

## SERIES 16

modes (e.g. autonomy, accountability, cooperation), and personnel (e.g. reward and punishment, communication) were found to have significant effects on the current levels of PI; but past PI did not influence any of it. Similarly, past norms regarding excellence, expertise, dedication and the lower levels of dependency facilitated current PI levels, but not the other way around. In sum, PI management is an outcome rather than a cause of managerial policies and practices. Furthermore, PI management is more effective in an environment which offers opportunities than one which is highly controlled.

Once PI management becomes operative, it improves overall performance, the organisation's growth, public image as well as adaptability to circumstances improve. It heightens the achievement and result orientation of top management and lowers authoritarian norms at middle management levels. In order to realise the organisation's goals, the PI executives seek out a complex, turbulent but favourable environment. It is worth noting that past PI is negatively related to the maintenance of friendly relations with colleagues. PI 'perhaps temporarily lowers friendship ties at senior management levels'. Relationship orientation, particularly primary relationship, is probably not part of the PI package. Relationship is an offshoot of the 'affiliative orientation' which is a business typical of the traditional style of management. According to Khandwalla "a traditional top management, wedded to the status quo, may breed a clubby kind of affiliative, even somewhat task-oriented, work ethics at the next level of management, but a 'polished', cliquish, conflict ridden, low work ethic, passivity prone culture at middle-senior management levels. Also, the tenure of senior managers tends to be long in conservative set-ups. This may breed a fairly strong, affiliative orientation among the old timers." Khandwalla devised an essentially PI-like strategy for the turnaround management of sick enterprises.

A few years later, Khandwalla added that it is the 'humane' rather than the 'surgical' turnaround strategy which works in the developmental context. The turnaround and PI styles should be considered as a whole and integrated model in which the relative relevance of each depends on the health of the organisation. The sick ones need turnaround to be followed by PI management in order to make the organization even more vibrant and healthy. The underlying basic assumption in both of them is the centrality of the task system which must be built, restructured and managed rationally and scientifically.

1. According to the passage, managers who adopt PI management Style
- (1) Avoid risks
  - (2) Adopt sophisticated technology
  - (3) Do not adapt or innovate
  - (4) None of the above

2. Which of the following is NOT a correct statement ?
- (1) Organisation's growth is regulated by PI Management Style
  - (2) Organisation's image improves with PI Management Style
  - (3) PI Management improves organisation's adaptability
  - (4) PI Management improves the result orientation of organisation
3. According to the author of the passage,
- (1) Khandwalla is a proponent of the traditional style of management
  - (2) Khandwalla is a critique of the traditional style of management
  - (3) Khandwalla is neither a proponent nor a critique of the traditional style of management
  - (4) None of the above
4. According to the author,
- (1) Khandwalla proposes a humane turnaround
  - (2) Khandwalla proposes a surgical turnaround
  - (3) Khandwalla proposes a mix of humane and surgical turnaround
  - (4) None of the above
5. According to the passage,
- (1) Effectiveness of 'Pioneering-Innovative Management' style is not dependent on situational factors.
  - (2) Situational factors have no influence on 'Pioneering-Innovative Management' style.
  - (3) Effectiveness of 'Pioneering-Innovative Management' style is partially influenced by situational factors.
  - (4) Situational factors totally control 'Pioneering-Innovative Management' style.
6. Which of the following is a correct statement ?
- (1) The present norms and managerial functions are influenced by 'Pioneering-Innovativeness'
  - (2) 'Pioneering-Innovativeness' of the past has no significant influence on present norms and managerial functions.
  - (3) The 'Pioneering-Innovativeness' of the past has very little impact on present norms and managerial functions.
  - (4) None of the above
7. Which of the following is NOT a correct statement ?
- (1) The policy of recruiting creative managers at junior levels has direct impact on the current levels of 'Pioneering-Innovative' management
  - (2) Deliberate efforts to develop innovative business strategies has direct impact on 'Pioneering-Innovative' management
  - (3) Steps to inculcate innovative operating models has direct impact on 'Pioneering-Innovative' management
  - (4) Past 'Pioneering-Innovative' management had influence on present business strategies

