications of the intuitive style of executive management is that —thinking is inseparable from acting. Since managers often —know what is right before they can analyze and explain it, they frequently act first and explain later. Analysis is inextricably tied to action in thinking/acting cycles, in which managers develop thoughts about their companies and organizations not by analyzing a problematic situation and then acting, but by acting and analyzing in close concert.

Given the great uncertainty of many of the management issues that they face, senior managers often instigate a course of action simply to learn more about an issue. They then use the results of the action to develop a more complete understanding of the issue. One implication of thinking/acting cycles is that action is often part of defining the problem, not just of implementing the solution.

11. According to the passage, senior managers use intuition in all of the following ways EXCEPT to

- (A) speed up of the creation of a solution to a problem
- (B) identify a problem



- (C) bring together disparate facts
- (D) stipulate clear goals
- (E) evaluate possible solutions to a problem

Ans: D

12. The passage suggests which of the following about the “writers on management” mentioned in line 12?

- (A) They have criticized managers for not following the classical rational model of decision analysis.
- (B) They have not based their analyses on a sufficiently large sample of actual managers.
- (C) They have relied in drawing their conclusions on what managers say rather than on what managers do.
- (D) They have misunderstood how managers use intuition in making business decisions.
- (E) They have not acknowledged the role of intuition in managerial practice.

Ans:D

13. Which of the following best exemplifies “an „Aha!“ experience” (line 28) as it is presented in the passage?

- (A) A manager risks taking an action whose outcome is unpredictable to discover whether the action changes the problem at hand.
- (B) A manager performs well-learned and familiar behavior patterns in creative and uncharacteristic ways to solve a problem.
- (C) A manager suddenly connects seemingly unrelated facts and experiences to create a pattern relevant to the problem at hand.
- (D) A manager rapidly identifies the methodology used to compile data yielded



by systematic analysis.

(E) A manager swiftly decides which of several sets of tactics to implement in order to deal with the contingencies suggested by a problem.

Ans:C

14. According to the passage, the classical model of decision analysis includes all of the following EXCEPT

(A) evaluation of a problem

(B) creation of possible solutions to a problem

(C) establishment of clear goals to be reached by the decision

(D) action undertaken in order to discover more information about a problem

(E) comparison of the probable effects of different solutions to a problem

Ans:D

15. It can be inferred from the passage that which of the following would most probably be one major difference in behavior between Manager X, who uses intuition to reach decisions, and Manager Y, who uses only formal decision analysis?

(A) Manager X analyzes first and then acts; Manager Y does not.

(B) Manager X checks possible solutions to a problem by systematic analysis; Manager Y does not.

(C) Manager X takes action in order to arrive at the solution to a problem; Manager Y does not.

(D) Manager Y draws on years of hands-on experience in creating a solution to a problem; Manager X does not.

(E) Manager Y depends on day-to-day tactical maneuvering; manager X does not.

Ans: C



Question (16-30): Choose the correct option to frame a right sentence, In place of the word **italized**.

16. The man *to who I gave* my puppy was a cheat.

- A. to whom I gave
- B. to who I gave
- C. who was gave
- D. to whom I given
- E. No correction required

Ans: A

17. The weather is too sultry *for tolerating* any long.

- A. to tolerate
- B. to tolerating
- C. at tolerating
- D. with tolerating
- E. No correction required

Ans: A

18. No sooner *do the girl fell* down that they rushed her to hospital.

- A. did the girl fall
- B. did the girl fell
- C. had the girl fell
- D. had the girl fall
- E. No correction required

Ans: A

19. Can you tell me why did you not come to the class yesterday?



- A. why did not you come
- B. that why did you not come
- C. why you did not come
- D. why did you not come
- E. No correction required

Ans: C

20. Most of the Football players *are as strong as, if not stronger than*, Cricket players.

- A. as if stong as not stronger
- B. Stonger but not as strong
- C. as strong, if not stronger
- D. so strong, if not stronger
- E. No correction required

Ans: E

21. One of the most important *developements* of this era is women empowerment.

- A. developement
- B. developements
- C. developments
- D. developemnts

Ans: B

22. If Radhika *was* you, she would have won the first prize.

- A. were
- B. would
- C. am
- D. no correction required

Ans: A



23. They created a strong password, lest anyone *could* crack.

- A. would
- B. might
- C. should
- D. no correction required

Ans: C

24. It rained heavily and thus the match got called *away*.

- A. on
- B. off
- C. out
- D. no correction required

Ans: B

25. Everyone *were* waiting to get the movie tickets on the day 1.

- A. was
- B. would
- C. have
- D. no correction required

Ans: A

26. Each of the *boys was* standing in a row.

- A. boy was
- B. boys were
- C. boy were
- D. no correction required

Ans: D



27. We do not sell things *of* credit.

- A. on
- B. in
- C. with
- D. at

Ans: A

28. When it comes to work, I hate *arriving lately*.

- A. arrive late
- B. arriving late
- C. lately arriving
- D. no correction required

Ans: B

29. My garden's looking lovely now that daffodils are in it.

- A. the daffodils
- B. a daffodils
- C. an daffodils
- D. no correction required

Ans: A

30. Did you watch cricket match *on* television last night.

- A. by
- B. in



- C. with
- D. no correction required

Ans: D

(31-32). Choose the meaning of the idiom:

31. I don't understand this thesis anymore; I'm going **back to the drawing board**.

- A. To start over
- B. To give up
- C. to draw something on a board
- D. to study

Ans: A

32. I'm sorry but I just can't seem to **wrap my head around it**.

- A. having a severe headache
- B. move around
- C. can't understand
- D. finish up the work

Ans: C

33. Between 1960 and 1970, ivory poachers in the African nation of Zinbaku killed over 6,500 elephants. During that period, the total elephant population in Zinbaku fell from about 35,000 to just under 30,000. In 1970, new anti-poaching measures were implemented in Zinbaku, and between 1970 and 1980 over 800 poachers were arrested and expelled from the country. Nevertheless, by 1980, the elephant population in Zinbaku had fallen to about 21,000.

