

# Comprehension Unit 3

## Practice Questions from Previous Years' Question Papers

**Directions (Set 1-Set 17):** Read the following passages and answer the questions that follow.

### Set-1

Birds are under severe stress and strain because of human activities and many of them are facing a threat to their survival. The threats come in various ways, such as habitat loss and damage to ecosystems, agricultural and industrial activities and issues like pesticide poisoning and effluent discharges, urbanization and to some extent, hunting and pet trade. A study has noted both long-term and recently recorded annual losses. Some species which were categorized as being of "least concern" by the International Union for Conservation of Nature (IUCN) were found to be seriously endangered. There are reasons for "high concern" over 52% of the species which figured in the study. Some geographical areas present greater threats to them than others. Some species which are found in the Western and the Eastern Ghats are fast dwindling. The Western Ghats, a great home for many birds, have seen the numbers of some of them dwindle as much as 75% in the last two decades. The ecological changes in the Terai grasslands in Northern India have adversely affected bird's endemic to them and many migratory species.

Amidst the bleak news, one bright sport is about the sparrows which had disappeared from cities but are now found to be stable in numbers in other areas. That shows some resilience but the conditions that helped them to survive may not be available to other birds. Protection of habitats and other steps to save the birds should get high priority. We are yet to realize that the disappearance of birds from nature or the diminution of their numbers

will make life difficult for us. Nature and life-forms that it supports are crucially dependent on each other and the link should not be snapped.

(UGC NET November 2021)

1. The survival of birds in the ecosystem is under threat because of?
  - (a) Conflict with nature
  - (b) Increased population
  - (c) Growing international concerns
  - (d) Fast rate of developmental activities
2. Most of the species have fallen into the category of being
  - (a) highly endangered
  - (b) of least concern
  - (c) of moderate concern
  - (d) useful for survival of man
3. The fast-paced dwindling of certain unique species of birds can be seen
  - (a) all over the country
  - (b) in some sensitive biological hotspots in the country
  - (c) in specific Terai country
  - (d) in the grasslands of the Terai region
4. What is one of the positive signs in view of these concerns?
  - (a) migration of birds to grasslands
  - (b) climate change for better
  - (c) increase in protective habitats

- (d) stability of survival in areas other than urban
5. The message flowing from the passage is that
- man is manipulating nature
  - it is time to take international reports on bird extinction seriously
  - all life forms on the planet are inter-dependent
  - resilient conditions have not improved the future of birds.

### Set-2

Through their work and the efforts of others. Managers in all kinds of organizational settings, whether industrial, educational, governmental, or military are attempting to run their organizations with the management by objectives process as a basic underlying management concept. Management by objectives is basically a process whereby the seniors and the junior managers of an enterprise jointly identify its common goals, define each individual's major areas of responsibility in terms of the results expected... use these measures as guides for operating the unit and assessing the contribution of each of its members. In some cases, this process has been successfully carried beyond the managerial level to include hourly employees. The concept rests on a philosophy of management that emphasizes an integration between external control by managers and self-control by employees. It can apply to any manager or individual no matter what level or function, and to any organization, regardless of size. The effective functioning of this system is an agreement between a manager and an employee about that employee's groups performance pools during a stated time period. These goals can emphasize either output variables of intervening variables or some combination of both. The important thing is that goals are jointly established and agreed upon in advance. At the end of the time period. performance is reviewed in relation to accepted goals. Both the employee and the manager participate in this review.

### (UGC NET November 2021)

- In an MBO, organization is managed through the identification of
  - competing goals
  - common objectives
  - its specific characteristics
  - senior and junior managers
- The requisite for management by objectives is centered on
  - the control by seniors
  - the guidance of juniors
  - the participatory process
  - the organizational settings

- The critical feature of the concept in this type of management is related to?
  - the assignment of responsibility to the workers
  - distinguishing the operational role between managers and workers
  - promoting of uniformity of work environment among all types of organization
  - sharing of responsibility with an eye on results
- In this frame of reference, how does an organization function effectively?
  - By including the hourly employees in the managerial positions
  - By identifying and executing performance targets in a collaborative mode
  - By imposing a rigid philosophy of management
  - By providing separate work environment for both managers and workers
- The philosophy behind management by objectives is to?
  - effect improvement through a joint review of achievement of performance goals within a given timeframe
  - integrate external and internal controls by managers
  - provide managers scope to review the accepted output variables
  - agree upon different performance goals for managers and employees

### Set-3

Two paradoxes inform and problematize every discursive and practical employment of "human rights". The first is substantive and directly political; it concerns the relation between "the human" and "the political", and belongs to the domain of political ethics in general. The other is more nearly epistemological and moral; it addresses the issue of how one understands and practices the relationship between idea and actuality, or moral universality and cultural relativity. Each stem from the fact that human rights would cobble together two kinds of concepts and practical relations that are not innately friendly and treats them as one, ignoring the inherent absence of complementarity in their relationship. Thus, the discourse of human rights synthesizes and occludes paradoxical features of the origins, history and character of human rights as an idea and a practice, making it far from self-evident as a conceptual "thing" or guide to moral and political practice. Paradox has always marked the invocation of human rights. Since their discursive inception, the initial paradoxes have not been solved so much as layered

by new iterations of them - namely, that initiated in the UDHR (Universal Declaration of Human Rights), which identifies governments as the promissories for enforcement of human rights. Joining the paradoxes is an overarching feature that articulates human rights as a trans-political phenomenon besides being a political phenomenon designed to uplift all human societies.