8. According to the passage,
- (1) 'Pioneering-Innovative' management enhances performance
  - (2) 'Pioneering-Innovative' management inhibits performance
  - (3) 'Pioneering-Innovative' management controls performance
  - (4) 'Pioneering-Innovative' management measures performance
9. Which of the following is a correct statement ?
- (1) Pioneering-Innovative' management is a result of top management policies and practices
  - (2) Management policies and practices are a result of 'Pioneering-Innovative' management
  - (3) 'Pioneering-Innovative' management works well in a closed environment
  - (4) 'Pioneering-Innovative' management works well in a controlled environment
10. According to the passage,
- (1) Past practices of encouraging excellence had no influence on current 'PI' levels
  - (2) Past practices of encouraging excellence influenced current 'PI' levels
  - (3) Past 'PI' levels influenced current focus on excellence
  - (4) Past 'PI' levels influenced the current level of expertise.
11. Which of the following is NOT a correct statement ?
- (1) 'PI' management is characterised by an emphasis on innovation
  - (2) Emphasis on high return on investments is characteristic of 'PI' management
  - (3) Emphasis on high quality and low price is characteristic of 'PI' management
  - (4) 'PI' management is characterised by an emphasis on being a pioneer.
12. Which of the following is a correct statement ?
- (1) Khandwalla used a questionnaire to seek responses from 75 respondents
  - (2) Khandwalla used a questionnaire to seek responses from executives of 75 respondents
  - (3) Khandwalla sought responses from 75 organisations of similar nature
  - (4) Likert sought responses from 75 organisations of similar nature
13. According to the passage,
- (1) Khandwalla believes that lower levels are influenced by the style of top management
  - (2) Likert believed that lower levels are influenced by the style of top management
  - (3) Neither Likert nor Khandwalla believed that lower levels are influenced by the style of top management
  - (4) None of the above

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14. Which of the following is NOT a correct statement ?
- (1) Likert preferred to use the expression 'management' instead of 'leadership'
  - (2) Khandwalla preferred to use the expression 'management' instead of 'leadership'
  - (3) Neither the work of Likert nor that of Khandwalla deal with the theory of 'leadership'
  - (4) Both Likert and Khandwalla deal with the theory of 'leadership'

**Directions for Question Nos. 15 to 29 :** Read the following passage-2 and answer the questions given at the end of the passage. The answers should be based either on the author's views or inferences drawn from the given passage.

#### Passage-2

The fairness exercise, thus structured, is aimed at identifying appropriate principles that would determine the choice of just institutions needed for the basic structure of a society. Rawls identifies some very specific principles of justice (to be discussed presently), and makes the strong claim that these principles would be the unanimous choice that would emerge from the political conception of justice as fairness. He argues that since these principles would be chosen by all in the original position, with its primordial equality, they constitute the appropriate 'political conception' of justice, and that people growing up in a well-ordered society governed by these principles would have good reason to affirm a sense of justice based on them (irrespective of each person's particular conception of a 'good life' and personal 'comprehensive' priorities). So the unanimous choice of these principles of justice does quite a bit of work in the Rawlsian system, which includes the choice of institutions for the basic structure of the society, as well as the determination of a political conception of justice, which Rawls proposes will correspondingly influence individual behaviour in conformity with that shared conception.

The choice of basic principles of justice is the first act in Rawls's multi-staged unfolding of social justice. This first stage leads to the next 'constitutional' stage in which actual institutions are selected in line with the chosen principle of justice, taking note of the conditions of each particular society. The working of these institutions, in turn, leads to further social decisions at later stages in the Rawlsian system, for example through appropriate legislation (in what Rawls calls 'the legislative stage'). The imagined sequence moves forward step by step on firmly specified lines, with an elaborately characterized unfolding of completely just societal arrangements.

