

MBR 20

No. 201619

Time : 2 hours

Maximum : 100 marks

Name of the
Candidate :

Examination
Centre :

Regn. Number :

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Signature of
the Candidate :

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1. Do not open the Question Book until the Hall Superintendent gives the signal for the commencement of the examination.
2. Write your Name, your Registration Number and the Name of your Examination Centre (as found in the HALL TICKET) and sign in the space provided above. Other than these and what is mentioned in item 6 below, do not write or mark anything anywhere on the Question Book.
3. After the commencement of the examination, open the Question Book and take out the ANSWER SHEET. If the Question Book or the Answer Sheet is not in good condition then ask for immediate replacement. No replacement will be made 5 minutes after the commencement of the examination.
4. Write and shade your Registration Number and Question Book Number and write the Name of the Examination Centre and put your signature in the Answer Sheet in the spaces provided.
5. The Question Book contains 100 questions. Answer all the questions. They carry equal marks.
6. The last few pages of the Question Book are blank except for the words 'FOR ROUGH WORK'. You can make any relevant rough calculations on these pages.
7. Each correct answer carries 1 mark. For every wrong answer $\frac{1}{3}$ mark will be deducted.
8. Shade with black ball point pen one of the four options against each question number in the Answer Sheet which according to you corresponds to the correct answer.
9. Answers with multiple shading will be considered as wrong answer.
10. Use the Answer Sheet carefully. No spare Answer Sheet will be given.
11. At the end of the examination when the Hall Superintendent announces 'Stop Writing', you must stop writing immediately and place the Answer Sheet inside the Question Book and be ready to handover the materials.
12. When you have completed answering, stand up and remain in your place. The Hall Superintendent will come to you and collect your Question Book and Answer Sheet. Under no circumstances should any of these be taken out of the Examination Hall. No candidate shall leave the Hall until the Question Book and Answer Sheet are collected.
13. No candidate can leave the Hall during the first 30 minutes and the last 15 minutes of the examination.
14. No candidate can re-enter the Hall after leaving.
15. Calculator, tables or any other calculating devices, pager and cell phone are strictly prohibited for this examination.

SEAL

PART I

Directions : This section comprises two passages. After each passage questions consisting of items relating to the preceding passage are given. Evaluate each item separately in terms of the respective passage and choose your answer as per the following guidelines :

- a. If the item is a MAJOR OBJECTIVE in making the decision; that is, the outcome or result sought by the decision maker.
- b. If the item is a MAJOR FACTOR in arriving at the decision; that is basic in determining the decision.
- c. If the item is a MINOR FACTOR in making the decision; a less important element bearing the decision.
- d. If the item is a MAJOR ASSUMPTION made deliberately; that is a supposition or projection made by the decision maker before considering the factors and alternatives.

PASSAGE – I

The year of 2003, commenced with the swirled rumours that Mangalesh Kumar, who was then 60, was to sell off Getwell Hospitals, widely held home-grown drug maker he owned, to focus on Getwell Hospitals a budding chain of corporate Hospitals. Given the time and resources the latter would command, it was argued. Mangalesh Kumar narrow his bets. But the Group Chairman scotched all such rumours, Six years on, a crisis might force a rethink. In a double whammy, both the businesses are in need of substantial cash injections at a time when the market is in no mood to oblige. The INR.2,653 Crore, Getwell needs to raise nearly INR. 1,000 Crore (at today's rate of INR. 49.2 to the dollar) in the next few months to pay up debt owed to Foreign Currency Convertible Bond (FCCB) holders and banks, say analysts. This is a toll order; Getwell's market capitalisation on 13 February was INR. 1,048 Crore, down 71 percent from a year ago. At INR.95 a share it now trading nowhere near the INR.486 trigger for the conversion of debt into equity.

Closely held INR. 360-crore Getwell Hospitals is struggling to find investors to bankroll its growth after a failed attempt at raising INR. 800 crore through an Initial Public Offering (IPO), withdrawn in February 2008. A Getwell spokesperson in Mumbai turned down BW'S request for an interview with Mangalesh Kumar.

Clearly, Mangalesh Kumar is stretched. Last week, he admitted to having pledged 43 percent of his 73.6 percent stake in group flagship Getwell with financial institutions to raise little over INR. 300 Crore for Getwell Hospitals.

Getwell Towers, its swank corporate headquarters in Mumbai, has been pawned. The search for suitors for Getwell's two European drug Companies - in a desperate bid to raise funds- has met with little luck. "While the issue is primarily financial restructuring, it does raise strategic questions for the promoter as well", says Manish Kaul, Managing director of private equity firm Chrys Capital in New Delhi, and an old pharma industry hand. One news report last week suggested that Mangalesh Kumar was looking for a "strategic sale" of Getwell. This could not be independently confirmed. In January, Getwell took shareholders' approval to raise INR. 500 crore through a preference share issue to pay back FCCB holders.

COSTLY HUBRIS ?

Getwell's current problems have their origin in rapid expansion on borrowed funds in the days of easy monney. Getwell spend roughly INR. 1700 Crore on buying the two European companies , now said to be on sale- France's Negma Lerads, and Ireland's Pinewood Labs - in 2006-2007 at high valuations. Historically, Getwell's generics exports have lagged behind rivals such as Ranbaxy and Dr.Reddy's in performance and profile. These acquisitions were Mangalesh Kumar's moves to catch up. But the expansion has indebted the company to the tune of INR. 3,900 crore.