**(UGC NET November 2021)**

1. The first important area of human rights paradox is concerned with?
  - (a) Problematization
  - (b) Discursive employment
  - (c) Human practice
  - (d) Political ethics
2. The epistemological paradox of human rights refers to the understanding of?
  - (a) Human aspects of rights
  - (b) Moral degradation
  - (c) Cultural dimension of human rights
  - (d) Political relations
3. What is ignored in comprehending two paradoxes of human rights?
  - (a) Innate friendliness of paradoxes
  - (b) Absence of complementarity
  - (c) Relationship between idea and actuality
  - (d) Morality issues
4. What is missing in the discourse of human rights?
  - (a) Self-evidence as a concept
  - (b) Paradoxical features
  - (c) Exclusion of human rights features
  - (d) Synthesis of concept and practice
5. What is added to the existing paradoxes of human rights?
  - (a) Iteration of UDHR
  - (b) Universality of human rights
  - (c) Invocation of human rights
  - (d) Political phenomenon across borders

**Set-4**

The representative dimension of the new liberal political orders designed to protect individual rights, appeared as the best mechanism for actualizing popular rule or sovereignty - indeed democracy. As a result, it is more beneficial to assess the meaning and value of 'rights' as historical and political practices, rather than conceptual forms (especially as counterparts to 'virtue'). In this respect, the discourse of rights reflected a new official mode of combining ethics and power

for political conduct. But the formally equal treatment of citizens belied a relatively arbitrary element, for the involvement of the citizenry in shaping the conduct of their representatives was left to elite influenced election procedures, qualifications and voluntary participation. Still, representation became the mythical means of transposing the authorizing power of the people to the new authorities in government. After all, representatives had more time and money to perfect their virtue and skill in conducting their work and were not supposed to be corrupted by the power that attended their offices. They were supposed to be better guardians and agents of public virtue than ordinary citizens as representation became institutionalized in the new states. The state wielded power over the people, diversifying rather than restricting the problems of demagoguery in ancient democracy that modern republics were supposed to correct.

**(UGC NET November 2021)**

1. The aim of liberal democracy is to?
  - (a) Provide a mechanism to ignore popular voice
  - (b) Safeguard individual rights
  - (c) Understand the political order
  - (d) Defocus representativeness
2. What will be the more beneficial assessment of democracy?
  - (a) Considering rights as a political practice
  - (b) Avoiding historical meanings of the concept
  - (c) Emphasizing on virtues
  - (d) Examining the conceptual forms of democracy
3. What does the discourse of rights focus on?
  - (a) Election procedures
  - (b) Arbitrary freedom
  - (c) Reasonable political conduct
  - (d) New priests of power
4. What was expected of public representatives?
  - (a) Use power for personal gains
  - (b) Behave like ordinary citizens
  - (c) Become skilled in power politics
  - (d) Safeguard representation of virtue
5. According to the author of the passage, the modern republics should?
  - (a) Exercise power over people
  - (b) Institutionalize power and corruption
  - (c) Free themselves from the defects of ancient democracy
  - (d) Imitate the institutions of new state

**Set-5**

Under a freely flexible exchange rate system and a stable foreign exchange market, the nation's currency will depreciate until the monetary deficit is entirely eliminated. Under a managed float, the nation's monetary authorities usually do not allow the full depreciation required to eliminate the deficit completely. Under a fixed exchange rate system, the exchange rate can depreciate only within the narrow limits allowed so that most of the balance of payments adjustment must come from elsewhere. A depreciation to the extent that it is allowed, stimulates production and income in the deficit nation and induces imports to rise, thus reducing part of the original improvement in the trade balance resulting from the depreciation under a freely flexible exchange rate system. This simply means that the depreciation needed to eliminate a balance-of-payment deficit is larger than if these automatic income changes were not present. Except under a freely flexible exchange rate system, a balance-of-payment tends to reduce the nation's money supply, thus increasing its interest rates. This, in turn, reduces domestic investment and income in the deficit nation, which induces its imports to fall and thereby reduces the deficit. The increase in interest rates also attracts foreign capital, which helps the nation finance the deficit. The reduction in income and in the money, supply also causes prices in the deficit nation to fall relative to prices in the surplus nation, thus further improving the balance of trade of the deficit nation.

