

उम्मीदवार इस पुस्तिका के सबसे ऊपरी सील को खोलकर पृष्ठ संख्या 2 और 3 के मध्य स्थापित ओएमआर उत्तर शीट को निकाल लें।  
Candidates should open the top side of the seal of this Booklet and take out the OMR Answer Sheet placed between page no. 2 and 3.

परीक्षा पुस्तिका सं. : 20397  
Test Booklet No. :

परीक्षा पुस्तिका श्रृंखला : A  
Test Booklet Series :

SCD

परीक्षा प्रश्न-पुस्तिका / EXAMINATION QUESTION BOOKLET

निर्धारित समय : 150 मिनट  
Time Allowed : 150 Minutes

अधिकतम अंक : 150  
Maximum Marks : 150

रोल नं. :   
Roll No. :

उत्तर शीट सं. :   
Answer Sheet No. :

प्रश्नों के उत्तर देने से पहले निम्नलिखित अनुदेशों को ध्यान से पढ़ लें। / Read the following instructions carefully before you begin to answer the questions.

उम्मीदवारों के लिए अनुदेश	Instructions to the Candidates
<p>1. प्रश्नों के उत्तर लिखना आरंभ करने से पहले आप इस पुस्तिका की जाँच करके सुनिश्चित कर लें कि इसमें पूरे पृष्ठ (1-24) हैं तथा कोई पृष्ठ या उसका भाग कम या दुबारा तो नहीं आ गया है। उम्मीदवारों को यह भी जाँच करनी है कि उनको केवल उस पोस्ट की सही परीक्षा-पुस्तिका मिली है जिसके लिए उन्होंने आवेदन किया है। यदि आप इस पुस्तिका में कोई त्रुटि पाएं, तो तत्काल इसके बदले दूसरी पुस्तिका ले।</p> <p>2. ओएमआर उत्तर-शीट प्रश्न पुस्तिका में ही उपलब्ध रहेगी। कृपया सुनिश्चित करें कि ओएमआर उत्तर-शीट संख्या और परीक्षा पुस्तिका संख्या समान हैं। ओएमआर उत्तर-शीट पर जानकारी भरने से पहले ओएमआर उत्तर-शीट पर छपे निर्देशों को ध्यान से पढ़ें। आपको ओएमआर उत्तर-पत्रक पर सभी विवरणों को सही ढंग से पूरा और कोड करना होगा, ऐसा न करने पर आपकी उत्तर पुस्तिका का मूल्यांकन नहीं किया जा सकता है। प्रश्नों का उत्तर देना शुरू करने से पहले आपको ओएमआर उत्तर-पत्रक पर दिये गए निर्धारित स्थान पर अपने हस्ताक्षर करने होंगे। इन निर्देशों का पूर्ण रूप से पालन किया जाना चाहिए, ऐसा न करने पर आपकी ओएमआर उत्तर-शीट का मूल्यांकन नहीं किया जा सकता है। (दृष्टिहीन उम्मीदवारों के लिए यह विवरण लेखक द्वारा भरे जायेंगे। फिर भी, सभी दृष्टिहीन उम्मीदवारों को ओएमआर उत्तर-शीट में निर्धारित स्थान पर अपने बाएँ हाथ के अंगूठे का निशान अवश्य लगाना चाहिए। इसके अतिरिक्त, जो दृष्टिहीन उम्मीदवार अपना हस्ताक्षर कर सकते हैं, वे अंगूठे के निशान के अलावा अपने हस्ताक्षर भी करें।)</p> <p>3. ओएमआर उत्तर-शीट तीन प्रतियों में होगी (मूल तथा कार्बन की दो प्रतिलिपियाँ)। परीक्षा समाप्ति के बाद ओएमआर की मूल शीट तथा एक कार्बन प्रतिलिपि निरीक्षक को सौंपने के पश्चात् उम्मीदवार अपने साथ एक कार्बन प्रतिलिपि ले जा सकते/सकती हैं। यदि कोई भी उम्मीदवार ऐसा करने में असफल रहता/रहती है तो उसकी उम्मीदवारी रद्द कर दी जायेगी। यदि कोई उम्मीदवार अपनी कार्बन प्रतिलिपि में किसी भी प्रकार का फेर-बदल कर उसका दावा करता/ करती है तो इस स्थिति में भी उसका/उसकी उम्मीदवारी रद्द की जायेगी।</p> <p>4. इस प्रश्न-पुस्तिका में 150 बहुविकल्पीय प्रश्न हैं। प्रत्येक प्रश्न के 4 विकल्प दिए गए हैं, (A), (B), (C) और (D)। किसी भी स्थिति में प्रत्येक प्रश्न का केवल एक विकल्प ही सही उत्तर है। यदि आपको एक से अधिक विकल्प सही लगें तो सबसे अधिक उचित एक विकल्प का चुनाव करें और उत्तर शीट में सम्बंधित प्रश्न के सामने वाले उपयुक्त गोले को काला करें।</p> <p>5. प्रश्न पुस्तिका में पाँच भाग हैं : भाग A : Reasoning, भाग B : English, भाग C : Aptitude, भाग D : Basic Mathematics, भाग E : Attitude &amp; Leadership. प्रत्येक भाग में 30 प्रश्न हैं। उम्मीदवार को सभी भागों के उत्तर लिखना अनिवार्य है।</p> <p>6. प्रत्येक सही उत्तर के लिए 1 अंक दिया जाएगा। गलत उत्तर के लिए कोई नकारात्मक अंकन नहीं है।</p> <p>7. गोले को काला करने के लिए केवल काले/नीले बॉल प्वाइंट पेन का प्रयोग करें। गोले को एक बार काला करने के बाद इसको मिटाने या बदलने की अनुमति नहीं है। यदि किसी प्रश्न के सामने एक से ज्यादा गोले काले किये गए हों तो मशीन द्वारा उसके लिए शून्य अंक दिया जाएगा।</p> <p>8. किसी भी स्थिति में उत्तर शीट को न मोड़ें।</p> <p>9. उत्तर-पुस्तिका पर कोई भी रफ कार्य नहीं करना है। रफ कार्य के लिए इस पुस्तिका में स्थान दिया गया है।</p> <p>10. परीक्षा हॉल/कमरों में मोबाइल फ़ोन तथा बेतार संचार साधन पूरी तरह निषिद्ध हैं। उम्मीदवारों को उनके अपने हित में सलाह दी जाती है कि मोबाइल फ़ोन/किसी अन्य बेतार संचार साधन को स्विच ऑफ करके भी अपने पास न रखें। इस प्रावधान का अनुपालन न करने को परीक्षा में अनुचित उपायों का प्रयोग माना जायेगा और उनके विरुद्ध कार्यवाही की जाएगी, जिसमें उनकी उम्मीदवारी रद्द करना भी शामिल है।</p> <p>11. अभ्यर्थी अपनी उत्तर पुस्तिका पर्यवेक्षक को सौंपे बिना और अपने रोल नंबर के सामने उचित स्थान पर उपस्थिति पत्रक पर हस्ताक्षर किए बिना परीक्षा हॉल/कक्ष से बाहर नहीं जा सकता। इसके अलावा अभ्यर्थी को उपस्थिति पत्रक पर हस्ताक्षर करने से पहले यह भी सुनिश्चित करना चाहिए कि बुकलेट नंबर, बुकलेट सीरीज और ओएमआर उत्तर पुस्तिका संख्या सही ढंग से लिखी गई हो। ऐसा ना करने पर, ओएमआर उत्तर पुस्तिका को अमान्य माना जाएगा/मूल्यांकन नहीं किया जा सकता है।</p>	<p>1. Before you start to answer the questions you must check this booklet and ensure that it contains all the pages (1-24) and see that no page or portion thereof is missing or repeated. Candidates are also required to check that they have got the right question booklet strictly for the post candidate has applied for. If you find any defect in this Booklet, you must get it replaced immediately.</p> <p>2. OMR Answer-Sheet is within the Question Booklet. Please ensure OMR Answer-Sheet number and Test Booklet No. of Question Paper are same. Read the instructions printed on OMR Answer-Sheet carefully before filling the information on the OMR Answer-Sheet. You must complete and code all the details on the OMR answer sheet correctly failing which your answer sheet may not be evaluated. You must also put your signature on the OMR Answer-Sheet at the prescribed place before you actually start answering the questions. These instructions must be fully complied with, failing which, your OMR Answer-Sheet may not be evaluated. (For V.H. candidates these details will be filled in by the scribe. However, all V.H. candidates must put their left-hand thumb impression at the space provided in the OMR Answer-Sheet. In addition, those V.H. candidates who can sign should also put their signatures in addition to thumb impression.)</p> <p>3. The OMR Answer-Sheet will be in triplicate (Original and two carbon copies). Candidate has to take one carbon copy (marked as 'candidate copy') with him/her after examination and handover the original OMR along with one carbon copy to invigilator. If candidate fails to handover the original OMR along with one carbon copy to invigilator, his/her candidature will be cancelled. Further, if the candidate tampers with candidate OMR carbon copy and claims for same, in that case also his/her candidature will be cancelled.</p> <p>4. This booklet consists of 150 Multiple Choice Questions. Each question has 4 (four) alternatives (A), (B), (C) and (D). In any case only one alternative will be the correct answer. In case if you find more than one correct answer, then choose the most appropriate single option and darken the appropriate circle in the answer sheet in front of the related question.</p> <p>5. Question Booklet consists of five parts : Part A : Reasoning, Part B : English, Part C : Aptitude, Part D : Basic Mathematics, Part E : Attitude &amp; Leadership. Each part has 30 questions. Candidates has to attempt all the parts compulsorily.</p> <p>6. For each correct answer One mark will be given and no negative marking for incorrect answer.</p> <p>7. Use Black/Blue ball point Pen to darken the circle. Answer once darkened is not allowed to be erased or altered. Against any question if more than one circle is darkened, machine will allot zero mark for that question.</p> <p>8. Do not fold answer sheet in any case.</p> <p>9. No rough work is to be done on the Answer-Sheet. Space for rough work has been provided in this booklet.</p> <p>10. Mobile phones and wireless communication devices are completely banned in the examination hall/rooms. Candidates are advised not to keep mobile phones/any other wireless communication devices with them even switching it off, in their own interest. Failing to comply with this provision will be considered as using unfair means in the examination and action will be taken against them including cancellation of their candidature.</p> <p>11. Candidate should not leave the examination hall / room without handing over his/her Answer-Sheet to the invigilator and without signing on the attendance sheet at proper place against his / her roll number. Further candidate should also ensure that booklet no., booklet series and OMR Answer-Sheet No. are correctly written on attendance sheet before signing on it, failing in doing so, may lead to disqualification / no evaluation of OMR Answer-Sheet.</p>

