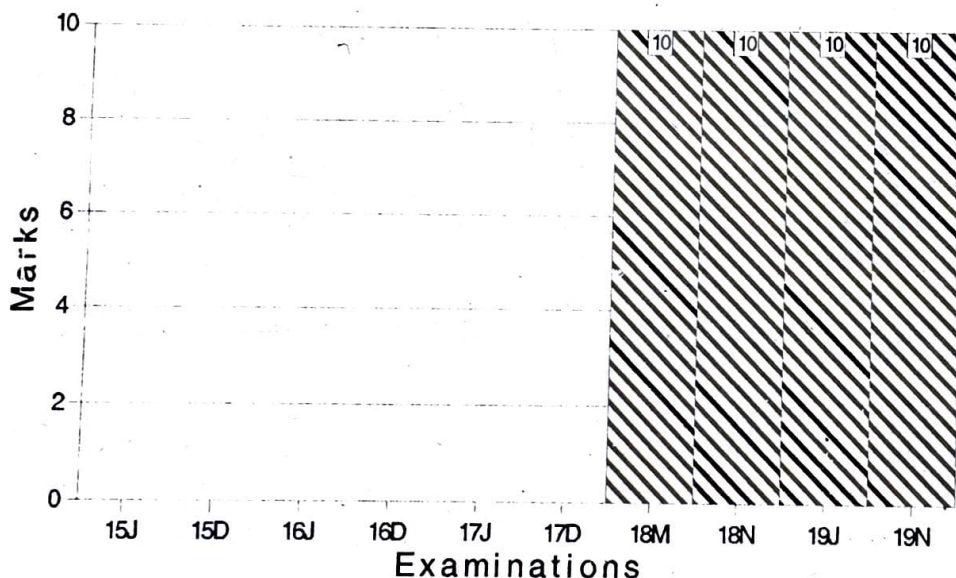


CHAPTER	
1	Communication

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



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2.444 ■ Solved Scanner CA Foundation Paper - 2B (New Syllabus)

PAST YEAR QUESTIONS AND ANSWERS

OBJECTIVE QUESTIONS

2004 - Dec [2] State with reasons which of the following statements are true or false. Your answer to each statement should not exceed 30 words. (Attempt any ten):

- Communication involves only sending of a message.
- No one can be held responsible for informal communication.
- Encoding the matter is an important element of communication.
- Vertical communication and horizontal communication are one and the same.
- Body language generally speaks the truth while speaker may play with words to hide the truth.
- Offensive language is a sure way to build goodwill and reputation.
- Verbal communication is inclusive of written communication.
- Truth and coherence are of equal importance in communication.
- Feedback is merely wastage of time, energy and efforts.
- Effective messages are invariably you-centered. (10 marks)

Answer:

- False** : Communication involves exchange of facts, ideas, or opinions between the two Sender and Receiver.
- True** : Informal communication does not move through formal channels and is therefore difficult to record, and locate the source.
- True** : Encoding provides concrete shape in words or in symbols and is therefore an important element of communication.
- False** : Vertical communication flows from top to bottom, i.e. between superior and subordinates where as horizontal communication comprises of communication among the members at the same level of the hierarchy.

- (v) **True** : One can misrepresent facts by false speaking but cannot hide its emotion which come out through body language, which generally speaks the truth.
- (vi) **False** : Offensive language results into hatred and leads into ill-will, proves to be ineffective communication.
- (vii) **True** : Verbal communication includes both written and oral communication, and use words for expression.
- (viii) **True** : Coherence ensures proper link between words sentences and paragraphs where as truth provides credibility.
- (ix) **False** : Feedback helps the sender in knowing that the receiver has received correct message and understood it in the same sense. Feedback is not a waste of time, energy and efforts.
- (x) **True** : All messages are encoded keeping in mind the attributes of the receiver. The use of the word 'you' is more rather than 'I' 'we' etc. due to this reader finds it more interesting.

2005 - June [2] State with reasons whether the following statements are true or false. Your answer to each statement should not exceed 30 words:

- (i) Communication requires a medium.
- (ii) Written communication is at times better than oral communication.
- (iii) Oral communication is economical.
- (iv) Communication is culture bound.
- (v) Feedback is the culmination of the communication process.
- (vi) While encoding the message, we must take into account the attributes of the receiver.
- (vii) Facts lend credibility to our communication.
- (viii) In a vertical structure, all the important decisions are taken at the bottom.
- (ix) Information never gets distorted or filtered while passing through different levels of hierarchy.
- (x) We should use 'respected sir' as salutation while addressing letter to a firm.
- (xi) Complimentary close should match the salutation.
- (xii) Brevity is the soul of business communication.

(1 mark each)

Answer:

- (i) **True** : Communication requires a medium to enable transmission of the message.
- (ii) **True** : Written communication may be used as evidence and also can be produced in future.
- (iii) **True** : Oral communication is economical as it saves man-hours to be spent in preparing circulars and also saves the stationary spent on such notes.
- (iv) **True** : A word or gesture may have different meanings in different cultures.
- (v) **True** : Feedback is the culmination of communication process as it confirms that the receiver has correctly understood the message.
- (vi) **True** : While encoding the message the sender must keep in mind the educational and cultural level of the receiver.
- (vii) **True** : Facts lend credibility as they cannot be denied by anyone.
- (viii) **False** : All important decisions are taken at the top in a vertical structure form of organisation.
- (ix) **False** : Information gets distorted or filtered as it passes through more number of hierarchical levels.
- (x) **False** : A letter addressed to the firm should have Dear Sirs as the salutation.
- (xi) **True** : Complimentary close must match the salutation as, sir
yours truly,
Dear Sir- yours faithfully
Dear Mr. Singh – yours sincerely
- (xii) **False** : Brevity without vitiating the contents is the soul of good communication.

2005 - Dec [2] State with reasons whether the following statements are true or false. Your answer to each statement should not exceed 30 words.

- (i) Communication is an inherent part of a manager's role and takes up the majority of the manager's time on the job.
- (ii) Culture is the foundation of communication.

- (iii) Kinesic behaviour is a form of written communication.
- (iv) Proxemics deals with eye contact.
- (v) Paralanguage refers to how something is said rather than the content.
- (vi) Time also communicates in business.
- (vii) The speed with which message is transmitted may at times be a cause of misinterpretation.
- (viii) Though English is in common use in business world, it would be better to use local language.
- (ix) Face-to-face interaction being the best way of feedback, companies always use only this method.
- (x) Decoding is required only once in a two-way communication.
- (xi) Grapevine is part of formal communication.
- (xii) Despite, being expensive, the visual mode of communication is superior to the audio mode. (1½ marks each)

Answer:

- (i) **True** : Communication, is an inherent part of a manager's role as they spent 90% of their time communicating with people.
- (ii) **True** : Culture integrates the pattern of human knowledge, belief and behaviour for learning and transmitting knowledge to succeeding generations.
- (iii) **False** : Kinesics is the non-verbal behaviour related to movement of the body or body parts.
- (iv) **False** : Proxemics, deals with the amount of space maintained by people in different situations and cultures.
- (v) **True** : Paralanguage reminds us that people convey their feelings not only in what they say, but also in how they say it.
- (vi) **True** : Time is as important as money. Money lost can be re-earned but time once lost cannot be recovered.
- (vii) **True** : High speed message transference cause misinterpretation of the message and this leads to communication failure.
- (viii) **True** : The use of local language removes the problem of exact meanings of words, nuances, phrases, slang language, and also establishes a direct and informal contact with the local people.

- (ix) **False** : In long distances dealings there are limitations to the use of face-to-face interaction.
- (x) **False** : Decoding is required in both, when the original message is received by the receiver and also when the receiver sends its feedback.
- (xi) **False** : Grapevine is the informal transmission of information, gossip or rumour from person to person.
- (xii) **True** : The use of pictures, charts, diagrams graphics aids ensure that the message is easily remembered by the receiver for a longer duration.

2006 - June [2] State, with reason (s), whether the following statements are true or false. Your answer to each statement should not exceed 30 words.

- (i) Decoding takes place only once in the process of communication.
- (ii) Feedback makes communication effective.
- (iii) A good system of communication makes use of both oral and written messages.
- (iv) Colour does not communicate.
- (v) 'Two crossed bones under a skull' convey nothing.
- (vi) Oral communication is very popular in all kinds of organisations.
- (vii) Time also communicates. (1½ marks each)

Answer:

- (i) **False** : Decoding is required in both, when the original message is received by the receiver and also when the receiver sends its feedback.
- (ii) **True** : Feedback confirms the receipt of the message and its understanding to the receiver.
- (iii) **True** : Organisation uses both oral and written form of communication for its growth and survival.
- (iv) **False** : Colours communicate, e.g. traffic signals of Red, Yellow and Green colour communicate to stop, to get ready and to go, respectively.
- (v) **False** : It conveys danger signal.

- (vi) **True** : Oral communication has quick response, greater flexibility, direct contact are is cost effective.
- (vii) **True** : Time is as important as money. Money lost can be re-earned but time once lost cannot be recovered.

2006 - Dec [2] (a) State, giving reason, whether the following statements are true or false. Your answer to each statement need not exceed 30 words :

- (i) Face to face interactions are better than electronic communication to create mutual understanding and trust. (2 marks)
- (ii) In a normal conversation between two persons, non-verbal communication plays a greater role. (2 marks)
- (iii) Oral communication saves time. (2 marks)

Answer:

- (i) **True:** Altered body chemistry can be experienced in face to face meetings. Mutual understanding and trust are increased through secretion of hormones such as oxytocin. High speed electronic communication may strip it of value and sophistication.
- (ii) **True:** According to Edward Hall, in a normal conversation between two persons, less than 35% of the social meanings are actually transmitted by words while about 35% is conveyed through non-verbal chain i.e., the body language.
- (iii) **True:** When action needs to be taken instantly or immediately, the best way to communicate is to do so orally. Oral communication helps receive instant feedback and enables us to modify the message. It thus saves time and quickens the follow-up action.

2007 - June [2] (b) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Communication is a circular process.
- (ii) Verbal communication means oral communication.
- (iii) Your business card says volumes about you.
- (iv) The formal channel of communication is also called 'grapevine'.
- (v) Flowers have their own language.
- (vi) Sending MIS report is a form of an upward communication. (2 marks each)

Answer:

- (i) **Correct** : Communication begins and ends on the sender who initiates communication.
- (ii) **In correct** : Verbal communication includes use of words, which may be written or spoken.
- (iii) **Correct** : A well designed business cards helps you stand apart from others and it is a testament to the culture prevalent in the organisation; the card holder is working with.
- (iv) **In Correct** : Grapevine is an informal form of communication.
- (v) **Correct** : Flowers convey emotions differently on different occasions-
Sympathy on death; love in romance; congratulation on promotion, respect to elders, and warmth to youngsters.
- (vi) **Correct** : Mis reports are prepared for and submitted to superiors to take appropriate actions and decisions.

2007 - Dec [2] (b) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Meaning of the communication is in the mind.
- (ii) Verbal communication is inclusive of written communication.
- (iii) Grapevine network can be good for the business.
- (iv) Non-verbal communication happens continuously.
- (v) During presentations, the presenter should concentrate on the visuals and not the audience.
- (vi) Hearing is the same as listening.
- (vii) Misspoken and miswritten communications each year cost people their careers and cost companies their profits. (2 marks each)

Answer:

- (i) **In correct** : Communication is an exchange of facts, ideas, opinions or emotions between two-or more persons.
- (ii) **Correct** : Verbal communication includes use of words, which may be written or spoken.
- (iii) **Correct** : Grapevine is effective in generating creative solutions to short-term problems which formal channels are unable to provide.

- (iv) **Correct** : Body language, gestures, vocal changes provide lot of signals to our behaviour and communication.
- (v) **Incorrect** : Eye contact is more essential than the visual contact, to the audience for effective communication.
- (vi) **Incorrect** : Hearing is the physical capacity to sense sounds, whereas listening is required to perceive meaning and achieve understanding.
- (vii) **Correct** : Failure to communicate in organization may cause delay in achieving targets.

2008 - June [2] (b) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) An unspoken or unwritten message that uses body language is known as verbal communication.
- (ii) "Words ought to mean what they say".- The Times.
- (iii) Written communication is always a wasteful activity.
- (iv) Feedback is communication about communication.
- (v) We also frequently communicate by our silence.
- (vi) Speak-Do not read aloud.
- (vii) We should prepare ourselves to communicate with conviction.

(2 marks each)

Answer:

- (i) **Incorrect** : Verbal communication is written or spoken message that uses words to exchange information.
- (ii) **Correct** : Words used in the communication process should mean the same thing that we want to convey.
- (iii) **Incorrect** : Written communication is mandatory for legal and future reference requirements.
- (iv) **Correct** : Feedback is a response from the receiver to the sender.
- (v) **Correct** : Through silence, we may communicate our indifference.
- (vi) **Correct** : The best speeches are spoken with passion and feeling.
- (vii) **Correct** : The sender should always possess the correct and relevant fact to the receiver after careful preparation and revision.

2008 - Dec [4] (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) In communication, it pays to increase your word-power.
- (ii) Communication should not only be made, but it should appear to have been made.
- (iii) Non-verbal communication is not universal.
- (iv) Silence is also speech.
- (v) You cannot simultaneously use both verbal and non-verbal communication forms.
- (vi) Flowers have a language for all occasions.
- (vii) Grapevine always provides correct information. (10 marks)

Answer:

- (i) **Correct** : With a good vocabulary, we can become more expressive.
- (ii) **Correct** : Communication is a two way process, it has to be visible for the sake of record.
- (iii) **In Correct** : Non-verbal communication is used by all human beings for e.g. feelings, emotions, aggression etc. are used by all to express themselves.
- (iv) **Correct** : Mere silence is also speech as it communicates lack of interest or understanding and even refused.
- (v) **In Correct** : Both verbal and non-verbal communicates often go together.
For e.g. A Person raises his hand to mark his presence or attendance.
- (vi) **Correct** : Flowers are expensive and convey meaning according to the situation one is in e.g. on birth, they convey happiness & on death, they convey sorrow.
- (vii) **In Correct** : Grapevine communicates rumours and only half-truths, and it is not an official mode of communication.

2009 - June [4] (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Communication is a dance -something that happens between people. Every dance is different and every dancer is different.

- (ii) It is better to keep your mouth shut and appear a fool than to open your mouth and prove it.
- (iii) Communication is irreversible.
- (iv) You have eyes but do not see. People have ears but do not hear.
- (v) Studies have revealed that people retain 10% of what they read, 20% of what they see, 30% of what they hear, and 50% of what they hear and see.
- (vi) General appearance has nothing to do with non-verbal communication.
- (vii) Colours have their own language and meaning. (2 marks each)

Answer :

- (i) **Correct :** Communication happens between and among the people. Communication is done keeping in mind variety of situations which are all different and with different people.
- (ii) **Correct :** When one has to deliver a better communication, the speaker thinks first, before delivering any speech.
- (iii) **Correct :** Communication is irreversible as once a message is sent it cannot be taken back. Once there is a slip of tongue, it results into emotional out burst.
- (iv) **Correct :** When the listeners are disinterested in the topic they fail to see and hear.
- (v) **Correct :** One has to present the communication skills and shall in corporate all the five senses of sight, hearing, smell, feel and taste in his presentation. Thus making it more appealing to all.
- (vi) **Incorrect :** General appearance also forms a part of non-verbal communication and conveys more about age, height, weight, and physical characteristics and hence enhances one's individual personality.
- (vii) **Correct :** Colours have their own meaning as red denotes to stop, danger, and green colour denotes to charge or to go ahead.

2009 - Dec [4] (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Culture is communication and communication is culture.
- (ii) The words in themselves carry the meaning.

- (iii) The words 'okay', 'you know' and 'hai' the non-word vocalisers, are fillers.
- (iv) Your voice is like a musical instrument.
- (v) Raising an eyebrow does not signify anything.
- (vi) Communication takes many forms.
- (vii) Silence is not always golden. (2 marks each)

Answer :

- (i) **Correct :** Communication is influenced by culture, lack of cultural familiarity results into communication failure.
- (ii) **Incorrect :** The words in themselves may not carry the entire meaning. The non-verbal communication, adds meaning and weight to it.
- (iii) **Correct :** Use of such words like 'Okay', 'you know', and 'hai' helps the speaker gain time and analyse the feedback.
- (iv) **Correct :** Intonation helps us communicate our voice and its varying pitch produce affects the meaning.
- (v) **Incorrect :** Raising of an eye-brow signifies anger or disagreement.
- (vi) **Correct :** Communication may be verbal and non-verbal.
- (vii) **Correct :** Silence may be wrongly interpreted as acceptance of a proposal. Silence in face to face communication means unwillingness to provide feedback.

2010 - June [4] (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) The two mistakes most organisations make during difficult times are—not communicating enough and not communicating well enough.
- (ii) The two words—'please' and 'thank you' have been used too much and in future they should be used sparingly.
- (iii) Words can hurt.
- (iv) All the channels through which message is sent across have the same strengths and weaknesses.

- (v) Formality kills conversation.
- (vi) Gossip at work is always unwelcome.
- (vii) To communicate ideas, they are often given various forms.

(2 marks each)

Answer :

- (i) **Correct;** Majority of the cases of misunderstanding and confusion are the result of miscommunication'. organizations spend lot of time in over coming their delayed tasks, and are not able to communicate properly with their employees and therefore it leads to confusion.
- (ii) **Incorrect;** The two words "Thank you" and please are the most powerful business words and largely affect all the business operations.
- (iii) **Correct;** A hard word, or a harsh sentence or an insensitive phone can destroy relationship, reputations and can even destroy careers.
- (iv) **Incorrect;** Different channels posses different strengths and weaknesses. You have to do your best to match your selection to your message and your intentions.
- (v) **Correct** Formality of the medium must be suitable to content of the message.
- (vi) **Incorrect;** Gossips significantly augments our understanding of human nature and the world around us, and it also benefits us at work.
- (vii) **Correct;** Effective expression of ones ideas in writing and in speech results into better communication through various forms.

2010 - Dec [4] (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Communication is the 'life blood' of every organisation.
- (ii) Horizontal communication between peers is a luxury.
- (iii) External communication can have a far-reaching impact on a firm's reputation and ultimate success.
- (iv) Feedback may take many forms.
- (v) In some occupations, actions speak louder than words.

- (vi) Raising an eyebrow does not signify anything.
- (vii) Always see your message from your receivers' point of view.

(2 marks each)

Answer :

- (i) **Correct :** In order to interact and react, every organisation is required to communicate and exchange ideas and facts.
- (ii) **Incorrect :** Horizontal communication is important for coordination and planning, requests, suggestions, advice may be exchanged uniformly.
- (iii) **Correct :** External communication helps organisations to actively build up their image in a positive way by monitoring and setting up relationships with segments of the public through various media.
- (iv) **Correct :** Feedback can take many forms, such as it can be an emotional reaction, oral, or written message or simply silence.
- (v) **Correct :** A traffic police man controls by pointing arms to stop or to move ahead.
Public in noisy stadiums or traffic in crowded streets often communicate by some action or gestures.
- (vi) **Incorrect :** Raising an eyebrow signifies a complement, a question mark, or a doubt.
- (vii) **Correct :** Communication becomes effective if the message is from Receiver's point of view, and its need and culture.

2011 - June [4] (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Studies have revealed that people retain 10% of what they read, 20% of what they see, 30% of what they hear and 50% of what they hear and see.
- (ii) Failing to communicate is communicating to fail.
- (iii) Words are the most powerful tool invented by human beings.
- (iv) Gestures are as important as verbal communication.

(2 marks each)

(b) Find out the type of communication in the following cases along with the reason in support of your answer. Attempt **any two** :

- (i) Ishu makes order for 10 air-conditioners of 2 tons each over phone to the air-conditioner manufacturer, which the company accepts instantly.
- (ii) The manager issues a memo to his subordinate on coming late.
- (iii) Mansi, Training Manager, delivers her lecture to the trainees with the help of electronic presentation. (2 marks each)

Answer :

- (a) (i) **True:** While presenting any presentation one must take into account what appeals to all the five senses-of-sight, leaving small, feel and taste.
- (ii) **True:** Not understanding the clear meaning of what to communicate results into communication failure.
- (iii) **True:** As words allow the mind to see what one's eyes cannot; they are the most powerful tool,
- (iv) **True:** Gestures speak more than the words can signify e.g. Smile or a cry can signify our thoughts instantly.
- (b) (i) Since the order was made over the phone-call it is an oral communication.
- (ii) Memos are written form of communication.
- (iii) Electronic Presentation includes-audio-visual form of communication.

2011 - Dec [4] (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Silence is not a means of communication.
- (ii) Verbal communication can be either oral or written.
- (iii) Group decisions are always good.
- (iv) Only one standard format is there in which a business letter can be written.
- (v) Written communication is not a creative activity.
- (vi) It is the sole responsibility of the sender of the message to overcome external barriers to communication.
- (vii) Communication is a one way process. (2 marks each)

Answer:

- (a) (i) **Incorrect:** Silence can be an effective means of communicating varied emotions like shyness, discomfort, respect, indifference, fear, suspense, communication gap, sense of anticipation etc.
- (ii) **Correct:** Verbal means connected with words and use of words. Words are accurate and powerful means of communication which could be either spoken/oral or written.
- (iii) **Incorrect:** Group decision-making suffers from a number of limitations like domination by few members, long unproductive discussion, high expense and difficulties of responsibility fixation.
- (iv) **Incorrect:** A business letter can be written in any of the three standard formats-full block modified block and semi block.
- (v) **Incorrect:** Written communication is based on conscious efforts that require act, imagination and creativity. Therefore, it is a creative activity.
- (vi) **Incorrect:** It is not the sender's sole responsibility and he cannot always remove barriers to communication. He can try to overcome them for better communication. The external barriers are many a time not under his control.
- (vii) **Incorrect:** Communication is a two way process as both the sender and the receiver of the message are involved in communication.

2012 - June [4] (a) State, with reasons in brief, whether the following statements are true or false.

- (i) An office order carries a stamp of authority with it and has to be accepted.
- (ii) Hearing is synonymous to listening.
- (iii) Communication varies in the culture and cultural background.
- (iv) Gestures make communication more effective.
- (v) Research studies show that at the work-place on an average employees spend about two-third time of their working time in listening.
- (vi) Anger is the worst enemy of communication.

- (vii) If the seller has undercharged the buyer, he may send a 'credit note' to the buyer.
- (viii) Cluster chain communication is the most popular kind of formal communication. (2 marks each)

Answer:

- (a) (i) **True:** Office orders generally deal with matters affecting rights and privileges of employees. They are used for downward communication. They carry a number since they remain in force till revoked and are filed for future reference.
- (ii) **False:** Listening is active with full attention to achieve understanding whereas hearing is the physical capacity to sense sounds.
- (iii) **True:** Culture and cultural background determine the degree of intimacy in verbal and non verbal communication. We live in cultural diverse world where people from different background may have different approaches to varied aspects of life. Also the gesture, choice of words and body language are influenced by culture.
- (iv) **True:** Gestures are very important as our facial expressions and movement of body parts speak more than the words can signify. E.g. smile or frown can signify our thoughts.
- (v) **False:** At the work place, employees spend about 33% of their time in listening; 26% in speaking; 23% in writing and remaining 18 in other activities.
- (vi) **True:** Anger is the worst enemy of communication because it creates blocks and walls in the mind.
- (vii) **False:** If the seller has undercharged the buyer, he may send a "Debit Note" to the buyer. It shows the details of the error and it is sent to cover the amount of difference.
- (viii) **False:** It is the most popular kind of grapevine communication or informal communication. It does not flow through the officially recognised channel and it cuts across official lines of communication.

2012 - Dec [4] (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Gestures are as important as verbal communication.
- (ii) Grapevine is an official model of communication.
- (iii) Notification and agenda mean the same thing.
- (iv) Office orders are an upward form of communication.
- (v) Noise is a physical barrier to communication.
- (vi) Written communication is always a wasteful activity.

(2 marks each)

Answer:

- (i) **True:** Gestures are very important as our facial expressions can add to the meaning of our verbal message.
- (ii) **False:** Grapevine is an unofficial mode of communication, which is often speculative and based on half-truths. It circulates among employees without official sanction.
- (iii) **False:** Notification means an official notice, say of a meeting to be held while agenda means details of items of business to be discussed.
- (iv) **False:** Office Orders record decisions relating to appointments, transfers, promotions, grant or withdrawal of increments etc. and can be issued only by superiors. Therefore, they are a downward form of communication.
- (v) **True:** A Communication cycle is complete only when the message reaches the receiver as is intended. If it encounters noise at any level, there is a communication failure.
- (vi) **False:** Written communication is not a wasteful activity as it is necessary to maintain records of an organization and for complying with legal provisions.