**(UGC NET November 2021)**

1. What is needed to completely eliminate the monetary deficit?
  - (a) Conditioned exchange rate
  - (b) Complete currency depreciation
  - (c) Volatile foreign exchange market
  - (d) Free exchange rate system
2. Why full depreciation is not allowed?
  - (a) BoP adjustment should come from elsewhere
  - (b) Because of foreign exchange shortage
  - (c) For improving trade balance
  - (d) Full depreciation does not eliminate deficit
3. Limited depreciation of currency is allowed to?
  - (a) Nullify trade balance under free exchange rate system
  - (b) Restrict foreign investment
  - (c) Increase domestic production
  - (d) Curtail higher income
4. What happens under a free exchange system?
  - (a) Reduction in money supply
  - (b) Larger depreciation in the absence of automatic income changes

- (c) Increase in interest rates
- (d) Less domestic investment
5. According to the passage, deficit in balance of payments leads to?
  - (a) Price increase in the deficit nation
  - (b) Automatic adjustments in income
  - (c) Fall in import by surplus nations
  - (d) Improvements in the trade balance of the deficit nation

**Set-6**

The logic of preponderance of one state over the other as a pacifying condition is challenged in balance-of-power theory, which is based on the premise that two states or coalitions of states are unlikely to go to war if there is an approximate parity or equilibrium in their capabilities. According to this theory, it is usually the stronger state that goes to war in order to dominate its weaker opponents. Hegemony of a single actor is the most dangerous condition, because the hegemonic state will be encouraged to impose its will on others. When a hegemonic state emerges, weaker states, fearing domination or extinction, will therefore flock together in order to prevent conquest or domination by the stronger side. This balance-of-power logic has fundamental problems when confronted with situations in which a stronger state is content with the status quo but a weaker state becomes an aggressor due to dissatisfaction with a territorial or political order. For the weaker party to go on the offensive, however, it requires some advantage that enables it to sustain the conflict for an extended period. Although equality of capability is often difficult to measure, it is fairly accurate to argue that challengers in a rivalry dyad must have some capacity to maintain an enduring rivalry. If the power differential is too high, then logically the weaker party should eventually give up the conflict. Although there are exceptions to this general principle, they are few in number.

1. Two states cannot go to war if their capabilities are?
  - (a) Unequal
  - (b) Almost equal
  - (c) Pacifying
  - (d) Fluctuating
2. According to the balance-of-power theory, weaker states come together to?
  - (a) Emerge as a hegemonic coalition
  - (b) Encourage conflicts
  - (c) Prevent hegemony
  - (d) Follow the stronger nation

3. When does a weaker state go to war against the stronger state?
  - (a) To show that it is also equally strong
  - (b) To become hegemonic in its own way
  - (c) To impress upon other weak states
  - (d) To settle a territorial dispute
4. What is needed to maintain an enduring rivalry by a weaker state?
  - (a) Rivalry dyad
  - (b) Stronger state preferring status quo
  - (c) Advantage to sustain conflict
  - (d) Issue of political equilibrium
5. The balance-of-power theory posits that?
  - (a) Stronger nations are in pacifying condition
  - (b) Weaker states become aggressive in the long run
  - (c) Power differentials are of no use in the present-day world
  - (d) Power parity between states maintains balance and peace
2. The power relations in a society tend to?
  - (a) Hurt self-accomplishments by people
  - (b) Improve the people's abilities
  - (c) Increase self-esteem
  - (d) Have more oppressors than the oppressed
3. Loss of personal power in the society is attributed to?
  - (a) Rigid human relations
  - (b) Aggressiveness of the oppressors
  - (c) Weakness of the oppressed
  - (d) Power struggle in society
4. Interplay of forms of power is?
  - (a) The essence of success in our pursuits
  - (b) Distinctly gender-based
  - (c) Nothing but assertion of power
  - (d) Needed for the creation of world
5. The passage focuses on the idea of?
  - (a) Importance of power struggle
  - (b) Different forms and structures of power
  - (c) The need for power division in the society
  - (d) Harnessing personal power in the interest of co-existence

#### Set-7

The true role of our energy is to gain personal power and operate from it at all times. Today, in many situations, people lose their personal power in relationships between boss-subordinate, client-customer, colleague-colleague, teacher-student, husband-wife, parent-child, Friend-Friend, etc. Often in these relationships someone plays the role of the oppressor while the other plays the role of the oppressed. But this is a great weakness in the relationship and it undermines people's capacity to be their authentic selves and accomplish what they want in their lives. We need personal power to hold our self-esteem and go forward to succeed in our pursuits. Human relationships often deteriorate through these power struggles and ultimately both, whether they are playing the role of an oppressor or the oppressed, lose their personal power. Personal power can be seen as the result of an interplay between masculine and feminine forms of power. Both these forms of power can co-exist in both men and women, both feminine and the masculine forms of power need to be honored and expressed for a beautiful presence and creation in the world. We have to gain a deeper understanding the characteristics of masculine and feminine forms of power.