जब तक आपसे कहा न जाए तब तक प्रश्न-पुस्तिका न खोलें / DO NOT OPEN THE QUESTION BOOKLET UNTIL YOU ARE TOLD TO DO SO.

उम्मीदवार का नाम/Name of Candidate :

उम्मीदवार के हस्ताक्षर/Signature of Candidate :



**PART - A**  
**REASONING**

1. THEREFORE is to TEEOERFRH as  
HELICOPTER is to \_\_\_\_\_ ?

- (A) HELICORETP (B) HLCPERTOIE  
(C) RETPOCILEH (D) RETPOCILHE

**Directions : (2 - 4)** Answer question based on the given information.

There are four friends. Namely Akshay, Bhushan, Chanderjeet and Dhiraj. Each person plays one outdoor game and has one hobby related to fine arts.

Two persons are interested in cricket while the other two like to play hockey.

Two of these four persons are painters, one is a singer and the fourth one is dancer.

Akshay is neither a painter nor a hockey player.

Bhushan does not dance.

The one who likes dancing, plays hockey.

Bhushan and Dhiraj don't play cricket.

2. Which pair shows the correct relationship of the game and fine arts hobby of Dhiraj ?

- (A) Cricket, Dancing  
(B) Cricket, Singing  
(C) Hockey, Dancing  
(D) Cricket, Painting

3. Who among the following is a singer ?

- (A) Chanderjeet (B) Dhiraj  
(C) Akshay (D) Bhushan

4. Who amongst the following plays cricket and is interested in painting ?

- (A) Bhushan (B) Akshay  
(C) Chanderjeet (D) Dhiraj

**In each of these questions : ( 5 - 6),** a statement is followed by two Conclusions I and II. Consider the statement and the following conclusions. Decide which of the conclusions follows from given options :

**5. Statement :**

Any student who does not behave properly while in the school brings bad name to himself and also for the school.

**Conclusions :**

- (I) Such student should be removed from the school.  
(II) Strict discipline does not improve behaviour of the students.  
(A) If Conclusion (I) follows  
(B) If Conclusion (II) follows  
(C) If neither Conclusion (I) nor (II) follows  
(D) If both Conclusions (I) and (II) follow

**6. Statement :**

Quality has a price tag. India is allocating lots of funds to education.

**Conclusions :**

- (I) Quality of education in India would improve soon.  
(II) Funding alone can enhance quality of education.  
(A) If Conclusion (I) follows  
(B) If Conclusion (II) follows  
(C) If neither Conclusion (I) nor (II) follows  
(D) If both Conclusions (I) and (II) follow



In each of these questions : (7 - 8), two statements I and II are provided. These may have a cause and effect relationship or may have independent causes or be the effects of independent causes. Read the statement carefully and answer the questions given below.