The whole process of this unfolding is based on the emergence of what he describes as 'two principles of justice' in the first stage that influence everything else that happens in the Rawlsian sequence. I have to express considerable scepticism about Rawls's highly specific claim about the unique choice, in the

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a unique emergence cannot but hit at the very root of the theory. There is a real tension here within Rawls's own reasoning over the years. He does not abandon, at least explicitly, his theory of justice as fairness, and yet he seems to accept that there are incurable problems in getting a unanimous agreement on one set of principles of justice in the original position, which cannot but have devastating implications for his theory of 'justice as fairness'.

My own inclination is to think that Rawls's original theory played a huge part in making us understand various aspects of the idea of justice, and even if that theory has to be abandoned—for which there is, I would argue, a strong case — a great deal of the enlightenment from Rawls's pioneering contribution would remain and continue to enrich political philosophy. It is possible to be at once deeply appreciated and seriously critical of a theory, and nothing would make me happier than having Rawls's own company, if that were to come, in this 'dual' assessment of the theory of justice as fairness.

15. According to Rawls,
- (1) Principles of justice are the unanimous choice of a just society
  - (2) Principles of justice are politically derived
  - (3) Both the above
  - (4) None of the above
16. Which of the following best fits the title of the passage ?
- (1) The Idea of Justice
  - (2) Unbiased Principles
  - (3) Justice as Fairness
  - (4) The Basic Structure of Society
17. Which of the following is NOT a correct statement ?
- (1) Suitable principles need to be identified to determine the choice of just institutions
  - (2) Just institutions are required for the basic structure of society
  - (3) Rawls has identified specific principles of justice
  - (4) The author of the passage is in agreement with the principles of justice identified by Rawls
18. Which of the following is a correct statement ?
- (1) Rawls argues that citizens of a society governed by principles of justice would affirm a sense of justice based on them
  - (2) The author of the passage argues that citizens of a society governed by principles of justice would affirm a sense of justice based on them
  - (3) Both Rawls and the author of the passage argue that citizens of a society governed by principles of justice would affirm a sense of justice based on them
  - (4) Neither Rawls nor the author of the passage argues that citizens of a society governed by principles of justice would affirm a sense of justice based on them

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19. Which of the following is a correct statement ?
- (1) The author of the passage argues that principles of justice are chosen by all in the original position
  - (2) Rawls argues that principles of justice are chosen by all in the original position
  - (3) Both the author of the passage and Rawls argue that principles of justice are chosen by all in the original position
  - (4) Neither the author of the passage nor Rawls argue that principles of justice are chosen by all in the original position
20. Which of the following is NOT a correct statement ?
- (1) The author of the passage believes that principles of justice constitute the political concept of justice
  - (2) Rawls believes that principles of justice constitute the political concept of justice
  - (3) Both the author of the passage and Rawls believe that principles of justice constitute the political concept of justice
  - (4) Neither the author of the passage nor Rawls believe that principles of justice constitute the political concept of justice
21. Which of the following is a correct statement ?
- (1) Rawls rejects the theory of justice as fairness
  - (2) The author of the passage rejects the theory of justice as fairness
  - (3) Neither the author of the passage nor Rawls rejects the theory of justice as fairness
  - (4) All of the above
22. Which of the following is NOT a correct statement ?
- (1) The author of 'Justice as Fairness : A Restatement' is not the author of the passage
  - (2) Rawls is the author of 'Justice as Fairness : A Restatement'
  - (3) Rawls has not changed or modified his original position on the principles of justice
  - (4) None of the above
23. According to the passage,
- (1) Rawls's multistage theory of justice as fairness is not tenable
  - (2) Rawls's multistage theory of justice as fairness is very sound
  - (3) The author of the passage reinforces Rawls's multistage theory of justice as fairness
  - (4) None of the above