Getwell in now the largest Indian Generic pharmaceutical Company in Europe as a result of those acquisitions. "But his obsession with the market share has compromised its risk profile, "says on deal maker on condition of anonymity. Getwell's debt-to-equity ratio stands at roughly 2:2:1. Ballooning interest payments on foreign debt have impacted the bottom line. In the quarter ended September 2008,EBITDA rose 17 percent, yet net profile fell by 43 percent.

Yet, when the market turned, Mangalesh Kumar's actions did not keep pace, feel some industry watchers. A source says late last year Mangalesh Kumar expected to recover most of what he paid for Negma and Pinewood, but buyers would not bite. "Those assets were acquired at peak value", says Mallika Baheti, pharma analyst at brokerage ShareKhan. "In today's scenario, these investments are unlikely to fetch the same valuations."

In a similar vein, even after Getwell Hospitals' failed IPO, Mangalesh Kumar did not climb down in his pricing negotiations with private equity (PE) players such as General Atlantic Partners. This is one reason why no deal has been struck, some say. Even now, Mangalesh Kumar- who is still talking to PE out fits-appears keen on extracting" the last pound of flesh." says one investment banker familiar with the negotiations, on condition of anonymity.

WHAT NEXT ?

Some industry watchers say that the group's immediate problems can be overcome if Mangalesh Kumar plays down his demands. Getwell Hospitals , says Kaul, "a robust and sustainable "business model, and getting in financial

investors is "a question of valuation". Mangalesh Kumar , could still be in control, he says. As for Getwell, even if i were able to raise cash by selling off the two European companies, and a few other smaller assets such as its veterinary business, it will continue to make great demands on Mangalesh Kumar. For one, the company will be strategically weaker. Europe is Getwell's largest market, at 54 percent of 2007 sales. They will have to rework all their projections". Says Baheti.

In parallel, sales from the US, world's largest pharma market, will need a continuous investment in off-patient products to keep growing. Getwell's Biotech business - once touted as the future growth engine- has underperformed, some say, because, the firm has focused on the global generics market. "They were early entrants in biotech and fairly active," says a manager in Getwell rival in Hyderabad with biotech interests" ,but the business seems to be suffering from a lack of attention rather than capability. "Getwell was the first Indian firm to launch home-grown genetically engineered human insulin in the country in 2003. But even now, biotech is barely 3 percent of total revenues.

One more concern is what the current crisis could do to the employee morale. At the best of the times. Mangalesh Kumar , seen to have an autocratic management style, has had a problem retaining professionals. Getwell does not have a clear succession plan either. Given these facts, should Mangalesh Kumar pick his bets and exit his pharma business like the promoters of Gurgaon's Ranbaxy Labs. Last year the Singh family of New Delhi sold their stake to Japan's Daiichi Sankyo for INR. 10,000 crore to focus on hospitals and financial services.

With their blockbusters facing patent expiry, multinational pharmaceutical companies are keen on buying out generics firms. "While there is cause to sell the business, it is foolish to attempt that in such a market," says the banker. "From a timing perspective he should first extract himself from the current hole". Others believe that Mangalesh Kumar can stay in pharma business only by sharpening focus. Kaul, for instance, suggests a separation of the domestic formulations business and merging it into another strong player in the Indian market. In exchange, Mangalesh Kumar could hold stake in this combined entity, he says. That will allow him to focus Getwell's resources on the exports story, he feels.

"He has to make choices, says " Mumbai-based consultant who has worked closely with the firm. "The group is in too many diverse areas, with too little capital and too much leverage". For 40 years, Mangalesh Kumar - who eschewed his family's bakery and retail businesses to strike out in health care- has run his companies on his own terms. Will he now be forced to sell on someone else's ?

(QUESTIONS 1 - 10)

1. Finding suitors for Getwell's two European drug companies.
2. Getwell Hospitals finding investors to bankroll its growth.
3. Expansion on borrowed funds in the days of easy money and present situation.
4. Getwell spending roughly INR. 1,800 crore on buying two European Companies.
5. Promoter not climbing down in his pricing negotiations with private equity players.
6. Getwell Hospitals has a robust and sustainable business model.
7. Lack of attention rather than capability.
8. An autocratic Management Style and Getwell does not have a clear succession plan.
9. Too many diverse areas, with too little capital and too much leverage.
10. Expansion indebteding the company to the tune of INR. 2,900 crore.

PASSAGE - II

If religion be the opium of the masses, Prakash Mundhra is enjoying giving them a high. His company, Blessed Moments, makes "puja kits" for Diwali, an idea he conceived as a student at ABC Centre for Management and HRD in Pune. "My marketing Professor Raguram Shinde, rejected the idea totally," says Mundhra. We had long arguments- he didn't think there was a market for it. "Prof. Shinde was wrong. In its first Diwali season during October 2006 - Blessed Moments sold more than 10,000 puja kits and achieved a turnover of INR. 35 Lakh. "I took a risk" grins Prakash. "But it has worked out."

The seed of successful idea was sown when, as a first year student, Mundhra entered the "Mera Gaon, Mera Desh", business plan contest sponsored by ITC. Participants had to develop strategies linked to ITC brands. Mundhra chose "Mangaldeep Agarbattis" and suggested branded puja items, such as haldi (Turmeric) and roli. That did not quite catch ITC'S fancy but he refined his plan and submitted it to more contests, including Zee TV'S "BUSINESS BAAZIGAR". The idea of a branded puja items retail outlet (along the lines of Archies) won Mundhra the "mini baazigar" title and several prestigious business plan contests- IIM Lucknow, IIM Calcutta and IIT, Kharagpur, to name a few.