7. **Statement I :**

Rural and semi-urban areas in the country have been suffering due to load shedding for quite some time.

**Statement II :**

If the government is not able to overcome the power crisis, load shedding will be extended even to the urban areas.

- (A) If the **Statement I** is the cause and **Statement II** is the effect.
- (B) If the **Statement II** is the cause and **Statement I** is the effect.
- (C) If both the **Statements I** and **II** are effects of independent causes.
- (D) If both the **Statements I** and **II** are effects of some common cause.

8. **Statement I :**

The government has imported large quantities of sugar as per the trade agreement with other countries.

**Statement II :**

The prices of sugar in the domestic market have fallen sharply in the recent months.

- (A) If the **Statement I** is the cause and **Statement II** is the effect.
- (B) If the **Statement II** is the cause and **Statement I** is the effect.
- (C) If both the **Statements I** and **II** are effects of independent causes.
- (D) If both the **Statements I** and **II** are effects of some common cause.

Answer questions (9 - 11) based on the following information given below.

Five courses - A, B, C, D and E each of one month duration are to be taught from January to May one after the other though not necessarily in the same order by lecturers P, Q, R, S and T. P teaches course 'B' but not in the month of April or May. Q teaches course 'A' in the month of March. R teaches in the month of January, but does not teach course 'C' or 'D'.

9. Which course is taught by S ?

- (A) A (B) E
- (C) Either C or D (D) B

10. Which course is taught in the month of January ?

- (A) C
- (B) D
- (C) E
- (D) Data inadequate

11. Which lecturer's course immediately follows after course B ?

- (A) Q (B) P
- (C) S (D) T



12. If  $P+Q$  means P is the mother of Q.  $P \# Q$  means P is the father of Q.  $P-Q$  means P is the sister of Q, then which of the following relationship shows that M is the daughter of R ?

- (A)  $R \# M+N$   
 (B)  $R+N \# M$   
 (C)  $R-M \# N$   
 (D) None of these

13.  $A \times B$  means A is the sister of B,  $A+B$  means A is the daughter of B,  $A-B$  means A is the son of B. On the basis of the information, you have to tell, how is P related to S in the relationship  $P-Q \times R+S$  ?

- (A) Brother  
 (B) Son  
 (C) Grandson  
 (D) Daughter's son

14. Find out the missing number :

2	3	5
9	17	33
65	129	?

- (A) 228 (B) 199  
 (C) 257 (D) 209

15. Find out the missing number :

1	3	7
5	12	14
25	?	28
125	192	56

- (A) 40 (B) 48  
 (C) 56 (D) 64

**Directions : (16 - 20).** Read the following information and choose the right alternate for the questions given afterwards.

The sports week of an institute was organised from 19<sup>th</sup> to 26<sup>th</sup> of a month, 19<sup>th</sup> being a Wednesday. During that period six games - Cricket (C), Badminton (B), Table-Tennis (T), Kho-Kho (K) Hockey (H) and Football (F) were played, one game on each day. Further information is:

- (i) Hockey was not played on the closing day, i.e. on 26<sup>th</sup>.  
 (ii) Table-Tennis was played on the previous day of Cricket.  
 (iii) Football was not played either on Wednesday or Saturday.  
 (iv) No game was played on Thursday and Sunday.  
 (v) Kho-Kho was played on Monday.  
 (vi) There was a gap of two days between Cricket and Football.

16. Which pair of games was played on Wednesday ?

- (A) Hockey and Badminton  
 (B) Hockey and Cricket  
 (C) Cricket and Table-Tennis  
 (D) None of these

17. The sports week started with which game ?

- (A) Table-Tennis (B) Cricket  
 (C) Kho-Kho (D) Hockey

18. Which game exactly precedes Kho-Kho ?

- (A) Hockey (B) Football  
 (C) Cricket (D) None of these

19. How many days' gap is there between Hockey and Football ?

- (A) 3 (B) 4  
 (C) 5 (D) 2



20. Table-Tennis follows which game ?  
(A) Hockey (B) Cricket  
(C) Table-Tennis (D) None of these

**Directions : (21 - 26).** Read the following information and choose the right alternate for the questions given afterwards.

One wedding card, two graduation cards, three anniversary cards and four birthday cards are to be arranged in a triangular display with one card in the first row, two cards in the second row, three cards in the third row and four cards in the fourth row. The arrangement is subject to the following conditions :

- (i) There is to be no birthday card in the fourth row.
  - (ii) There are to be no more than two cards of any type in any of the rows.
  - (iii) No birthday card is to be next to and in the same row as an anniversary card.
21. Which of the following must make-up the second row ?  
(A) Two birthday cards  
(B) Two anniversary cards  
(C) A birthday and an anniversary card  
(D) A wedding card and a graduation card
22. If all the birthday cards are in the second and third rows, which of these must be true ?  
(A) There is a wedding card between two birthday cards.  
(B) There is an anniversary card in the second row.  
(C) There is a graduation card next to and in the same row as an anniversary card in the fourth row.  
(D) There is a graduation card in the third row.

23. Which of the following is the complete and accurate list of the rows in which both graduation cards can be placed together ?  
(A) The second  
(B) The third  
(C) The fourth  
(D) The third and the fourth
24. If there is an anniversary card in the third row, which of the following cannot be true ?  
(A) A birthday card next to and in the same row as a graduation card in the third row.  
(B) A birthday card is in the middle of the third row.  
(C) A birthday card is in the first row.  
(D) Two birthday cards are in the second row.
25. An acceptable arrangement can include which of the following ?  
(A) A birthday card in every row.  
(B) An anniversary card in the first, second and third rows.  
(C) All the birthday cards in the second and third rows.  
(D) Two anniversary cards in the third row.
26. Which of the following can make up the third row ?  
(A) An anniversary card and two birthday cards  
(B) A graduation card and two birthday cards  
(C) A graduation card and two anniversary cards  
(D) A wedding card, a birthday card and a graduation card



Answer question No. 27 - 29 based on following information :

Six products U, V, W, X, Y and Z are to be placed in display windows of a shop. There are six display windows numbered 1, 2, 3, 4, 5 and 6 and one product is to be put in one window. Moreover U cannot be immediately to the left or immediately to the right of V, W must be immediately to the left of X, Z cannot be in window number 6.