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24. According to the passage,
- (1) The basic principles of justice is the first stage of a multistaged process of social justice developed by Rawls.
  - (2) The basic principles of justice is the first stage of a multistaged process of social justice developed by the author of the passage
  - (3) Rawls's concept of social justice is confined to the basic principles of justice
  - (4) Rawls's concept of social justice developed as a two-stage process
25. Which of the following is a correct statement ?
- (1) The author of the passage does not agree that impartiality can take many different forms
  - (2) Rawls thinks that impartiality can take many different forms
  - (3) The author of the passage believes that impartiality can take many different forms
  - (4) None of the above
26. According to the passage,
- (1) The author of the passage is in agreement with Rawls's claim that there exists one particular set of principles for just institutions
  - (2) The author of the passage is not in agreement with Rawls's claim that there exists one particular set of principles for just institutions
  - (3) Neither of the above
  - (4) Both (1) and (2) above
27. According to the passage,
- (1) Rawls believes that there are several concerns that may lead to an understanding of justice
  - (2) The author of the passage believes that there are several concerns that may lead to an understanding of justice
  - (3) The author of the passage believes that one set of principles lead to our understanding of justice
  - (4) Rawls believes that there are conflicting concerns that may lead to an understanding of justice
28. According to the passage,
- (1) There is no theory of how to ensure justice in an unbiased and impartial way.
  - (2) One cannot treat people with economic equity and distributional fairness
  - (3) There is a general theory of economic equity and distributional fairness
  - (4) None of the above
29. Which of the following is a correct statement ?
- (1) Rawls suggests the theory 'justice as fairness'
  - (2) The author of the passage suggests the theory 'justice as fairness'
  - (3) Both Rawls and the author of the passage suggest the theory 'justice as fairness'
  - (4) None of the above

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heartlands of the empire of the Great Mogul. Franklin's account of his discoveries, published in Calcutta in the 1795 *Asiatic Researches* (the journal of the newly-founded Royal Asiatic Society) painted a melancholy picture of the once-great capital. Franklin had approached the city on horseback from the northwest. His first glimpse was of a landscape littered with crumbling ruins : 'The environs are crowded with the remains of spacious gardens and the country-houses of the nobility,' he wrote in his report. 'The prospect towards Delhi, as far as the eye can reach, is covered with the remains of gardens, pavilions, mosques and burying places.'

30. Which of the following is a correct statement ?
- (1) Olivia is a painter
  - (2) Olivia is the author's neighbour
  - (3) Olivia is a historian
  - (4) Olivia is the author of the passage
31. During the winter season in Delhi,
- (1) People largely stay indoors
  - (2) Most people prefer to walk around the streets
  - (3) The road side stacks are well-lit
  - (4) None of the above
32. Which of the following is a correct statement ?
- (1) Bright saffron coloured silk flags fly over the new Muslim graves
  - (2) Yellow and red silk flags fly over the new Muslim graves
  - (3) Yellow and green silk flags fly over the new Muslim graves
  - (4) All Muslim graves are covered with black flags
33. According to the passage,
- (1) All the goats wear old cardigans
  - (2) No goats wear cardigans
  - (3) All the goats are given new cardigans to wear
  - (4) Some goats wear old cardigans
34. Which of the following is a correct statement ?
- (1) The author of the passage was known to Iris Portal
  - (2) The author was not familiar with the Huxley sisters
  - (3) Neither Iris Portal nor the Huxley sisters knew about the last British in India
  - (4) The author was not interested in the first English who entered Delhi.
35. According to the passage,
- (1) Twilight is the name of a person
  - (2) A period in European history is known as Twilight
  - (3) A period in Delhi's history is known as Twilight
  - (4) None of the above
36. Which of the following is a correct statement ?
- (1) The Mughal Empire declined after the death of Aurangzeb
  - (2) The Mughal Empire prospered after the death of Aurangzeb
  - (3) Nadir Shah helped the prosperity of the Mughal Empire
  - (4) By the end of the 18th century, Delhi had become a very powerful state