Yet, he was in a dilemma. He went through the placement process and accepted an offer from ICICI Prudential. "In the meantime, i entered six business plan contests and won five,"he says. "I became more and more convinced about my idea- which was now a "puja kit" - and four days before i was to join my new job, I sent the HR Head an e-mail declining the offer. "Thus,Blessed Moments were born. The INR.50,000 cash award from Zee helped in the initial research and formulation stage of the product. "I calculated that another INR.3-4 Lakhs would be enough to start off." He already had half the amount in hand- prize money from business plan contests. The balance, he raised from family and friends.

Armed with a few samples of his wares, Mundhra set up a stall at the Giftex exhibition in Mumbai in August 2006. "The response was tremendous. When I won the "best product award" at Giftex, I knew I was on to something big." Based on enquiries alone, he took the decision of producing 12,000 puja kits. Eventually, corporate bookings and exports orders came in, and in the run-up to Diwali, the kits were stocked at retail outlets such as Asiatic and Akabrallys. "Strangely, 500 kits sold after Diwali," he says. Requests for kits for more occasions and more religions, have been puring in. A "Grih pravesh puja kit" and " vehicle puja kit" are already on the cards.

For a 27 year old with just one year's experience in the family business prior to his MBA, this is quite an achievement. But he is not the only dreamer. He belongs to a new breed of MBAs choosing the entrepreneurial patch right after graduating from a B-school. A one crore salary be damned, the buzz is about the guys who opted out of placement, because secretly, almost everyone craves to be in control of their own destiny- to be an entrepreneurial rock star.

But, like the proverbial struggling artist, you may need a "day job" to support yourself, Anoop Radhakrishnan, Zerine Rahiman, Shivakumar R, Abhisar Gupta and Sandeep Ramesh all graduated from IIM Lucknow in 2006. They formed Uni Axess Healthcare, which focused on the relatively on the unorganised field of medical tourism. However, in its first nine months, UniAxesss had no revenues. "We decided to go a little slow and analyse the market,"says Ramesh. "No one has really cracked this business yet, and we wanted to avoid pitfalls."

Meanwhile, the bread was buttered by taking on consulting projects through another company they had formed called IndigoEdge. "Solvency is the key to survival," says Ramesh. "Do anything that will pay the bills (for the first year at least). "The team is quite kicked, though, about the quality of projects it has executed - from an impact study in public health in Karnataka, to a market estimation and entry project for a German Manufacturer.

Things have picked up steam on the medical tourism from now. UniAxess Health care received USD 1,000,000 (INR. 41 lakhs) from an angel investor based in Bangalore and opened up an office in Abu Dhabi. The company has handled 50 clients so far and expects to open offices in four countries by JULY 2008. But the bread, butter and even the jam continues to come from management consulting. "We are now in the private equity space, helping a furniture manufacturer raise INR. 100 crore for retail expansion", Ramesh says. As PE deals work on a commission basis (4 percent being the standard), the potential gains from such assignments are huge. The INR. 2 Lakh earned as commission so far on the medical tourism side pales in comparison.

The team had divided roles and responsibilities - while three members handle consulting, two concentrate on the medical tourism side, with three employees handling day-to-day operations. "The medical tourism business does not require expertise", says Ramesh "But need to trust you. That is something built over a period of time, through word of mouth. " Meanwhile, if consulting assignments are coming from unexpected quarters, no one is complaining. IndigoEdge or UniAxess, the team is willing go play chameleon if it makes sound business sense.

That is the sentiment that Mansur Nazeemudeen certainly identifies with. The 28- year old IIM-A graduate (Class of 2006) made headlines when he spurned a \$100,000 pre-Placement offer from the Deutsche bank to start a mobile gaming company. Tiger tail studies remains Nazimudeen's merry muse and his dating dream. But for now, he is poured his energies into a different kind of proposition- "Brewhaha" - a real - world hangout that marries the fun of playing board games with the flavor of excellent food. Situated in the Koramangala area of Bangalore, Brewhaha, is a joint venture with Mansur building in his love for games and Sreeram Vaidyanathan (IIMA batch of 2005) providing the passion for food.

The café has achieved quite a buzz among the Yuppie set in the city with over 65 board games on offer a menu where no item costs more than INR. 70. (Vaidyanathan highly recommends the chocolate and chilli concoction - 'Artic Chilly Brew'). Brewhaha was born in September 2006, when Sreeram had just quit his job with Microsoft and was toying with the idea of opening a deli. Brainstorming with Nazimuddin, a whole new concept took shape. It took five months to get the project up and running, with real estate being one of the biggest roadblocks. "We invested our savings into Brewhaha. Hoping to break even in six months," says Nazimuddin. We may get there ahead of time, thanks to the tremendous response.

However, the 'breakeven' is a bit of a mirage as it does not include salaries for the promoters. "Entrepreneurship is about postponing short-term gains for a long-term bonanza," grins Sreeram. A home and family support in the city means basics are taken care of, thankfully. " We have really enjoyed the

process of creating something that users are so passionate about. It is a labor of love. But at a fundamental level Brewhaha fulfils the need to 'do something', which is potentially a very big business." The duo are seeking to raise \$1 million (Rs. 4.1 crore) in venture capital funding in order to scale the business rapidly.