DESCRIPTIVE QUESTIONS

2002 - Nov [1] (c) Comment on the following statement in about 30 words each:

- (i) Communication does not simply involves sending of a message by a person.
- (ii) Encoding the matter is an important element of communication.
- (iii) Sign language cannot be complete substitute for a verbal, Communication in all cases.
- (iv) Body language always speaks the truth while speaker may play with words to hide the truth.
- (v) No one can be responsible for informal communication.
- (vi) Horizontal communication facilitates co-ordination of interdependent activities. (1 mark each)

Answer:

- (i) **Communication does not simply involves sending of a message by a person:** The communicator (the sender) must find out the effect and influence of his communication on the receiver. He must communicate his message in such a manner which is understandable and acceptable by the receiver. This requires serious consideration of the sender, in selecting the best and appropriate language and also the proper time for the purpose of communication.
- (ii) **Encoding the matter is an important element of communication:** Yes, it is true that encoding is an important element of communication. Because under this step, sender organises the ideas into a series of symbols, with the help of which they will be able to communicate the message to the intended receiver. It involves selection of the methods of communication as well as receiver. The wordings may be different in different messages to be sent through different methods.

- (iii) **Sign Language cannot be complete substitute for a verbal communication is all cases:** Sign language cannot be a complete substitute for a verbal communication because it can communicate only elementary and simple ideas which again due to delayed feedback is likely to be misunderstood. They do not have any legal validity and is effective only when it is combined with verbal communication.
- (iv) **Body language always speaks the truth while speaker may play with word to hide the truth:** Yes, it is true that body language always speaks the truth because it conveys the feelings, emotions, attitudes, reactions and responses. On the other hand, there is every possibility that spoken words may be taken in some other sense.
- (v) **No one can be responsible for informal communication:** Half-truth, rumours, and distorted informations are mostly carried by informal communication. In the absence of a mechanism for authentication of the news and views, the members of the organisation cannot be held responsible. Moreover, there is no chain of command to fix responsibilities.
- (vi) **Horizontal communication facilitates co-ordination of interdependent activities:** Horizontal communication helps in co-ordinating the efforts of different departments of equal level, under the same boss. The managers of each department such as sales, purchase, production, finance and personnel sit together, to develop a common formula for achieving the organisational goals.

2002 - Nov [2] {C} (b) State the major limitation of Para language.

(3 marks)

Answer:

Advantages:

1. Para language aids the verbal communication. Verbal communication is incomplete without para- language.
2. One can very easily judge the speakers background both educational and cultural from the way he speaks.
3. Para language also indicates the speakers position in the hierarchical structure of the organisation.

4. Para language is also helpful in dealing with a particular person.
5. Para language is not rigid and one can improve it by observing and listening the good speakers.

Disadvantages:

1. Para language cannot be fully relied upon as it is only a like language.
2. Listener has to be open minded otherwise the para language may prejudice him.
3. Para language can thus be misleading or misguiding.
4. It requires extra care to get the exact content of the language.
5. Due to speakers belonging to different speech community it is difficult to achieve uniformity.

2003 - May [1] (c) Comment on the following statements in about 30 words each:

- (i) The basic purpose of communication is to issue orders to subordinates. (1 mark)
- (ii) Communication need not be made in words alone. (1 mark)
- (iii) The space around us is also used as a source of communication. (1 mark)
- (iv) Communication is a social activity. (1 mark)

Answer:

- (i) **The basic purpose of communication is to issue orders to subordinates:** At the top level of the management decision are made for executing those decisions orders which are issued to the subordinates to start the work. The workers associated with the project are continuously motivated and kept involved in the work. A sense of discipline is also developed among them and their morale is kept high. All this requires a constant two-way communication between the managers and the subordinates.
- (ii) **Communication need not be made in words alone:** Communication may be non verbal i.e. communication which does not involve words either written or spoken. It is more concerned with body movement, space, time, voice, tone, pitch, and any kind of audio or visual signals that the communication may use.

- (iii) **The space around us is also used as a source of communication:** Communication also takes place in the space around us. The distance between the speakers reflect their relationship, feelings and attitude towards one another. Thus, the space around us contains and conveys a definite meaning. Proxemics is the study of how we communicate with the space around us.
- (iv) **Communication is a social activity:**— Man being a social animal has to interact with others. This is done by him through communication in an organisation. Effective communication satisfies the personal and social needs. It leads to increase the mutual trust and confidence between the management and the subordinates. Thus, communication is a social activity.

2003 - May [2] {C} (a) "Communication in an organisation is multidirectional." Discuss the statement by explaining briefly the different types of channels of communication based on the direction of communication. (7 marks)

Answer:

Yes, it is true that communication in an organisation is multidirectional or multidimensional. There are various directions in which it flows. It usually takes the form of the pyramid.

On the basis of direction, communication may be of four types:

1. **Downward Communication:** Communication that flows from the top level of the organisation to the bottom level along with the scalar chain are known as downward communication. Example for such type of communication are orders, instructions, rules, policies, programmes and directives etc. It specifies the extent of the subordinates authority and their responsibility.
2. **Upward Communication:** Upward communication is just the opposite of downward communication. In this communication system, the message is transmitted from the bottom of the organisation upwards to the top of the organisation through the middle managers along with the line. Usually this includes workers grievances, suggestions and reactions. This communication system was not appreciated by the superiors. But it has assumed importance in modern times and is considered to be a main source of motivating employees.

3. **Horizontal Communication:** The flow of information between departments or people of equal level in an organisational structure may be termed as horizontal or lateral communication. The two departments may be under the same superior or may have different heads. Such communication may be written or oral. The main object of lateral communication is to co-ordinate the efforts of different departments or persons.
4. **Diagonal Communication:** Diagonal Communication is between people who are neither in the same department nor on the same level of organisational structure. It cuts across departmental lines. It generally takes place when members cannot communicate effectively through other channels.
- These upward, downward, horizontal or diagonal communication may be oral, written, formal, informal or even gestural.

2003 - Nov [1] (c) Comment on the following statement in about 30 words each:

- (i) Written communication has a longer life than oral communication. (1 mark)
- (ii) Grapevine communication has its own utility in disseminating information. (1 mark)
- (iii) Information overload is as bad as information gap. (1 mark)
- (iv) Feedback enhances the effectiveness of communication. Comment. (1 mark)
- (v) Paralanguage is not very reliable. (1 mark)
- (vi) Face to face communication is sometimes better than written communication. (1 mark)
- (vii) While communicating with the subordinates, a manager should maintain distance. (1 mark)

Answer:

- (i) **Written communication has a longer life than oral communication:** A written communication acts as a permanent record for the communication. A person can return back to the subject in the case of the written communication but in case of oral communication a person cannot come back to the same situation. He has no proof of the said words.

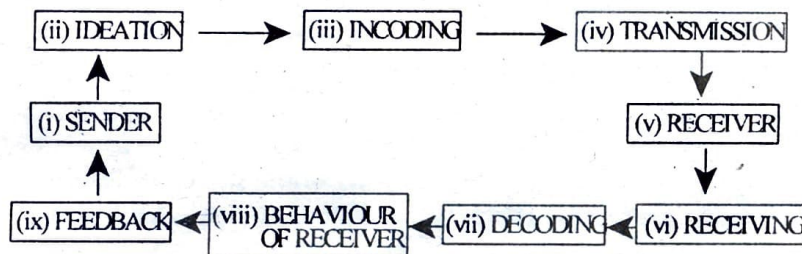
- (ii) **Grapevine communication has its own utility in disseminating information:** Grapevine communication can be used in disseminating the information on a temporary basis for knowing the reaction of the people in the organization. Therefore, it has got its own utility and is not waste or useless.
- (iii) **Information overload is as bad as information gap:** It is said that excess of everything is bad. Confusion develops where there are excess information. There is a lot of difficulty in managing the information. It is difficult rather say impossible to segregate the relevant and more important information from the irrelevant one.
- (iv) **Feedback enhances the effectiveness of communication:** One of the basic need of effective communication is that it should be two ways. It should be in such a way which is easily understandable. The initiator should be able to communicate what he wants to do and the listener should be able to understand what the initiator wants to make him understand. Unless the feedback is obtained from the listener, the initiator cannot judge whether his communication is complete and effective.
- (v) **Paralanguage is not very reliable:** Paralanguage is not very reliable because a large number of signs and signals are used. It is very difficult to achieve uniformity. Extra-care is required to come to the exact content of the language.
- (vi) **Face to face communication is some times better than written communication:** Because the gestures and expression of a person sometimes depicts more than the written words. Time and money both are saved in face to face communication which is not possible in written communication. Facial expression makes the communication effective and efficient.
- (vii) While communicating with the subordinates a manager should not maintain distance. Infact, he should adopt an open door policy and maintain a friendly relation with his subordinate. This will enable free flow of information and help him to motivate his subordinates.

2003 - Nov [2] {C} (a) Explain briefly the process of communication. (7 marks)

Answer :

The process of communication is the inter-relationship between several inter-dependent components. It consists of a chain of related actions and reactions which together result in exchange of information. In order to understand the process of communication, it is necessary to describe each of these components.

A model of communication process is as follows :-



The Process of Communication

- Sender:** The sender is the first component of the process of communication. The sender may be a speaker, a writer or any other person. He is the one who has a message and wants it to share it for some purpose.
- Ideation :** Ideation is the preliminary step in communication where sender creates an idea to communicate. This idea is the content and basis of the message to be communicated. Several ideas may generate in the sender's mind. The sender must identify, analyse and arrange the ideas sequentially before transmitting them to the receiver.
- Message :** Message is the heart of communication. It is what the sender wants to convey to the receiver. It may be verbal i.e. written or spoken or non verbal i.e. body language, space language etc.

- Encoding :** To encode is to put the idea into words. In this step the communicator organises his ideas into a series of symbols or words which will be communicated to the intended receiver. Thus the ideas are converted into words or symbols. The words and the symbols should be selected carefully. It should be according to the purpose of communication. It should be understandable and most of all it should be suitable for transmission and reception.
- Transmission :** Next in the process of communication is transmission of the message as encoded messages are transmitted through various media and channels of communication channel connects the sender and the receiver. The channel and media should be selected keeping in mind the requirement of the receiver, the communication to be effective and efficient the channel should be appropriate.
- Receiver :** Receiver is the person or group for whom the message is meant. He may be a listener, a reader or a viewer. Any neglect on the part of the receiver may make the communication ineffective. Receiver is thus the ultimate destination of the message. If the message does not reach the receiver the communication is said to be incomplete.
- Decoding :** Decoding means translation of symbols encoded by the sender into ideas for understanding. Understanding the message by receiver is the key to the decoding process. The message should be accurately reproduced in the receiver's mind. If the receiver is unable to understand the message correctly the communication is ineffective.
- Behaviour of the Receiver :** It refers to the response by the receiver of the communication received from the sender. He may like to ignore the message or to store the information received or to perform the task assigned by the sender. Thus communication is complete as soon as the receiver responds.
- Feedback :** Feedback indicates the result of communication. It is the key element in the communication and is the only way of judging the effectiveness of communication. It enables the sender to know whether his message has been properly interpreted or not. Systematic use of feedback helps to improve future messages. Feedback, like the message could be oral, written or non verbal. It has to be collected from the receiver.

2004 - May [1] (c) Comment on the following statement in about 30 words each.

- (i) Decoding is necessary for interpretation and understanding of message. (1 mark)
- (ii) Grapevine encourage rumour mongering. (1 mark)
- (iii) Verbal communication can be both oral and written. (1 mark)
- (iv) People communicate more through body language than words. (1 mark)
- (v) Proxemics is the study of space language. (1 mark)
- (vi) Feedback makes communication a two way process. (1 mark)
- (vii) Using verbs in active voice makes communication more effective. (1 mark)
- (viii) Written communication can be preserved in sharp contrast to oral communication. (1 mark)

Answer:

- (i) **Decoding is necessary for interpretation and understanding of message:** Decoding means converting the symbols encoded by the sender into ideas for understanding. When the message reaches the receiver, it cannot be assured, that he understands it in the same sense as the sender expects him to understand. Therefore, he must decode it draw the interpretation although, decoding may not always be accurate, as every receiver will interpret the message according to his own perception.
- (ii) **Grapevine encourages rumour mongering:** In the grapevine chain, there is communication either from one to another and from another to the other or a person passes on the information to everyone. Since such a communication exchanges many ears and mouths, this leads to rumour mongering.
- (iii) **Verbal communication can be both oral and written:** Verbal means relating to words and the use of the words. These words may be spoken or written. When words are communicated by means of speech, it is called oral communication and when the same is given a permanent effect by means of written down notes, it is called a written communication.

- (iv) **People communicate more through body language than words:** It is true that people communicate more through body language than words because the movement in our body express our inner feelings and thoughts. These movements knowingly or unknowingly conveys messages which can be easily understood by the keen observer. Experts have found the following breakup any communication. Verbal communication -7%, Body movement -55%, Voice, tone, pitch -38%.
- (v) **Proxemics is the study of space language:** The communication is done with the space around it is called 'space language.' This type of communication is related to the distance which is maintained between the two involved in communication and this distance is called proximity. Therefore, it becomes true that proxemics is the study of space language, where the effectiveness of communication depends upon the distance maintained, which also shows the degree of closeness between the person communicating and to whom communication is made.
- (vi) **Feedback makes communication a two-way process:** The message conveyed by the communicator always gets a response from the receiver in return. This is called 'feedback' which may be verbal or non-verbal. As in this process, both the sender and the receiver are involved, it can be said to be a two way process.
- (vii) **Using verbs in active voice make communication more effective:** Verbs in active voice are the strongest part of the speech as they emphasise on any situation much more than passive voice. Therefore, to make communication more effective verbs in active voice should be frequently used.
- (viii) **Written communication can be preserved in sharp contrast to oral communication:** Written communication is a permanent record, unless it is destroyed. Words spoken may be forgotten over a period of time but written communication can be preserved over year together being of permanent nature.

2004 - May [2] (c) Explain how the following contributes towards effective communication:

- (i) Politeness.
- (ii) Clarity of purpose.
- (iii) Feedback.
- (iv) Attentive listening.
- (v) Control on emotions.

(10 marks)

Answer:

- (i) **Politeness** : Politeness begets politeness. Polite manners facilitate smooth communication. It encourages participative communication. Irritating expressions should be avoided. Favours should be thanked generously while omissions should be apologised profusely. Empathic communication will ensure politeness in communication.
- (ii) **Clarity of Purpose** : Good communication never 'happens', but is a result of careful and systematic planning. All communication begins with a message. The message should be as clear as possible. The principle of clarity implies both clarity of thought and clarity of expression. Clarity of thought means that the sender must be clear about what, why, when, to whom and how he wants to communicate. Clarity of expression means that the sender must encode the message with appropriate words so that the message is understood by the receiver.
- (iii) **Use of Feedback** : Communication is complete only when the receiver has understood the message. Whether he has understood the message or not is evident from the feed back received from him. Feed back is thus an important element of communication. It should be used carefully in planning and executing communication. In face to face communication it is easy to get feedback. In all other cases the sender should ask questions, request reply and encourage the sender to send in feed back.
- (iv) **Listening** : Communication is the joint responsibility of the sender and receiver. Active listening is essential for success in communication. Communication cannot be effective without proper listening. The

receiver should be attentive and receptive because poor listening defeats the very purpose of communication. For complete success of communication participative listening is essential.

- (v) **Controlling of Emotions** : Self control is essential in effective communication. The communicator should be impartial while encoding and sending the message. He should not allow his emotions, attitudes or bias to distort the message. Similarly the receiver should receive the message without allowing his emotion and prejudices to distort the message.

2004 - June [3] Explain the following statements:

- (i) "90% of the problems in a business organisation are caused by ineffective communication." (8 marks)
- (ii) "Nothing moves unless a piece of paper moves." (7 marks)

Answer:

- (i) Explain the following: 90% of the problems in a business org. are caused by ineffective communication.

It is correct to say, that in any organization almost all the problems are caused by ineffective communication.

Members working in any organization possess the same goal share, same targets have similar objectives should act as a cohesive unit, striving hard to achieve success. No goal, No target, No objective can be achieved if all members of the team are working in different directions without a purpose.

A well-knit team requires frequent interaction among its members and also a well developed hassle-free communication network.

An effective communication is needed by an organization to fulfill its dream and attain its predetermined objectives. An effective and efficient leader is that, which is able to communicate his desires and dreams to all his team members as and when he requires.

A successful organization also requires members who are able to sink their individual interests willingly and are ready to put in their very best in the interest of the organization as whole.

- (ii) The above statement 'Nothing moves unless a piece of paper moves, is correct in respect to such organizations which are not ready to accept the challenges of the rapid changing environment. They adopt only old traditional form of work culture and pay much emphasis on only written work.

For example, if in such organisation, for even a minor job of getting a fan repaired of a canteen one may need to put up a note, get the approval from his boss, invite sealed quotations, open them in front of committee appointed, and award the contract to the lowest bidder. After the completion of job, repairs to be certified, bill to be presented, sanctioned by the authority appointed and provide the necessary documents to the accounts department for preparing the cheque. Finally, the cheque is given to the legal recipient with a covering letter accompanying it.

An ineffective leader is one who is unable to communicate, or fails to present the goals before his team. This instruction may not be understood by his team for lack of completeness or clarity.

Lack of valuable feedback mechanism or in between corrections in its working strategy by any leader often lands the organization with improper results and with goals not achieved.

Limited vocabulary, restricted means of communication, often provides the members of the team in the organization – a failure to achieve their tasks. Non attentive listening on the part of subordinates often results into no communication with improper results.

Some times, lack of trust among the subordinates in their superiors force them to conceal the facts and they may misinform in order to suppress personal failures.

Thus, to achieve the objectives defined, the workers in any organization should develop and sustain in, an effective communication network.

Written documents also serve the purpose of record for future. Such records also prevent fraudulent practices and restrict the concentration of power in the hands of very few.

Everything, expressed in writing requires plentiful time and therefore, it causes delays and involves additional expenditure.

Even today, where computerisation has minimised paper work but still the insistence of furnishing hard copies also proves that nothing moves unless a piece of paper moves.

2004 - Nov [1] (c) Comment on the following statements in about 30 words each:

- (i) Kinesics is the study of body movements. (1 mark)
- (ii) No oral communication can be effective without proper listening. (1 mark)
- (iii) Written communication is a creative activity. (1 mark)
- (iv) Face is the index of the mind. (1 mark)
- (v) Para language is close to verbal communication. (1 mark)
- (vi) Eye contact is of paramount importance in face to face communication. (1 mark)
- (vii) Anger is the worst enemy of communication. (1 mark)

Answer:

- (i) **Kinesics is the study of body movements:** Which involves study of face and eyes, body structure, appearance. This study is important because these send out communicative signals knowingly and unknowingly.
- (ii) **No Oral Communication can be effective without proper listening:** The statement is true. Listening is an essential part of verbal communication. The listener should be active alternative and receptive because poor listening defeats the very purpose of communication. Listening is a deliberate effort and involves much more than learning.
- (iii) **Written communication is a creative activity:** Written communication is not that spontaneous as that of oral communication. The communicator has time to put his imagination into words. Thus, written communication is a creative activity. It requires a lot of imagination and continuous effort.

- (iv) **Face is the index of mind:** Face is the media which reflects our feelings and emotions. Thus, face is an important tool of body language. Every part of the face be it eyes or eyebrows, lips, nose expresses thoughts in mind. Face reveals both - the type and intensity of feeling.
- (v) **Para language is close to verbal communication:** Para language is like language. It is not exactly verbal because it does not involve words but it is very close to verbal because the voice modulation, way of speaking etc. which are tools of para language convey much more than words. Without it words do not convey their intended meanings.
- (vi) **Eye contents is of paramount importance in face to face communication:** Eyes speak about the characteristics of a person. It also expresses the emotions like anger, fear, adamant, nervousness etc. Thus, eye contact is necessary in face to face communication to know about the person in contact.
- (vii) Anger interrupts the flow of communication. When a person is angry he loses his self control and pours out words which mars the very purpose of communication. It also creates a barrier between the communicator and the listener.

2004 - Nov [2] {C} (a) How can a message be conveyed more effectively through voice? (5 marks)

Answer:

Voice is the most important element of para language. It plays an important role in communication. It is the first tool of effective communication. It conveys the message in a very effective way. **A message can be conveyed more effectively through voice by considering the following points:**

1. **Variation of pitch :** Pitch means quality of sound. In order to break the monotony of the speech, variation of pitch is essential. Variation of pitch is also necessary to keep the listener interested in the speech which is the very essence of communication.
2. **Variation of volume :** Variation of volume puts life into one's speech. Variation of volume should be done according to the size of audience. The volume should be such which makes the speaker audible.

3. **Speed of speaking :** Different part of the message should be spoken at different speed. Generally, the part easily understandable can be spoken at a high speed while parts difficult to understand should be spoken in a slow speed. The speed thus, should be such which ensures fluency.
4. **Pause :** Pause is essential. One cannot go on speaking continuously. But a pause should be used effectively. It should be used at right time which not only give the speaker a time to breathe but also gains the listener's attention.
5. **Non-Fluencies :** Non-fluencies 'up' am, you know etc. if used carefully and sparingly add to the fluency of the speaker, giving him time to breathe and making the listener more alert.

2005 - May [1] Comment on the following:

- (i) Social responsibility of business adds to the importance of communication.
- (ii) Upstream communication means democratisation of a firm.
- (iii) Grapevine provides psychological satisfaction to employees.
- (iv) Verbal communication can be either oral or written.
- (v) Silence is a means of communication.
- (vi) Verbal communication may lead to semantic problems.
- (vii) Filtering means manipulation of information. (1 mark each)

Answer:

- (i) Communication is the life blood of business. Every business has a social responsibility towards the customers, government, suppliers and public. In order that business generate goodwill and proper image effective communication is essential.
- (ii) Upstream communication refers to the flow of information from the lower level i.e. subordinates to the upper level i.e. superiors. Activity report, suggestion, grievances, recommendations are the media of upstream communication. Since it involves all the employees, it paves way for the democratisation of the firm.
- (iii) Informal communication is known as grapevine. It arises because of the desire of the people to communicate without following the formal channels of communication. It draws the employees closer to each other and builds up a co-ordial relationship. It thus, provides psychological satisfaction to employees.

- (iv) Verbal means relating to words and the use of the words. These words may be spoken or written. When words are communicated by means of speech, it is called oral communication and when the same is given a permanent effect by means of written down notes, it is called a written communication.
- (v) Silence is an effective tool of communication. It shows both positive as well as negative response. It however, depends on the observer to interpret the silence through the attitude of the silence communicator.
- (vi) Semantic problem arises from the disadvantages of the symbolic system and meaning of words. Verbal communication uses words which can be interpreted in different way. Due to different interpretation by the sender and receiver the semantic problem arises.
- (vii) Filtering means to remove. Filtering of message means to remove or screen the message in such a way that only relevant part is communicated. However, during the process of filtering there is every possibility that the sender manipulates the message according to his suitability.

2005 - May [2] (i) "Listening is the key ingredient of effective communication". Comment. (5 marks)

Answer:

Communication cannot be effective without proper listening. Listening is an essential part of verbal communication. The listener should be attentive and receptive because poor listening defeats the very purpose of communication. Listening is a deliberate effort and involves much more than hearing. Listening depends upon the listener, the purpose and the contact. On the basis of the above listening can be classified as :-

1. Discriminative listening
2. Evaluative listening
3. Appreciative listening
4. Empathic listening.

1. **Discriminative Listening** : When the listener discriminates i.e. differentiates between different parts of the message he listens, it is called discriminative listening. For example, while listening to a subordinates grievances he differentiates between the important and

non-important part. The important part is taken seriously and the non-important part is ignored or set aside. Discriminative listening is also called **Content Listening**.

2. **Evaluative listening** : When the listener tries to understand and evaluate the meaning of the message on several grounds such as the logic of argument, the strength of evidence, the validity of the conclusion, the implication of the message, the speakers intentions and motives it is called evaluative listening. Evaluative listening generally involves interactions as the listener may disagree with the speaker. For example, when the sales manager presents sales projections for the next few months, the production manager listens critically, evaluating whether the estimates are valid and about the implications on the production department.
3. **Appreciative listening** : When the listener appreciates the speaker while he is speaking it is called appreciative listening. An appreciative listener, through words or body language, shows the speaker that he agrees with him, and thus appreciates and supports him. This kind of listening enhances the confidence of the speaker and boosts his morale.
4. **Empathic Listening** : When the listener puts himself in the position of the speaker and understands his feelings, needs and wants it is called empathic listening. By listening in an empathic way, the listener help the speaker vent the pent up emotions. Such listening develops healthy human relations.