**(UGC NET November 2021)**

1. Relationships of different types of power among people will lead to?
  - (a) Social diversity
  - (b) Hierarchical structure
  - (c) Balance of power in society
  - (d) Subjugation of the weak and meek

#### Set-8

Our life exists by constant interchange and replenishment. Every day, food is needed for the body to survive. For our vital energies to thrive every day, vital nourishment is needed. For our minds to be sharp and intelligent every day, an increase in knowledge is needed. But a human does not live by nourishment of the mind, life energy and body alone, but also by the nourishment that comes by the connection with our Divine source. This deeper nourishment is needed each day for our inmost well-being. To connect to our deeper self and receive its nourishment, our awareness needs to touch deeper than our mind, vital energy and body. A mere mental awareness cannot touch this inner-most space. Our efforts too can take us only up to a certain point. The true question is, how much do we really want to connect with the divinity within us. If it is a sincere inner urge, then at some point, we realize that there is a Presence that lives within us and carries us forward. To recognize this Presence when it reveals itself to us, we can begin to know its nature. It exists quietly in the background, often unnoticed by our surface self. When we are lost in the whirls of our mind, vital life energy and body, we lose our connection with this 'presence'. When we remember and sincerely seek to connect, sooner or later, the 'Presence' makes itself felt.

**(UGC NET November 2021)**

1. What is needed for the mind to be active?
  - (a) Life energy
  - (b) Nourishment for body
  - (c) More knowledge
  - (d) Constant replenishment of energy
2. Our inmost well-being depends upon?
  - (a) Sharper intellect
  - (b) Nourishment of body and mind
  - (c) Acceptance of life energies
  - (d) Connect with supreme power
3. How can we realize the Divine Presence?
  - (a) By searching for the divine
  - (b) By recognizing its presence within us
  - (c) By reaching the innermost space
  - (d) By making sincere efforts within one's own self
4. The Divine Presence in each individual can be found through?
  - (a) One's own realization of divinity
  - (b) The whirls of our mind
  - (c) The surface self
  - (d) Knowing the nature of agitated mind
5. The passage focuses on the?
  - (a) Need for body replenishment
  - (b) Intellectual thoughts
  - (c) Importance of connect with the Divine Presence
  - (d) Vital life energies

#### Set-9

More generally, today's business-to-business marketers are using a wide range of digital and social marketing approaches from websites, blogs, and smartphone apps to mainstream social networks such as Facebook, LinkedIn, YouTube, and Twitter to reach business customers and manage customer relationships anywhere, anytime. Digital and social marketing has rapidly become the new space for engaging business customers. Business-to-business e-procurement yields many benefits. First, it shaves transaction costs and results in more efficient purchasing for both buyers and suppliers. E-procurement reduces the time between order and delivery. And a Web-powered purchasing program eliminates the paperwork associated with traditional requisition and ordering procedures and helps an organization keep better track of all purchases. Finally, beyond the cost and time saving, e-procurement frees purchasing people from a lot of

drudgery and paperwork. In turn, it frees them to focus on more strategic issues, such as finding better supply sources and working with suppliers to reduce costs and develop new products.

The rapidly expanding use of e-procurement, however, also presents some problems. For example, at the same time that the Internet makes it possible for suppliers and customers to share business data and even collaborate on product design, it can also erode decades-old customer – supplier relationships. Many buyers now use the power of the Internet to pit suppliers against one another and search out better deals, products, and turnaround times on a purchase-by-purchase basis. E-procurement can also create potential security concerns. Although home shopping transactions can be protected through basic encryption, the secure environment that businesses need to carry out confidential interactions is sometimes still lacking.

(UGC NET December 2021)

1. What is the current strategy of business-to-business managers?
  - (a) Searching for new business space
  - (b) Exploring new customer relations
  - (c) Less dependence on social marketing
  - (d) More and more use of digital business
2. The benefits of e-procurement are
  - A. Cost reduction
  - B. Quick delivery
  - C. Longer time for strategic procurement
  - D. Empathetic purchase

Choose the correct answer from the options given below:

  - (a) A and B only
  - (b) B and C only
  - (c) C and D only
  - (d) A and D only
3. What can be strategic issue as a result of less paperwork?
  - (a) Transaction analysis
  - (b) More investment for supply
  - (c) Development of new products
  - (d) Importance to traditional customer relation
4. What can be the main issue with e-procurement vis-à-vis power of Internet?
  - (a) Different purchases for both buyers and suppliers
  - (b) Sharing business data with customers
  - (c) Competitive supply of products

- (d) Better purchase deals
5. The focus of the passage is on
- The power of suppliers
  - Basic business data encryption
  - The supply side of business
  - The critical features of e-procurement

#### Set-10

In the narrowest sense, price is the amount of money charged for a product or a service. More broadly price is the sum of all the values that customers give up to gain the benefits of having or using a product or service. Historically, price has been the major factor affecting buyer choice. In recent decades, however, nonprice factors have gained increasing importance. Even so, price remains one of the most important elements that determines a firm's market share and profitability.