What if that does not happen? Will they stick it out and grow organically or seek out new pastures, or paymasters? Vaidyanathan does not rule out 'any possibilities'. This is, infact, his second fling – he ran a doomed B2B dotcom venture before joining IIMA in 2003.

The bottom line is, entrepreneurship is all about dealing with surprises. Bowing to the winds of change, yet standing tall and proud through the storm. You might hit a boundary with your first shot. Or stand at the crease with your eye on the ball and determination in your heart. You might return to the pavilion, but return in style in a second innings. Anything can happen – but at least you lived your dream. The question is, are you willing to die for it?

PASSAGE II (QUESTIONS 11 -20)

11. Idea of puja kits conceived by Prakash Mundhra and its company sacred moments.
12. Starting of a company for manufacturer of puja kits .
13. Ensuring solvency and taking up consultancy assignments IndegoEdge.
14. Starting of a gaming company and rejecting placement offer of Dollars by 1,00,000 by Nazimuddin.
15. Sufficient demand for gaming company
16. Sriram Vaidyanatha's Brewhaha gaming fun with the coffee shop craze among the youth
17. Improving revenue and arranging of private equity deal for Rupees Hundred Crore.
18. Brewhaha will break even in six months time.
19. UniAxess having not generated any revenue for first nine months and continuance of the business.
20. The understanding, co-operation among the promoters and success of the group.

PART II

DIRECTIONS: Data sufficiency problems consist of a question and two statements, labelled (I) and (II), in which certain data are given. You have to decide whether the data given in the statements is sufficient for answering the question. Use the data given, plus your knowledge of mathematics and every day facts, to mark your answer as

- a. If the question can be answered with the help of statement I alone,
- b. If the question can be answered with the help of statement II, alone,
- c. If both, statement I and statement II are needed to answer the question, and
- d. If the question cannot be answered even with the help of both the statements.

21. What are the ages of the three brothers?

- I. The product of their ages is 21.
- II. The sum of their ages is not divisible by 3.

22. What is the price of mangoes per kg?

- I. Ten kg of mangoes and two dozens of oranges cost Rs. 252.
- II. Two kg of mangoes could be bought in exchange for one dozen oranges.

23. The area of Circle A is 25% less than Circle B. What is the radius of Circle A?

- I. The perimeter of circle B = 40
- II. The circumference of circle B is more than the diameter of the circle.

24. Mr. Muthu takes the morning train to his office from station A to station B, and his colleague Mr. Rajesh joins him on the way. There are three stations C, D and E on the way not necessarily in that sequence. What is the sequence of stations?

- I. Mr. Rajesh boards the train at D.
- II. Mr. Dev, who travels between C & D has two segments of journey in common with Mr. Muthu but none with Mr. Rajesh

25. What is the volume of the cone?

- I. The height of the cone is 10 cm.
- II. The radius of the cone is 5 cm.

26. If a , b and c are integers, is $(a-b+c) > (a+b-c)$?
- b is negative
 - c is positive
27. How old is Sam in 1997?
- Sam is 11 years younger than Anil whose age will be a prime number in 1998.
 - Anil's age was a prime number in 1996.
28. A school play required 24 actors among boys, girls and adults. If no actors take 2 roles, how many adult actors are needed?
- The ratio of boys needed to girls is 2 to 1
 - The ratio of children needed to adults is 3:1
29. Is the GDP of country X higher than that of country Y?
- The GDPs of countries X and Y have been growing at a compounded annual growth rate of 5 % and 6 % respectively over the past 5 years
 - Five years ago the GDP of country X was higher than that of country Y
30. Is $x+y-z+t$ even?
- $x+y+t$ is even.
 - t and z are odd.
31. Geetanjali Express, which is 250 metre long when moving from Howrah to Tatanagar crosses Subarnarekha bridge in 30 seconds. What is the speed of Geetanjali Express?
- Bombay Mail, which runs at 60 km/hour crosses the Subarnarekha bridge in 30 seconds
 - Bombay Mail, when running at 90 km/hour crosses a lamp post in 10 seconds
32. What is the selling price of the article?
- The profit on sales is 20%.
 - The profit on each unit is 25% and the cost price is Rs. 250

33. What is the ratio of the two liquids A and B in the mixture finally, if these two liquids kept in three vessels are mixed together? (The containers are of equal volume.)
- I. The ratio of liquid A to liquid B in the first and second vessel is $3 : 5$, $2 : 3$ respectively.
 - II. The ratio of liquid A to liquid B in vessel 3 is $4 : 3$.
34. Ram and Gopal bought apples from a fruit vendor. How many apples were bought by them?
- I. Ram bought half as many apples as Gopal bought
 - II. The dealer had a stock of 500 apples
35. What is x , given $x > 0$?
- I. $x^2 - 4x + 4 = 0$
 - II. $x^2 - 2y = 0$
36. If $x^3 + y^3$, what is the value of x ?
- I. $y = 3$
 - II. $x < 0$
37. A man completed a certain journey on foot. How many miles did the man walk?
- I. If the man had walked a mile per hour faster, he would have completed the journey in an hour less.
 - II. If the man had walked a mile per hour slower, he would have completed the journey in an hour and a half more.
38. What is the length of rectangle ABCD?
- I. Area of the rectangle is 48 square units.
 - II. Length of the diagonal is 10 units.
39. What is the number x ?
- I. The LCM of x and 18 is 36.
 - II. The HCF of x and 18 is 2.
40. What is the first term of an arithmetic progression of positive integers?
- I. Sum of the squares of the first and the second term is 116.
 - II. The fifth term is divisible by 7.