2005 - Nov [1] (c) Comment on the following statements in about 30 words each:

- (i) The process of communication begins with a sender. (1 mark)
- (ii) Diagonal communication takes place between people working at different levels. (1 mark)
- (iii) Written communication is a time consuming activity. (1 mark)
- (iv) Empathic listening is good for healthy human relations. (1 mark)
- (v) Too frequent pauses do spoil the speech. (1 mark)
- (vi) Our surrounding environment speaks its own language. (1 mark)
- (vii) The face is the index of the mind. (1 mark)

Answer:

- (i) According to Keith Davis, Communication is the process of passing information and understanding from one person to another. Thus, the process of communication begins when the sender feels the need for it and the idea generates 'in his mind. The sender is thus the source of message and it is very correct to say that the process of communication begins with a sender.
- (ii) Diagonal communication takes place when persons working at a lower level interact with those working at a higher level across the limits of their reporting authority. It cuts across the departmental lines and information flows between people who are neither in the same department nor on the same level of organization structure.
- (iii) Written communication is indispensable to an organisation. However, it suffers from one disadvantage and that is time factor. Written communication takes time to organise a message, to write and to send the mail or post. It is a time consuming activity and is therefore not suitable when the message is to be sent immediately.
- (iv) When the listener puts himself in the position of the speaker it is called empathic listening. Empathic listening develops healthy human relations as an efficient manager allows the speaker to vent out his pent up emotions and show his feelings.
- (v) In a speech pause is essential. One cannot go on speaking continuously. A pause however should be used effectively. It should be used as a right time to gain the listeners attention. However, too frequent pause spoils a speech as the listener begins to lose interest.
- (vi) Our surrounding or physical environment speaks its own language which is non verbal form of language. We interpret this language through our sensory perceptions. Two important aspects of this language is colour and layout.
- (vii) Face is the media which reflects our feelings and emotions. Thus face is an important tool of body language. Every part of the face be it eyes or eyebrows, lips, nose expresses thoughts in mind. Face reveals both - the type and intensity of feeling.

2005 - Nov [2] (c) (i) What are the socio-psychological barriers to communication? (5 marks)

Answer:

Communication to be effective should be free of barriers which obstruct the free flow of communication. Social and psychological factors are the most difficult barriers to communication.

These consist of the following:

1. **Attitude and opinions** : The personal attitude and opinions of the receiver often interfere with communication. If the message is consistent with the receiver's attitude and opinion they receive it favourably. When the message is inconsistent with the receiver's attitude and opinions, they are not likely to be received favourably.
2. **Emotions** : Emotions like fear, anger, worry, nervousness block the mind. It also blurs the thinking power and one fails to organise the message properly. When the message is not organised properly, it cannot be conveyed effectively.
3. **Status difference** : Status consciousness is a very serious barrier. Subordinates fail to communicate with their superiors because either they are too conscious of their low status or too afraid of being snubbed off. Similarly, many executives keep distance from their subordinates thinking it too degrading to consult them.
4. **Inattention** : Inattention arises due to mental preoccupations or distractions. These causes barriers to communication.
5. **Closed mind** : A person with closed mind is not willing to listen and is not prepared to reconsider his opinion. As such it is very difficult to communicate with such person.
6. **Distrust** : Distrust after fails to deliver the right message. When the receiver is biased or hostile towards the sender the message is either ignored or misinterpreted.
7. **Poor retention** : Successive transmission of the message are decreasingly accurate. In the process of transmission a part of the message is lost at every stage. This is because of poor retention on the part of the receiver. Thus incomplete message is conveyed.

8. **Premature evaluation** : Premature evaluation prevents effective communication. Some people form a judgement even before receiving the complete message. And once judgement is already formed the mind is closed to the rest of the message.

2006 - May [1] (c) Comment on the following statements in about 30 words each :

- (i) You glow when someone puts an arm around you, reaches across the table to hold your hand or envelops you in a hug. (1 mark)
- (ii) Your reaching office in time and completion of task within a specific time span does not communicate anything. (1 mark)
- (iii) Proxemics explains kind of human relationships. (1 mark)
- (iv) Listening is antonym of hearing. (1 mark)
- (v) Communication is culture-bound. (1 mark)
- (vi) Diagonal communication, though practicable, has some limitations. (1 mark)
- (vii) You reach office late by ten minutes. Your boss first looks at you and then the wall clock. But he utters no word. (1 mark)
- (viii) Decoding may not always be accurate. (1 mark)

Answer:

Comment:

- (i) Human beings communicate in many ways other than through words. Words, very often fail to convey the exact meaning. Thus, non-verbal signals mutually understood by the sender and receiver are used. The space around the sender and receiver communicates too which is called 'Proxemics'. Thus one glows when someone puts an arm around, reaches across the table to hold the hand or envelops in a hug. Here a close contact is maintained and is the intimate space language.
- (ii) Reaching office in time and completion of task within a specific time span does communicate. It communicates the importance of time. This non-verbal communication is called, Time Language. Time pervades our thinking and dominates our communication. Under time language, people communicate with each other in terms of time by showing them in a very sophisticated way, the worth of time.

- (iii) Proxemics is the study of how we communicate within the space around us. For this the distance between the sender and receiver is demarcated. The distance between the receiver and the sender while communicating speaks about the relationship between them. It is intimate if the distance between them is physical contact to 18 inches. It is personal if the distance between them is 18 inches to 4 feet. Thus, proxemics do explain kind of human relationships.
- (iv) Listening is a deliberate effort. It is not same as hearing. While hearing one has to make no effort. But for listening one has to train one's ears and ask themselves as to why he wants to listen. Again, while listening one has to discriminate, evaluate, appreciate and react as well which is not required in hearing.
- (v) Communication is culture bound. One has to be very careful in choice of words so as to not to offend the receiver who may be having a very different cultural background. Cultural difference very often come up as communication barrier. The same words, phrases, symbols etc. may mean different things to different people of different cultural background.
- (vi) Diagonal communication, though practicable has some limitations. They are:
 - (i) Anarchy – which takes place in the absence of well accepted procedures for diagonal communication.
 - (ii) Resistance by managers when not consulted.
 - (iii) It violates the principle of unity of command and thus causes conflicts and confusion.
- (vii) Human body and its various parts play an important role in communication. The boss although has not uttered any words but by his body language, i.e. gestures has conveyed very well that the person is late and he does not approve of it. This use of body language as a medium of communication is also known as 'kinesics'.
- (viii) It is very true that decoding may not always be accurate. It depends on individual experiences. If the receiver is familiar with the codes used by the sender and his perception is good, he will derive more or less the same meaning as meant by sender, otherwise not. Inaccurate decoding makes the communication ineffective.

2006 - May [2] {C} (b) 90% of the problems in any organisation are caused by ineffective communication. How ? (Give any five reasons) (5 marks)

Answer:

It is very true that 90% of the problems in any organisation are caused by ineffective communication. It is evident from the following:

- (i) **Unclear message:** When the sender is not sure of what he wants to communicate, why he wants to do it, to whom he wants to communicate, his message can never be clear. This is more because a clear message can never be sent from unclear mind.. An unclear message is likely to be decoded in different ways giving different meanings.
- (ii) **Incomplete message:** Incomplete messages keep the receiver guessing. This creates misunderstanding and often delays action.
- (iii) **Incorrect message:** When incorrect message is communicated, wrong decisions are taken in light of incorrect message.
- (iv) **Absence of attention:** Both the receiver and sender has to pay their full attention. Lack of attention leads to distortion of message giving out a different meaning.
- (v) **Noise:** Ineffective communication also results from noise. Noise acts as a major barrier to communication. Noise distracts the persons and incorrect message is conveyed.

2006 - Nov [1] (c) Comment on the following statements in about 30 words each :

- (i) Since true communication fulfills the readers' needs as well as writer's purpose, the writer needs to know something about his readers. (1 mark)
- (ii) Colours also communicate. (1 mark)
- (iii) A picture saves a thousand words. (1 mark)
- (iv) Volume variation puts life into our speaking. (1 mark)

Answer:

- (i) Before writing any message, the writer should be well informed about the reader. Readers find ideas more interesting and appealing if they are expressed from the reader's point of view. This makes the reader more receptive. **For example:** A letter answering a high school student's request for information about a company would not be

worded like a letter answering a similar request from a professional. Thus the writer should make an attempt to focus on relevant information about the reader's age, background, values, opinions, needs of the reader etc. Then as a writer, one can easily transfer this understanding of the reader into written form through careful selection of content and effective organisation of the different parts of the message.

- (ii) Colours have been used since long to convey meanings. There exists, what we may call a 'colour language'. Different colours are associated with different attitude, behavioural pattern and cultural background **for example:** White – stands for peace and chastity. Pink, Red, Yellow, Blue-represent cheerfulness. Black, Gray is associated with sober mood and negative feelings.

Right choice of colours for our clothing, home and office interiors, decorations etc. helps in effective communication.

- (iii) The importance of sign language is conveyed well by the Chinese proverb, 'A picture is worth a thousand words' This is so because we take much of our information- more than 50% through the gateway of our eyes. Since words fail to convey the exact meaning of the message, therefore pictures, drawings, sounds are often used to communicate messages.
- (iv) An efficient speaker varies his volume while delivering his speech. Volume means loudness of voice. Volume variation puts life into one's speech. However, the loudness of voice should be adjusted according to the size of the audience. While speaking, one should be loud enough to be audible but not too loud to put the audience off.

2006 - Nov [2] {C} (b) "To Communicate the written word has several advantages over the spoken word." Explain. (5 marks)

Answer:

Written words has several added advantages over the spoken words:

- (i) While written words provides a permanent record for future reference and serves as a good guide for decision making and planning in future, spoken words on the other hand may be forgotten over a period of time.

- (ii) Written messages can be read and re-read again and again. Thus, it is likely to be understood better. However, oral messages are more likely to be misunderstood. The speaker due to his poor vocal expressions, may not be able to make himself clear and the listener may also be in-attentive.
- (iii) People are more precise and clear cut when they write rather when they speak. This is because written communication is normally penned down after proper planning. While in oral communication very often, the exact message to be conveyed is lost in a mass of words.
- (iv) Oral messages often get distorted. This is more so in case of lengthy messages which when communicated through various levels of hierarchy. Distortion of messages usually does not take place in case where messages are conveyed through written words.

2007 - June [2] (a) What do you understand by the term 'communication'? What are the main features of effective communication? (5 marks)

Answer:

Communication is the expression and exchange of facts, opinions, ideas or feelings. Effective communication depends mainly on

Understandable messages,

Credibility of the sender

Message's effect on the receiver,

An effective communication should possess the following features:-

Message should be clear in expression.

Message should be concise.

Message should provide complete information.

Message should be courteous to the recipient.

Message should have correct facts.

Message should possess consideration for the receiver.

2007 - June [3] (d) Write a brief note on non-verbal communication. (3 marks)

Answer:

Non-verbal communication is an unspoken or unwritten message that uses body language.

For e.g. Smiling at someone or along with is an oral communication.

Non-verbal signs also play an equally important role. Facial expressions, entire body language, large gestures also form apart of non-verbal message.

Non-verbal communication includes:

- Facial Expressions
- Gestures
- Using Signs
- Movement
- Eye Contact
- Use of Space

2007 - Dec [2] (a) What guidelines should be followed while speaking and listening on the telephone? (5 marks)

Answer:

The following guidelines should be followed while speaking and listening on the telephone:

Be clear and audible.

Do not shout or whisper.

Do not talk in-between while the person you are speaking to is still speaking.

Do provide short cues?

Vary the tone of your voice.

Telephonic conversations to be kept short and to the point.

Do not eat, chew or drink anything while talking on the phone.

Never bang the phone, always put the receiver gently.

2008 - June [2] (a) Suggest any five methods to overcome barriers to effective communication. (5 marks)

Answer:

Communication failures may be caused due to many reasons. The following are the methods of overcoming barriers to effective communication.

- (i) **Lack of Planning :** For better communication, proper planning is required. If any message is communicated without adequate planning; then the desired result may not be achieved.

- (ii) **False Assumptions** : For better and effective communication both the sender and the receiver should understand the assumptions laid down in the communications process in the same way.
- (iii) **Ambiguity** : Our intentions are only known to us. Any wrong inference drawn by the receiver for the communicated message results into a communication failure.
- (iv) **Distortions** : Many communications do not register because the receiver is preoccupied with other things. While the sender believes that the message is being conveyed fully, and correctly, but the fact is that the receiver has not yet understood the messages at all. Such distortions should be avoided in order to have effective communication.
- (vi) **Lack of Trust** : If there exist lack of trust among both the receiver and the sender, the communication is incomplete and therefore the information shared by them will be minimal. Both of them will treat the information received with suspicion. Therefore, for effective communication, there must exist a mutual trust between the receiver and the sender.

2009 - June [4] (Or) (b) (i) "Most of us hear but don't listen and instead we spend time thinking about what we are going to say next. Poor listening skill can create misunderstanding, make us miss deadlines and focus our attention on the wrong issues in the workplace."

In the light of above statement, suggest any five simple steps to improve the listening skills. (5 marks)

Answer :

Listening is the receiver's activity in oral communication. As the speaker has the responsibility to make effort to be understood, so the listener has the responsibility to be attentive and to make effort to understand the meaning of the speaker, of all skills of communication, listening is the most important of all. The higher your position in an organisation, the greater is your listening responsibility. A manager has to spend more time listening to others than speaking. Most people are not good listeners; but fortunately, listening skills can be improved by understanding the steps involved in the process of listening and by following some basic guidelines.

There are some simple steps to improve listening skills:

- Stop talking- Be attentive make the speaker feel important.
- Put the speaker at ease. Create a positive atmosphere through body language. Make eye contact and keep still.
- Be patient, the speaker may need time to say what he/she wants to say. Some people get more nervous when interrupted
- Show that you are listening. This can be done by nodding the head, eye contact, or by using encouraging non-committal expansions like "Hum", "I-See", 'oh' etc. try to match the speaker's mood by appropriate response.
- Provide serious attention by noting down the important points and getting them checked by the speaker.
- Do not interrupt, Do not give advice, Do not question, Do not utilise, Do not take the conversation in a different direction.
- Keep your temper cool; An angry person cannot speak and cannot listen.
- ASK questions only after the speaker begins to feel comfortable.
- Keep an open mind; do not jump to conclusions. The power to listen is a very sensitive skill; it is the skill that makes interpersonal relations effective.

2010 - Dec [4] (b) Following are the 7Cs of communication :

Completeness, Conciseness, Consideration, Concreteness, Clarity, Courtesy and Correctness.

Explain them in brief with suitable example (s).

(10 marks)

Answer :

The seven C's are the set of principles that helps us to ensure that our communication and presentation's are well constructed and clear.

- (i) **Completeness**: It refers to providing all necessary information and ideas required for a particular situation. Complete messages bring out the desired results and avoid confusions.
- (ii) **Conciseness**: It means expressing much in a few words. It does not necessarily mean being brief; it means making every word count.

- (iii) **Consideration:** It refers to prepare every message with the audience in mind. A courteous person shows consideration and thought for others.
- (iv) **Concreteness:** It refers to being specific, definite and vivid rather than vague or general. Put action in your verbs (use of active verbs instead of passive).
- (v) **Clarity:** It refers to choosing precise, concrete and familiar words. The message of the letter must be clear at the first reading. Clearly written messages avoid misunderstandings and save time.
- (vi) **Courtesy:** It refers to consideration for other peoples feelings. It is seen in an individuals behaviour with others. The style, the manner and the choice of words reflect the courtesy of the writer.
- (vii) **Correctness:** It refers to using the right level of language, presenting all the ideas and information required for a particular situation. Correctness depends on completeness.

2011 - Dec [4] (b) Explain the following with reference to the essentials of an effective business letter:

- (i) Conversational style
- (ii) 'You' attitude
- (iii) Persuasion
- (iv) Positive language
- (v) Care for culture. (2 marks each)

Answer:

- (b) (i) **Conversational Style:** An effective letter is one that gives the impression of face to face communication and is interactive in essence. Thus, a letter should be drafted on the basis of friendly and conversational style in place of the dull and stiff style.
- (ii) **You' attitude:** The most effective business letters are those that show the writer's interest in the receiver. It means, therefore, that one cultivates the habit of viewing things from the point of the reader/receiver of letters.

- (iii) **Persuasion:** Persuasion is the main function of business communication, and nothing persuades more effectively than a well written letter. Persuasive letters are written in a variety of circumstances and for a variety of reasons.
- (iv) **Positive Language:** As far as possible positive language should be used in business letters. Negative words like, damage, failure, refuse etc. should be avoided in any case.
- (v) **Care for culture:** One has to be especially careful in choice of words so as not to offend the receiver who may be having a different cultural background. The best way is to avoid use of cultural derived words, idioms and phrases.

2012 - June [4] (b) What are the barriers to communication? How do they hamper communication? (5 marks)

Answer:

Barriers to Communication

There are certain impediments which hamper communication. They are called barriers to communication. The barriers act as walls and distract the sender and receiver of the message.

Barriers can be physical, mental & emotional and linguistic.

- **Physical barriers:** These barriers are practical barriers like excess heat or cold, distance between speaker and listener and lack of comfort in the communication arena.
- **Mental and emotional barriers:** The speaker or listener may face ambiguity, make false assumptions or distort the meaning. These are related to individuals in communication and affect their communication ability.
- **Linguistic barriers:** These barriers are related to the language used in communication. The level of competency, mastery over the language vocabulary and accent affect communication. Communication is excellent when the level of competency of both communicators is the same.

The barriers hamper communication because the message is distorted and becomes faulty due to them. Thus, mis-understandings and wrong views are formed because of the barriers. The barriers also prolong communication.

2018 - May [8] (a) Define visual communication. (2 marks)

Answer:

Visual Communication: Visual communication through visual aids such as signs, typography, drawing, graphic designs, illustration, color and other electronic resources usually reinforces written communication. Visuals like graph, pie chart and other diagrammatic presentations convey clearly a great deal of information.

2018 - May [9] (a) Write any four barriers to effective communication? (2 marks)

Answer:

Barriers to effective communication are:

1. Physical Barriers
2. Language Barriers
3. Attitude Barriers
4. Technology Barriers.

2018 - May [10] (a) (i) What are the characteristics of effective communication? (2 marks)

Answer:

The characteristics of effective communication:

1. Clear
2. Concise
3. Complete
4. Coherent

2018 - May [10] (a) (ii) What is diagonal communication? (2 marks)

Answer:

Diagonal Communication: Cross functional communication between employees at different levels of the organizational hierarchy is described as diagonal communication e.g. A junior engineer reports directly to the general manager regarding the process on the project.

2018 - May [11] (a) What are the main steps in the process of communication? (2 marks)

Answer:

1. The purpose or reason for the communication.
2. The contents of the message.
3. The medium used for conveying the message.
4. Transmitting the message.
5. Messages are often misinterpreted due to external disturbances such as noise created by humans.
6. Receiving the message.
7. Deciphering and making sense of the message.
8. Interpreting and figuring out what the receiver thinks is the real message.

2018 - Nov [8] (a) Describe the term "paralanguage", a mode of communication. (2 marks)

Answer:

Paralanguage: Paralanguage is a component of meta-communication that may modify meaning, give nuanced meaning, or convey emotion, such as prosody, pitch, volume, intonation, etc.

2018 - Nov [9] (a) (i) Discuss "Cultural barrier" in communication. (2 marks)

OR

(ii) What do you mean by (A) Vertical and (B) Horizontal formal communication? (2 marks)

Answer:

(i) **"Culture Barriers":** The existence of cultural differences between people from various countries, regions, tribes and religions, where words and symbols may be interpreted differently can result in miscommunications and culture barriers.

Ex: If a Chinese living in Canada, the most significant cultural barrier would be language, if he doesn't know how to speak English or French.

Answer:

OR

- (ii) (a) **Vertical Formal Communication:** Vertical communication is the communication where information and message flows between the 'Superiors and Subordinates' of the organisation.
- (b) **Horizontal Formal Communication:** Horizontal Communication is the transmission of information between people, divisions, departments or units within the 'same level' of organisational hierarchy.

2018 - Nov [10] (a) How do Technology barriers effects communication? Explain. (2 marks)

Answer:

Technology Barriers: Today there will hardly be anyone who does not use Technology for communication (i.e. emails, social media).

- Where technology promotes multitasking, on other hand the information overload and trying to accomplish too many things together can result in gap in communication and lead to mis-communication.
- Although advancement in technology have increased the productivity but also waste time of people by making them busy.

2018 - Nov [11] (a) Non-verbal is also one of the Broad Categories of Communication? Explain. (2 marks)

Answer:

Non-Verbal Communication: Non-Verbal communication between people is communication through sending and receiving wordless indication or gesture. It includes the use of visual cues such as body language, distance and physical appearance etc. It may be divided into following types:

1. **Physical NVC:** Facial expressions, gestures, tune of voice, touch, posture, eye gaze etc.
2. **Aesthetic NVC:** Communication by means of aesthetic (i.e. cinema) to influence cultural and social development.
3. **Paralanguage :** The way you say something, more than the actual words used, reveal the intent of message (i.e. hmm, nodge etc.)
4. **Appearance :** A well dressed and groomed personality.

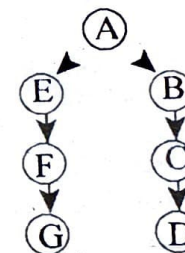
2019 - June [8] (a) Define Vertical & Chain Network under network in communication?

Answer:

A communication network is the method used by organisational members to pass on information to other employees. These managers create various types of communication flows.

Most commonly used networks are -

1. **Vertical Network** – It is a formal network between a higher ranking employee and a subordinate. In this two - way communication, immediate feedback is possible.
2. **Chain Network** - In this communication network, the chain of command flow from senior to junior. This network often takes up time and communication may not be clear.



Chain of Command

2019 - June [9] (a) (i) Discuss the "Gender Barrier" in communication. (2 marks)

Answer:

Barrier in communication: There are multiple barrier in the communication process. These barrier result in desertions and misunderstanding of the intended communicate. One such barrier is Gender Barrier.

Men and women communicate differently the reason for this lies in the wiring of a man's and women's brains. Men talk in a linear, logical and compartmentalized manner whereas women we both logic and emotion. This may be the cause of communication problem in an office where both men and women work side by side. Men can be held guilty of providing insufficient information while women may be blamed for providing too much information.

2019 - June [9] (Or) (a) (ii) What do you mean by Informal Communication? (2 marks)

Answer:

Informal communication is the casual friendly and unofficial communication. It is spontaneous conversation and exchange of information between two or more persons without conforming to the prescribed official rules processes, systems, formalities and chain of command.

2019 - June [10] (a) "The listener has to be objective, practical and control his emotions". Explain with reference to importance of listening in communication? (2 marks)

Answer:

Good communication is an art that has to be developed and honed. Several aspect must be kept in mind while communicating with others for conveying of the intended message.

Listening for Understanding: We are bombarded by noise and sound in all our waking hours. We hear conversations, news, gossip and many other forms of speech. However, most of it is not listened carefully and therefore misunderstood or partially understood. A good listener not only listens to the spoken words but observes carefully the nonverbal cues to understand the complete message. The listener has to objective practical and in control of his emotions.

2019 - June [11] (a) Define the importance of Para language in Non Verbal Communication. (2 marks)

Answer:

Non verbal communication is the process of communication by sending and receiving wordless messages.

Para language: The way you something, more than the actual words used reveal the intent of the message. The voice quality, intonation, pitch, stress, emotion, tone and style of speaking, communicates approval, interest or the lack of it. Research estimates that tone of the voice accounts for 38 percent of all communication.

2019 - Nov [8] (a) Discuss the process of communication. (2 marks)

Answer:

Communication is a process of exchanging information ideas, thoughts, feelings and emotions through speech, signals, writings or behaviour.

The steps involved are:

1. The purpose or reason for the communication.
2. The content of the message.
3. The medium used for conveying the message.
4. Transmitting the message.
5. Messages are after misinterpreted due to external disturbances such as noise created by humans, traffics and natural forces. These factors can result in miscommunication.
6. Receiving the message.
7. Deciphering and making sense of the message. Decode..
8. Interpreting and figuring out what the receiver thinks is the real message.

2019 - Nov [9] (a) (i) Discuss the term "Visual Communication" in communication. (2 marks)

Answer:

Visual Communication:

Visual Communication through visual aids such as signs, typography, drawing graphic design illustration, color and other electronic resources usually reinforces written communication. Visuals like, graphs piecharts and other diagrammatic presentation conveys and clearly and concisely a great deal of information.

They are an essential part of official presentations these day.

2019 - Nov [9] (a) (Or) (ii) What do you mean by an "Attitude Barrier"? (2 marks)

Answer:

Attitude Barrier:

Personal attitudes of employees can affect communication within the organisation. A proactive, motivated worker will facilitate the communication process, whereas a dissatisfied disgruntled, shy, introvert or lazy employee can delay, hesitate in taking the initiative or refuse to communicate.