27. If X is placed in window no.3. W must be placed in which window ?

(A) 2 (B) 1

(C) 4 (D) 5

28. If U is placed in window no. 5, which of the following products must be placed in window no. 6 ?

(A) W (B) V

(C) X (D) Y

29. Which of the following products cannot be placed in the window no. 1 ?

(A) V (B) U

(C) W (D) X

30. In a queue I am the last person while my friend is seventh from the front. If the person exactly between me and my friend is on the 23<sup>rd</sup> position from the front, what is my position in the queue ?

(A) 37 (B) 36

(C) 38 (D) 39

## PART - B ENGLISH

Directions : In questions 31 to 35 some of the sentences have errors and some have none. Find out which part of a sentence has an error, and the appropriate letter (A, B, C) is your answer. If there is no error, D is the answer.

31. We saw Julia last summer, /

(A)

but we haven't /

(B)

did seen her since. /

(C)

No error

(D)

32. This isn't /

(A)

such a comfortable hotel /

(B)

as the last one we stayed in. /

(C)

No error

(D)

33. The most beautiful things in the world /

(A)

cannot be seen or touching, /

(B)

they are felt with the heart. /

(C)

No error

(D)

34. This publication is supported by a grant /

(A)

from the Institute, a major hubs of intellectual and creative activity, /

(B)

and advanced research. /

(C)

No error

(D)



35. The end of the Cold War, /  
 (A) the had growing globalization of the world economy, /  
 (B) and new waves of immigration led to several efforts to expand the study of world literature./  
 (C) No error  
 (D)

**Directions :** Read the following passage carefully and answer questions 36 to 41 based on the passage. Choose the most appropriate answer to each question, out of the four alternatives.

For most of human history, we were born into small societies of a few people, bands of hunters and gatherers, and would see, on a typical day, only people we had known most of our lives. Everything our long-ago ancestors ate or wore, every tool they used, every shrine at which they worshipped, was made within that group. Their knowledge came from their ancestors or from their own experiences. That is the world that shaped us, the world in which our nature was formed. Now, if I walk down New York's Fifth Avenue on an ordinary day, I will have within sight more human beings than most of those prehistoric hunter-gatherers saw in a lifetime. Between then and now some of our forebears settled down and learned agriculture; created villages, towns, and, in the end, cities. Gradually they discovered the power of writing. But it was a slow process. The population of classical Athens when Socrates died, at the end of the fifth century BC, could have lived in a few large skyscrapers. When, in the first century, the population of Rome reached a million, it was the first city of its size. By then, they had already worked out how to live cheek by jowl in societies where most of those who spoke your language and shared your laws and grew the food on your table were people you would never know. It is, I think, little short of miraculous that brains shaped by our long history could have been turned to this new way of life.

36. According to the writer, what kind of world did not shape our nature for the larger part of human history ?  
 (A) A world that knew the power of writing  
 (B) A world that made everything within a known group  
 (C) A world in which knowledge was received through people known to them, from their own experiences or that of their ancestors  
 (D) A world consisting of societies made of hunters and gatherers
37. The expression "live cheek by jowl" means :  
 (A) To have very spacious living conditions  
 (B) To live closely together due to lack of space  
 (C) To live in dirt and squalor  
 (D) To be cheeky and jovial
38. The most remarkable aspect of the process of settling down is indicated by :  
 (A) Creating cities and towns  
 (B) Learning agriculture  
 (C) Learning the power of writing  
 (D) Learning from experience
39. The phrase "could have lived in a few large skyscrapers" refers to :  
 (A) Athens was a much more hugely populated city than present day New York  
 (B) The hunter-gatherers lived in New York  
 (C) Number of people in 5<sup>th</sup> Century BC Athens as compared to the number in modern New York  
 (D) Population of 5<sup>th</sup> Century BC Athens was so less that it could easily fit into a small part of New York



40. The most extraordinary point of comparison between early and modern societies from the writer's perspective is :

- (A) Early societies functioned within known groups while modern societies function largely with strangers
- (B) Early societies were hunter-gatherer bands while modern societies are not
- (C) Modern societies are much less in population than the early hunter-gatherer groups
- (D) 5<sup>th</sup> Century BC Athens was a more advanced city than New York

41. The writer finds present day living miraculous because :

- (A) We live with people on whom we are dependent but would never know them
- (B) Different people produce different grains that come on our table yet we may never get to know them
- (C) Our brains have adjusted to societies with a large number of people who remain Strangers, though, human history shows we have lived in smaller groups with people known to us for a much longer time.
- (D) History has shaped the new way of life

**Directions :** In questions 42 to 46 out of the four alternatives choose the one which can be substituted for the given words/sentence.

42. A description of a place visited or journey undertaken :

- (A) Article
- (B) Novel
- (C) Travelogue
- (D) Adventure Series

43. One who professionally tastes food :

- (A) Foodie
- (B) Food Sampler
- (C) Hotelier
- (D) Chef

44. People who are location-independent and use technology to perform their job from any location :

- (A) Digital Nomads
- (B) Data Analysts
- (C) Travel Presenters
- (D) Software Developers

45. A 'team player' is :

- (A) A sportsperson
- (B) A basketball player
- (C) One who actively contributes to one's group
- (D) One who speaks too much in a group

46. Novels that take us into the past combining real with imagined events or people :

- (A) Science Fiction
- (B) Historical Fiction
- (C) Fantasy Novel
- (D) Adventure Series



**Directions :** In questions 47 - 50, rearrange the following five sentences P, Q, R, S and T in the proper sequence so as to form a meaningful paragraph; then answer the questions given below them.

- (P) The man who invented a solution to this problem was named Frederic Eugene Ives.  
 (Q) For example, if a newspaper wanted to print an image in the 1870s, they had to commission an engraver to etch a copy of the photograph onto a steel plate by hand.  
 (R) These plates were used to press the image onto the page, but they often broke after just a few uses.  
 (S) Readers wanted to see more pictures, but nobody could figure out how to print images quickly and cheaply.  
 (T) In the 1870s, newspapers and printers faced a very specific and very costly problem.

47. Which of the sentences should come fifth in the sequence ?

- (A) S (B) T  
 (C) P (D) Q

48. Which of the sentences should come first in the sequence ?

- (A) R (B) T  
 (C) P (D) Q

49. Which of the sentences should come fourth in the sequence ?

- (A) R (B) T  
 (C) P (D) Q

50. Which of the following should come second in the sequence ?

- (A) S (B) T  
 (C) P (D) R

**Directions :** In questions 51 - 53 choose from the alternatives a word which is nearest in meaning (Synonym) to the given word.