Price is the only element in the marketing mix that produces revenue; all other elements present costs. Price is also one of the most flexible marketing mix elements. Unlike product features and channel commitments, prices can be changed quickly. At the same, pricing is the number one problem facing many marketing executives, and many companies do not handle pricing well. Some managers view pricing as a big headache, preferring instead to focus on other marketing mix elements. However, smart managers treat pricing as a key strategic tool for creating and capturing customer value. Prices have a direct impact on a firm's bottom line. A small percentage improvement in price can generate a large percentage increase in profitability. More important, as part of a company's overall value proposition, price plays a key role in creating customer value and building customer relationships. "Instead of running away from pricing," says an expert, "savvy marketers are embracing it".

The price the company charges will fall somewhere between one that is too low to produce a profit and one that is too high to produce any demand. It summarizes the major considerations in setting price. Customer perceptions of the product's value set the ceiling for prices. If customers perceive that the product's price is greater than its value, they will not buy the product. Likewise, product costs set the floor for prices. If the company prices the product below its cost, the company's profits will suffer. In setting its price between those two extremes, the company must consider several external and internal factors, including competitors' strategies and prices, the overall marketing strategy and mix, and nature of the market and demand.

#### (UGC NET Paper 1; Held in 2020)

- Historically price was considered important because
  - Sellers were always benefitted
  - Money was charged for product or service
  - It provided options for buyers
  - It promoted non-price factors
- Why is price different from other elements in the marketing mix?
  - It offsets cost
  - It generates revenue
  - It is rigid in character
  - It ensures channel commitment
- What is the perception of smart managers regarding pricing?
  - It is a strategic tool for consumer value
  - It invites issues
  - It is better to focus on other elements in the marketing mix
  - It is of indirect value to the firm
- Which of the following is the major determinant of pricing for product or service?
  - High demand
  - Low demand
  - Customer's value perception
  - Company's quest for high profitability
- What are the other factors influencing or setting the price for products or services?
  - Competitors' strategies
  - Over-all marketing mix
  - Type of market
  - Pricing form one extreme to the other
  - Predators pricing strategies

Choose the correct answer from the options given below:

- A, D and E only
- A, B and C only
- C, D and E only
- B, C and D only

#### Set-11

Marketers are reexamining their relationships with social values and responsibilities and with the very Earth that sustains us. As the worldwide consumerism and environmentalism movement mature today's marketers are being called on to develop sustainable marketing practices. Corporate ethics and social responsibility have become hot topics for almost every

business. And few companies can ignore the renewed and very demanding environmental movement. Every company action can affect customer relationship. Today's customers expect companies to deliver value in a socially and environmentally responsible way.

The social-responsibility and environmental movements will place even stricter demands on companies in the future. Some companies resist these movements, budging only when forced by legislation or organized customer outcries. Forward-looking companies, however, readily accept their responsibilities to the world around them. They view sustainable marketing as an opportunity to do well by doing good. They seek ways to profit by serving immediate needs and the best long-run interest of their customers and communities.

Some companies, such as Patagonia, Ben & Jerry's, Timberland, Method, and others, practice caring capitalism, setting themselves a part by being civic-minded and responsible. They build social linkages.

(UGC NET December 2021)

1. The present-day marketers have focused on
  - (a) Consumerism
  - (b) Social obligations
  - (c) Sustaining their business practices
  - (d) Competitive business
2. The concern for today's society centers on
  - (a) Marketing strategies
  - (b) Customer relations
  - (c) Corporate ethics
  - (d) Delivery of value for money
3. What do far sighted companies prefer?
  - (a) Sustainable marketing
  - (b) Legislative compulsion
  - (c) Organized consumer pressure
  - (d) Status quo in the market
4. According to the passage, sustainable marketing is perceived as
  - (a) Immediately profitable
  - (b) Community fallacy
  - (c) Doing good to community as an opportunity
  - (d) Long-term burden to society as a difficult issue
5. Caring capitalism is inclusive of
  - A. Make profit by ignoring social demands
  - B. Being civic-minded
  - C. Forging social linkages
  - D. Budge when there is a legislative nudge

Choose the correct answer from the options given below:

- |                  |                  |
|------------------|------------------|
| (a) A and B only | (b) B and C only |
| (c) C and D only | (d) A and D only |

#### Set-12

Transformation is characterized by certain features that clearly differentiate it from other types of change. First, according to Beckhard, it involves substantial and discontinuous change to the shape, structure, and nature of the organization, rather than incremental adjustments and fine-tuning of the current situation. One example of a discontinuous change would be when a firm changes from being production-driven to being customer-driven. Another would be a merger of two organizations. In both instances, the shape of the organization can be expected to change radically. An organization transforming from a production orientation to a customer orientation will need to drastically decentralize and delegate authority. In a merger, entirely new roles and working relationships will be created.

A second characteristic of transformation is that the need for change is caused by forces external to the organization rather than forces inside the organization. A typical example would be when an organization changes from a functional to a divisional structure in response to market forces or industry pressures in the form of competitor actions or regulatory changes. Currently, globalization is one of the most powerful external forces for organizational transformation.

A third distinguishing feature of transformation is that the change is deep and pervasive, rather than shallow and contained. The change affects all parts of the organization and involves many levels. Decentralization, downsizing and the geographic relocation of functions and activities exemplify changes that transform structural relationships deeply and pervasively.