2019 - Nov [10] (a) Explain how emotional awareness and control helps in communication? (2 marks)

Answer:

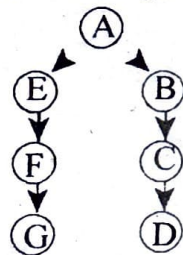
Emotional Awareness and Controls:

"Human behaviour is not under the sole control of emotion or deliberation but results from the interactions of these two processes," Loewenstein said. However emotions play a major role in our interactions with other people. They are a powerful force that affect our perception of reality regardless of how hard we try to be unbiased. Infact emotional awareness is a necessary element of good communication. While interacting with another people or a group, it is important to understand the emotions you and they are bringing to the discussion.

2019 - Nov [11] (a) Define the areas where chain network of communication is found in an organization. (2 marks)

Answer:

The communication pattern that follows the chain of command from the senior to the junior is called the chain network. Communication starts at the top, like from a CEO, and works its ways down to the different, level of employees. The supervisor/ Manager/ CEO gives commands or instructions to those working under him/her in the organization.



Chain of Command

CHAPTER

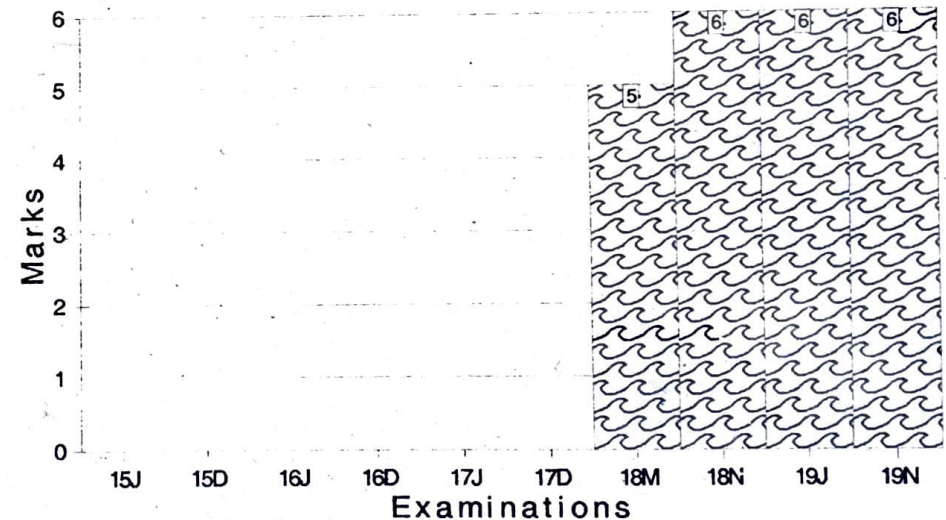
2

**Sentence Types Direct-Indirect,
Active - Passive Speech**

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions

Legend

Objective Short Notes Distinguish Descriptive Practical



For detailed analysis Login at www.scannerclasses.com
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PAST YEAR QUESTIONS AND ANSWERS

OBJECTIVE QUESTIONS

2002 - Dec [2] (b) Use *any five* of the following pairs of words in sentences of your own to bring out the difference in their meanings:

- (i) Rout — Route.
- (ii) Elicit — Illicit.
- (iii) Eminent — Imminent.
- (iv) Imply — Infer.
- (v) Biennial — Biannual.
- (vi) Conscious — Conscientious. (1 mark each)

Answer :

- (i) **Rout** : Completely defeated. The Pakistani Army was routed during the Indo-Pak war.
Route : (way). Ravi followed the shortest route.
- (ii) **Elicit** : (draws out); Petite letters always elicit reply
Illicit : (unlawful); There are many illicit tamarins in Agra city.
- (iii) **Eminent** : (famous) ; William Shakespeare is an eminent author of many plays.
Imminent : (close) - There is always an imminent danger once you cross the border.
- (iv) **Imply** : (understood) - It is Implied that students graduating from IIT'S will be better engineers.
Infer : (draws from) - The modern system medicines is generally inferred from Vedas.
- (v) **Biennial** : (once in two years) : The SAARC nations meets biennially.
Biannual : (twice a year) : All nationalised banks provide interest to their saving account customers biannually.

(vi) **Conscious** : (aware); All Indians should remain conscious about their fundamental rights and duties.

Conscientious : (ethical); All modern organisations provide conscientious financial status to their shareholders.

2003 - June [1] Rewrite *any ten* of the following sentences in relation to underlined word (s) as directed against each:

- (i) Only God is all powerful. (Substitute a single word for the underlined portion.)
- (ii) Loose sheets of paper are available at the stationery/stationary shop nearby. (Choose the correct alternative.)
- (iii) The day of publication of the Company Secretaries (Foundation) Result is a fateful/fatal day for the candidates. (Select the correct alternative.)
- (iv) A large number of banks were nationalised in the past, but they may be _____ at any moment at present. (Fill in the blank using the opposite of the word nationalised adding a suitable prefix to it.)
- (v) It was not (see) that the construction of the tall multi-storeyed building was so weak that it would collapse so soon. (Put the appropriate form of the underlined word adding a suitable prefix to it.)
- (vi) The meeting should not be adjourned sine die. (Replace the underlined Latin phrase with its English meaning.)
- (vii) im a posthumous child of my parents said david. (Put the correct punctuation marks and capital letters at appropriate places.)
- (viii) The jury is/are divided on the issue of capital punishment. (Choose the correct word.)
- (ix) When my father and I visited the police station to get release of our unlawfully arrested neighbour, we were unnecessarily harrassed/harassed/harrased. (Choose the correct spelling).
- (x) Though a/an F.R.C.S., Dr. Abraham of Vellore first tries to cure his patients with medicine and only if medicine fails, he takes resort to surgical operation. (Choose the correct article.)

- (xi) Dr. Har Govind Khurana, the well-known scientist who lived in the U.S.A. was an immigrant/emigrant from India. (Choose the correct alternative.)
- (xii) The old lady living in our locality died after a protracted illness. (Replace the underlined word with an idiomatic phrase beginning with b.....) (1 mark each)

Answer :

- (i) Omnipotent
- (ii) Stationery
- (iii) Fateful
- (iv) Denationalised
- (v) Foreseen
- (vi) Sine die
- (vii) "I'm a posthumous child of my parents", said David.
- (viii) Are
- (ix) Harassed
- (x) A
- (xi) Emigrant
- (xii) The old lady living in our locality breathed her last breath or passed away after a protracted illness.

2004 - June [1] (a) Make sentences of your own of *any two* of the following pairs of words so as to bring out clearly the difference in meaning and use between the two words in each pair:

- (i) Biannual — Biennial.
- (ii) Precede — Proceed.
- (iii) Complement — Supplement.
- (iv) Advice — Advise. (2 marks)

(b) Re-write *any two* of the following sentences correctly:

- (i) One of the member of the Board did not agree to majority decision.
- (ii) One should mind his own business.
- (iii) She is my cousin sister.
- (iv) Marketing Manager is senior than Sales Manager. (2 marks)

- (c) Make sentences using *any two* of the following words with matching prepositions:
- | | |
|--------------|------|
| (i) Account | up |
| (ii) Impose | for |
| (iii) Guilty | upon |
| (iv) Pulled | of |
- (2 marks)

Answer :

- (a) (i) **Biennial** : (once in two years) : The SAARC nations meets biennially.
Biannual : (twice a year) : All nationalised banks provide interest to their saving account customers biannually.
- (ii) **Precede** : Previous
 George Bush Junior preceded Barak Obama as the President of America.
Proceed : To continue as planned.
 Indian Army proceeded towards the enemy base camp, as planned.
- (iii) **Complement** : That which completes.
 A good scholar compliments the work of the teacher.
Supplement : Something additional to complete a thing.
 The bonus I got from my extra input provides a supplement to my main income.
- (iv) **Advice** : (noun) recommendation offered as a guide to action.
 Anyone can offer advice.
Advise : (verb) to give advice to,
 My teacher advised me to work hard.
- (b) (i) Member ⇒ members.
 (ii) His ⇒ ones
 (iii) Delete sister.
 (iv) Than ⇒ to.
- (c) (i) **Account for** : Production manager is required to account for the increase in total cost.
 (ii) **Impose upon** : Willingness to work hard cannot be imposed upon, it comes from within.

- (iii) **Guilty of** : Vinu is guilty of murder.
 (iv) **Pulled up** : The officer was pulled up in Rajdhani express by the vigilance officer during the festive season.

2004 - Dec [1] Attempt/rewrite/complete *any ten* of the following:

- (i) "Whip the thief mercilessly." Convert this sentence into passive voice. (1 mark)
 (ii) Make a sentence using the idiom –
 To weather the storm (1 mark)

OR

- To drive a hard bargain. (1 mark)
 (iii) The nurse said, "how did I feel ?" Convert this sentence into reported speech. (1 mark)
 (iv) Correct the sentence –
 This public limited company has seven partners. (1 mark)

OR

I have applied for two days' french leave. (1 mark)

Answer :

- (i) Let the thief be whipped mercilessly.
 (ii) **To weather the storm** :
 (To come out successfully).
 In spite of the non-availability of the 'Scanner', the students weathered the storm and came out successfully in the examinations.

OR

To drive a hard bargain : (To be uncompromising in making a deal).
 Only after driving a hard bargain, he managed to buy the medicines cheaply.

- (iii) The nurse asked How I felt.
 (iv) Partners → Shareholders.

OR

Two days french → Two day's leave.
 leave

2005 - June [1] (a) Rewrite *any two* of the following sentences correctly:

- (i) The teacher as well as the students have reached Jaipur.
 (ii) I am living in Delhi since last thirty three years,
 (iii) My son Apoorva is the monitor of his class,
 (iv) One should mind his own business. (2 marks)

(b) Make meaningful sentences using *any two* of the following phrases/ idioms:

- (i) *ab initio*
 (ii) To set one's own house in order
 (iii) *Sine die*
 (iv) *Status quo*. (2 marks)

Answer :

- (a) (i) Have → has
 (ii) Since → for
 (iii) My son, Apoorva, is the monitor of his class.
 (iv) His → ones.
 (b) (i) **Ab initio** : from the beginning.
 The agreement was void ab initio,
 (ii) **To set one's own house in order** : To arrange one's own affairs in a proper order by removing disharmony.
 Let Pakistan set her own house in order before talking of welfare of the Indians.
 (iii) **Sine die** : without a day being fixed for reassembly.
 After the attack on the Principal, the school was closed sine-die
 (iv) **Status quo** : The existing condition.
 The court has ordered the State Government to maintain status - quo.

2005 - Dec [1] (a) Make meaningful sentences using *any two* of the following idioms/phrases:

- (i) To put the cart before the horse
 (ii) To go to dogs
 (iii) Good offices
 (iv) *In toto*. (2 marks)

(b) Rewrite *any two* of the following sentences correctly:

- (i) The opposition party, being not satisfied with the reply of the minister, walked over.
- (ii) Can't you come today?
- (iii) Six hours before his death, Pope John mumbled his final words; Let me go to the house of the Father.
- (iv) To err is human to forgive, divine. (2 marks)

(c) Attempt the following:

- (i) Please repeat the question again. (Correct the sentence to avoid unnecessary repetition.) (1 mark)

Answer :

(a) (i) **To put the cart before the horse** : Reverse the proper order/procedure.

Preparation of sales target without analyzing the market is like putting the cart before the horse.

(ii) **To go to dogs** : To deteriorate miserably.

Due to inflationary situations, the market has gone to dogs.

(iii) **Good offices** : Influence.

Ram could get this post through the good offices of his superior (boss.)

(iv) **In Toto** : As a whole.

The Chief's decision was accepted in toto.

(b) (i) Being notnot being

(ii) Can'tcan't

(iii) Six hours before his death, Pope John mumbled his final words, "Let me go to the house of the father".

(iv) To err is Human; to forgive - divine.

(c) (i) Please repeat the question

2006 - June [1] Rewrite *any ten* of the following sentences as directed :

- (i) His feet were _____ and hair undressed. Who will _____ this loss ? (Fill in the blanks choosing a suitable word — Bear/Bare.)
- (ii) He _____ an altogether new device to save labour. (Fill in the blank choosing a suitable word — Discovered/Invented.)
- (iii) Whose gain is it ? (Write antonym of the underlined word.)

(iv) There is utter confusion. (Write synonym of the underlined words.)

(v) He did not however gain a big prize (Put punctuation mark (s) wherever necessary.)

(vi) He is _____ and she is _____. (Fill in the blanks choosing a suitable word — Beautiful/Handsome).

(vii) A person who sells or arranges cut flowers is called _____. (Fill in the blank with a suitable word.)

(viii) Mrs. Saxena teaches us Business Communication. (Change the voice.)

(ix) He promised to soon send the article. (Improve the sentence.)

(x) An advertisement: Wanted furnished _____. (Fill in the blank choosing a correct word — acomodation/accomodation/accommodation/acommodation).

(xi) Mohan is loyal to his company. (Add a negative prefix to the underlined word.)

(xii) He liked the novel too much and wanted to meet the _____. (Fill in the blank by adding suitable suffix to the underlined word.)

(xiii) ASSOCHAM has invited the Finance Minister to its annual meeting. Give full form of the acronym — ASSOCHAM.)

(xiv) Narmada Dam Project continues to be a subject of dispute between States. (Substitute the underlined words by an idiom.)

(xv) The Principal is a member of the managing committee of the school by virtue of his office. (Substitute the underlined words with Latin expression.) (1 mark each)

Answer :

(i) Bare & Bear

(ii) Invented

(iii) Loss

(iv) Total chaos

(v) He did not, however, gain a big prize.

(vi) Handsome, Beautiful.

(vii) Florist

(viii) Business communication is taught to us by Mrs. Saxena.

(ix) He promised to send the article soon.

- (x) Accommodation
- (xi) Disloyal
- (xii) Novelist
- (xiii) ASSOCHAM - Associated Chambers of Commerce and Industry.
- (xiv) Bone of contention.
- (xv) Ex - Officio.

2006 - Dec [1] (a) Attempt the following :

- (i) I agree of course that we must reach a decision soon. (Punctuate the sentence.)
- (ii) The Office of Profit Bill was signed by the President. (Change into active voice)
- (iii) He has went to check on last year's records. (Correct the sentence.)

(b) Make sentences of your own using *any three* of the following pair of words to bring out the difference in their meanings :

- (i) Practice – Practice
- (ii) Latter – Letter
- (iii) Beneficial – Beneficent
- (iv) Infer – Imply
- (v) Lose – Loose.

(1 mark each)

Answer :

- (a)** (i) I agree, of course, that we must reach a decision soon.
 (ii) The President signed the office of profit bill.
 (iii) went — gone.
- (b)** (i) **Practice** : (Noun). Constant and regular practice will make you perfect.

Practise : (verb). Himanshu Rastogi practice law in Calicut.

- (ii) **Latter** : The students were informed about the test that will be held in the latter part of the day.

Letter : A letter informing about the ill health of his Grand Father was sent to him.

- (iii) **Beneficial** : The release of solved scanner will prove beneficial to students.

Beneficent : (doing good). Beneficent people are worthy of respect and honour.

- (iv) **Infer** : The Judge was asked to infer from the circumstances of the case.

Imply : A partner has an implied authority to sell goods

- (v) **Lose** : Students have more to gain than lose by attending the seminar.

Loose : Loose fitting clothes are again in fashion.

2007 - June [1] (a) Attempt the following as directed against each :

- (i) He was so tired that he could not stand. (*Change into a simple sentence.*)
- (ii) I am not so intelligent as he is. (*Use comparative degree.*)
- (iii) You should not be irregular in your habits. (*Re-write in affirmative form.*)
- (iv) The landlady called her maid-servants into the room. (*Change the gender of the nouns.*)
- (v) He said to me, "Where do you live ?" (*Change into indirect speech.*)
- (vi) He is reading an interesting book. (*Change into passive voice.*)

(1 mark each)

(b) Make sentences of your own using *any three* of the following pairs of words to bring out the difference in their meanings :

- (i) Principal — Principle
- (ii) Access — Excess
- (iii) Dependent — Dependant
- (iv) Advice — Advise

(1 mark each)

Answer :

- (a)** (i) He was too tired to stand.
 (ii) He is more intelligent than I am.
 (iii) You should be regular in your habits.
 (iv) The landlord called his servants into the rooms
 (v) He asked me where I lived.
 (vi) An interesting book is being read by him.
- (b)** (i) The principal directed all the students to assemble in the auditorium. Archimedes' principle states that a body immersed in a fluid is buoyed up by a force equal to the weight of the displaced fluid.

- (ii) The workers had free access to the manager.
The production is far in excess of the target.
- (iii) Nepal is dependant upon friendly countries for help.
The king had a number of dependants.
- (iv) Anyone can offer advice.
My father advised me to work hard.

2007 - Dec [1] (a) Attempt the following as directed against each :

- (i) 15% of the sales representatives failed to attend the conference.
(Change this into positive sentence.)
- (ii) If a customer pays in time, he is placed on the company's preferred list. (Change the pronoun to gender-neutral.)
- (iii) One should-mind his own business. (Re-write the sentence correctly.)
- (iv) _____ officer I met last time has been transferred. (Use the correct article in the blank space.) (1 mark each)

(b) Correct the following sentences :

- (i) He is in search for a good house.
- (ii) The chairman is superior than the secretary.
- (iii) Kashmiri apples are different than Himachali apples. (1 mark each)

(c) Make sentences of your own using the following pairs of words to bring out the difference in their meanings :

- (i) Disperse — Disburse
- (ii) Erratic — Erotic
- (iii) Message — Massage. (1 mark each)

Answer :

- (a) (i) The conference attracted 85% of the sales representatives.
- (ii) A customer paying in time is placed on the company's preferred list.
- (iii) One should mind one's own business
- (iv) The officer I met last time has been transferred.
- (b) (i) for -of
- (ii) than-to
- (iii) Than-from

- (c) (i) **Disperse** : To scatter;
The police used lathi charge to disperse the mob.
Disburse : To pay out
The loan has been disbursed.
- (ii) **Erratic** : Uncertain, irregular.
The valuation of answer books is erratic
Erotic : Pertaining to love
The magazine has many erotic picture scenes.
- (iii) **Message** : Communication
Your message has been clearly transferred and received.
Massage : Soothing rubbing of the body with oil or cream.
Massage with oil tone up your body.

2008 - June [1] (a) Attempt the following as directed against each :

- (i) All technical staff must definitely wear white coats in the laboratory.
[Avoid unnecessary word (s).]
- (ii) I have been ill since two months. (Correct the sentence.)
- (iii) The Secretary of the committee issued a report with regard to working of the college. (Change the underlined collective preposition by using-of / on / to.)
- (iv) Prepare partner's capital accounts. (Make correct use of apostrophe.)
- (v) Rahul worked hard, and failed. (Use correct conjunction.)
- (vi) English is spoken all over the world. (Change into active voice.)
- (vii) "Are you a member of the trade union ?" said the Personnel Manager. (Change into indirect speech.)
- (viii) The glass of water is half empty. (Change into positive statement.)
- (ix) Work hard and you will pass the examination. (Change into simple sentence.)
- (x) India is a great country. (Change the sentence into superlative.) (1 mark each)

(b) Make sentences of your own using the following words/phrases/idioms to bring out their meanings :

- (i) *Ultra vires*
- (ii) To nip in the bud
- (iii) To rise to the occasion
- (iv) A give and take policy
- (v) At the eleventh hour.

(1 mark each)

Answer :

- (a) (i) All technical staff must wear white coats in the laboratory.
 (ii) I have been ill for the last two months.
 (iii) The secretary of the committee issued a report on working of the college.
 (iv) Prepare partner's capital accounts.
 (v) Rahul worked hard, yet failed.
 (vi) The world speaks English.
 (vii) The Personnel Manager asked the employee whether he was a member of the trade union.
 (viii) The glass of water is half - full.
 (ix) You will pass the examination, if you work hard.
 (x) India is the greatest country.

- (b) (i) **Ultra vires** : (Beyond ones authority)
 An act performed is ultra vires, if it violates the State Laws of the Constitution.
 (ii) **To Nip in the bud** : (Stop at an early stage)
 Bad habits, like smoking, playing cards, among children must be nipped in the bud.
 (iii) **To rise to the occasion** : (To act daringly, as the situation demands.)
 In the face of an attack by the enemy, the General motivate his men to rise to the occasion.
 (iv) **A give and take policy** : (A policy of mutual concession),
 A give and take policy alone can restore peace between China and America.
 (v) **At the eleventh hour** : (at the last moment)
 All work was completed by Uncle Sam at the eleventh hour.

2008 - Dec [2] (a) Attempt the following as directed against each :

- (i) I met the accountant on only one occasion. (Omit unnecessary words).
- (ii) My shirt is similar with your shirt. (Correct the preposition).
- (iii) The milk is not fit for drink. (Correct the verb).
- (iv) The restaurant served excellent food; it was only two years old. (Keep related words together through proper punctuation.)
- (v) The contract expires in a few years. (Use strong adjective.)
- (vi) Your order cannot be shipped until Friday. (Change into affirmative sentence.)
- (vii) The Birla House was built in the late 1940s by the Birla Family. (Change into active voice.)
- (viii) Bangaluru is the most polluted city in India. (*Change the degree of comparison.*)
- (ix) "Call the witness", said the magistrate. (*Change into indirect speech.*)
- (x) What other sports do you play _____ hockey ? (Fill in the blank choosing a correct word _____ beside/ besides.) (10 marks)

Answer :

- (i) I met the accountant only once.
- (ii) My shirt is similar to your shirt.
- (iii) The milk is not fit for drinking.
- (iv) The restaurant, which was only two years old. served excellent food.
- (v) The contract expires in three years.
- (vi) Your order will be shipped on Friday.
- (vii) The Birla Family built the Birla House in the late 1940(s).
- (viii) No other city in India is as polluted as Bangaluru.
- (ix) The magistrate ordered the witness to be called.
- (x) Besides.

2008 - Dec [3] (a) Make sentences of your own using the following words/ phrases/ idioms to bring out their meanings :

- (i) First-come, first- served
- (ii) From rags to riches
- (iii) *In toto*
- (iv) Face value

(5 marks)

- (b) Words have different meanings in different contexts/situations. Make sentences of your own using **any five** of the following words to bring out their two different meanings :

- (i) Table
- (ii) Chair
- (iii) Edge
- (iv) Glass
- (v) Ice
- (vi) Jack
- (vii) Master.

(2 marks each)

Answer :

- (a) (i) The tickets for the fashion-show were sold on first come, first served basis.

(ii) Amitabh Bachan rose from rags to riches.

(iii) The school authorities rejected Arun's demand in toto.

(iv) The face value of S.R. Tendulkar is very high and is honoured.

- (b) (i) **Table** : Many tables and chairs have their rubber tags missing.

'OR'

Lakhme's new offer is on the table.

- (ii) **Chair** : The chair used by Dhirubhai Ambani still holds its value.

Mr. R. Raju chairs the board meetings.

- (iii) **Edge** : My institute is situated on the edge of the locality. The child edged towards the door.

- (iv) **Glass** : My mother ordered the glass-crockery on the net. The water in the glass is not fit for drinking.

- (v) **Ice** : Australian cricket team accepted the challenge by they knew they were on thin ice.

All the ice in the refrigerator melted due to electricity failure.

- (vi) **Jack** : Jack and Jill went up the hill. so replace the punctured tyre he jacked the rear of the car.

- (vii) **Master** : Ramesh got his masters degree from the Victoria University. The dog sat near the injured master.

2009 - June [2] (a) Attempt the following as directed against each :

- (i) I can't do that until Monday. (*Change into affirmative sentence.*)
- (ii) Signing both copies of the lease is a necessary requirement. (*Omit unnecessary word (s).*)
- (iii) Seema made an announcement that she will give consideration to our request. (*Avoid unnecessary verb.*)
- (iv) Look our company is not sure of the results. (*Use comma.*)
- (v) I attended the meeting on August 16, 17, 18 and on August 19 I returned home. (*Use semicolon and comma.*)
- (vi) I know that you are an authority _____ Business Communication. (*Fill in the blank space with correct preposition.*)
- (vii) The LLP Bill was signed by the President of India. (*Change into active voice.*)
- (viii) Exporting goods to another country at price below cost denotes _____ (*Fill in the blank space using appropriate word--- pumping/dumping---to convey the correct meaning.*)
- (ix) The landlord called his servant in the room. (*Change the gender of the nouns.*)
- (x) What does 'i.e.' stand for ? (*Choose the correct answer - so that/ for example /that is.*) (1 mark each)

Answer :

- (i) I'll do that till Monday.
- (ii) Signing both copies of the lease is necessary.
- (iii) Seema announced that she will consider our request.
- (iv) Look, our company is not sure of the results.
- (v) I attended the meeting on August 16, 17 and 18, and on August 19, I returned home.
- (vi) I know that you are an authority **on** Business Communication.
- (vii) The President of India signed the LLP bill.
- (viii) Exporting goods to another country at price below cost denotes **dumping**.
- (ix) The Landlady called her maid in the room.
- (x) i.e. stands for 'that is'.