51. Lexicon :

- (A) Luxury (B) Meaning  
 (C) Corresponding (D) Thesaurus

52. Enclave :

- (A) Neighbourhood (B) Cave  
 (C) Coast (D) Boundary

53. Forebears :

- (A) Evolution (B) Progeny  
 (C) Animal (D) Ancestors

**Directions :** In questions 54 - 57 choose the word opposite (Antonym) in meaning to the given word.

54. Opponent :

- (A) Enemy (B) Ally  
 (C) Challenger (D) Foe

55. Intractable :

- (A) Irrefutable (B) Unmanageable  
 (C) Manageable (D) Conceivable

56. Former :

- (A) Earlier (B) Neutral  
 (C) Latter (D) End

57. Overcrowded :

- (A) Brimming (B) Packed  
 (C) Empty (D) Populated



58. The operation was not a success by any means. Choose the most appropriate sentence from the options given below to express the sentence in plural.

- (A) The operations was not a success by any means.
- (B) The operations were not successes by any means.
- (C) The operations were not a success by any means.
- (D) All operations were not a success by any means.

**Directions :** In questions 59 - 60 part of the sentence is italicised. Four alternative meanings of the italicised part of the sentence are given below. Mark as your answer that alternative meaning which you think is correct.

59. Sonu asked Dheeraj, "what is the answer to the last question?" and he replied, "*your guess is as good as mine.*"

- (A) I don't know
- (B) Both of us know
- (C) Guessing is good
- (D) Two guesses are better than one

60. By behaving nastily you have *burnt your bridges* with the senior management :

- (A) Earned the ire
- (B) Done something that makes it impossible to go back
- (C) Opened a dialogue
- (D) Thrown a challenge

## PART - C APTITUDE

61. A bought an article and spent Rs. 110 on its repair. He then sold it to B at 20% profit, B sold it to C at a loss of 10% and C sold it for Rs. 1188 at a profit of 10%. What is the amount for which A bought the article ?

- (A) Rs. 850
- (B) Rs. 950
- (C) Rs. 930
- (D) Rs. 890

62. In a survey of 100 students, it was found that 50 used the college library, 40 had their own library and 30 borrowed books of these, 20 used both the college library and their own, 15 used their own library and borrowed books and 10 used the college library and borrowed books. How many students used all the three sources of books ?

- (A) 30
- (B) 28
- (C) 20
- (D) 25

63. The distance between two stations A and B is 450 km. A train starts from A and moves towards B at an average speed of 15 km/h. Another train starts from B, 20 minutes earlier than the train A, and moves towards A at an average speed of 20 km/h. How far from A will the two trains meet ?

- (A) 180 km
- (B) 320 km
- (C) 190 km
- (D) 260 km

64. The rates of simple interest in two banks A and B are in the ratio 5 : 4. A person wants to deposit his total savings in two banks in such a way that he receives equal half yearly interest from both. He should deposit the savings in banks A and B in the ratio :

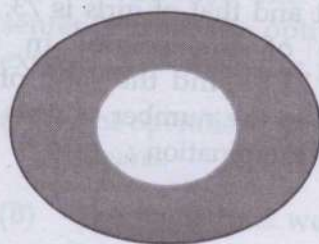
- (A) 2 : 5
- (B) 4 : 5
- (C) 5 : 2
- (D) 5 : 4



65. A clock gaining 3 min every hour was synchronised at midnight with a clock losing 2 min every hour. How many minutes the clock (losing time) will be behind at eleven in the following morning ?  
 (A) 11 min (B) 55 min  
 (C) 22 min (D) 33 min
66. In a village the current birth rate per thousand is 55 whereas corresponding death rate is 34 per thousand. The net growth rate in terms of population increase will be :  
 (A) 0.021% (B) 0.0021%  
 (C) 21% (D) 2.1%
67. If an article is sold at 8% profit instead of 8% loss, it would have brought Rs. 12 more. Find the cost price of the article :  
 (A) Rs. 75 (B) Rs. 72  
 (C) Rs. 70 (D) Rs. 60
68. By selling 33 meters of cloth, one gains the selling price of 11 meters. Find the gain percent :  
 (A) 20% (B) 40%  
 (C) 50% (D) 22%
69. Gold is 19 times as heavy as water and copper 9 times as heavy as water. In what ratio should the metals be mixed so that the mixture may be 15 times as heavy as water ?  
 (A) 3 : 2 (B) 9 : 5  
 (C) 2 : 3 (D) 7 : 5
70. What largest number of five digits is divisible by 99 ?  
 (A) 99999 (B) 99981  
 (C) 99909 (D) 99990
71. The average score of boys in an examination of a school is 71 and that of girls is 73. The average score of the school in that examination is 71.8. Find the ratio of the number of boys to the number of girls that appeared in the examination :  
 (A) 2 : 2 (B) 4 : 2  
 (C) 3 : 2 (D) 1 : 2
72. 12 children take 16 days to complete a work which can be completed by 8 adults in 12 days. 16 adults started working and after 3 days 10 adults left and 4 children joined them. How many days will it take them to complete the remaining work ?  
 (A) 6 (B) 8  
 (C) 4 (D) 3
73. In an engineering college the average salary of all engineering graduates from Mechanical trade is Rs. 2.45 lacs per annum and that of the engineering graduates from electronics trade is Rs. 3.56 lacs per annum. The average salary of all Mechanical and Electronics graduates is Rs. 3.12 lacs per annum. Find the least number of Electronics graduates passing out from the institute :  
 (A) 43  
 (B) 59  
 (C) 67  
 (D) Cannot be determined
74. The sum of first 20 odd counting numbers is :  
 (A) 20 (B) 100  
 (C) 400 (D) 313



75. Describe the shaded region :



- (A)  $A - B$
- (B)  $(A - B)'$
- (C)  $A \cdot B'$
- (D) Both (A) and (C)

76. A person of height 2 m wants to get a fruit which is on a pole of height  $10/3$  m. If he stands at a distance of  $4/\sqrt{3}$  m from the foot of the pole, then the angle at which he should throw the stone, so that it hits the fruit is :

- (A)  $15^\circ$
- (B)  $30^\circ$
- (C)  $45^\circ$
- (D)  $60^\circ$

77. On increasing the price of TV sets by 30%, their sale decreases by 20%. What is the effect on the revenue receipts of the shop ?