Which of the following, if true, would best help to explain the apparent paradox presented above?

The poachers arrested in Zinbaku between 1970 and 1980 were rarely sentenced to long prison terms

Because of highly publicized campaigns against the slaughter of elephants, demand for ivory fell between 1970 and 1980



The elephant population in neighbouring Mombasa rose slightly between 1970 and 1980

In Zinbaku, between 1970 and 1980, thousands of acres of forest, the elephant's natural habitat, were cleared for farming

Ans: D

34. If highways were restricted to cars and only those trucks with capacity of less than 8 tons, most of the truck traffic would be forced to run outside highways. Such a reduction in the amount of truck traffic would reduce the risk of collisions on highways.

The conclusion drawn in the 1st sentence depends on which of the following assumptions?

The roads outside highway would be as convenient as highway for most drivers of trucks..

Most of the roads outside highways are not ready to handle truck traffic.

Most trucks that are currently running in highway have a capacity of more than 8 tons.

Cars are at greater risk of being involved in collisions than are trucks.

Ans: C

35. A highly cohesive work group is a prerequisite for high team performance. Sociologists point out that the association between success and group cohesion owes to the support individual team members give to one another and their acceptance of the group's activities and goals.

Each of the following, if true, either supports or cannot weaken the sociologists' assumption about the relationship between success and cohesion EXCEPT

A group of Japanese researchers found that the successful work teams were led by dominant leaders

University researchers found that there was a significant correlation between team productivity and the extent to which team members understood and complied with the group's objectives

American researchers found that successful team members tended to rate their fellow members more favourably

Industrial Psychologists of UK found that work groups who tended to participate in after-hours social activities were more productive

Ans: A

36. There are numerous reasons why individuals want to run their own businesses. Some foresee more personal satisfaction if they succeed in launching their own business, while others are mainly interested in the prospect of larger financial rewards. Since 1980s and early 1990s, tax regulation and liberal policies have encouraged increasing number of venture capitalists and entrepreneurs to start new enterprises. Since 1990, one and a half million new ventures have been started. Not all have succeeded.



The above statement makes which of the following assumptions?

- Success in starting a new business largely depends on sound financial planning
- Venture capitalists are motivated by non-monetary gains
- Social incentives motivate investors just as much as financial rewards
- None of these

Ans:D

37. In terms of Purchasing Power Parity (PPP), rural households have more purchasing power than do urban and suburban households at the same income level, since some of the income urban and suburban households utilize for food and shelter can be utilized by rural households for other needs.

Which of the following inferences is best supported by the statement made above?

- All three types of households, urban, suburban, and rural, spend more of their income on housing than all other purchases combined.
- Rural households have lower housing and food costs than do either urban or suburban households.
- The median income of suburban and urban households is generally more than that of rural households.
- The average rural households include more people than does the average urban or suburban holds.

Ans: B

(38-42) Choose the synonym of the given word

38. constrain:
- decide
 - compare
 - break
 - control

Ans:D

39. supposedly:
- in a strange way
 - shortly
 - apparently
 - for a short time

Ans: C

40. endure:
- tolerate
 - ignore
 - spoil



appreciate

Ans: A

41. tariff:

fearfulness

melody

tax

road surface

Ans: C

42. draft:

blow away

formulate

jump

mend

Ans: B

(43-45) Sentences given in each question, when properly sequenced form a coherent paragraph. Each sentence is labelled with a letter. Choose the most logical order of sentences from amongst the four choices given to construct a paragraph.

43.

1. Human behaviours are regulated by their

P. A person's working pattern as well as living style.

Q. Between these selves has an adverse effect upon

R. Work done is the self portrait

S. Real self and social self. Conflict

6. of the person who did it.

RPQS

SQPR

QRSP

PQRS

Ans: A

44.

1. Plato's 'Republic' has exercised tremendous influence



- P. He states that statesmen should
- Q. on human thought and intelligence.
- R. integrity, because he felt that, only such men
- S. be men of supreme intelligence and impeccable
6. could enlighten the darker side of human nature into a positive.

PRSQ
SQPR
RSQP
QPSR

Ans: D

45

1. We frisked about cheerfully over a path that led to a guava orchard.
- P. There was a mud wall around it.
- Q. I smacked my lips at the sight of the luscious green guavas in the orchard.
- R. Ajit also followed him without a second's thought.
- S. Saransh was the first one to leap over the wall to get the guavas.
6. However I was scared that the watchman will catch us..

RQSP
SQRP
PSQR
PSRQ

Ans: B

(46-50) Choose the correct answer to fill in the blanks.

46. Mother was _____ because all her pain had gone _____.
- a. happy, selected
- b. distraught, awry
- c. frustrated, magnificently



d. dejected, splendidly

e. happiness, rejected

Ans: B

47. He has mental _____ to carry out this job successfully.

a. persuasion

b. durability

c. predilection

d. adroitness

Ans:C

48. He's gone through a _____. He is not at all the same man as he was 10 years back.

a. frustration

b. surveillance

c. crisis

d. metamorphosis

e. examination

Ans: D

49. The finance secretary _____ the NGO's funds _____ he was dismissed.

a. misplaced, soon

b. misappropriated, so

c. rolled, thus

d. continued, for

e. pirated, therefore

Ans: B

50. The rail ministry has tied up with corporates to _____ cleanliness and hygiene at various railway platforms across India.



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- a. start
- b. suggest
- c. maintain
- d. motivate

Ans: C