2009 - June [3] (a) Make sentences of your own using the following words/phrases/idioms to bring out their meanings :

- (i) Winning the battle to lose the war
- (ii) Bull in a China shop
- (iii) Bone of contention
- (iv) To go red in the face
- (v) Cooking the books.

(1 mark each)

Answer :

- (i) Winning the battle to loose the war :
Do not challenge your prospective Buyer; as you could win the battle only to lose the war.
- (ii) Bull in a China Shop :
Don't let Ramesh handle the situation of labour unrest, with his short tempered nature he will only be like a Bull in a China shop and worsen the situation.
- (iii) Bone of contention :
Kashmir is still a bone of contention between India and Pakistan.
- (iv) To go red in the face:
Under any embarrassing situation, one can go red in the face.
- (v) Cooking the books:
Raju, MD of Satyam Computers is guilty of cooking the books.

2009 - June [3] (b) Words have different meanings in different contexts/ situations. Make sentences of your own using **any five** of the following words to bring out their two different meanings :

- (i) Chair
- (ii) Company
- (iii) Excuse
- (iv) Fabricate
- (v) Interest
- (vi) Lead.

(2 marks each)

Answer :

(i) **Chair :**

- There is a **chair** lying on the floor.
- The ICSI President **chaired** the Cabinet Committee on Corporate Governance.

(ii) **Company :**

- I love my daughter's **company**.
- This **company** is owned by Mr. Mukesh Binani.

(iii) **Excuse :**

- Students should not give **excuses** for coming late.
- "Please **excuse** us !" the students asked the watchman.

(iv) **Fabricate :**

- Mr. A.K. Bajpai runs a steel **fabrication** business.
- Assam Ulfa militants are in a habit of **fabricating** stories to hide their record of exporting terror.

(v) **Interest :**

- All Banks have increased the **interest** rate on housing loans.
- My daughter has no **interest** in studying in Australia.

(vi) **Lead :**

- Kindly, get a new connection **lead** for your computer and the connectivity of the broadband would be alright.
- The senior Inspector got a useful **lead** and arrested the thief.

2009 - Dec [2] (a) Attempt the following as directed against each :

- (i) He returned back all the books he borrowed from the library. (*Omit unnecessary word(s).*)
- (ii) Dr. Sinha is an authority _____ Network Security. (*Fill in the blank space using the correct preposition.*)
- (iii) Let us pray for the soul of the _____ (*Fill in the blank space choosing the correct word - diseased/deceased - to convey the correct meaning.*)
- (iv) See that you will come for the meeting in time. (*Correct the sentence.*)
- (v) Did I ever ask you to do it ? (*Change into assertive sentence.*)

- (vi) Light travels faster than anything else. (*Use positive degree.*)
 - (vii) When they were challenged they ran away. (*Change into simple sentence.*)
 - (viii) He requested them to let him go. (*Change into direct speech.*)
 - (ix) His action is quite justified. (*Change into negative sentence.*)
 - (x) You failed to sign your cheque. (*Change into negative sentence.*)
- (1 mark each)

Answer :

- (i) He returned all the books he borrowed from the library.
- (ii) Dr. Sinha is an authority on Network Security.
- (iii) Let us pray for the soul of the deceased.
- (iv) See that you come for the meeting in time.
- (v) I never told you to do it.
- (vi) Nothing else travels so fast as light.
- (vii) On being challenged they ran away.
- (viii) He said, "Please let me go".
- (ix) His action is unjustified.
- (x) Your cheque was not signed.

2009 - Dec [3] (b) Words have different meanings in different contexts/situations. Make sentences of your own using **any five** of the following words to bring out their two different meanings :

- (i) Even
 - (ii) Soil
 - (iii) Quarter
 - (iv) Cover
 - (v) Run
 - (vi) List.
- (2 marks each)

Answer :

- (i) **Even:** The athlete kept running at an even pace.
Ram knows even less than me.
- (ii) **Soil:** The scandal in Satyam Computers soiled its reputation.
The soil of U.P. is fertile

- (iii) **Quarter:** Now, the companies have to declare their financial results every quarter.
I got help from an unexpected quarter of the society.
- (iv) **Cover:** The IIBM course will cover a range of subjects.
His neat office was a cover for his real work.
- (v) **Run:** Ramesh runs faster than Rahim.
India made 434 runs against South Africa in the Sharjah Cricket Match.
- (vi) **List:** Kindly prepare the roll list of all the students.
Your case in the High Court has been listed for hearing today.

2010 - June [3] (a) Make sentences of your own using the following pair of words to bring out their meanings :

- (i) Buy-Bye
 - (ii) Assure-Ensure
 - (iii) Sign out-Sign in
 - (iv) Beat-Beet
 - (v) Pole-Poll.
- (1 mark each)

(b) Words have different meanings in different contexts/situations. Make sentences of your own using the following words to bring out their two different meanings :

- (i) Bail
 - (ii) Drawings
 - (iii) Fat
 - (iv) Nuclear
 - (v) Trial.
- (2 marks each)

Answer :

(a) Buy :

- (i) **Buy :** I buy grocery items from my uncles shop only.
Bye : wherever we go out we say bye- bye.
- (ii) **Assure :** Salesman was assure of better sales this season.
Ensure : One should ensure confirmed reservation before travelling by Train.
- (iii) **Sign out:** Do sign out, if you have replied to all the, mail- messages.
Sign in : To open your e - mail account, first you have to sign in.

- (iv) **Beat** : Ramesh, the culprit was beaten badly by the police.
Beet: Beet is also one of the raw materials to manufacture Sugar.
- (v) **Pole** : I was waiting for the bus, near the pole.
Poll : Nitish kumar and his party won the Bihar Polls by a record margin.
- (b) (i) **Bail** : The criminal was granted the bail by the magistrate.
 Sachin missed the ball and the wicketkeeper took off the bails.
- (ii) **Drawings**: M.F. Hussains drawings fetch him world fame.
 Rajiv's drawings from his business amounted to ₹ 8 lakhs.
- (iii) **Fat**: He has gained a lot of fat and weight after his injury .
 Animal fat is used as adulteration in the preparation of vegetable ghee.
- (iv) **Nuclear**: Traditional family system is now being replaced by nuclear family system.
 Pakistan have also planted Nuclear missiles across its Afghan Border.
- (v) **Trial** : The trial of his divorce case never took place due to their settlerr.ent.
 Colgate new paste has offered free trial packets for the consumers.

2010 - Dec [2] (a) Attempt the following as directed against each :

- (i) Much remain to be done. (*Correct the sentence.*)
- (ii) This proposal is tentative. However, I request that it should be accepted immediately. (Join the two sentences with the help of a semicolon.)
- (iii) Purinder, he said, has been chosen as an Assistant Professor. (*Rewrite the sentence in direct speech.*)
- (iv) He will finish the work within a fortnight. (*Change into passive voice.*)
- (v) Charity begins ----- home. (*Fill-in the blank space using appropriate preposition.*)
- (vi) Bengaluru is the most polluted city in India. (*Change the degree of comparison.*)
- (vii) The client must make certain that accurate records are kept. (*Give one word for the underlined words.*)

- (viii) A general vote by the electorate on a single political question that has been referred to them for a direct decision can be expressed in one word as ----- . (*Fill-in the blank space.*)
- (ix) Posthumous means ----- . (*Fill-in the blank space.*)
- (x) If you do your work honestly then everyone will trust you. (*Avoid unnecessary word/s.*) (1 mark each)

Answer :

- (i) Much remains to be done.
- (ii) This proposal is tentative; however. I request that it should be accepted immediately.
- (iii) He said, "Purinder has been chosen as on Assistant Professor"
- (iv) The work will be finished by him within a fortnight.
- (v) Charity begins **at** home.
- (vi) No other city in India is as polluted as Bengaluru.
- (vii) Make certain : Ensure.
- (viii) Referendum.
- (ix) Posthumous means - occurring after the death of the originator.
- (x) If you do your work honestly everyone will trust you.

2010 - Dec [3] (a) Make sentences of your own using the following pair of words to bring out their meanings :

- (i) Whose — Who's
- (ii) Between — Among
- (iii) Anxious — Eager
- (iv) Canvas — Canvass
- (v) Inter-State — Intra-State.

(2 marks each)

Answer :

- (i) **Whose** book is this ?
Who's here for the meeting ?
- (ii) The food is to be shared **between** you and me.
 The property is to be shared **among** all the four brothers.
- (iii) We all were **anxious** to know the result of our examinations.
 Rajni was **eager** to meet her mother.

- (iv) During monsoons we used canvas cloth to cover our Rickshaws. No canvassing is permitted inside the laboratory.
- (v) Delhi was declared the winner of the **inter-state** football match. Much is needed to improve the intra law and order.

2011 - June [2] (a) Attempt the following as directed against each:

- (i) The teacher gave me three options to repeat the examination, to submit a presentation or to fail the class. (*Punctuate the sentence.*) (1 mark)
- (ii) He will finish the work in a fortnight. (*Change into passive voice*) (1 mark)
- (iii) Kapil has finished studying. He went out shopping. (*Combine the sentences using verb in present participle form.*) (1 mark)
- (iv) _____ word to the wise is sufficient. (*Fill in the blank space using appropriate article.*) (1 mark)
- (v) My father is the Secretary and the Treasurer of our club. (*Omit the unnecessary word/s.*) (1 mark)
- (vi) He is quite sad. (*Name the adverb.*) (1 mark)
- (vii) At college, Vanisha enjoys a lot. (*Name the preposition.*) (1 mark)
- (viii) Alas ! My professor is dead now. (*Name the interjection.*) (1 mark)
- (ix) He opened the door. (*Name the object.*) (1 mark)
- (x) Sachin and Viru built a good foundation. (*Name the conjunction.*) (1 mark)

(b) Re-write the following sentences after filling-in the blank space(s) by choosing the most appropriate answer from the given options :

- (i) Can you hear what he is _____ ?
 (a) saying
 (b) speaking
 (c) telling
 (d) talking. (1 mark)
- (ii) There must be some _____; I think we have come to wrong house.
 (a) mistake
 (b) fault
 (c) miscue
 (d) slip. (1 mark)

- (iii) The science which deals with the physical structure and substance of the earth is known as _____.
 (a) geography
 (b) anthropology
 (c) geology
 (d) zoology. (1 mark)
- (iv) The meaning of making a 'monkey of you' in the sentence, "A word of warning : don't let him make a monkey of you", is _____.
 (a) make a fool of you
 (b) to default you
 (c) to buck pass on you
 (d) to scratch upon you. (1 mark)
- (v) Acrobat is the one who _____.
 (a) performs gymnastic feats
 (b) dances
 (c) sings
 (d) is an atheist. (1 mark)

Answer:

- (a) (i) The teacher gave me three options: to repeat the examination, to submit a presentation or to fail the class.
 (ii) The work will be finished by him in a fortnight.
 (iii) Having finished his studies, Kapil went out shopping.
 (iv) A word to the wise is sufficient.
 (v) My father is the Secretary-cum-Treasurer of our club.
 (vi) Quite
 (vii) At
 (viii) Alas
 (ix) Door
 (x) and
- (b) (i) (a) Saying
 (ii) (a) Mistake
 (iii) (a) Geography
 (iv) (a) Make a fool of you
 (v) (a) Performs gymnastic feats

2011 - Dec [2] (a) Attempt the following as directed against each:

- (i) I am tired he replied however I will complete the work. (Punctuate the sentence.)
- (ii) You must abide _____ the rules. (Fill-in the blank space using appropriate preposition.)
- (iii) Both the brothers, Ketan and Chetan are intelligent but the later is highly educated. (Replace the underlined word with the correct word.)
- (iv) His speech was broadcasted yesterday. (Correct the sentence.)
- (v) After the accident, Bhanu remained in a state of _____ for five days. (Fill-in the blank space using correct word - comma/coma.)
- (vi) It is a great house however it is very far from the town. (Punctuate the sentence.)
- (vii) The candidates will be interviewed between 11 a.m. to 1 p.m. (Replace the underlined word with the correct word.)
- (viii) He is very good _____ Tennis. (Use a suitable preposition.)
- (ix) Please do not make adverse _____, (Fill-in the blank space using correct word - comments/remarks.)
- (x) After sometime Charu stopped to work. (Correct the sentence.)

(1 mark each)

Answer:

- (i) "I am tired," he replied, "however I will complete the work".
- (ii) by
- (iii) latter
- (iv) His speech was broadcast yesterday.
- (v) coma
- (vi) It is a great house; however, it is very far from town.
- (vii) from
- (viii) at
- (ix) remarks
- (x) After sometime Charu stopped working.

2012 - June [2] (a) Attempt the following as directed against each:

- (i) Mobile phone should not be used while driving. (Change into active voice.)
- (ii) he asked me whats your name (Punctuate the sentence.)
- (iii) Bring me _____ apple. (Fill-in the blank space using an indefinite article.)
- (iv) He is wiser than _____ (me/I). (Fill-in the blank space using the correct word.)
- (v) This is an useful book. (Correct the sentence.)
- (vi) Dinesh is the cleverest boy in the locality. (Re-write using comparative degree.)
- (vii) No one is immortal. (Change into affirmative sentence.)
- (viii) Once expects proper behaviour from a college student. (Change into passive voice.)
- (ix) The Principal said to him, "Call the boy." (Change into indirect speech.)
- (x) This is the cleanest hospital of the two hospitals in the city. (Correct the sentence.)

(1 mark each)

Answer:

- (i) One should not use mobile phone while driving
- (ii) He asked me what my name was
- (iii) Bring me an apple
- (iv) He is wiser than me
- (v) This is a useful book
- (vi) Dinesh is more clever/cleverer than any other boy in the locality
- (vii) Everyone is mortal
- (viii) Proper behaviour is expected from/of a college student
- (ix) The principal asked him to call the boy
- (x) This is the cleaner of the two hospitals in the city.

2012 - Dec [2] (a) Attempt the following as directed against each:

- (i) He will finish the work in a fortnight. (Change into passive voice.)
- (ii) What other games do you play _____ hockey? Fill-in the blank space using correct word-besides/beside.)
- (iii) Rahul had finished the homework. He went out for shopping. (Combine the two sentences using verb+ing.)
- (iv) Charity begins _____ home. (Fill-in the blank space using appropriate preposition-at/in/on/after.)
- (v) The principal told us that nights in England were far longer than in India. (Correct the sentence.)
- (vi) Her new book is in a continuation of her autobiography. (Correct the sentence.)
- (vii) These machines make farming much more easier. (Correct the sentence.)
- (viii) You should not be late for class every day. (Change into affirmative sentence.)
- (ix) When no connecting word is used to link two independent clauses, one should use a _____. (Fill-in the blank space using correct word-comma/colon.)
- (x) Progressive measures are _____ to the whole society. (Fill-in the blank space using correct word-beneficial/beneficent.) (1 mark each)

Answer:

- (i) The work will be finished by him in a fortnight.
- (ii) What other games do you play **besides** hockey?
- (iii) Having finished his home work, Rahul went out for shopping.
- (iv) Charity begins **at** home.
- (v) The principal told us that nights in England were longer than those in India.
- (vi) Here new book is a continuation of her autobiography.
- (vii) These machines make farming much easier.
- (viii) You should be punctual for class every day.
- (ix) When no connecting word is used to link two independent clauses, one should use a **colon**.
- (x) Progressive measures are beneficial to the whole society.

2018 - May [8] (b) Change the following sentence to indirect speech :

- (iii) The policeman said to the stranger who are you. (1 mark)

Answer:

The policeman asked the stranger who he was.

2018 - May [9] (b) Change the following sentence into indirect speech:

- (iii) The Shopkeeper says, "prices are shooting up alarmingly." (1 mark)

Answer:

The shopkeeper says that prices are shooting up alarmingly.

2018 - May [10] (b) Rewrite the following sentence in Passive voice.

- (ii) The customer should receive the delivery by Friday. (1 mark)

Answer:

The delivery should be received by the customer by Friday.

2018 - May [10] (b) Rewrite the following sentence in Active Voice.

- (iii) He will be given a ticket for over speeding by the police officer. (1 mark)

Answer:

The Police Officer will give a ticket to him for over speeding.

2018 - May [11] (b) Rewrite the following sentences in the active voice:

- (iii) The entire district was destroyed by cyclone. (1 mark)

Answer:

Cyclone destroyed the entire district.

2018 - Nov [8] (b) (iii) Change the following sentence into indirect speech:

Suchi asked Sunil, "Are you interested to visit the temple?" (1 mark)

Answer:

Indirect: Suchi asked Sunil if she was interested to visit the temple.

2018 - Nov [9] (b) (iii) Change the following sentence into indirect speech:

Shalini gave order to her younger sister, "Go home immediately." (1 mark)

Answer:

Indirect: Shalini ordered her younger sister to go home immediately.

2018 - Nov [10] (b) (i) Fill up the blank with the most suitable preposition or adverb given in the brackets.

He apologized _____ his teacher for his misbehaviour. (to/ from/ with/ against) (1 mark)

(ii) Rewrite the following sentence in Indirect speech.

Sunita said, "Please give me a glass of water." (1 mark)

(iii) Rewrite the following sentence in Active Voice.

The case should be handled by you carefully since it is critical in nature. (1 mark)

Answer:

(i) He apologized to his teacher for his misbehaviour.

(ii) **Passive:** Sunita requested to give her a glass of water.

(iii) **Active:** You should handle the case carefully since it is critical in nature.

2018 - Nov [11] (b) (iii) Rewrite the following sentence in the Active Voice:
The deer was trapped by the cunning fox. (1 mark)

Answer:

Active: The cunning fox trapped the deer.

2019 - June [8] (b) (iii) Change the following sentence to indirect speech:
Pari said to me "I have been living in London since last December" (1 mark)

Answer:

Pari told me that, she has been living in London since last December.

2019 - June [9] (b) (iii) Change the following sentence into indirect speech:
She said "I am watching a television show" (1 mark)

Answer:

She said that she is watching a television show.

2019 - June [10] (b) (i) Change the sentence from Active to Passive Voice.
The teacher always answers the students' questions. (1 mark)

(ii) Change the sentence from Passive to Active Voice.

Every night, the office is vacuumed and dusted by the cleaning crew. (1 mark)

(iii) Change the following sentence to indirect speech.

She said "My Father came yesterday". (1 mark)

Answer:

(i) Questions of the students are always answered by the teacher

(ii) The cleaning crew vacuums and dusts the office every night

(iii) She informed that her father came the day before.

2019 - June [11] (b) (iii) Change the sentence into Active Voice :
The Grand Canyon is visited by thousands of tourists every year. (1 mark)

Answer:

Thousands of tourists visit the Grand Canyon every year.

2019 - Nov [8] (b) (iii) Change the following sentence to indirect speech:
Reena said, "Nobody can solve the problem on the earth". (1 mark)

Answer:

Reena said that nobody can solve the problem on the earth.

2019 - Nov [9] (b) (iii) Change the following sentence to indirect speech:
He said, "Will you all come for the meeting?" (1 mark)

Answer:

He asked will you all came for the meeting.

2019 - Nov [10] (b) (i) Change the sentence from Active to Passive Voice.
The audience loudly cheered the Prime Minister's speech. (1 mark)

Answer:

Prime Minister's speech was being loudly cheered by audience

2019 - Nov [10] (b) (ii) Change the sentence from Passive to Active Voice.
The Bird was killed by a cruel boy. (1 mark)

Answer:

Cruel boy killed the Bird.

2019 - Nov [10] (b) (iii) Change the following sentence to indirect speech.
He said, "My Mother is writing letters". (1 mark)

Answer:

He said that his mother was writing letters.

2019 - Nov [11] (b) Select the correct meaning of Idioms/Phrases given below:

(iii) Change the sentence into Active Voice:

They will be given a ticket for over speeding by the police inspector. (1 mark)

Answer:

The police inspector will give a ticket for over speeding.

PRACTICE QUESTIONS

Q.1: Classify the following sentences as simple compound, compound or compound - complex.

- I made an airplane out of stone.
- I put a piece of cantaloupe underneath the microscope.
- While fishing in the blue lagoon, I caught a lovely silver fish.
- My voice was raspy, rough and cracked.
- I opened my eyes and looked up at the rain, and it dripped in my head and flowed into my brain.
- She dropped the pan and the plate, but she held on the spoon.
- The big brown dog ran after the blue and red ball.
- Before the queen rode in the parade, she gave a speech.
- We won the game, but my uniform was muddy because it rained the entire time.
- The sun is shining through the clouds, so I think that we can go swimming.
- James and Eve rode their bicycles after they ate lunch.
- I will get to watch television, but first, I have to clean up the dishes after we finish eating.

Q.2: State which of the following are compound and which are complete sentences. In every sentence, identify the dependent and independent clauses.

- Stay in the bath until the phone rings.
- Leave while you can.

- The human brain never stop's working until you stand up to speak in public.
- I like tea, and he likes coffee.
- I drove to the park and then I walked to the beach.
- Sarah walked to class, but Kevin ran.
- Even though it was a long trip, they came to the Island in canoes.
- Since I have no milk, I'll go to the store.

Q.3: Change the following sentences to indirect speech.

- The girl said, "It gives me great pleasure to be here this evening."
- The man said, "I must go as soon as possible."
- He said, 'I have won.'
- She said 'I don't want to see any of you; go away.'
- The teacher says, 'If you work hard, you will pass.'
- He said, 'Let's wait for her return'.
- Alice said, 'How clever I am!'
- 'Which way did she go?' asked the young man.
- 'Please wait here till I return' she told him.
- He said to me, 'Where are you going?'

Q.4: Rewrite the following sentences in passive voice:-

- I did not beat her.
- I will never forget this experience.
- Mother made a cake yesterday.
- The boy teased the girl.
- Did she do her duty?
- The tiger was chasing the deer.
- She has written a novel.
- She has learned her lessons.
- Have you finished the report?
- The Police have caught the thief.
- My brother has completed the work.
- Somebody stole my pen yesterday.
- Our team may win the match.
- Nurses look after patients.

Q.5: Rewrite the following sentences in the active voice.

- (a) He is being deceived by his own friends.
- (b) Prince Hamlet was welcomed by the people.
- (c) The proposal has been rejected by the committee.
- (d) I have given much cause for anxiety.
- (e) Have my orders been carried out by you?
- (f) The story was eagerly listened to.
- (g) Our lives are wasted in anticipation.
- (h) The tree was uprooted by the storm.
- (i) The wounded persons were taken to hospital by the Police.
- (j) By whom was this piece of composition written?
- (k) America was discovered by Columbus.
- (l) Is John taught by you?

ANSWER KEY

- Q.1:** (a) Simple
 (b) Simple
 (c) Complex
 (d) Compound-Complex
 (e) Complex
 (f) Compound
 (g) Simple
 (h) Complex
 (i) Compound-Complex
 (j) Complex
 (k) Compound-Complex
 (l) Compound-Complex

- Q.2:** (a) Complex sentences - dependent clause - until the phone rings, independent clause - stay in the bath.
 (b) Complex sentences - independent clauses - leave, dependent clause - while you can.

- (c) Complex sentences independent clauses - the human brain never stops working dependent clauses - until you stand up to speak in public.
- (d) Compound sentences- - independent clause (1) - I like tea - independent clause (2)- he likes coffee.
- (e) Compound sentences independent clause.
 (1) I drove to the park, independent clause
 (2) I walked to the beach.
- (f) Compound sentences independent clause.
 (1) Sarah walked to class, independent clause.
 (2) Kevin ran.
- (g) Compound sentence, dependent clause - Even though it was a long trip independent clause - they came to island in canoes.
- (h) Complex sentence - dependent clause. Since I had no milk, independent clause- I'll go to the store.

- Q.3:** (a) The girl said that it gave her great pleasure to be there that evening.
 (b) The man said that he must go as soon as possible.
 (c) He said that he had won.
 (d) She said that she did not want to see any of them and asked the to go away.
 (e) The teacher says that if you work hard you will pass.
 (f) He proposed that they should wait for her return.
 (g) Alice exclaimed how clever she was.
 (h) The young man asked which way she had gone.
 (i) She requested him to wait there till she returned.
 (j) He asked me where I was going.