- (A) 4% increase
- (B) 4% decrease
- (C) 8% increase
- (D) 8% decrease

78. Rs. 25000 is borrowed at compound interest at the rate of 3% for the first year, 4% for the second year and 5% for the third year. Find the amount to be paid after 3 years :

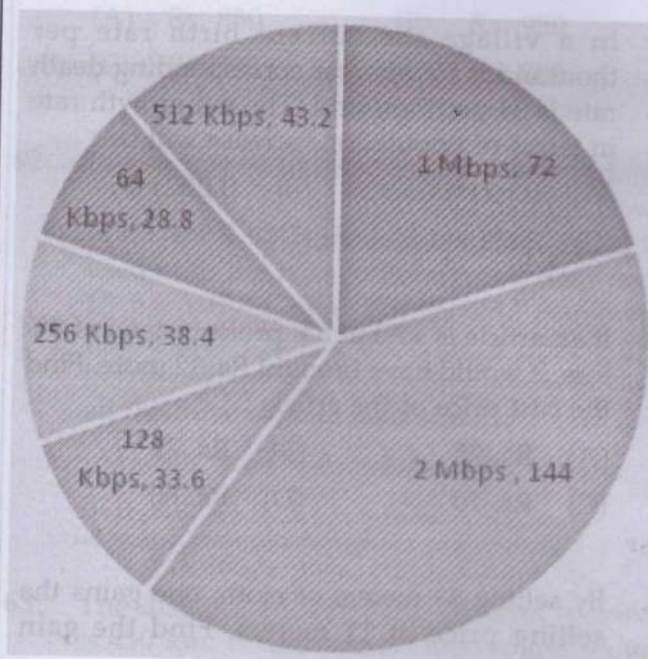
- (A) 28119
- (B) 27300
- (C) 26780
- (D) 29650

79. The population of bacteria culture doubles every 2 min. Approximately, how many minutes will it take for the population to grow from 1000 to 500,000 bacteria ?

- (A) 10
- (B) 12
- (C) 14
- (D) 18

Question (No. 80 - 82) are based on the pie chart given below :

Share of Revenue obtained from each type (by capacity) of connection sold by VSNL out of total revenue of VSNL from sales of connections (for the year 2021)



Total revenue from sale of connections by VSNL in 2021 = Rs. 15 lakh.

Total Number of connections = 10000

80. What is the appropriate ratio of the revenues from 256 Kbps connections to that of 128 Kbps connections in 2021 ?

- (A) 1.07
- (B) 1.38
- (C) 1.26
- (D) 1.14



81. In 2021, GE capital decided to purchase fifty 1 Mbps connections and hundred 512 Kbps connections from VSNL, which gives a bulk discount of 12.5% on any total purchase exceeding Rs. 10,000 in value. What is the amount that GE capital pays for these connections given that 1 Mbps connections from 25% and 512 Kbps connections from 20% of the total number of connections ?

(A) Rs. 13125  
(B) Rs. 12260  
(C) Rs. 14000  
(D) None of the above

82. If VSNL's revenue from sales of 1 Mbps connections in 2020 was Rs. 2,20,000, then what is the percentage increase in the same from 2020 to 2021 ?

(A) 36.36% (B) 33.33%  
(C) 28.56% (D) 23.21%

These questions (83 - 88) are based on the table given below which represents the percentage growth in the volume of sales of five brands of motor cars across the years mentioned and the projected increase for the period 2021-2026 :

Name of Car	2006-2011	2011-2016	2016-2021	2021-2026 (Projected)
Honda City	15	20	25	50
Maruti Wagon R	10	10	20	40
Tata Safari	5	10	20	30
Mahindra Scorpio	20	10	30	40
Toyota Innova	20	10	10	50

83. If in 2021, the sales of each of the brands of Car were 2,35,950, then how many of the given brands had sales of more than 1,65,000 in 2011 ?

(A) 2 (B) 4  
(C) 3 (D) 5

84. By what percentage is the projected sales for 2026 more than the sales in 2016 for Tata Safari ?

(A) 52% (B) 56%  
(C) 71.6% (D) 80.2%

85. The sales of Maruti Wagon R in 2021 was 2,64,000 and the projected sales of Toyota Innova for 2026 is 5,44,500. What is the ratio of the sales of Maruti Wagon R to that of Toyota Innova in 2011 ?

(A) 2 : 3 (B) 18 : 31  
(C) 15 : 27 (D) 2 : 5

86. If Mahindra Scorpio has registered a sales of 42,900 in 2021, then what is the difference in its projected sales for 2026 and its sales in 2011 ?

(A) 21,400 (B) 30,060  
(C) 16,170 (D) 25,440

87. The sales of which car have increased by highest percentage from 2011-2021 ?

(A) Mahindra Scorpio  
(B) Maruti Wagon R  
(C) Honda City  
(D) Toyota Innova

88. What is the sales of all the brands of car put together in the year 2021, given that the sales of all the cars put together in 2011 is 7,07,850 ?

(A) 2,70,000  
(B) 4,60,000  
(C) 5,83,000  
(D) Data is not sufficient.



Each of the questions (Q. 89 and 90) are followed by two statements, I and II. Mark the answer :

89. A carton of books weighs 70 pounds. A truck carrying cartons of books loses 30% of its contents in an accident. How Many cartons were on the truck before the accident ?

- (I) The weight of the cartons left on the truck is  $\frac{7}{3}$  times the weight of those that were lost.
- (II) The difference between the weight of those that remained on the truck and those that were lost is 3,360 pounds.
- (A) If the question can be answered by using one of the statements alone, but cannot be answered using the other statement alone.
- (B) If the question can be answered by using either statement alone.
- (C) If the question can be answered by using both statements together, but cannot be answered using either statement alone.
- (D) If the question cannot be answered even by using both statements together.

90. Anu opened a savings account with a constant annual interest by depositing Rs. 750. What was the annual rate of interest ?

- (I) The bank does not charge for service and she made no transactions for the first 3 years.
- (II) Three years later her savings was Rs. 999.60.
- (A) If the question can be answered by using one of the statements alone, but cannot be answered using the other statement alone.
- (B) If the question can be answered by using either statement alone.
- (C) If the question can be answered by using both statements together but cannot be answered using either statement alone.
- (D) If the question cannot be answered even by using both statements together.

## PART - D

### BASIC MATHEMATICS

91. If  $4.25 - [4.25 + \{4.25 - (8.5 - \overline{4.25+x})\}] = 0$   
the value of x is :

- (A) 0
- (B) 4.25
- (C) 8.5
- (D) 12.75

92. The effective annual rate of interest corresponding to a nominal rate of 8% per annum payable half yearly is :

- (A) 4%
- (B) 7.84%
- (C) 8.08%
- (D) 8.16%

93. Two persons A and B invested 10000 each in scheme I and scheme II respectively for 3 years. Scheme I offers simple interest of 11% per annum and scheme II offers compound interest of 10%. After 3 years, who will have larger amount and by how much ?