PART III

PASSAGE I

Radically changing monsoon patterns, reduction in the winter rice harvest and a quantum increase in respiratory diseases- all part of the environmental doomsday scenario which is reportedly playing out in the South Asia. According to United Nations Environment Programme report, a deadly three-km deep blanket of pollution comprising a fearsome cocktail of ash, acids, aerosols and other particles has enveloped this region. For India, already struggling to cope with a drought, the implications of this are devastating and further crop failure will amount to life and death question for many Indians. The increase in premature deaths will have adverse social and economic consequences and a rise in morbidities will place an unbearable burden on our crumbling health system. And there is no one to blame but ourselves. Both official and corporate India has always been allergic to any mention of clean technology. Most mechanical two wheelers roll off the assembly line without proper pollution control systems. Little effort is made for R & D on simple technologies, which could make a vital difference to people's lives and the environment.

However, while there is no denying that South Asia must clean up its act, skeptics might question the timing of the haze report. The Johannesburg meet on Rio+10 is just two weeks away and the stage is set for the usual battle between the developing world and the West, particularly the U.S. has adamantly refused to sign any protocol, which would mean a change in American consumption. U.N. environment report is likely to find a place in the U.S. arsenal as it points an accusing finger on countries like India and China. Yet the U.S. can hardly deny its own dubious role in the matter of erasing trading quotas. Richer countries can simply buy up excess credits from poorer countries and continue to pollute. Rather than try to get the better of developing countries, who undoubtedly have taken up environmental shortcuts in their bid to catch up with the West, the U.S. should take a look at the environment profligacy, which is going on within. From opening up virgin territories for oil exploration to relaxing the standards for drinking water, US's policies are not exactly beneficial- not even to Americans. We realize that we are in this together and that pollution anywhere should be a global concern. Otherwise, there will only be more tunnels at the end of the tunnel.

41. Both official and corporate India is allergic to
- a. failure of monsoon
 - b. poverty and inequality
 - c. slowdown in industrial pact
 - d. mention of monsoon technology

42. Which, according to the passage, is a life and death question to many Indians?
- increase in respiratory diseases
 - use of clean technology
 - thick blanket of pollution over the region
 - failure in crops
43. Choose the word which is similar in meaning to the word 'profligacy' as used in the passage.
- wastefulness
 - conservation
 - upliftment
 - criticalness
44. What we must realize, according to the passage?
- no country should show superiority over other countries
 - U.N. is putting in hard efforts in the direction of pollution control
 - all countries must join hands in fighting pollution
 - nobody should travel through tunnel to avoid health hazards
45. Choose the word which is most opposite in meaning to the word 'morbidity' as used in the passage.
- powerfulness
 - softness
 - healthiness
 - acuteness
46. Which is rumbling health system of India?
- Pollution
 - Premature Death
 - Economic conditions
 - Failure in monsoon

PASSAGE II

The existence of mammals on the earth can be traced back to at least the Triassic time. The rate of development was retarded, till evolutionary change suddenly accelerated in the oldest Paleocene. This resulted in an increase in average size, larger mental capacity, and special adaptations for different modes of life, during the Eocene time. Further improvement was seen during the Oligocene Epoch, with the appearance of some new lines and extinction of others. The Miocene and Pliocene times are especially significant as they mark the culmination of various groups and a continued approach toward modern characters. It is in the Miocene time that the mammals reached their peak with reference to variety and size.

The ability of the mammals to adapt to various modes of life finds a parallel in the reptiles of the Mesozoic time, and apart from their greater intelligence, the mammals apparently have not done much better than the corresponding reptilian forms. Undoubtedly the bat is a better flying animal than the pterosaur, but at the same time the dolphin and whale are hardly more fish like than the ichthyosaur. Quite a few of the swift-running mammals inhabiting the plains, like the horse and the antelope, must excel any of the dinosaurs. Although the tyrannosaur was a more weighty and robust carnivore than perhaps any carnivorous mammal, the lion and the tiger, by virtue of their superior brain are far more efficient and dangerous beasts of prey. It is significant to note that various species of mammals gradually adapted themselves to various kinds of lifestyles, some took to grazing on the plains and were able to run swiftly (horse, deer, bison), others started living in rivers and swamps (hippopotamus, beaver), inhabiting trees (sloth, monkey), burrowing underground (rodent, mole), feeding on flesh (tiger, wolf), swimming in the water (dolphin, whale, seal), and flying in the air (bat). Human beings on account of their superior brain have been able to harness mechanical methods to conquer the physical world and adapt to any set of conditions.

Such adaptation to different conditions leads to a gradual change in form and structure. This is a biological characteristic of the youthful, plastic stage of a group. It is seen that early in its evolutionary cycle animals possess the capacity for change, but as the animal progresses in its cycle becoming old and fixed, this capacity for change disappears. The generalized types of organisms retain longest the ability to make adjustments when required, and it is from them that new, fecund stocks take origin—certainly not from any specialized end products. With reference to mammals, we see their birth, plastic spread in many directions, increased specialization, and in some cases, extinction; this is a characteristic of the evolution of life, which can be seen in the geologic record of life.