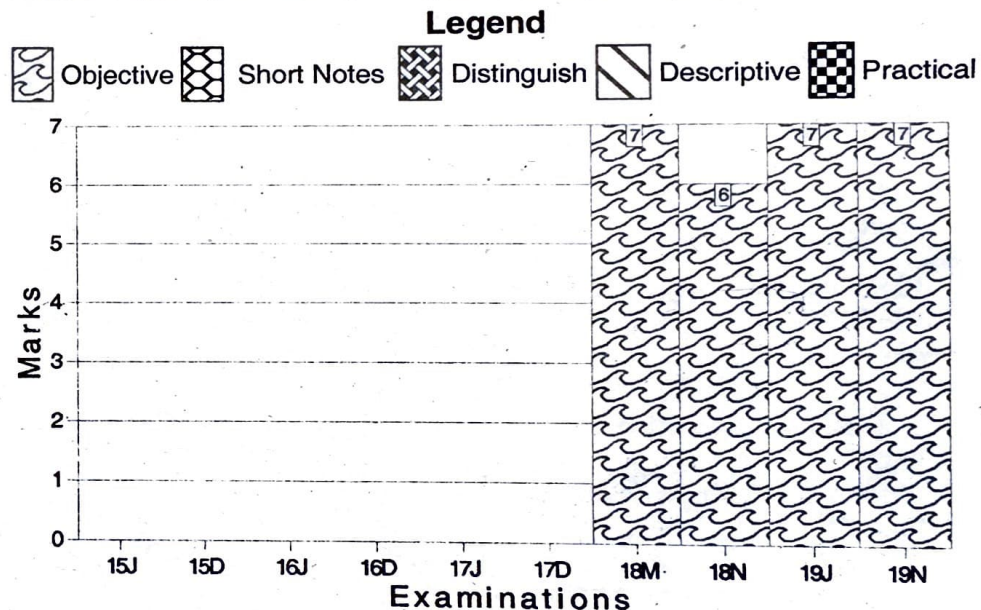
- Q.4:** (a) She was not beaten by me.
 (b) This experience will never be forgotten by me.
 (c) A cake was made by mother yesterday by me.
 (d) The girl was teased by the boy.
 (e) Was her duty done by her?
 (f) The deer was being chased by the tiger.

- (g) A novel has been written by her.
- (h) Her lessons have been learned by her.
- (i) Has the report been finished by you.
- (j) The thief has been caught by the police.
- (k) The work has been completed by my brother.
- (l) My pen was stolen by somebody yesterday.
- (m) The match may be won by our team.
- (n) Patients are looked after by nurses.

- Q.5: (a) His own friends are deceiving him.
- (b) The people welcomed Prince Hamlet.
- (c) The committee has rejected the proposal.
- (d) They have given me much cause for anxiety.
- (e) Have you carried out my orders?
- (f) We/he/she/they eagerly listened to the story.
- (g) We waste our lives in anticipation.
- (h) The storm uprooted the tree.
- (i) The police took the wounded persons to the hospital.
- (j) Who wrote this piece of composition?
- (k) Columbus discovered America.
- (l) Do you teach John?

CHAPTER	
3	Vocabulary Root Words, Synonyms, Antonyms, Prefixes, Suffixes, Phrasal Verbs, Collocations and Idioms

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



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PAST YEAR QUESTIONS AND ANSWERS

OBJECTIVE QUESTIONS

2002 - Dec [2] (a) What do you understand by the following commercial or legal terms?

- (i) Affidavit
- (ii) Blue chip
- (iii) Case laws
- (iv) Face value
- (v) Injunction
- (vi) Turnover. (1 mark each)

Answer :

- (i) **Affidavit** : A written statement where a person signing takes an oath that all contents of the legal page are true to the best of his knowledge.
- (ii) **Blue chip** : Stocks of large well established companies which are less risky.
- (iii) **Case Law** : Collection of published legal decisions of the Courts. (All published legal rules).
- (iv) **Face value** : The amount that an issuer agrees to pay on the maturity date.
- (v) **Injunction** : A court order compelling any party to do something or restricts it from doing something .
- (vi) **Turnover** : In financial terms, turnover is defined as the number of times a given asset is replaced during the accounting period.

2003 - Dec [1] (c) Provide the meaning of the following idioms and use them in sentences of your own :

- (i) To fish in troubled waters
- (ii) A close-shave
- (iii) To stretch a point
- (iv) On the horns of a dilemma. (4 marks)

Answer :

- (i) **To fish in troubled waters** : To make personal profit out of a disturbance or trouble.
Eg : The super powers or developed countries of the world are there to fish in troubled waters.
- (ii) **A close shave** : A narrow escape from danger.
Eg : Recently due to Pilot's intelligence, Boeing 386. had a close shave from getting crashed.
- (iii) **To stretch a point** : To extend a regulation.
Eg : Going after small bakeries as a part of the drive to more polluting industries from residential areas to industrial areas is stretching the point a little too far.
- (iv) **On the horns of a dilemma** : To be undecided as to which option to choose.
Every individual found himself on the horns of a dilemma when offered with equally attractive jobs.

2004 - June [1] (a) Give a single word substitute for *any two* of the following:

- (i) A firm found by the court as unable to satisfy creditors or discharge liabilities.
- (ii) Not liable or subject to death.
- (iii) A person to whom property is mortgaged.
- (iv) A person working as a judge between the two parties at their request and whose decision is binding for both. (2 marks)

Answer :

- (i) Bankrupt
- (ii) Immortal
- (iii) Mortgagee
- (iv) Arbitrator

2004 - Dec [1] Attempt/rewrite/complete the following:

- (i) What does FOB stand for? (1 mark)
- (ii) "Often lost in thought and unaware of one's surroundings." Suggest a single word. (1 mark)
- (iii) Please do not *malign* her reputation. What is the antonym of the word 'malign'? (1 mark)

- (iv) India has always been _____ for Pakistan. (*bete noire/ bona fide*). Fill in the blank using the correct phrase. (1 mark)
- (v) The USA is the _____ ruler of Iraq. (*de facto/de jure*). Fill in the blank using correct phrase. (1 mark)
- (vi) Give meaning of the following –
Out of the frying pan into the fire (1 mark)

OR

- Example is better than precept. (1 mark)
- (vii) In a secular State like India, no person should be _____ for upholding a particular religious belief. (prosecuted / projected / persecuted). Fill in the blank using correct word. (1 mark)
- (viii) According to Swami Vivekananda, education is the _____ of the perfection already in man. (malformation/manifestation manipulation). Fill in the blank using correct word. (1 mark)

Answer :

- (i) **FOB** : Free on Board.
(ii) Absent minded.
(iii) Praise
(iv) Bete noire
(v) De - facto
(vi) From bad to worse.

OR

Practicing is better than preaching.

- (vii) Persecuted
(viii) Manifestation.

2005 - June [1] (b) Give one word substitute for *any two* of the following:

- (i) Custom duties levied 'according to the value'.
(ii) Machines, usually computer controlled, 'doing work previously done by human beings'.
(iii) An organisation of suppliers that controls the supply and price of a commodity.
(iv) A remedy for all diseases or difficulties. (2 marks)

- (c) Give synonym and antonym of *any two* of the following :

- (i) Able
(ii) Cold
(iii) Fatal
(iv) Zenith.

(2 marks)

Answer :

- (b) (i) Advalorem
(ii) Robots
(iii) Cartel
(iv) Panacea

(c) **Word**

Synonym

Antonym

- | | | |
|-------------|-------------|----------|
| (i) Able | Competent | Unable |
| (ii) Cold | Indifferent | Warm |
| (iii) Fatal | Disastrous | Harmless |
| (iv) Zenith | Peak | Nadir |

2005 - Dec [1] (a) Choose the correct one word substitute for *any two* of the following:

- (i) Market situation in which a few producers dominate the market. (Monopoly/Oligopoly)
(ii) Reduction in the exchange value of your currency vis-a-vis euro. (Devaluation/ Revaluation)
(iii) Exporting goods to another country at prices below cost. (Pumping/Dumping)
(iv) Smithk line of America and Beecham of England agreed to unite to form a new company — Smithkline & Beecham Co. (Merger/Acquisition) (2 marks)

(c) Attempt *any two* of the following:

- (i) I accepted the wise of my teacher. (Fill in the blank choosing the correct word — council/counsel.)
(ii) A terrible came out of the chamber when a dead rat lay hidden between the stacks of files. (fill in the blank choosing the correct word — aroma/stigma/scent/ stench.)
(iii) Add prefix and suffix with the word — Chairman. (2 marks)

Answer :

- (a) (i) Oligopoly
(ii) Devaluation
(iii) Dumping
(iv) Merger
- (c) (i) Counsel
(ii) Stench
(iii) Co-Chairman, Chairman - elect.

2006 - Dec [1] (a) Attempt *any five* of the following :

- (i) The corrugated boxes are rectangular in shape. (Eliminate the redundant word/s.)
(ii) We require _____ (Fewer/Less) sales people. (Fill in the blank with suitable word.)
(iii) What does 'e.g.' stand for ? (so that /that is /for example.)
(iv) SEBI is the regulator of capital market. (Give full form of the underlined acronym.)
(v) To make impure by the addition of some inferior substance. (Give one word substitute.) (1 mark each)

Answer :

- (i) The corrugated boxes are rectangular.
(ii) fewer
(iii) For example
(iv) SEBI - Securities and Exchange Board of India.
(v) Adulterate

2007 - June [1] (a) Attempt the following as directed against each :

- (i) I know that you are an authority _____ Company Law matters. (Fill in the blank with correct preposition.)
(ii) I have a few minutes to tell you very _____ what he said. (Fill in the blank choosing a correct word - shortly/briefly.) (1 mark each)

(b) Give one word substitute for *any three* of the following :

- (i) One who feels sympathetic towards human beings.
(ii) A word or law no longer in use.
(iii) A previous case which might serve as an example.
(iv) A decision or opinion on which all are agreed. (1 mark each)

(c) Choose the most appropriate answer from the given options. Attempt *any three* of the following :

- (i) To express some event to be of great importance you would use the word —
(a) Momentary;
(b) Momentous;
(c) Memento;
(d) None of the above.
- (ii) The antonym of the word 'arrogant' is —
(a) Accept;
(b) humble;
(c) normal;
(d) solvent.
- (iii) A doctor dealing with heart related diseases is called —
(a) Psychologist;
(b) Cardiologist.
(c) Ophthalmologist;
(d) Gynecologist.
- (iv) A conjunction —
(a) is used in place of a noun;
(b) adds meaning to a noun;
(c) joins two sentences;
(d) is used in a sentence to express more emotion. (1 mark each)

Answer :

- (a) (i) On
(ii) Briefly
- (b) (i) Samaritan
(ii) Obsolete
(iii) Precedent
(iv) Principle.
- (c) (i) (b) Momentous
(ii) (b) Humble
(iii) (b) Cardiologist
(iv) (c) Joins two sentences.

2007 - Dec [1] (a) Choose the most appropriate answer from the given options in respect of the following :

- (i) The phrase - *a la mode* refers to —
 (a) According to value
 (b) According to fashion
 (c) The most convenient mode
 (d) Different medium.
- (ii) A person who seeks to promote the welfare of others, especially by donating money to good causes, is called —
 (a) Philatelist
 (b) Philanthropist
 (c) Agnostic
 (d) Oncologist. (1 mark each)
- (b) Attempt the following as directed against each :
 (i) We trusted the unfounded misrepresentations. (Eliminate unnecessary word/s.)
 (ii) In the mean time. (Give one word substitute.) (1 mark each)

Answer :

- (a) (i) (b) According to fashion.
 (ii) (b) Philanthropist.
 (b) (i) Unfounded
 (ii) Mean while

2008 - June [1] (a) Choose the most appropriate answer from the given options in respect of the following:

- (i) A place where the aeroplanes are kept :
 (a) Abbey
 (b) Hanger
 (c) Yard
 (d) Shed.
- (ii) Majority of American population comprises of people who have shifted from different countries. Thus, America is known as a country of :
 (a) Emigrants
 (b) Immigrants
 (c) Emissaries
 (d) Natives.

- (iii) Latin phrase '*ab initio*' means :
 (a) From the beginning
 (b) From the origin
 (c) In the meantime
 (d) For further consideration.
- (iv) The synonym of the word 'abandon' is :
 (a) Leave
 (b) Hate
 (c) Ridiculous
 (d) Abnormal.
- (v) The antonym of the word 'uniform' is :
 (a) Gentle
 (b) Variable
 (c) Refreshing
 (d) Indifference. (1 mark each)

Answer :

- (i) (b) Hanger
 (ii) (b) Immigrants
 (iii) (a) From the beginning
 (iv) (a) Leave
 (v) (b) Variable

2008 - Dec [2] (b) Choose the most appropriate answer from the given options in respect of the following :

- (i) The word 'errata' means—
 (a) In harmony
 (b) List of errors
 (c) Last resort
 (d) Infinity.
- (ii) 'One who does not believe in the existence of God' is called—
 (a) Atheist
 (b) Agnostic
 (c) Philanthropist
 (d) Malinger.

- (iii) The abbreviation 'e.g.' means -
 - (a) That is
 - (b) Namely
 - (c) For example
 - (d) Nevertheless.
- (iv) The abbreviation 'E & OE' refers to -
 - (a) Errors and omission excusable
 - (b) Errors and omissions eliminated
 - (c) Errors and omission eligible
 - (d) Errors and omissions excepted.
- (v) The semi-colon (;) is used to -
 - (a) Introduce material that explains
 - (b) Construct words to clarify meanings
 - (c) Separate subordinate clauses
 - (d) Separate two or more independent clauses.

(5 marks)

Answer :

- (i) (b)
- (ii) (a)
- (iii) (c)
- (iv) (d)
- (v) (d).

2009 - June [2] (b) Choose the most appropriate answer from the given options in respect of the following :

- (i) Window dressing refers to -
 - (a) Painting the window
 - (b) Putting curtains on the window
 - (c) Artificial inflation of assets which will wear off after the year end
 - (d) None of the above.
- (ii) Silver lining means -
 - (a) Putting silver on the four sides of an object
 - (b) Drawing a line on silver bar
 - (c) Artificial decoration
 - (d) A ray of hope.

- (iii) Vote-on-account denotes -
 - (a) A statement of the funds needed to run the government for a short period
 - (b) Voting on account of corporate governance
 - (c) Voting by the members of an accounting institute
 - (d) General elections to the Lok Sabha.
- (iv) A person who seeks to promote the welfare of poor by donating money, is known as -
 - (a) Benefactor
 - (b) Philanthropist
 - (c) Collaborator
 - (d) Ornithologist.
- (v) The Latin phrase *mutatis mutandis* stands for -
 - (a) With the necessary changes
 - (b) A way of doing something
 - (c) A deadlock
 - (d) Privilege entails responsibility.

(1 mark each)

Answer :

- (i) (c) Artificial inflation of assets which will wear off after the year end.
- (ii) (d) A ray of hope
- (iii) (a) A Statement of the funds needed to run the Government for a short period.
- (iv) (b) Philanthropist
- (v) (a) With the necessary changes.

2009 - Dec [2] (b) Choose the most appropriate answer from the given options in respect of the following :

- (i) Member of a race or tribe that has no fixed location but wanders from place to place is called —
 - (a) Ransack
 - (b) Malinger
 - (c) Nomad
 - (d) Connoisseur.

- (ii) A fair-weather friend is a friend —
 (a) Who comes to your rescue in difficulties
 (b) Who deserts you in difficulties
 (c) Who is always eager to help you
 (d) Who is a friend of your friend.
- (iii) Which one of the following is a function of the colon (:) —
 (a) To separate two or more independent clauses
 (b) To introduce quotations or direct speech
 (c) To form a word when a noun and verb are combined
 (d) To emphasize contrasts.
- (iv) The word 'abandon' means —
 (a) Leave
 (b) Detest
 (c) Bundle
 (d) Silly.
- (v) The antonym of the word 'accord' is —
 (a) Reject
 (b) Discord
 (c) Disagree
 (d) Decrease.

(1 mark each)

Answer:

- (i) (c) Nomad
 (ii) (b) Who deserts you in difficulties
 (iii) (b) To introduce quotations or direct speech
 (iv) (a) Leave
 (v) (b) Discord

2009 - Dec [3] (a) Words have different meanings in different contexts/situations. Make sentences of your own using any five of the following words to bring out their two different meanings :

- (i) Even
 (ii) Soil
 (iii) Quarter
 (iv) Cover
 (v) Run

(2 marks each)

Answer :

- (i) **Even:** The athlete kept running at an even pace.
 Ram knows even less than me.
- (ii) **Soil:** The scandal in Satyam Computers soiled its reputation.
 The soil of U.P. is fertile
- (iii) **Quarter:** Now, the companies have to declare their financial results every quarter.
 I got help from an unexpected quarter of the society.
- (iv) **Cover:** The IIBM course will cover a range of subjects.
 His neat office was a cover for his real work.
- (v) **Run:** Ramesh runs faster than Rahim.
 India made 434 runs against South Africa in the Sharjah Cricket Match.

2010 - June [2] (a) Attempt the following as directed against each :

- (i) Raman gets up early every morning and brews coffee for his wife. His wife leaves for work. _____ (Than/Then) Raman _____ (lays/lies) down for a nap. (*Choose the correct words to fill-in the blank spaces.*)
- (ii) She is that rare politician _____ (who/whom) has strong ethical _____ (principals/principles). (*Choose the correct words to fill-in the blank spaces.*)
- (iii) The science of numbers and their operations is known as _____. (*Fill-in the blank space choosing the correct word-mathematics/mathamatics-to convey the correct meaning.*)
- (iv) Tsunami was a disastrous event. Who can forget the _____. (*Fill-in the blank space choosing the correct word-tragedy/tragedy-to convey the correct meaning.*)
- (v) You always pass failure on way to _____. (*Fill-in the blank space with antonym of the underlined word.*)
- (vi) The dreams were really disturbing, and I told my husband that I must have a guilty conscious. (*Change the underlined adjective to noun.*)
- (vii) "Breaking news from Toy Fair : Barbie and Ken have broken up! After 43 years of dating, its all over for the prince and princess of plastic". (*Change the possessive pronoun to contraction.*)

- (viii) The overnight rise _____ Dalal Street was not maintainable.
(Write appropriate preposition in the blank space.)
- (ix) We cannot have negative thoughts about the manager. (Change into positive sentence.)
- (x) Blue line bus kills 60-year old man alive. [Avoid unnecessary word(s).] (1 mark each)
- (b) Choose the most appropriate answer from the given options in respect of the following :
- (i) The term 'secretarius' conveys the meaning—
(a) Officer of the highest cadre
(b) Confidential officer to whom confidential matters can be entrusted
(c) Officer in default
(d) None of the above.
- (ii) Having no hair on the head is called—
(a) Bald
(b) Dumb
(c) Deaf
(d) Bold.
- (iii) A 'sleeping partner' in a partnership firm refers to that partner—
(a) Who sleeps all the time
(b) Who becomes partner without any investment
(c) Who invests money in the firm but does not take active part in running it
(d) Who is a partner in many firms.
- (iv) The term 'mainland' means—
(a) The capital city of a country
(b) The largest province of a country
(c) The main area of land of a country not including islands and separate territories
(d) The area which is the most prosperous in a country.

- (v) The prefix 'poly' in the word 'polygon' denotes—
(a) Huge
(b) Small
(c) Many
(d) Single.

(1 mark each)

Answer :

- (a) (i) Then, lies
(ii) Who, principles
(iii) Mathematics.
(iv) Tragedy
(v) Success
(vi) Conscience
(vii) It's (It is)
(viii) On / in
(ix) We have positive thoughts about the manager.
(x) Blue line bus kills 60 - year man.
- (b) (i) (b) Confidential officer to whom confidential matters can be estimated.
(ii) (a) Bald
(iii) (c) Who invests money in the firm but does not take active part in running it
(iv) (c) The main area of land of a country not including islands and separate territories
(v) (c) Many.

2010 - Dec [2] (b) Choose the most appropriate answer from the given options in respect of the following :

- (i) The term 'feeding' means —
(a) Consuming
(b) Supplying
(c) Nourishing
(d) Encouraging.

- (ii) A person chosen by disputing parties to settle their differences is called —
 (a) Agent
 (b) Partner
 (c) Arbitrator
 (d) Owner.
- (iii) A person who has no national prejudices and is at home in every country is called—
 (a) Cosmopolitan
 (b) Nomad
 (c) Connoisseur
 (d) Agnostic.
- (iv) Murderer of one's own brother is called —
 (a) Patricide
 (b) Regicide
 (c) Matricide
 (d) Fratricide.
- (v) The apostrophe (') is used to —
 (a) Denote possession and other kind of relationship
 (b) Introduce direct speech
 (c) Join words and sentences
 (d) Point out the reader's attention forward. (1 mark each)

Answer :

- (i) Nourishing (c)
 (ii) Arbitrator (c)
 (iii) Cosmopolitan (c)
 (iv) Fratricide (d)
 (v) Denote possession and other kind of relationship. (a)

2010 - Dec [3] (b) Give full form of the following :

- (i) (c)
 (ii) CII
 (iii) vs.
 (iv) NBFC
 (v) CWG.

(1 mark each)

Answer :

- (i) Copyright
 (ii) Confederation of Indian industry.
 (iii) Versus.
 (iv) Non-Banking Financial Company.
 (v) Commonwealth Games.

2011 - June [3] (a) Make sentences of your own using the following words/phrases / idioms to bring out their meanings :

- (i) Quid pro quo
 (ii) Chauffeur
 (iii) Put in the papers. (1 mark each)
- (b) Make sentences of your own using the following pair of words to bring out their meanings :
 (i) Desert - Dessert
 (ii) Detain - Retain
 (iii) Rack - Rake. (2 marks each)
- (c) Words have different meanings in different contexts/situations. Make sentences of your own using the following words to bring out their two different meanings:
 (i) Present
 (ii) Graft
 (iii) Key. (2 marks each)

Answer :

- (a) (i) **Quid pro quo:** The statement is emphatic in stating that there must be a **quid pro quo**.
 (ii) **Chauffeur:** It was certainly useful to have him there to **chauffeur** her around.
 (iii) **Put in the papers:** Mr. B. Raju CEO of the Company had **put in his papers** about a month back.
- (b) (i) **Desert - Dessert**
 Sahara **Desert** is proving to be good source of wild life species.
 She had home made ice-cream for **dessert**.

(ii) **Detain - Retain**

The act allows police to **detain** a suspect for upto 48 hours.
The interior of the shop still **retains** a nineteenth century atmosphere.

(iii) **Rack - Rake**

My ruck sack was too big for the luggage-**rack**.
I watched the men **rake** leaves into heaps.

(c) (i) **Present**

- He has brought much of the **present** crisis on himself.
- The President was **presented** a bouquet by the children.

(ii) **Graft**

- I am having **graft** on my arm soon.
- Rear trees are **grafted** on quince root stocks.

(iii) **Key**

- They put the **key** in the door and entered.
- You will find a **key** at the front of the book.

2011 - Dec [2] (i) Write the most appropriate answer from the given options in respect of the following:

- (i) Once who calculates insurance and annuity premium:
 - (a) Investor
 - (b) Insurer
 - (c) Actuary
 - (d) Atheist.
- (ii) The process by which green plants prepare their own food is known as:
 - (a) Photosynthesis
 - (b) Symbiosis
 - (c) Perspiration
 - (d) Biochemistry.
- (iii) Putting to death painlessly especially to end suffering is called:
 - (a) Genocide
 - (b) Euthanasia
 - (c) Megalomania
 - (d) Dilemma.

(iv) The term topography means:

- (a) Nature of settlements
- (b) Nature of land
- (c) Nature of water bodies
- (d) Nature of mines.

(v) A thing that is fit to be eaten is known as:

- (a) Versatile
- (b) Popular
- (c) Edible
- (d) Inedible.

(1 mark each)

Answer:

- (i) (c) Actuary
- (ii) (a) Photosynthesis
- (iii) (b) Euthanasia
- (iv) (b) Nature of land
- (v) (c) Edible.

2011 - Dec [3] (a) Make sentences of your own using the following pair of words to bring out their meanings:

- (i) Suit – Suite
- (ii) Umpire – Empire
- (iii) Peace – Piece.

(2 marks each)

(b) Make sentences of your own using the following words/phrases/idioms to bring out their meanings:

- (i) Lock into
- (ii) To lose they day
- (iii) In the nick of time.