- (A) A, Rs. 1
- (B) B, Rs. 1
- (C) A, Rs. 10
- (D) B, Rs. 10



94. If  $x + \frac{1}{x} = 99$ , then the value of

$$\frac{100x}{2x^2 + 102x + 2} \text{ is :}$$

(A)  $1/3$  (B)  $1/99$

(C)  $99/100$  (D)  $3$

95. If we multiply a fraction by itself and divide the product by its reciprocal, the fraction thus obtained is  $15\frac{5}{8}$ . The original fraction is :

(A)  $2\frac{1}{2}$  (B)  $3\frac{1}{2}$

(C)  $\frac{8}{125}$  (D)  $\frac{125}{8}$

96. Incomes of A and B are in the ratio 4 : 7 and their spending is in the ratio 6 : 11. If A saves one third of his income, then the ratio of their savings will be :

(A) 12 : 19 (B) 11 : 19

(C) 3 : 5 (D) 10 : 19

97. A merchant earns 25% profit in general. Once his 25% consignment was stolen by some goons. Trying to compensate his loss he sold the rest of the consignment by increasing his selling price by 20%. What is the new percentage of profit or loss ?

(A) 6.67% profit

(B) 5% loss

(C) 10% loss

(D) 12.5% profit

98. If  $\{(2 \sin \theta - \cos \theta) / (\cos \theta + \sin \theta)\} = 1$ , then the value of  $\tan \theta$  is :

(A)  $\frac{1}{3}$  (B)  $\frac{1}{2}$

(C) 2 (D) 3

99. If  $x = 5/12$ ,  $y = -3/4$ ,  $z = 1/3$ , the value of  $x^3 + y^3 + z^3$  is :

(A)  $-15/16$  (B)  $-3/4$

(C)  $-9/4$  (D)  $-5/16$

100. If  $\sin 3A = \cos (A - 26^\circ)$ , where  $3A$  is an acute angle then the value of  $A$  is :

(A)  $29^\circ$  (B)  $31^\circ$

(C)  $39^\circ$  (D)  $23^\circ$



101. Consider the following statements :

- (I)  $x + 3$  is the factor of  $x^3 + 2x^2 + 3x + 8$ .  
(II)  $x - 2$  is the factor of  $x^3 + 2x^2 + 3x + 8$ .

Which of the statements given above is/are correct ?

- (A) Statement (I) is true, Statement (II) is false.  
(B) Statement (II) is true, Statement (I) is false.  
(C) Both the statements are true.  
(D) Both the statements are false.

102. Two numbers are less than a third number by 40% and 43% respectively. The percent by which the second number is less than the first is :

- (A) 5 (B) 6  
(C) 7 (D) 10

103. If  $(0.0256) \div 0.064 \times (0.4)^8 = (0.4)^x \times 0.16$ , the value of  $x$  is :

- (A) 5 (B) 6  
(C) 7 (D) 4

104. In a right angled triangle, the circum-centre of the triangle lies :

- (A) inside the triangle.  
(B) outside the triangle.  
(C) on one vertex.  
(D) on the mid-point of the hypotenuse.

105. A, B and C can do a piece of work in 24, 30 and 40 days respectively. They began the work together but C left 10 days before completion of the work. In how many days was the work done ?

- (A) 11 days  
(B) 11.5 days  
(C) 12.5 days  
(D) 12 days

106. A positive number when decreased by 4 is equal to 21 times the reciprocal of the number. The number(s) is/are :

- (A) 3 (B) 7  
(C) 3 and -7 (D) -3 and 7

107. Select the correct combination of mathematical signs to replace \* signs and to balance the following equation :

$$18 * 2 * 5 * 4 = 10$$

- (A)  $\times \div +$  (B)  $+ \times \div$   
(C)  $\div + -$  (D)  $\div \times +$

108. The highest score in an inning was  $\frac{3}{12}$  of the total score and the next highest was  $\frac{3}{12}$  of the remainder. These scores differed by 27 runs. What was the total score in the inning ?

- (A) 242 (B) 288  
(C) 432 (D) 439



109. If a car driver divides a distance into 3 equal parts and travels the three parts with speeds of 48, 54 and 72 km/hr, respectively. The average speed for the whole journey is :
- (A) 54 km/hr  
(B) 56.3 km/hr  
(C) 58.3 km/hr  
(D) 60 km/hr
110. The sum of the seven numbers is 254. The average of first three is 25 and that of the last three is 44. The fourth number is :
- (A) 40 (B) 47  
(C) 45 (D) 48
111. By selling 25 kg of rice, a trader gains the selling price of 5 kg of rice. The gain of the trader in % is :
- (A) 12.5% (B) 20%  
(C) 25% (D) 33.3%
112. If  $\sec \theta + \tan \theta = \sqrt{3}$ , then the positive value of  $\sin \theta$  is :
- (A)  $\frac{\sqrt{3}}{2}$  (B)  $\frac{1}{2}$   
(C)  $\frac{1}{\sqrt{3}}$  (D)  $\sqrt{3}$
113. A person travels a certain distance at 5 km/hr and reaches 10 min late. If he travels at 6 km/hr, he reaches 10 min earlier. The distance he has to travel is :
- (A) 6 km (B) 7.2 km  
(C) 8 km (D) 10 km
114. If + stands for division;  $\times$  stands for addition; - stands for multiplication;  $\div$  stands for subtraction, which of the following is correct ?
- (1)  $15 \div 5 \times 2 - 6 + 3 = 28$   
(2)  $15 \times 5 + 2 - 6 \div 3 = 56.5$   
(3)  $15 + 5 - 2 \div 6 \times 3 = 3$   
(4)  $15 - 5 + 2 \times 6 \div 3 = 41$
- (A) 1 (B) 2  
(C) 3 (D) 4
115. If the ratio of speed of doing work of three persons is 2 : 3 : 7, what is the ratio of time taken by these people to do the same amount of work ?
- (A) 2 : 14 : 21 (B) 21 : 14 : 6  
(C) 6 : 14 : 21 (D) 21 : 14 : 2
116. A 15 km long road can be made by 20 men in 18 days. What is the length of the road that can be made by 15 men in 12 days ?
- (A) 6 km (B) 6.5 km  
(C) 7.5 km (D) 8 km



117. Two arcs of lengths  $a$  cm and  $b$  cm subtend angles  $60^\circ$  and  $90^\circ$  at the centre of a circle respectively. The relation between  $a$  and  $b$  is :

(A)  $b = \sqrt{2}a$  (B)  $3b = 2a$

(C)  $3a = 2b$  (D)  $a = \sqrt{2}b$

118. The average of the three numbers  $x$ ,  $y$  and  $z$  is 48.  $x$  is greater than the average of  $y$  and  $z$  by 9. The average of  $y$  and  $z$  is greater than  $y$  by 2. Then the difference of  $x$  and  $z$  is :