Finally, transformation requires significantly different, and even entirely new, sets of actions by the members of the organization, rather than more or less of existing behavior patterns. Examples are changes to the norms and core values of an organization that are brought about through acquisition, deregulation, and privatization or through a drastic strategic repositioning such as shifting from a production-efficiency focus to a customer-service strategy. Sub questions.

(UGC NET December 2021)

1. According to Richard Beckhard, transformation is what kind of change in the organizational structure?



- (a) Incremental  
 (b) Discontinuous  
 (c) Finetuning  
 (d) One-time
2. What happens when two organizations merge?  
 A. Shape of the organization will change  
 B. Product orientation remains the same  
 C. Drastic decentralization of authority  
 D. Discontinuous change does not take place
- Choose the correct answer from the options given below:  
 (a) A and B only      (b) B and C only  
 (c) C and D only      (d) A and C only
3. The pressure of market force can result in?  
 (a) Distortion of role perceptions  
 (b) Changing to a functional structure  
 (c) Changing to a divisional structure  
 (d) Deregulation of competitive factors
4. What are the main levels of organizational transformation?  
 A. Downsizing  
 B. Geographical relocation  
 C. Contained changes  
 D. Power to external forces
- Choose the correct answer from the options given below:  
 (a) A and B only      (b) B and C only  
 (c) C and D only      (d) A and D only
5. What does organizational transformation require?  
 (a) Strengthening existing behaviors of members  
 (b) Changes in norms and core values  
 (c) Production-efficiency strategy  
 (d) All pervasive structural relationships

### Set-13

At the turn of the century, a dominant conception of the child as learner was that he was cognitively an "empty organism" responding more or less randomly to stimulation, and characteristically learning when specific responses were connected with specific stimuli through the meditation of pleasure or pain. The organism itself, it was believed, would do nothing to learn or think if it were not impelled to such activity by primary drives like hunger or thirst or by externally applied motives like reward and punishment. Experimenters in the laboratory were connecting correct responses of animals to puzzle boxes by giving or withholding food and teachers in the classroom

were connecting correct responses of children to problem cards by giving or withholding approval. In pointing to this aspect of the turn-of-the-century view of the learner, I do not mean to derogate the historic achievement of the connectionist formulation of learning. But the essential point remains, a conception of the learner as an ideationally empty organism associating discrete stimuli and responses through the operation of rewards and punishments under the control of the teacher. Both the stimulus - what was supposed to be learned - and the response - what was actually learned - were believed to be determined by the teacher.

It was no accident that the materials and methods of instruction and the form of the classroom were teacher-centered. The teacher was necessarily placed in front of the classroom sometimes on a dais or platform - and the pupils in chairs rigidly fastened to the floor in straight rows facing forward so they would not turn away from the only source of the learning experience: the teacher. Given this contemporary vision of the learner, what could be a more eminently practical and sensible image of the ideal learning environment? Indeed, there is a letter by John Dewey dating from this period in which he complains that when he was trying to equip his new school according to his different conception of child as learner, he was unable to find any other kind of classroom furniture.

### (UGC NET December 2021)

1. The basic idea behind laboratory experiment was related to  
 (a) Motivating the child with reward and punishment  
 (b) Considering hunger and thirst as negligible in impact  
 (c) Animals and children having the same drive  
 (d) Teachers controlling children
2. The connectionist formula placed importance on?  
 (a) Withholding negative stimuli  
 (b) Teacher-centric motivation  
 (c) Search for specific responses  
 (d) Doing experiments in laboratories
3. What was expected of pupils during those early days?  
 (a) To create an ideal learning environment  
 (b) To be in the forefront of the classroom  
 (c) Be attentive towards classroom teaching  
 (d) To place the teacher on the higher pedestal
4. What did John Dewey say of child learning?  
 (a) Teacher as the only source of knowledge  
 (b) The learner should be given incentives for learning

- (c) The existing educational environment was ideal
- (d) The focus should be on child as a learner
5. What did John Dewey say of child learning?
- (a) Teacher as the only source of knowledge
- (b) The learner should be given incentives for learning
- (c) The existing educational environment was ideal
- (d) The focus should be on child as a learner

#### Set-14

Much is still unknown about human behavior. Unanswered questions remain and further research is necessary. Knowledge about motivation, leader behavior, and change will continue to be of great concern to practitioners of management for several reasons: It can help improve the effective leadership of human resources; it can help in preventing resistance to change, restriction to output, and personnel disputes; and often it can lead to a more productive organization. Our intention has been to provide a conceptual framework that may be useful to you in applying the conclusion of the behavior sciences. The value that a framework of this kind has is not in changing one's knowledge, but in changing one's behavior in working with people.