47. From the following, choose the most appropriate title for the above passage?
- From Dinosaur to Man
 - Adaptation and Extinction
 - The Superior Mammals
 - The Geologic Life Span
48. According to the passage the chronological order of the geologic periods is:
- Paleocene, Miocene, Triassic, Mesozoic
 - Paleocene, Triassic, Mesozoic, Miocene
 - Miocene, Paleocene, Triassic, Mesozoic
 - Mesozoic, Paleocene, Eocene, Miocene
49. From the above passage, we can infer that, the pterosaur
- resembled the bat
 - was a Mesozoic mammal
 - was a flying reptile
 - inhabited the seas
50. As inferred from the passage, the largest number of mammals were found in which of the following periods?
- Triassic period
 - Eocene period
 - Oligocene epoch
 - Miocene period
51. Among the following statements, which statement, if true, would weaken the argument put forth in the first sentence of Paragraph 1?
- It has been found that the tryannosaur had a larger brain, than was previously known.
 - Within the next thousand years, mammals will become extinct.
 - Recently certain forms of flying ichthyosaurs have been discovered.
 - It has now been proved, that the tiger is more powerful than the carnivorous reptiles.

52. It is clear from the passage, that the evidence used to discuss the life of past time periods
- was developed by Charles Darwin
 - was unearthed by the author
 - has been negated by more recent evidence
 - was never truly established
53. As inferred from the passage, which of the following proverbial expressions is the author most likely to agree with?
- It's a cruel world.
 - All the world's a stage.
 - The more things change, the more they remain the same.
 - Footprints in the sands of time

PASSAGE III

Everyone conforms to infancy, infancy conforms to nobody, so that one babe commonly makes four or five out of the adults who prattle and play to it. So God has armed youth and puberty and manhood no less with its own piquancy and charm, and made it enviable and gracious and its claims not to be put by, if it will stand by itself. Do not think the youth has no force, because he cannot speak to you and me. Hark! In the next room his voice is sufficiently clear and emphatic. It seems he knows how to speak to his contemporaries. Bashful or bold, then, he will know how to make us seniors very unnecessary.

The healthy attitude of human nature can be seen in the nonchalance of boys who are sure of a dinner, and would disdain as much as a lord to do or say ought to conciliate one. A boy is in the parlor what the pit is in the playhouse; independent, irresponsible, looking out from his corner on such people and facts as pass by, he tries and sentences them on their merits, in the swift, summary way of boys, as good, bad, interesting, silly, eloquent, troublesome. He never *cumbers* himself regarding consequences, about interests and he gives an independent, genuine verdict. You should court him: he will not court you. But the *man* is, as it were, clapped into jail by his consciousness. As soon as he has once acted or spoken with eclat, he is a committed person, watched by the sympathy or the hatred of hundreds, whose affections must now enter into his account. There is no Lethe for this. Ah, that he could pass again into his neutrality.

These are the voices, which we hear in solitude, but they grow faint and inaudible as we enter into the world. Everywhere society is conspiring against the manhood of every one of its members. Society is joint – stock company, in which members agree, for the better securing of his bread to each shareholder, to surrender the liberty and culture of the eater. The virtue in most request is conformity. It is averse to self-reliance. What it loves is names and customs and not realities and creators.

Whosoever is a man has to be a nonconformist. He who would gather immortal palms must not be hindered by the name of goodness, but must explore if it be goodness. Nothing is at last sacred but the integrity of your own mind.

No law can be sacred to me but that of my nature. Good and bad are but names very readily transferable to that to this; the only right is what is after my constitution, the only right is what is after me constitution, the only wrong is what is against it. A man is to carry himself in the presence of all opposition as if every thing were titular and ephemeral but he. I am ashamed to think how easily we capitulate to badges and names, to large societies and dead institutions. Every decent and well-spoken individual affects and sways me more than is right. I ought to go upright and vital, and speak the rude truth in all ways.

I shun father and mother and wife and brother, when my genius calls me. I would write on the lintels of the doorpost, *whim*. I hope it is somewhat better than *whim* at last, but we cannot spend the day in explanation. Except me not to show cause why I seek or why I exclude company. Then, again, do not tell me, as a good man did not to-day, of my obligation to put all poor men in good situations. Are they my poor? I tell thee, thou foolish philanthropist, that I grudge the dollar, the time, the cent, I give to such men as do not belong to me and to whom I do not belong. There is a class of person to whom by all spiritual affinity I am bought and sold; for them I will go to prison, if need be; but your miscellaneous popular charities; the education at college of fools; the building of meeting-houses to the vain end to which many now stand; alms to sots; and the thousand fold Relief Societies; - though I confess with shame I sometimes succumb and give the dollar, it is a wicked dollar which by and by I shall have the manhood to withhold.

If you refuse to conform, you can experience the displeasure of the world. Hence, a man should know how to estimate a sour face. The by-standers look askance on him in the public street or in the friend's parlor. In case this aversion originates from contempt and resistance similar to his own, it might result in a sad countenance; but the sour faces of the multitude, like their sweet faces, have no deep cause, but are caused by reasons as diverse as the direction of the wind and what he reads in the newspapers. Yet is the discontent of the multitude more formidable than that of the senate and the college.

Another factor, which frightens us from self-trust in our consistency; a reverence for our past act or word, because the eyes of others have no other data for computing our orbit than our past acts, and we are loath to disappoint them.