(A) 2 (B) 6

(C) 7 (D) 8

119. If  $60\%$  of  $(x - y) = 30\%$  of  $(x + 2y)$ , then what percent of  $x$  is  $y$  ?

(A) 10% (B) 15%

(C) 20% (D) 25%

120. The number lying between 900 and 1000, which when divided by 38 and 57 leaves a remainder 21 in each case, is :

(A) 912 (B) 921

(C) 933 (D) 943

## PART - E

### ATTITUDE & LEADERSHIP

121. Which type of conflict management technique is described as cooperating and that one gives way to the other ?

- (A) Avoiding
- (B) Accommodating
- (C) Competing
- (D) Compromising

122. Free - rein Leadership is also known as :

- (A) Authoritarian Leadership
- (B) Laissez Faire Leadership
- (C) Democratic Leadership
- (D) Participative Leadership

123. Identify the four main styles of leaders displayed by the manager which were identified in Tannenbaum and Schmidt's continuum of possible leadership behaviour :

- (A) Tells, help, joins and leads
- (B) Commands, sells, consults and resists
- (C) Tells, sells, consults and joins
- (D) Commands, help, join and leads

124. Success of each organisation is dependent upon the \_\_\_\_\_ of employees.

- (A) Satisfaction
- (B) Behaviour
- (C) Attitude
- (D) Performance



125. A leader motivates his followers to work hard by offering them reward is \_\_\_\_\_.

- (A) Positive style
- (B) Negative style
- (C) Autocratic style
- (D) Democratic style

126. Attitudes affect \_\_\_\_\_ at a different level.

- (A) Relations
- (B) Perception
- (C) Behaviour
- (D) Values

127. Leadership is most commonly and simply defined as a process during which an individual (leader) influences a group of people (followers) to work towards a common vision, goal or aim :

- (A) The above statement is correct
- (B) The above statement is incorrect
- (C) The above statement is partially correct
- (D) None of these

128. A person has some important attitude, those attitudes are likely to be :

- (A) Mutually consistent
- (B) Accessible
- (C) Persistent over time
- (D) All of the above

129. Labour absenteeism and Labour turnover are reduced in case of :

- (A) Autocratic Leadership
- (B) Democratic Leadership
- (C) Free - rein Leadership
- (D) Laissez Faire Leadership

130. What makes you think is the most effective leadership style that can be used during emergency situations ?

- (A) Democratic
- (B) Laissez - faire
- (C) Autocratic
- (D) Supportive

131. The leadership theories can be classified into :

- (A) Trait Theory
- (B) Style theories
- (C) Contingency Theories
- (D) All of the above



132. What leadership style is used to maintain a strong control in the department ?

- (A) Laissez - faire
- (B) Democratic
- (C) Collegial
- (D) Autocrat

133. Why is effective communication important in managing personnel ?

- (A) It fosters influence and power
- (B) It promotes independence and collaboration
- (C) It motivates personnel to do their jobs well
- (D) All of the above

134. Which of the following is not a way in changing the attitude of Employees ?

- (A) Cognitive Dissonance
- (B) Use of fear
- (C) Giving Feedback
- (D) Positive working condition

135. Firms pursuing a cost-leadership strategy are typically characterized by :

- (A) Loose cost control systems
- (B) Close supervision of labour, raw material, inventory, and other costs
- (C) Both (A) and (B)
- (D) A de-emphasis on quantitative cost goals and costs

136. Trait Theory :

- (A) is based on the basic assumption that people are born with special traits that make them leaders.
- (B) focus on what leaders do and their behavior.
- (C) are based on the view that the most effective leadership style in a given situation is contingent upon the circumstances of the situation.
- (D) All of the above

137. Among the components of attitude \_\_\_\_\_ is the only component that can be observed directly.

- (A) Cognitive
- (B) Behavioural
- (C) Observation
- (D) Affective



138. Regarding leadership, which statement is false ?

- (A) Leadership does not necessarily take place within a hierarchical structure of an organization
- (B) When people operate as leaders their role is always clearly established and defined
- (C) Not every leader is a manager
- (D) All of the above

139. You are requested by your instructor to differentiate a leader and a manager. Which one is **incorrect** ?

- (A) A leader relies on trust while a manager relies on control.
- (B) A leader makes the right thing and a manager does each task the right way.
- (C) A leader has a short-term view while a manager views work in long term duration.
- (D) A leader is focused on purpose but a manager is focused on structures and processes.

140. What type of conflict refers to when there are two or more opposing incompatible demands that arise and priority differences affect the resolution of the conflict ?

- (A) Interpersonal conflict
- (B) Organizational conflict
- (C) Intrapersonal conflict
- (D) None of Above

141. During controlling and evaluating phase, which one of the following is quality improvement method utilized by institutions ?

- (A) Credentialing and licensing
- (B) Standards of care
- (C) Clinical pathways
- (D) Benchmarking

142. Downward communication is outlined below. Which one is **correct** ?

- (A) The communication is between two supervisors
- (B) The flow of communication is from the head nurse to supervisor
- (C) The flow of communication is from the chief nurse to the head nurse
- (D) The flow of communication is from the staff nurse to the chief nurse

143. Leadership Continuum was developed by :

- (A) Prof. Bernard
- (B) Prof. Terry
- (C) Tannenbaum and Schmidt
- (D) Stephen Robbins



144. Which of the following is not a result of Positive attitude of employee ?
- (A) Improved productivity
  - (B) Successful Organisation
  - (C) Higher performance
  - (D) Favourable Response
145. What must a cost-leadership strategy accomplish to be successful ?
- (A) It must reduce the firm's cost below that of its competitors while offering adequate value.
  - (B) It must increase the firm's cost above that of its competitors while offering adequate value.
  - (C) It must reduce the firm's cost below that of its competitors while offering inferior value.
  - (D) Both (B) and (C)
146. It is a managerial function that indicates leading the staff in the most applicable method :
- (A) Planning
  - (B) Directing
  - (C) Organising
  - (D) Controlling
147. Which describes an informal leader ?
- (A) Competencies and continuing education.
  - (B) The leader of the team because of years of experience in the department.
  - (C) The leader of the team since gave the legitimate authority to act as one.
  - (D) The administration because of age and knowledge in the area of work.
148. Supervision and delegation fall to what phase of the management process :
- (A) Organizing
  - (B) Directing
  - (C) Controlling
  - (D) Planning
149. \_\_\_\_\_ used the terms 'employee-centered' and 'production-centered' to describe leader behaviour :
- (A) Blake and McCanse
  - (B) Fiedler
  - (C) McGregor
  - (D) Likert
150. Leadership behaviour influenced by certain qualities of a person is \_\_\_\_\_.
- (A) Followers theory
  - (B) Trait theory
  - (C) Situational theory
  - (D) Managerial theory

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