We have discussed three basic competencies in influencing: diagnosing – being able to understand and interpret the situation you are attempting to influence; adapting – being able to adapt your behavior and the resources you control to the contingencies of the situation; and communicating – being able to put the message in such a way that people can easily understand and accept it. Each of these competencies is different and requires a different developmental approach. For example, diagnosing is cognitive or of the mind in nature and requires thinking skills; adapting is behavioral in nature and requires behavioral practice; and communicating is process-oriented and requires learning and interrelating the key steps in the process. Because these three competencies require different knowledge and skills, how do we continue the process that we started with.

The key to starting the process of changing behavior is sharing what you have learned with other people in your own organization. Two things occur when people who work together all have a common language. First, they are able to give each other feedback and help in a very rational, unemotional way that effects behavior.

Second, when followers start to realize that if their manager is using situational leadership, it not the manager, but their behavior, that determines the leadership style to be used with them.

(UGC NET December 2021)

- Which of the following prohibits resistance to change?
  - Knowledge of leader behavior
  - Removing restriction on output
  - Personnel disputes
  - Non-productive organization
- What is the value outcome of applying a theoretical framework of behavioral science?
  - Change in one's own knowledge
  - Change in one's behavior while working with others
  - Not understandable human behavior
  - Emergence of value-loaded framework
- Each of the basic competencies needs
  - Exclusivity
  - Situational contingency
  - Inter-relation with others
  - A different approach in acquiring it
- What prompts a change in a person's behavior?
  - Leadership style
  - Situational support to the managers
  - Sharing of learning outcomes with others in the organization
  - Segregation of competencies
- The inferences that can be drawn from the passage are
  - Common language among people in an organization will ensure unbiased feedback
  - People are known for fluctuating behavior
  - People's behavior influences the leader
  - Emotions and human behavior are separate and easily explicable

Choose the correct answer from the options given below:

- (a) A and B only      (b) B and C only  
 (c) C and D only      (d) A and C only

#### Set-15

In Skinner's system, reinforcement is automatic, almost by definition. Perhaps the most convincing demonstration of the automatic effect of a reinforcer is what Skinner (1948) has called "superstitious behavior". In this situation, an event known to be reinforcing is

presented intermittently without respect to what the subject is doing. But if it is doing anything (and this can be made likely through deprivation, etc.), the response just prior to the delivery of the reinforcer is strengthened, as evidenced by an increase in its rate of emission. The subject comes to "act as if" the response that has been fortuitously strengthened somehow produces the reinforcement. This occurs even though the reinforcer is actually delivered by a mechanical device that is in no way responsive to the subject's behavior.

The automatic effect of reinforcement is also illustrated in Skinner's effective techniques of shaping behavior. These procedures could hardly have sprung from a point of view that regarded all behavior as elicited. But with the organism viewed as "emitting" the varied responses already in his repertoire, it was an easy step to conceive of shaping. If the observer simply controlled the quick presentation of a reinforcer, then he could strengthen any behavior the organism happened to emit. Responses not in the subject's repertoire could then be built into it by appropriate arrangements of environmental conditions and the successive approximation technique.

**(UGC NET December 2021)**

1. According to Skinner, the superstitious behavior of individuals is the outcome of
  - (a) Constant exposure to an event
  - (b) Exposure to an event without regularity
  - (c) Occasional exposure to an event
  - (d) Natural exposure to an event
2. The delivery of the reinforcer gets strengthened due to
  - (a) The subject's involvement in the event
  - (b) Increase in the rate of reinforcement
  - (c) Factors such as deprivation
  - (d) The use of a mechanical device
3. The example of a mechanical device reinforcing the subject's behavior demonstrates
  - (a) The automatic effect of reinforcement
  - (b) The illusion of reinforcement
  - (c) The discrepancy in subject's behavior
  - (d) The belief that every reaction is an act of reinforcement
4. The procedure of shaping a subject's behavior is related to his
  - A. Susceptibility
  - B. Desire for reinforcement
  - C. Responses already in his repertoire
  - D. Responses reinforced by approximation techniques

Choose the correct answer from the options given below:

- (a) A and B only      (b) B and C only
  - (c) C and D only      (d) A and D only
5. The responses that are not in the emission list of a subject, can be observed by
- (a) Coercive measures
  - (b) Creating suitable environmental conditions
  - (c) Inhibiting his natural emission behavior
  - (d) Using mechanical devices for reinforcement

**Set-16**

To be swayed by emotions can surely be a problem, but otherwise, emotions are such a wealth within us that they are rightly called a source of human energy, information and influence. When we understand them well and handle them wisely, they can help us mend fences or move mountains. They touch our hearts and a rich life is necessarily one that is centered in the heart. To love and be loved is the greatest privilege of life, said Chinmaya, the popular teacher of the Vedanta.

To put in efforts towards understanding our own and others' emotions leads to an enhancement of our Emotional Quotient (EQ). By broadening our outlook, we can discard false judgments, and this leads to the rise of healthy emotions within us. Just to be aware of the factors that activate particular emotions that arise in us, paves the way to a better handling of these forces at work. We need to train ourselves to be rightly assertive in the face of injustice or some unfair treatment meted out to us. This means that we rise above all passivity that is inaction and at the same time avoid aggressive behavior that could be harsh or violent. Even skills that we develop to handle stress fall under emotional maturity for a lot of stress is the result of certain negative emotions making situations look darker than what they actually are. Developing empathy is another aspect of emotional growth, where we "emotionally read" others and thus relate with them very accurately rather than in some imagined way.