But why should you keep your head over your shoulder? Why drag about this corpse of your memory, lest you contradict somewhat you have stated in this or that public place? Suppose you should contradict yourself; what then?

This is a rather silly consistency in our minds, which is adored by little statesmen and philosophers and divines. Uniformly a great soul has almost nothing to do, he could just occupy himself with his shadow on the wall. Speak what you think now in hard words; and to-morrow speak what tomorrow thinks in hard words again, though it contradict everything you said to-day. - "Ah, so you shall be sure to be misunderstood." - Is it so bad, then, to be misunderstood? Pythagoras was misunderstood, and Socrates, and Jesus, and Luther, and Copernicus, and Galileo, and Newton, and every pure and wise spirit that ever took flesh. What can be considered to be truly great is to be misunderstood.

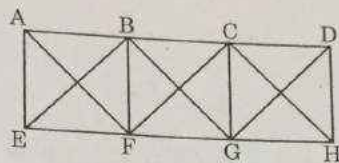
54. Which of the following statements would best describe the main theme of the above passage?
- "A foolish consistency is the hobgoblin of little mind."
 - "Eternal youth means eternal independence."
 - "Who so would be a man must be a nonconformist."
 - "Colleges are designed to educate fools."
55. When is the period during which we are most nonconformist?
- infancy
 - puberty
 - youth
 - manhood
56. In his statement "What can be considered to be truly great is to be misunderstood" the author means:
- One should refrain from saying, what one exactly means
 - Being misunderstood, equals being great
 - All great man have always been misunderstood
 - Even though a person might be considered inconsistent, he shouldn't hesitate to change his mind if he feels the need to
57. As inferred from the passage, the refusal of young people to cater to accept public opinion is:
- A feature of the rebelliousness of youth
 - A healthy attitude of human nature
 - A manifestation of deep-seated immaturity
 - Simply bad manners

58. "Society is a joint-stock company etc." is one way which the author shows
- The anti-culture attitude of the public
 - Society is highly organized and structured
 - The self-rejection of society
 - The lack of room for solitude in our world
59. "I would write on the lintels of the doorpost, whim." What does the author mean by this statement
- That one should renounce his immediate family
 - That signposts have an important educational function in our society
 - That an impulsive action may have a subsequent rational explanation
 - That one must never be held responsible for what one says and does
60. Which of the following statements best summarizes the spirit and sense of the above passage?
- "Nothing is at last sacred but the integrity of your own mind."
 - "With consistency, a great soul; has simply nothing to do."
 - "Do not think the youth has no force, because cannot speak to you and me."
 - "The virtue in most request is conformity."

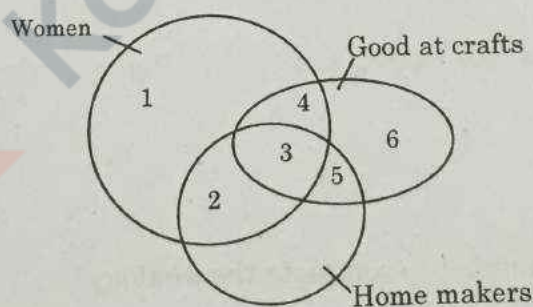
PART IV

61. A series is given, with one number missing. Choose the correct alternative from the given ones that will complete the series?
138, 142, 146, 150, ?, 142, 138
- | | |
|--------|--------|
| a. 148 | b. 140 |
| c. 146 | d. 144 |
62. Find the related number to complete the analogy?
 $64 : 8 :: 16 : 4 :: ? : 2$
- | | |
|------|------|
| a. 6 | b. 3 |
| c. 4 | d. 5 |

63. In the following figure, find the total number of squares and triangles?



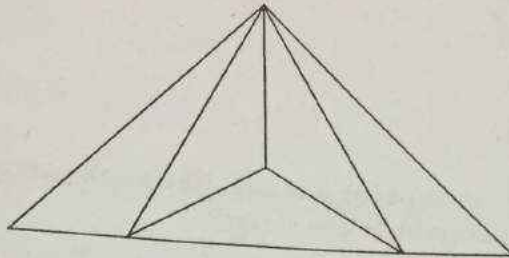
- 3 squares and 28 triangles
 - 4 squares and 26 triangles
 - 4 squares and 30 triangles
 - 5 squares and 28 triangles
64. Ram travelled from a point and straight to B at a distance of 90 m. He turned right and walked 40 m, then again turned right and walked 70 m. Finally, he turned right and walked 40 m. How far he is from the starting point?
- 70
 - 10
 - 20
 - 30
65. Which number in the given Venn diagram indicate among Women, Home makers who are good at Crafts?



- 1
- 2
- 3
- 4

66. Find the Odd One Out (number) from the given alternative?
13, 17, 23, 63, 71
- a. 63 b. 17
c. 13 d. 23
67. If PUNCTUAL can be written as 47819765, how can LUNA be written in that code?
- a. 7586
b. 5678
c. 5786
d. 5867
68. Shyam walks 10 m South from his house, turns left and walks 25 m, again turns left and walks 40 m, then turns right and walks 5 m to reach the college. In which direction is the college from his house?
- a. North-East
b. West
c. South
d. East
69. A series is given, with one number missing. Choose the correct alternative from the given ones that will complete the series?
0, 7, 26, 63, ?
- a. 124
b. 98
c. 125
d. 126
70. Find the related number to complete the analogy?
 $1 : 1 :: 25 : ?$
- a. 240
b. 625
c. 26
d. 125