(1 mark each)

(c) Words have different meanings in different contexts/situations. Make sentences of your own using the following words to bring out their two different meanings:

- (i) Table
- (ii) Light
- (iii) Mind

(2 marks each)

Answer:

- (a) (i) **Suit:** His wedding suit was beautiful.
Suite: The hotel had various luxurious suites.
(ii) **Umpire** (A referee): The umpire is impartial.
Empire (Domination): The British Empire still has a queen.
(iii) **Peace** (Freedom from disturbance): Social peace is very essential for a country.
Piece (Portion): A piece of land is lying vacant in our street.
(b) (i) **Look into (to examine):** We shall look into the matter very carefully.
(ii) **To lose the day (to be defeated):** If they had failed to attack at the crucial moment, they would surely have lost the day.
(iii) **In the nick of time (at the last possible moment):** We arrived at the airport and boarded our plane in the nick of time.
(c) (i) **Table:** We have ordered two tables and three chairs.
His article was missing from the table of contents.
(ii) **Light:** Nita was asked to switch off the lights immediately and go to sleep.
Tina has rosy cheeks and light brown hair.
(iii) **Mind:** Geeta has a sharp mind (great mental ability).
He changed his mind (opinion) at the last moment.

2012 - June [2] (b) Write the most appropriate answer from the given options in respect of the following:

- (i) The expression 'to formally put an end to' means:
(a) Abolish
(b) Abandon
(c) Excerpt
(d) Surrender.
(ii) A remedy for all diseases or difficulties is called:
(a) Panacea
(b) Concrete
(c) Numismatics
(d) Philistine.

- (iii) The antonym of the word humble is:
(a) Smart
(b) Wise
(c) Proud
(d) Rich.
(iv) Opportune means:
(a) Coming at the right time
(b) Opportunity
(c) Celebration
(d) Occasion.
(v) The place where an aeroplane is housed is known as:
(a) Shed
(b) Yard
(c) Cold Storage
(d) Hangar.

Answer:

- (i) (a) Abolish
(ii) (a) Panacea
(iii) (c) Proud
(iv) (a) Coming at the right time
(v) (d) Hangar

2012 - June [3] (a) Make sentences of your own using the following pair of words to bring out their meanings:

- (i) Check – Cheque
(ii) Lose – Loose
(iii) Storey – Story
(2 marks)
(b) Make sentences of your own using the following phrases/idioms to bring out their meanings:
(i) Hard nut to crack
(ii) Gift of the gab
(iii) Round the clock
(iv) To get the wind of.
(1 mark each)

(c) Write full form of the following:

- (i) VIP
- (ii) LOU
- (iii) E&OE
- (iv) A/c
- (v) e.g.

(1 mark each)

Answer:

- (a) (i) **Check** - Who can check the work of an officer? (Verify)
Cheque - He gave me a blank cheque. (a negotiable instrument used in trade)
- (ii) **Lose** - You have more to gain than lose by attending his lectures. (be deprived of)
Losse - Loose clothes are again in fashion these days. (not fitting closely)
- (iii) **Storey** - Anju lives on the fourth storey of the house.
Story - My grandmother is telling a story to my younger brother.
- (b) (i) **Hard nut to crack**: To pass IAS is a hard nut to crack.
(ii) **Gift of the gab**: One of the basic qualities of a successful politician is to have the gift of the gab (fluency and eloquence of speech).
(iii) **Round the clock**: We had to take care of the patient round the clock.
(iv) **To get the wind of**: The government got the wind of (to hear about something) plot well in time.
- (c) (i) **VIP** - Very Important Person
(ii) **LOU** - I owe you
(iii) **E&OE** - Errors and Omissions Excepted
(iv) **A/c** - Account
(v) **E.g.** - for example

2012 - Dec [2] (b) Write the most appropriate answer from the given options in respect of the following:

- (i) The scientific study of birds is called.
- (a) Ecology
 - (b) Ornithology
 - (c) Biology
 - (d) Zoology.

(ii) Errata is a list of:

- (a) Rates
- (b) Errors
- (c) Repetitions
- (d) Examples.

(iii) The synonym of the word, 'didactic' is:

- (a) Expository
- (b) Informative
- (c) Explanatory
- (d) Moralising.

(iv) A Shortened form of a word is called:

- (a) Abbreviation
- (b) Derivation
- (c) Permutation
- (d) Differentiation.

(v) 'Ad infinitum' means:

- (a) Perpetually
- (b) Gradually
- (c) Initially
- (d) Quietly.

Answer:

- (i) (b) Ornithology
- (ii) (b) Errors
- (iii) (d) Moralising
- (iv) (a) Abbreviation
- (v) (a) Perpetually

2012 - Dec [3] (a) Make sentences of your own using the following words/phrases/idioms to bring out their meanings:

- (i) The ins and outs
- (ii) To rise to the occasion
- (iii) Entourage
- (iv) Impasse
- (v) To burn one's fingers.

(1 mark each)

- (b) Make sentences of your own using the following pair of words to bring out their respective meanings:
- (i) Elicit – Illicit
 - (ii) Cite – Site
 - (iii) Portable – Potable. (2 marks each)

- (c) Write full form of the following:

- (i) E&OE
- (ii) BCC
- (iii) RSVP
- (iv) e.g. (1 mark each)

Answer:

- (a) (i) **The ins and outs:** The trainees have yet to learn the ins and outs of online trading.
- (ii) **To rise to the occasion:** The Indian cricket team must rise to the occasion & clinch the series.
- (iii) **Entourage (one's attendant or associate):** The President's entourage was given a warm welcome on arrival.
- (iv) **Impasse (deadlock):** Anita has reached an impasse in her career.
- (v) **To burn one's fingers:** The company is reluctant to burn its fingers by reinstating sacked workers.
- (b) (i) **Elicit (draws out) :** The police failed to elicit much information from the accused.
Illicit (unlawful): Illicit liquor flows freely in States where prohibition is in force.
- (ii) **Cite (quoted):** He cited many examples in support of his argument.
Site (place): This is the new site for the college building.
- (iii) **Portable (easily carried):** A portable generator was needed to continue the rescue operation.
Potable (suitable for drinking): Providing potable water in far flung areas is a challenge for the govt.
- (c) (i) **ES&OE:** Errors & Omissions excepted
- (ii) **BCC :** Blind Carbon Copy
- (iii) **RSVP :** Repondez S'il Vous-Plait or Reply if you please
- (iv) **E.g. :** For example

2018 - May [8] (b) Choose the word which best expresses the meaning of the given word:

- (i) **Perpetual**
 - (1) General
 - (2) Emotional
 - (3) Stubborn
 - (4) Continuous (1 mark)

Answer:

4. Continuous.

2018 - May [8] (b) Select a suitable antonym for the word given in question:

- (ii) **Disparage**
 - (1) Eulogise
 - (2) Belittle
 - (3) Alert
 - (4) Defame (1 mark)

Answer:

4. Defame.

2018 - May [9] (b) Choose the word which best expresses the meaning of the given word:

- (i) **Despot**
 - (1) Tyrant
 - (2) Storage
 - (3) Hot meal
 - (4) Against (1 mark)
- (ii) **Illicit**
 - (1) Storage
 - (2) Emotional
 - (3) Unlawful
 - (4) Grand (1 mark)

Answer:

- (i) 1. Tyrant.
- (ii) 3. Unlawful.

2018 - May [10] (b) Complete the expression by supplying a suitable preposition or adverb particle. Choose your answer from the options given in brackets.

- (i) We will take _____ this issue when we meet next week. (up/on/over) (1 mark)

Answer:

- (i) up.

2018 - May [11] (b) Select the correct meaning of idioms/phrases given below :

- (i) Storm in tea cup
 (1) Crave for something
 (2) Drink tea often
 (3) Get into quarrel
 (4) Making a big issue out of a small thing. (1 mark)
- (ii) To grease the palm
 (1) Treat suffer (2) To offer bribe
 (3) To swim in deep sea (4) To be in deep thought. (1 mark)

Answer:

- (i) 4. Making a big issue out of a small thing.
 (ii) 2. To offer bribe.

2018 - Nov [8] (b) (i) Choose the word which best expresses the meaning of the given word :

Proficient

- (1) Regular (2) Expert
 (3) Weak (4) Reserve

(1 mark)

(ii) Select a suitable antonym for the following word:
 Support

- (1) Disturb (2) Attend
 (3) Oppose (4) Attack

(1 mark)

Answer:

- (i) **Proficient:** (2) Expert.
 (ii) **Support:** (3) Oppose.

2018 - Nov [9] (b) Choose the word which best expresses the meaning of the given word:

- (i) Fiction
 (1) Fantasy (2) Story
 (3) Fact (4) Reality (1 mark)
- (ii) Demote
 (1) Rise (2) Upgrade
 (3) Decline (4) Downgrade (1 mark)

Answer:

- (i) **Fiction:** (1) Fantasy
 (ii) **Demote:** (4) Downgrade

2018 - Nov [11] (b) (i) Select the correct meaning of the following idioms/phrases among the alternatives given below:

Out of the blue

1. Something happens that was unexpected.
 2. Something happens that was very much expected.
 3. From the sky
 4. From the Ocean (1 mark)

(ii) Day in and day out

1. Coming and returning in day time
 2. The day of importance
 3. Continuously
 4. Within a day (1 mark)

Answer:

- (i) **Out of the blue :** (1) Something happens that was unexpected.
Example : Out of the blue, a deer come in front of my car.
 (ii) **Day in and Day Out :** (3) Continuously
Example : He plays videogames day in and day out.

2019 - June [8] (b) Choose the word which best expresses the meaning of the given word:

(i)

Crooked

- | | | |
|--------------|--------------|----------|
| (1) Straight | (2) Tapering | |
| (3) Twisted | (4) Circle | (1 mark) |

(ii) Select a suitable antonym for the word given under:

Predicament

- | | | |
|--------------|----------------|----------|
| (1) Injury | (2) Ease | |
| (3) Accident | (4) Horrifying | (1 mark) |

Answer:

- (i) Crooked – Twisted.
(ii) Predicament -Ease

2019 - June [9] (b) Choose the word which best expresses the meaning of the given word :

(i) **Reckless**

- | | | |
|--------------|--------------|----------|
| (1) Cautious | (2) Clear | |
| (3) Careless | (4) Fearless | (1 mark) |

(ii) **Humongous**

- | | | |
|------------|------------|----------|
| (1) Minute | (2) Huge | |
| (3) Hungry | (4) Hassel | (1 mark) |

Answer:

- (i) Reckless – Careless
(ii) Humongous - Huge

2019 - June [11] (b) Select the correct meaning of idioms / phrases given below :

- (i) Cry over spilled milk
(1) Drain milk
(2) Complain about something that cannot be rectified
(3) Get into altercation with someone
(4) Misbehave with someone (1 mark)
- (ii) Judge a book by its cover.
(1) Reading a book
(2) To detect a fraud
(3) Rely on outward appearances
(4) To be intimated by appearances (1 mark)
- (iv) Choose the word which best expresses the meaning of the given word :
Mesmerized
(1) Enthrall (2) Gruesome
(3) Scary (4) Harmony (1 mark)

Answer:

- (i) Cry Over Spilled Milk- complain about something that cannot be rectified.
(ii) Judge a book by its cover - Rely on outward appearances
(iv) Mesmerized - Enthrall

2019 - Nov [8] (b) (i) Choose the word which best expresses the meaning of the given word:

Abundant

1. Plentiful
2. Sufficient
3. Enough
4. Many (1 mark)

Answer:

Abundant — Plentiful (1)

2019 - Nov [8] (b) (ii) Select a suitable antonym for the word given under:

Adumbrate

1. Elaborate
2. Summarize
3. Angry
4. Happy

(1 mark)

Answer:

Adumbrate — Elaborate (1)

2019 - Nov [9] (b) (i) Choose the word which best expresses the meaning of the given word:

Relevant

1. Related
2. Important
3. Pertinent
4. Common

(1 mark)

Answer:

Relevant — Pertinent (3)

2019 - Nov [9] (b) (ii) Choose the word which best expresses the meaning of the given word :

Unabashed

1. Not Fast
2. Not Finding
3. Not Embarrassed
4. Not Angry

(1 mark)

Answer:

Unabashed — Not Embarrassed (3)

2019 - Nov [11] (b) Select the correct meaning of Idioms/Phrases given below:

(i) Takes Two to Tango

1. Two people are required for dancing.
2. Two people are required for creating mischief.
3. Two people required to clean floor.
4. Two people required to help others.

(1 mark)

(ii) Storm in a teacup

1. Crave for something
2. Least importance
3. Emergency situation
4. Make a big issue out of a small thing.

(1 mark)

(iv) Choose the word which best expresses the meaning of the given word.

Myriad

1. Dramatic
2. To Fetch
3. Many
4. Confusion

(1 mark)

Answer:

(i) 2. Two people are required for creating mischief.

(ii) 4. Make a big issue out of a small thing

(iv) Word Meaning

Myriad Many (3)

DESCRIPTIVE QUESTIONS

2003 - Dec [1] (a) Mention two characteristics of the 'unique selling proposition' (USP) of Business English. (2 marks)

(b) What are supportive and opposing prefixes? Give an example of each. (4 marks)

Answer :

(a) Simple language usage and taking into account the knowledge and needs of the receiver are the two USP of Business English.

(b) Supportive prefixes are added before the root word and it also supports the root word.

Eg : Pro - (Progamist)

Opposing prefixes oppose the action denoted by the root word.

Eg : Anti - (Antigen)

2004 - June [1] (b) Explain the following terms:

- (i) C & F
- (ii) Letter of credit
- (iii) Bill of lading
- (iv) Bill of exchange.

Answer : (2 marks)

- (i) **C&F** : It is a short term of cost and freight which is a term of sale. In it the seller is responsible for all the cost incurred in transporting goods to final destination excluding marine insurance, foreign clearance etc.
- (ii) **Letter of credit** : It is a letter addressed by a banker to a correspondent abroad authorising payment of a specified sum on its credit to the mentioned beneficiary under given norms or conditions.
- (iii) **Bill of lading** : It is a contract issued by a transport company usually a shipping company showing details of goods being shipped and the terms on which they are to be carried.
- (iv) **Bill of exchange** : It is an instrument in writing containing an unconditional order, signed by the maker, directing a certain person to pay a certain sum of money only to, or to the order of a certain person or to the bearer of the instrument.

2005 - June [1] (a) Explain the following :

- (i) Face value
- (ii) Demat
- (iii) BPO
- (iv) Road show.

Answer : (2 marks)

- (i) **Face value** : The amount printed on the face of the security as opposed to its market value also known as nominal value .
- (ii) **Demat** : Short form of Dematerialisation, which means conversion of securities (shares/debentures) from paper form to electronic form.

- (iii) **BPO** : Business process outsourcing. It involves the full transfer of responsibilities and compliance to the outsourcing company. The outsourcing provide then administers these functions on their own system to agreed service standards and at a guaranteed cost.
- (iv) **Road show** : A show to promote or market new issues, products or services to potential users or buyers.

2005 - Dec [1] (b) Attempt the following:

- (i) How does an abbreviation differ from an acronym?
- (ii) What do you understand by bad debts? (2 marks)

Answer :

- (i) Abbreviations are the shortened form of a word, text or a phrase, where as acronyms are words formed from the initial letters of other words.
- (ii) Bad debts can be defined as an open account balance or loan that is not possible to be collected.

2006 - Dec [1] (b) Provide the meaning of the following idioms/ phrases and use them in sentences of your own :

- (i) To rise to the occasion
- (ii) A burning question
- (iii) Good offices.
- (iv) Pros and cons. (1 mark each)

Answer :

- (i) **To rise to the occasion** : To act daringly, as the situation demands. In the face of an attack by the enemy, the General motivated his army men to rise to the occasion.
- (ii) **A burning question** : A question which is of importance to a number of people. During the elections in USA, the burning question was who would win: Lady Clinton or Obama.
- (iii) **Good offices** : Influence. Ram could get this post of office through the good offices of his boss.

- (iv) **Pros and cons** : Points of arguments for and against some one.
Before concluding, the Judge was advised to weigh the pros and cons of the judgement on the deceased person.

PRACTICE QUESTIONS

Q.1: Categorize the words from each group of words given below positive, negative or neutral.

1. Fragrance, odour, a smell sensed by the oil factory nerve.
2. A young age, youthful, immature.
3. Not having care, irresponsible, carefree.
4. Unique, not commonly found, strange.
5. Find, detect, stoop.
6. Saving, stingy, thrifty.
7. Questioning, nosy, interested.

Answer:

Positive connotation	Denotation	Negative connotation.
1. Fragrance	a smell sensed by the factory nerve	odour
2. Youthful	a young age	Immature
3. Carefree	not having care	irresponsible
4. Unique	not commonly found	Strange
5. Find	detect	stoop
6. Thrifty	saving	stingy
7. Interested	questioning	nosy

Q.2: Select a suitable antonym for the word given in question.

1. Dote*
 - (a) aversion
 - (b) antidote
 - (c) foolish
 - (d) creativity

2. Reminisce
 - (a) create
 - (b) originate
 - (c) ignore
 - (d) credit
3. Onus
 - (a) easement
 - (b) capability
 - (c) belief
 - (d) obligation
4. Expedite
 - (a) dispatch
 - (b) dawdle
 - (c) overlook
 - (d) creed
5. Squalor
 - (a) consumption
 - (b) impurity
 - (c) wealth
 - (d) indigence
6. Nexus
 - (a) separation
 - (b) respect
 - (c) distraction
 - (d) connection

Answer:

1. (b)
2. (c)
3. (a)
4. (b)
5. (c)
6. (a)

Q.3: In each sentence below, select the word that means the opposite of the italicized word.

- The plane will arrive on time.
(a) depart
(b) meet
(c) improve
- They need to swim at the shallow end of the pool.
(a) bright
(b) deep
(c) clear
- She had a big smile when she received her birthday present.
(a) frown
(b) happy
(c) fight
- The animals at the zoo are tame.
(a) friendly
(b) excited
(c) wild

Answer:

- (a)
- (b)
- (a)
- (c)

Q.4: Make new words combining the root word and one of the following prefixes. Prefix is to be used twice only.

	Non	mis	im	un	ve
1	_____	behave			misbehave
2	_____	sense			nonsense
3	_____	possible			impossible
4	_____	happy			unhappy
5	_____	fiction			nonfiction
6	_____	place			replace

7	_____	prove	improve
8	_____	chief	mischief
9	_____	healthy	unhealthy
10	_____	move	remove

Q.5: Use a prefix to find the opposite of the given words:-

- | | |
|----------------|---------------|
| (a) wrap | unwrap |
| (b) use | misuse |
| (c) agree | disagree |
| (d) understand | misunderstand |
| (e) Close | disclose |
| (f) connect | disconnect |

Q.6: Complete the following sentences by using the appropriate form of the word given in the bracket. (Use a prefix or suffix):

- He was acting in a very _____ way. (child)
- She looked _____. She started to cry. (happy)
- He passed his exam. He was _____ for the second time. (succeed)
- I couldn't find any _____ in his theory. (weak)
- There were only a _____ of people at the match.
- The road was too narrow, so they had to _____ it. (widen).

Q.7: Each sentence given below contains an incomplete phrasal verb. Complete the expression.

- I can't hear you. Can you speak _____ please. (up/over/out)
- Look! The Plane is taking _____. (coff/over/up)
- Please, turn the light _____ before leaving. (over/out/off)
- You should do _____ your coat. It's getting cold. (Up/on/at)
- I unreally get _____ around nine o' clock every morning. (Up/on/at)
- The alarm went _____ at 6, but I didn't hear it. (out/off way)

Q.8: Complete the followings sentences by filling in the blanks with suitable phrasal verbs.

- MY car broke down on the freeway. (Broke down/ broke up/broke through)

2. I'm really tired because I got up at 5am this morning. (get around/ get up/ got on)
3. Friends can help you to get through a difficult time in your life. (get around/get by/get through)
4. The polices are trying to crack down on drunk drivers. (crack up/ crack down/ crack through)
5. The thief managed to break through the police barricade. (break in/break through/break on)

Q.9: Complete the following sentences using appropriate idiomatic expressions.

1. If she has _____ her mind on something, there is no stopping her.
(a) set
(b) kept
(c) turned
2. Although I tried really hard, I couldn't take my mind _____ the work presence.
(a) on
(b) off
(c) of
3. _____ my mind, this is quite acceptable.
(a) for
(b) to
(c) at
4. This apartment was designed with Ann _____ mind.
(a) in
(b) on
(c) at
5. My mind has gone _____ I can't remember anything.
(a) wrong
(b) blank
(c) full

6. There is nothing that you can't achieve if you put your _____ to it.
(a) brain
(b) mind
(c) heart
7. You look worried. Have you get something _____ your mind?
(a) on
(b) off
(c) at
8. Come on, _____ up your mind.
(a) make
(b) bring
(c) put
9. Knowing that he is just a phone call away is a _____ off my mind.
(a) matter
(b) weight
(c) concern
10. I told them that I have a / an _____ mind on the matter.
(a) open
(b) closed
(c) sincere

Answer:

1. (a)
2. (b)
3. (b)
4. (a)
5. (b)
6. (b)
7. (a)
8. (a)
9. (b)
10. (a)

Q.10: Identify the idiom in the given sentences and determine the meaning from the content.

1. A fair weather friend always tries to fish in troubled waters of his friends and benefactors. (To get benefit in bad situation)
2. His arrogant behavior with others has left him high and dry (isolated)
3. All the residents of the colony painted the town red on the eve of festival. (To celebrate noisy in public places)
4. The chairman pulled a long face when the house did not accept the suggestions put forth by him. (To look disappointed)
5. The fair and square policy of the chairman of the committee has made him very popular among the residents of the town. (Honest)
6. I do not like his habit of mincing matter. (not to speak plainly)
7. The chairman of the corporation plays a second fiddle to the minister. (to play a secondary role)
8. He had to go through the motion of starting with this new project as he was least interested to take up it. (to do a work without enthusiasm)

Q.11: Select the correct meaning of the idioms/phrases given below.

1. Black Sheep
 - (a) a costly item
 - (b) a dark shining object
 - (c) an unworthy person in a family or group
 - (d) a funny man
2. Oily tongue
 - (a) flattery
 - (b) hungry person
 - (c) strong critic
 - (d) rich food
3. Lion's share
 - (a) no share at all
 - (b) greater share of a thing
 - (c) miserly
 - (d) very small item
4. Heart and soul
 - (a) very sincerely and seriously
 - (b) honesty
 - (c) wearily
 - (d) very casually

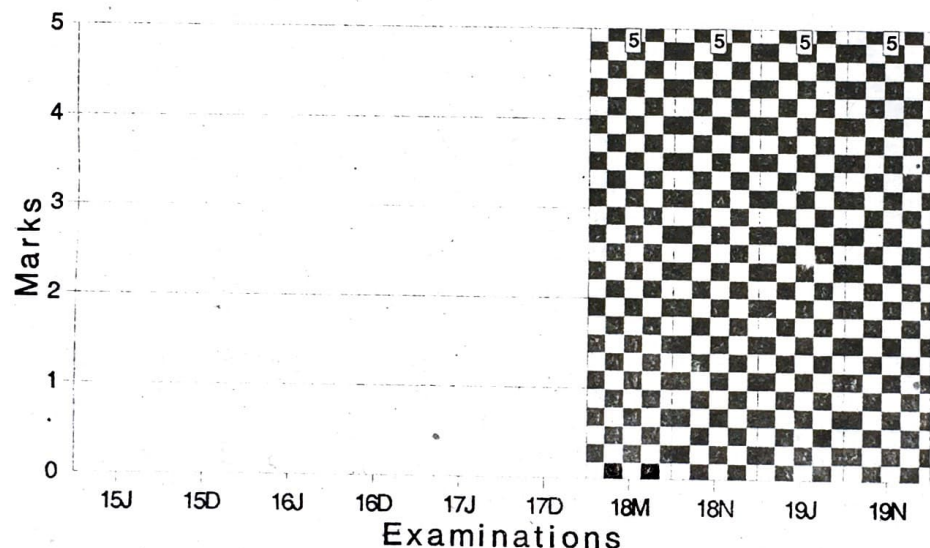
5. To clear the air
 - (a) to work hard
 - (b) to wash properly
 - (c) to remove tension
 - (d) to create confusion
6. To chew the cud
 - (a) to be very annoyed
 - (b) to think deeply
 - (c) to eat humble food
 - (d) to start doing something new
7. To start a march
 - (a) to outshine
 - (b) to start early
 - (c) to command an army
 - (d) to overtake
8. Gift of the gab
 - (a) lucky
 - (b) a big surprise
 - (c) to have a talent for speaking
 - (d) an honest person
9. To have cold feet
 - (a) to feel very cold
 - (b) to pay much attention to
 - (c) to lose confidence
 - (d) to pour water or something
10. To be above board
 - (a) to have a good height
 - (b) to be honest in any deal
 - (c) to have no debts
 - (d) to be able to swim

Answers:

1. (c)
2. (a)
3. (b)
4. (a)
5. (a)
6. (b)
7. (a)
8. (c)
9. (c)
10. (b)

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PAST YEAR QUESTIONS AND ANSWERS

PRACTICAL QUESTIONS

2003 - May [6] (c) Rahul, the General Manager in a large pharmaceutical company, is a profound proponent of 'Management by Objectives' (MBO). He has always viewed himself a very democratic manager, with a strong belief in employee participation. He does this by involving employees in decision making and goal setting, etc. Though he leaves them alone to achieve their goals but is ever willing to help them, if needed. He has been very successful in his endeavours in this respect. Recently he hired Puneet, a young MBA from a top Business School of India. Puneet was good at academics as well as at extra-curricular activities. After orientation programme, Puneet was posted in the Production Department. Rahul motivated Puneet to work independently, maintaining his faith in the philosophy of participative management. He discussed the project assigned to him, set a production target to be achieved within a stipulated period. Puneet, however, failed to complete the project in time. Revised target after consultation with Puneet was set. Unfortunately, results were not encouraging. Rahul confronted Puneet and chided him for his non-performance. He was warned to perform or face termination. Puneet was stunned for a while but finally gathered courage and said, "Sir, though I like you, but I feel diffident working with you. I sometimes do not know what to do next. It takes me longer. If I could benefit from your experience by having you tell me each day what steps to take next, I am sure things would work well." He further told Rahul that in his previous job also, his superiors used to help him like that. On hearing this, Rahul became speechless and wondered what to do with Puneet. Read the above case and answer the following question:

- What would you suggest to improve Puneet's work performance?
(4 marks)
- Do you think Rahul's decision to confront Puneet to express his displeasure at his dismal performance was the right way to handle situation?
(4 marks)

- (iii) Do you think Rahul should abandon his belief in MBO. (4 marks)
- (iv) Do you think Rahul and Puneet can still work together or should Puneet's services be terminated? (4 marks)

Answer:

- (i) Puneet's performance can be improved only by motivating him and training him to stand on his own feet. He should be confident of his own capabilities. He should also be encouraged not to feel shy of asking for any help from his superior if needed.