**(UGC NET December 2021)**

1. Human emotions are
  - A. Neither good nor bad
  - B. Source of human energy
  - C. Passive in nature
  - D. Beneficial when handled wisely

Choose the correct answer from the options given below:

- (a) A and B only      (b) B and C only
- (c) C and D only      (d) D and D only

2. Used properly, emotions lead us to
  - (a) Accumulate wealth
  - (b) A rich and joyous life
  - (c) Being judgmental
  - (d) Relate with others in some imagined way
3. By a clear assessment of emotional factors, we can become
  - (a) Highly aggressive
  - (b) Rigidly judicious
  - (c) Passively righteous
  - (d) Better handlers of negativity
4. Emotional maturity
  - (a) Handles negative emotions effectively
  - (b) Makes a person passive
  - (c) Makes life look darker than what it is
  - (d) May give rise to aggressive behavior against injustice
5. Developing empathy makes a person
  - (a) Understand himself
  - (b) Relate with others emotionally
  - (c) Cope with stress
  - (d) Relate to others in some imagined way

#### Set-17

Public action, in a broad sense, can play a central role in economic development and in bringing social opportunities within the reach of people as a whole. Sometimes public action is characterized in the economic literature as action by the government, not as action by the public itself. This interpretation can be seriously misleading as it draws attention away from the influence that the public can have in determining the direction of governmental action. Actions of the public can be of profound significance to the successes and failures of economic and social change in general, and to development efforts in particular. The role of public activism in influencing government policy can be particularly important in promoting the positive functions of the government. These positive functions include the provisions of public services such as health care, child immunization, primary education, social security, environmental protection and rural infrastructure. The vigilance and involvement of the public can be quite crucial not only in ensuring an adequate expansion of these essential services but also in monitoring their functioning. Indeed, the actual reach and effective quality of the services that

are meant to be, in principle available often depends a great deal on the information that the local community gathers and the extent to which it can get its voice heard. The shirking and absenteeism of village teachers for example are much more easily observed by the villagers themselves than by the government inspectors and the search for redress can be more effectively achieved with local activism. Besides, schools, hospitals and other facilities can be made more sensitive to the public needs if there is a local pressure in that direction, better than the directions from the above.

#### (UGC NET October 2022)

1. What can bring the social opportunities within the reach of the people?
  - (a) The government directives
  - (b) Economic literature
  - (c) Actions of the public
  - (d) Success of social change
2. Positive functions of the government can be supported by:
  - (a) Public influence on policy-decisions
  - (b) Focusing on education and social security
  - (c) Centralized power structure
  - (d) Top-down, one-way general instructions
3. What does the passage advocate to make services sensitive to public needs?
  - (a) Pressure by beneficiaries
  - (b) Information gathering
  - (c) Government monitoring
  - (d) Checking absenteeism among public employees
4. Adequate monitoring of public services is possible through:
  - (a) Expansion of essential services
  - (b) Improvement in quality of services
  - (c) Increasing social inclusivity
  - (d) Effective public activism
5. The effective quality of services depends upon making:
  - (a) Stricter rules for implementation
  - (b) Local community involved
  - (c) Redressal of grievances
  - (d) Strong government vigilance

**ANSWER KEY**

Set 1	Set 2	Set 3	Set 4	Set 5	Set 6	Set 7	Set 8	Set 9
1. (d)	1. (b)	1. (d)	1. (b)	1. (d)	1. (b)	1. (b)	1. (c)	1. (d)
2. (a)	2. (c)	2. (c)	2. (a)	2. (a)	2. (c)	2. (a)	2. (d)	2. (a)
3. (b)	3. (d)	3. (b)	3. (c)	3. (c)	3. (d)	3. (d)	3. (d)	3. (c)
4. (d)	4. (b)	4. (a)	4. (d)	4. (b)	4. (c)	4. (b)	4. (a)	4. (c)
5. (c)	5. (a)	5. (d)	5. (c)	5. (d)	5. (d)	5. (d)	5. (c)	5. (d)
Set 10	Set 11	Set 12	Set 13	Set 14	Set 15	Set 16	Set 17	
1. (c)	1. (b)	1. (b)	1. (b)	1. (a)	1. (b)	1. (d)	1. (c)	
2. (b)	2. (c)	2. (d)	2. (a)	2. (b)	2. (a)	2. (a)	2. (a)	
3. (a)	3. (a)	3. (c)	3. (b)	3. (d)	3. (a)	3. (b)	3. (a)	
4. (c)	4. (c)	4. (a)	4. (c)	4. (c)	4. (c)	4. (a)	4. (d)	
5. (b)	5. (b)	5. (b)	5. (d)	5. (d)	5. (b,c,d)	5. (b)	5. (b)	