37. Which of the following is a correct statement?  
(1) Emperor Shah Alam was an intelligent old man  
(2) Emperor Shah Alam was tall and dark complexioned  
(3) Emperor Shah Alam was blind  
(4) All of the above
38. Which of the following is a correct statement?  
(1) Emperor Shah Alam followed the etiquette of Muslim society  
(2) Emperor Shah Alam did not care about the etiquette of Muslim society  
(3) Poetry, music and the arts were not part of the Muslim culture  
(4) All of the above
39. Which of the following is a correct statement?  
(1) The invasion of Nadir Shah was anticipated  
(2) Nadir Shah invaded Persia  
(3) The massacre ordered by Nadir Shah killed 900 soldiers  
(4) The massacre ordered by Nadir Shah killed 15000 citizens of Delhi
40. According to the passage  
(1) Winter in Delhi is very pleasant  
(2) Summer season in Delhi is very pleasant  
(3) Both summer and winter seasons are pleasant in Delhi  
(4) Winter season in Delhi is not so pleasant

TCYonline

Google's founders understood that by the late 1990s hundreds of thousands of Web pages were being added to the Internet each day, and that existing search engines, which tended to search for keywords, could not keep pace. Brin and Page, who met as Stanford University students in computer science in 1995, developed a mathematical formula that ranked a Web page by how many other Web pages were linked to it, on the assumption that the more people linked to a certain page, more important the page. The key breakthrough that enabled Google to become first among search engines was its ability to combine its PageRank technology with an analysis of page content, which determines which pages are most relevant to the specific search being conducted. Even though Google entered the market after other major search players, its answers were seen by people as more accurate and relevant to what they were looking for. The fact that one search engine was just a little better than the others led a tidal wave of people to switch to it. (Google now employs scores of mathematicians working on its search algorithms, in an effort to always keep them one step more relevant than the competition).

For some reason, said Brin, "people underestimated the importance of finding information, as opposed to other things you would do online. If you are searching for something like a health issue, you really want to know; in some cases it is a life-and-death matter. We have people who search Google for heart-attack symptoms and then call nine-one-one." But sometimes you really want to in-form yourself about something much simpler.

41. Which of the following is *not* a correct statement ?
- (1) Informing is supply chain management
  - (2) Informing is the ability to build and deploy your own supply of information
  - (3) Knowledge makes you self-directed and self-empowered
  - (4) Knowledge and information reduce inequality
42. According to the passage,
- (1) PageRank technology analyses the relevance of information.
  - (2) Google search does not determine which pages contain relevant information
  - (3) Google was the first search player on the web
  - (4) Yahoo entered the market after Google

43. The author of the passage suggests that most people use Google to search for :
- (1) Jobs (2) Sex  
(3) God (4) All of the above
44. Which of the following is a correct statement ?
- (1) More than 70 percent of people search for God on Google  
(2) Less than 2 percent of people search for God on Google  
(3) More than 50 percent of people search for sex on Google  
(4) About 30 percent of people search for wrestling on Google
45. According to the author of the passage,
- (1) Google has made the world flat  
(2) Google has revealed the history of the planet  
(3) Different languages have created Google engine  
(4) Limited information is available on Google engine
46. Which of the following is a correct statement ?
- (1) Only about 50 percent of Google users belong to North America  
(2) Only 20 percent of Google users belong to North America  
(3) Only 5 percent of Google users belong to North America  
(4) Nearly 33 percent of Google users belong to North America
47. Which of the following is a correct statement ?
- (1) More than half of Google searches are in the English language  
(2) More than half of Google searches are in a Non-English language  
(3) Most of Google searches are in the English language  
(4) None of the above
48. According to the passage,
- (1) In earlier days people were not surprised to find the information they were searching for  
(2) Today people do not expect to find the information they are looking for  
(3) Today people are happy to find the information they are looking for  
(4) Today people expect to find the information they are looking for
49. Which of the following is a correct statement ?
- (1) The co-founders of Google were students of Stanford University  
(2) The co-founders of Google were professors of Stanford University  
(3) Larry Page and Jerry Yang were co-founders of Google  
(4) Eric Schmidt and Jerry Yang were co-founders of Google
50. According to the passage, most people who search on Google belong to
- (1) Europe and Korea  
(2) Japan and Central Asia  
(3) Middle East and Africa  
(4) Europe, Korea, Japan and Central Asia