71. Find the number of triangles in the given figure.



- a. 6
b. 7
c. 8
d. 9
72. Kumar and Vishnu start from a fixed point. Kumar moves 4 km to the South, then turns left and moves 3 km. Vishnu moves 3 km towards West, then turns right and moves 4 km further. How far apart are they now?
a. 7 km
b. 13 km
c. 10 km
d. 14 km
73. Find the Odd One Out (number) from the given alternative?
7, 8, 12, 20, 37, 62
a. 37
b. 62
c. 12
d. 20
74. If REASON is coded as 5 and BELIEVED as 7, then what is the code for GOVERNMENT?
a. 10
b. 9
c. 8
d. 6

75. Bhanu walked 30 ft towards North, then took a left turn and walked 15 ft. She again took a left turn and walked 30 ft. How far and in which direction is Bhanu from the starting point?
- 15 ft to the West
 - 45 ft to the South
 - 30 ft to the East
 - 15 ft to the North
76. A series is given, with one number missing. Choose the correct alternative from the given ones that will complete the series?
0, ?, 8, 15, 24
- 3
 - 1
 - 2
 - 5
77. Find the related number to complete the analogy?
9536 : 6203 :: 5873 : ?
- 2540
 - 2343
 - 2353
 - 2531
78. A man drove his car 5 km towards eastward direction. He turned right, went for 3 km, then he turned west and drove for 1 km. How far is he from the starting point?
- 5 km
 - 6 km
 - 10 km
 - 20 km
79. If DARE is coded as 1083 and FATE is coded as 2093, then FARE is coded as?
- 2083
 - 8320
 - 2038
 - 3802
80. A boy was misdirected from his way while returning to his home from his school. In order to reach his home, he first moved 3 km in south direction and then turned to his left and moved 2 km in straight direction on the road leading to the east. From there, he moved to his left and walked 3 km. After this, he again turned to his left and moved 1 km. Finally he reached his home. The home of the boy was in which direction from his school?
- North
 - West
 - South
 - East

PART V

Directions (Q 81 to 85): Read each sentence to find out whether there is any error in it. The error, if any will be in one part of the sentence. The number of that part is the answer. If there is no error, the answer is (d)

81. Over the centuries, ^a the courses of history have led to steady expansion ^b
in the use of some languages ^c No error ^d
82. It is said that Prometheus gave the power over fire to man after creating him ^a
from water and earth because he had become fond of man ^b
than the king of Gods, Zeus, has anticipated. ^c No error ^d
83. Cold conditions have developed over the region and to protect the standing crop ^a
from the harsh weather, it is suggested ^b to kept the plantation wet by
sprinkling groundwater in small amount. ^c No error ^d
84. Gloria claims that ^a if she got an MBA after finishing her bachelor's degree, ^b
she might have been considered for the position ^c No error ^d
85. Given the current market conditions it is ^a better to invest ^b
in the infrastructure sector. ^c No error ^d

Directions (Q 86 to 90): In each of the following sentences there are two blank spaces. Below each sentence there are five pairs of words. Find out which pair of words can be filled up in the blanks in the sentence in the same sequence to make it meaningfully complete.

86. Books are an irreplaceable _____ of knowledge and of cultural _____.
- world, diversity
 - vision, contours
 - storehouse, values
 - pearl, wisdom

87. Auroras are natural light displays in the sky, usually _____ at night, _____ in the polar regions.
- a. watch, upward b. noticed, peculiar
c. observed, only d. found, most
88. The need of the hour is to come up with _____ that _____ a stable and assured income to the agriculture sector.
- a. strategies, provide
b. targets, return
c. revenue, results
d. basic, defines
89. Sunspot activity is _____ to be a peak over the next few years, _____ an increase in magnetic storms.
- a. supposed, bringing
b. projected, signalling
c. hoped, stimulating
d. probable, highlighting
90. Traditional medicine has _____ in areas like chronic and degenerative diseases where modern medicine is yet to _____.
- a. market, challenge
b. relevance, develop
c. experimented, success
d. vanished, experiment

Directions (Q 91- 95): In each of the questions below four sentences are given. By using all four sentences frame a meaningful para. Choose the correct order of sentences and mark it as your answer.

91. The future beckons to us.
- (A) In fact, we have hard work ahead
(B) Where do we go and What shall be our endeavour?
(C) We shall also have to fight and end poverty, ignorance and disease
(D) It will be to bring freedom and opportunity to the common man.
- a. ADCB b. BADC
c. BDCA d. DCAB

92. (A) But as long as advertising achieves its objective it is effective
(B) People classify advertising as good or bad depending on how it appeals to them
(C) In the ultimate analysis there is only effective and ineffective advertising
(D) There is no such thing as good or bad advertising
- a. ACBD
b. DBAC
c. BCDA
d. CADB
93. India has been a land
(A) But in a sense that learning has always been very highly valued
(B) Not indeed in the sense that education has been universal
(C) And the learned man has been held in high esteem
(D) Of the learning throughout the ages
- a. BADC
b. CBAD
c. DCBA
d. DBAC
94. (A) Now under liberated economy they are learning to compete domestically and globally.
(B) In India corporations until recently achieved success by avoiding competition, using protected and regulated domestic markets.
(C) The trend is irreversible.
(D) Business leaders are preparing themselves to meet competitive challenges, and to avoid being swept away.
- a. ABDC
b. BDCA
c. BADC
d. CDBA