Efforts are also required on the part of Rahul. He should be patient in his approach and should not look for over high changes in Puneet.

- (ii) Yes, Rahul's decision to confront Puneet to express his displeasure at his dismal performance was the right way to handle the situation. Rahul did not show his displeasure when Puneet failed to complete the project assigned to him for the first time. Rather he revised the production target in consultation with Puneet. However, Puneet was not able to achieve even the revised target.
- (iii) Rahul should not abandon MBO. Here Rahul is willing to help his subordinates and set the targets that are measurable and realistic. Rahul has been very successful and MBO is working well in his organisation. Rahul is able to elicit results from his subordinates. Puneet had been an exception but after knowing the problem Rahul should ultimately succeed.
- (iv) Rahul and Puneet can still work together and Puneet's service should not be terminated.

Rahul has a strong belief in the virtues of MBO and participative management and is an enthusiastic follower of it. To a good extent he has been successful in implementing MBO in his organisation. Though Puneet has failed twice in his efforts to achieve the production target set for him he can still be motivated to perform to his potential. At present he lacks will power and confidence to work independently—something he has perhaps carried from his previous employment. Rahul should surely be able to help Puneet in overcoming the shortcomings. Termination is to be used only as a last resort where the person is found lacking in abilities and willingness to work.

2003 - Nov [6] B is a draftsman for a large industrial equipment manufacturer. He has been with the company for more than ten years and is well respected for his abilities. In a recent conversation with one of his friends, B revealed the following thoughts about his work.

I really shouldn't complain about my job, I guess. The money is good. The working conditions are excellent. I have good friends who work with me and that's important. Although retirement is a long way off, I'm putting aside funds to help me live comfortably than. I'm also setting aside money to put our children through college when the time comes.

My problem is this: I just don't see anything different in the future. I have already reached the top of the pay scale for draftsman. Except for cost of living adjustments, my income will never be much greater than it is now. More important, I've reached the top level for promotions that a draftsman can achieve. To get in to a higher-level design or engineering job, the company requires you to be a college graduate. Since I don't have a college degree, I have no real hope of advancing. Even if I could go back to college to get a degree, it would take years for me to get one. I must support my family; so I can spare neither the time nor the money that would be necessary to get a degree.

As I view the alternative available, I just don't see many within the company itself. Perhaps what I should do is get involved in something of the job that would be stimulating. One of the boy's clubs in town needs someone to teach the kids how to do carpentry and wood work, and I'm pretty good at those things; so I may volunteer to work in the program.

Read the above case and answer the following questions:

- (i) Which of B's needs are being fulfilled by his organisation? (4 marks)
- (ii) Which of B's needs are not being met by his employer? Why is this particularly discouraging to B? (5 marks)
- (iii) What steps B is planning to take to solve his problem? (4 marks)
- (iv) What steps could B's employer take to change the attitudes of B and improve his inspiration to perform? (5 marks)

Answer:

- (i) Monetary needs of B are being fulfilled. They add to the money income level of individuals.

- (ii) B's non-monetary needs are not being fulfilled. B is discouraged because he views no career advancement opportunities, meaningful and interesting jobs and supportive leadership and supervision.
- (iii) B has probably two options. According to one, he can have a higher degree but he cannot effort to leave the job since he has to support his family. Alternatively, he is planning to teach the kids how to do carpentry and wood work in one of the boys club in town.
- (iv) The employer of B can provide him the opportunity to study by helping him take some correspondence degree course. Further, he may be involved in other creative field in the company, which may be beneficial to both.

2004 - May [6] Read the following case study and answer the questions given at the end:

Mr. Iqbal, the training manager of PKJ Tyres Ltd., during his fifteen years with the company had the experience of training and developing numerous managers, only to see many of them leave the firm after getting their advanced degrees. The company had a liberal policy of educational reimbursement to the tune of financing 75% of tuition costs and books. A proof of its popularity was that most of the junior and middle level managers had availed this facility to advance their qualifications.

Mr. Mahatme, a graduate sales executive, who had joined the company just three years ago had also availed the aforesaid facility for pursuing a course in Business Management and had recently obtained his master's degree in business management and was quite thrilled about it.

It was natural for Mr. Iqbal to have congratulated Mr. Mahatme on his achievement when he came to see him, but was strongly taken aback¹ when he expressed his intention to leave the company in favour of a competitor firm because he did not see any future for himself in PKJ Tyres Ltd.² Mr. Iqbal was furious as this had happened so many times in the past. He immediately rushed to see the Vice President (Marketing) to seek support for reviewing and discontinuing the policy of educational reimbursement with immediate effect.

- (i) What could be the possible reasons behind employees acquiring higher education at the cost of the organization and quitting the organization? (8 marks)
- (ii) Should the policy of educational reimbursement be abandoned? Give reasons. (4 marks)
- (iii) What measures do you suggest for overcoming the problem of high employees turnover? (6 marks)

Answer:

- (i) All organisations suffer from the turnover of employees. Some employees after gaining experience and sharpening their skills aspire for speedier success and seek better opportunities. If they find that the options are limited within the organisation, they start applying for the jobs outside the organization and try for better work, position and pay.

To retain an employee any organisation must possess a combination of healthy working conditions, growth opportunities, commensurate pay package and appropriate incentives. The work assigned and the position in the hierarchy should also be in accordance with the experience, skills and the educational qualifications of an individual.

PKJ Tyres Ltd. might be expecting that the employees will use their additional degrees and skills acquired for the furtherance of organisational objectives. Employees mainly emphasised on their own growth and quit the organisation in favour of better jobs. Clearly, there is non-congruence of organisational and personal goals.

The organisation has liberal training and development incentives available to its employees. It appears that it has not linked the additional qualifications, which are acquired by employees subsequent to their joining with appropriate promotion and growth opportunities. Any organization must recognize the newer skills and qualifications acquired by its employees. This is more important for organization which itself is facilitating additional qualifications. Such an scenario within the organisation has prompted the employees to look elsewhere for their career growth.

- (ii) Abandoning the policy of reimbursement of educational expenses is a harsh treatment of the problem which should be avoided. Discontinuance of any incentive will only send waves of dissatisfaction across the organisation. Discontentment will be more in case of employees who are looking forward for availing the reimbursement in the future. Such a measure can also be counter productive as it can further trigger employee turnover, at least in short run.

The intentions behind the policy are in right earnest and the company should continue with the facility. At the same time, there is need to suitably modify organisational policies and ensure that it is able to share and mutually gain the benefit derived out of higher educational degrees and resultant increase in capabilities of employees.

There is need to consider suitable alternatives to solve the problem.

- (iii) It is natural that once an employee is able to attain better educational qualifications, he will look forward to advancement in his organisational position also. A graduate sales executive, after acquiring a Business Management degree will aspire to get a managerial job and satisfy his higher level needs. To overcome the problem of high turnover, the organisation can consider several alternatives. Some of the possible alternatives are:

- Getting of additional degree can be suitably linked with the career planning of the employees. At least, they should be given a fair chance whenever opportunities exist in the organisation.
- A minimum length of service can be prerequisite before an employee can take the loan.
- An employee can be asked to sign a bond to serve the company for a certain minimum duration after availing the facility.
- As an alternative to reimbursement, the company can consider, full or partial interest free loan. The employees should pay the loan back over a long period of time in instalments of small amount. Employees have to return the loan in case they decide to leave the organisation. There may also be provision of waiving-off a portion

of loan if an employee continues to be in service for a specific period. This will be equivalent to reimbursement provided they stay.

2004 - Nov [6] Read the following case and answer the questions given at the end:

At noon, one day, Mr. Janardhan, a Cashier in a local suburban bank, was suddenly confronted by a man, with a pistol in hand, who demanded all the currency in the Cashier's cabin. Mr. Janardhan complied and put all his money in a bag. The robber left swiftly through the front door, jumped in a car, and drove away. Mr. Janardhan immediately sounded the alarm, ran to his own car, and followed the robber. Driving at high speed, he overtook the robber, forced him to stop and chased him on foot until overtaking him. There ensued a struggle in which Janardhan was shot in the leg. but he successfully detained the robber until the local police arrived.

The local press gave Mr. Janardhan wide coverage for his heroism. He also received recognition from various individuals and groups for his bravery. The bank officials, however, had mixed reactions about the incident. The bank had a long- standing policy that a Cashier, when confronted with an attempt at robbery, was to comply completely with the demands, so as not to endanger employees and customers. Each Cashier had been further instructed to give alarm only when it was safe to do so and then await action by police and insurance agents. Any bank employee who failed to follow this procedure would be immediately discharged.

The bank manager felt that Mr. Janardhan should be discharged since he had violated the policy. But the personnel officer argued that his bravery, devotion to duty, and loyalty to the bank did reduce the intensity of the wrong done. The public relations officer reminded the bank's Chairman that the public might view Mr. Janardhan's discharge from office with misgivings since he, after all, had saved their deposits. The training officer said that a dangerous precedent would be established, if any, exception to the policy is permitted.

Questions:

- (i) What is the problem as you see it? Elaborate. (6 marks)
- (ii) What do you think about bank manager's views in this matter? (3 marks)
- (iii) Do you think that the personnel officer was right? (3 marks)
- (iv) What is your recommendation in this situation? (6 marks)

Answer:

- (i) The cashier has put himself in great risk by confronting the robber. The problem is whether the bank should look at the incident in a rule bound bureaucratic manner or should the bank consider other issues.

If the bank looks in a bureaucratic manner then the bank is totally ignoring the behavioural aspects. It may be curbing the initiative required for bringing novelty in operations and triggering organizational changes. In bureaucracy written rules and work procedures serve as guides to action by managers and non-managers. Norms of conduct are established and everyone is expected to follow them in a mechanized manner.

On the other hand, if the bank deviates from the established norms and procedures then these start losing their sanctity. Individuals in the organisation may not always adhere to them. While deviating from established policies, they may take the plea that the deviations were done because of the needs of the circumstances.

- (ii) In my opinion the bank manager was acting purely on the basis of the written policy of the bank. He did not take into consideration the unusual circumstances of this case. As a matter of fact Mr. Janardhan's case should be treated as a special one.

The bank manager's advice that Janardhan should be discharged is not desired. Conceptually, policies lay down the broad scope, critical constraints and boundaries within which managers are expected to take decisions and action initiatives. Good policies should leave sufficient discretion and freedom to managers within the set boundaries. In the given case, the bank manager should keep in mind that employees have to work towards accomplishment of overall organisational goals. They should be result oriented and not procedure driven.

- (iii) Yes, In fact, Mr. Janardhan has taken due care to act in a manner which takes care of the basic intention of the policy. He did not adventure within the premises to ensure the security of customers and other staff of the bank. He allowed robber to leave as per the policy, sounded the alarm and then only further acted outside the bank to control the robber. In a way, he has acted within the boundaries set by policy. The personnel officer was right because Mr. Janardhan had acted in good faith of protecting the bank employees and the bank deposits. He took the human element in view and thought that this particular case should not be merely covered by policies existing in the bank.
- (iv) Considering the different opinions, the bank manager and training officer feel that Mr. Janardhan should be punished, the personnel officer and public relations officer feel that he should not be punished. In this particular incident, Mr. Janardhan has indeed in the first place observed the rules. He took the initiative to chase the robber only after the robber left the premises.

Mr. Janardhan had acted in good faith of protecting the bank employees and the bank deposits. These types of incidents cannot be covered merely by policies. The bank should also consider that under such situations, the credibility of the bank is also at stake. Some persons may get vary of opening or maintaining an account with the bank where robbery has taken place. This may happen at least for a brief period.

Therefore, it is recommended that Mr. Janardhan should be rewarded rather than punished. However, employees may be clearly told to avoid confrontation with such elements to ensure any unhappy situations in future.

2005 - May [6] Global Enterprises

Global Enterprises was established 10 years ago at Lonapur, when it was a small village near Rampur. The firm produced a number of decorative furnitures. In the beginning there was only one man management—Mr. Chandan Das. But as demand and profits grew some executives mostly distant relatives of Mr. Chandan Das were employed. These people took the

line of least resistance and merely kept on the right side of Mr. Das. Meanwhile Lonapur became more inhabited surrounded by few other workshops and residential housing. Mr. Das, however, was reluctant to move the factory in another large plot which he owned in an industrial area on the ground that he was sentimentally attached to Lonapur.

Since Mr. Das had appointed Mr. Kaveri, BE, MBA as Chief Manager so Mr. Das used to visit factory rarely. There was protest for the working style of Mr. Kaveri and some people were suspended. His argument was week working environment, bad machineries, improper utilisation of labours were the main cause.

He tried to convince the officers that the increasing control of the employees union needed to be dealt with greater firmness through the use of disciplinary procedures. The officers and superiors shared his views but were reluctant to confront the union. Another point which he shared was relatively stagnant market which was attributed by him to lack of any organised marketing effort. All these aspects resulted in the declining profitability and difficulties in paying up suppliers on time.

One day the Chief Executive called a meeting of all officers and superiors and addressed them as following :

"I am here for merely a year but find that I have made little progress because my ideas are not accepted. I am, therefore, forming an Inter-departmental Committee consisting of Mr. A from production, Mr. B from Finance, Mr. C from Marketing and my executive assistant. Let the committee find out the facts, the weaknesses and what has to be done to improve matters. Let modern management principles be the sole criterion of working and not sentimental attitudes. I shall give a full brief to the committee which should be carefully studied and which should become the starting point for committee's work."

Read the above case carefully and answer the following questions :

- (i) What are the main problems of Global Enterprises ? (6 marks)
- (ii) What according to you are the probable causes of these problems? (6 marks)
- (iii) What recommendation you would like to make to improve the working of Global Enterprise ? (6 marks)

Answer:

- (i) Global Enterprises facing several problems. Some of them may be given as follows:
 - (a) There appears to be bad financial position including financial crunch. This is evident from declining profitability and inability to pay suppliers in time.
 - (b) There also is also lack of objectivity in decision-making. Sentiments have been given priority over other factors while taking decisions of strategic importance such as relocating factory.
 - (c) Further, relatives have been appointed as executives. These relatives act as yes man to Mr. Chandan Das. Perhaps they lack requisite knowledge and dynamism required for such positions.
 - (d) There is also concentration of authority. Such a structure has its own peril. In spite of such concentration, there is also insubordination as Mr. Kaveri states that his ideas are not accepted.
 - (e) There are also labour problems as need is felt for disciplinary action.
- (ii) Probable causes may be identified as follows:
 - (a) Lack of professionalism in managing the company. Important decisions are taken on family considerations or on the basis of sentiments.
 - (b) Lack of commitment on the part relatives who have been appointed in the organisation. They are merely trying to please Mr. Das.
 - (c) Lack of systems approach as management seems to be constrained in various problems in watertight compartments.
 - (d) Mr. Kaveri's style and handling of change process. His style is resented by unions.
- (iii) Recommendations which may improve the working of global enterprises are given below:
 - (a) Already a team in the form of Inter-departmental Committee has been formed. Also a need is being felt that modern management principles should be used. Such measures should be further reinforced.

- (b) There is also need to impart training to managers especially to appointed relatives. Training may be given to impart and develop the skills of the mass handling, negotiation with unions and maintenance of discipline. Replacing some of relatives with professionals may be considered if training does not give the desired results.
- (c) Positive methods of discipline should be encouraged instead of hostile approach.
- (d) Mr. Chandan Das should again take active interest in the company. In initial years, he was able to manage improvement in demand of products and also growth in profits. However, he should take lessons from his past experiences and act in a professional manner and not be guided by sentiments and family considerations.

2005 - Nov [6] Read the following case and answer the questions given at the end:

Ram Bansal was the Administrator of Ambawadi Community Hospital. The Finance Controller, Ramesh Ahuja, reported to him and directed the financial affairs of the hospital. Ahuja's general attitude was that of a tight-isted guardian of finance. He was rigid in attitude, not wanting to approve any action that was a departure from routine or at variance from policy. Bansal was the type who desired to take action, regardless of the restrictions of past practice or policy. The differing attitudes of two men had led to conflicts in the past, and on two occasions Bansal had warned, "If you can't follow my orders, Ramesh, I am going to fire you". Ahuja held his ground and usually won his arguments, contending that his approach was proper accounting practice and, therefore, not subject to challenge by Bansal.

One afternoon Bansal approached Ahuja and commented, "Ramesh, there's merit wage increase that I just put through for Rita Agarwal. She's the best floor supervisor we have, and she deserves an increment. She threatened to leave unless we gave her a raise. I promised this on her next pay cheque, so as to be sure to put it through at once."

Ahuja looked at the merit increase form and commented, "Mr. Bansal, you know I can't put this through. It is contrary to our policy. She is already getting the top rate allowed for her category."

Bansal : "That doesn't make any difference. Put it through. I'm the administrator of this hospital, and when I say 'do it', then put it through."

Ahuja : "I can't do it. It's against our policy."

Bansal : "I'm the boss here, and I say do it".

Ahuja : "I'm not going to violate the policy".

Bansal pointed his finger at Ahuja and talked so loudly that it attracted the attention of others in the office: "Who's the boss here, Mr. Ahuja?"

Ahuja : "You are".

Bansal : "Then put this raise through".

Ahuja : "No."

A shouting match developed between them that diverted the attention of the whole office. Finally, Bansal said, "Ramesh, I have had enough. You are fired."

Ahuja : "You can't fire me for that."

Bansal : "I just did it. You are through".

Bansal did not retract his action. Ahuja was removed from the payroll and he left the hospital in the afternoon.

Questions:

- (i) Discuss the leadership style used by Ram Bansal. How effective is his style? (6 marks)
- (ii) What changes would you advise in such a style? (4 marks)
- (iii) To what extent were Ramesh Ahuja's needs being considered? (4 marks)
- (iv) What kind of organisational climate was being created? (4 marks)

Answer:

- (i) The leadership style used by Ram Bansal's may be considered as autocratic and authoritarian. An autocratic leader retains the authority and decision-making powers with himself. There is little participation by his subordinates in the decision-making process. Subordinates are expected to follow the instructions and orders. Clearly, Ram Bansal

reflected similar behaviour and did not appreciate the issues raised by Ahuja. Instead of ironing out the differences he chose to deal it with a iron hand.

Ram Bansal was preoccupied with the authority conferred on him by his position and he wanted that his subordinates including Ahuja should follow instructions unquestioningly. This is again a unique feature of authoritarian style.

Autocratic style may be suitable in cases wherein subordinates have tendency to shirk responsibility and avoid work and also in cases wherein they lack general acumen to take decisions and accomplish the job. However, autocratic style is often considered detrimental to conducive organisational climate.

In general, it leads to lack of confidence and insecurity in the subordinates, and stifles creativity and innovative abilities in the subordinates. The autocratic style also stifles subordinate's development and organisational effectiveness. Ram Bansal's style is not effective from the point of view of the conducive organisational environment that an administrator should provide. In fact, it is Ram Bansal's style that has led to a major conflict situation within the organisation between him and Ramesh Ahuja, Finance Controller. This has also attracted the attention of other persons in the organisation that may lead to a sense of fear among others and also frustration due to lack of opportunity and fear on the part of subordinates to express a view different from that of their superior.

- (ii) The facts of the case reveal that Ramesh Ahuja was always cognizant of hospital's policies and procedures. He had the ability to argue his viewpoint where he differs from his superior. He was willing to state the reasons for his differences. In this situation, Ram Bansal should have adopted a participative style of leadership with trust and confidence in Ramesh Ahuja so that communication with him is open and team-work is built up.

To be an effective leader, Ram Bansal should have a greater measure of confidence and trust in his subordinates, help them in the development of methods to achieve organisational objectives, and also encourage participation in the real sense.

There was need to discuss the importance of flexibility in the policies and the principles behind them. May be in exceptional cases deviating from policies is desirable, but there is nothing wrong in discussing the same and critically appraising them for repercussions before any action is taken.

- (iii) The facts of the case reflect that Ramesh Ahuja is willing to raise difference in opinion to his superior. He seeks the freedom to point out deviations in organisational policies. His objective is to interact with his superior, without fear, bearing in mind organisational goals.

The lack of communication that underlies the leadership style of the Ram Bansal and the sense of insecurity that stems from the leadership style adopted by him have an adverse impact on the feeling of pride that Ramesh Ahuja has. Pride is a powerful and valuable motivator and when this is stifled, the subordinate feels frustrated.

Ramesh Ahuja expects a measure of involvement in decision-making. Involvement satisfies one's ego and self-esteem. But in the present situation, Ramesh Ahuja is denied the opportunity for involvement in decision-making.

- (iv) Ram Bansal's style will lead to a climate characterised by a sense of fear and low morale. The subordinates will be scared to voice out their opinion or reservations on critical issues. They may, in general avoid to participate in the decision-making process. Subordinates will become 'yes men' and refuse to confidently accept authority delegated to them.

In this environment, group effectiveness will be lost. In the final analysis, this adverse climate will not provide a conducive atmosphere for Ram Bansal to be an effective leader who can otherwise function comfortably and achieve results competently.

2006 - May [6] Read the following case and answer the questions given at the end:

A Bombay Stock Exchange (BSE) listed well-established company, engaged in manufacturing of metal containers and packaging items, had diversified its operations in early 1990s by investing a large amount in a bearings factory. In the late 1990s the company was found suffering from a

high cost structure, mounting losses, shortage of liquid funds and large scale exodus of technicians and managers. For a turnaround the management proposed for reduction in workforce, wage cuts and freezing of LTC facility and other perks. But the proposal was not acceptable to the labour unions. Ultimately the company decided to reopen the packaging units, hitherto closed. But their revival depended upon cost reduction through reduction in the excess workforce. A Multinational Company was interested in taking over the sick unit, but was not allowed to do so under the present laws.

Questions :

- (i) Was the decision to diversify into bearings correct ? (6 marks)
- (ii) What apparently went wrong ? (6 marks)
- (iii) What would be your advice to the company ? (6 marks)

Answer:

- (i) In the given case it is given that a BSE listed well established company, engaged in manufacturing of metal containers and packaging items, has diversified its operation in early 1990's and by late 90's was found suffering from huge loss. This loss poses the question that was the decision to diversify into bearings correct ? The answer to the above question will be 'yes. Yes, the decision to diversify into bearings was absolutely correct. This is because, diversification is a second business strategy capable of giving high returns to the company. Diversification also reduces the risk of company by reducing dependence on just one product. If a company has diversified its product range there is an added advantage that if one industry is in recession the other product may be in growth phase of business cycle. Thus the decision of the company was correct. It also seems from the given case study the company has reaped some profits too. Taking into consideration all the above points one can state that the company had the capacity market and reputation to justify the decision.
- (ii) It is given in the case that after diversification the company is suffering from high cost structure, mounting losses, shortage of liquid fund and large scale exodus of technicians and managers. Thus the question arises what apparently went wrong ? There may be many a reason as to why the strategy went wrong.

The first reason may be that the diversification was done at a very high cost.

Secondly, the company is over staffed. This is evident more so because the company is proposing for reduction in work force.

Moreover it seems the company is bit by mismanagement and is not utilising its resources effectively.

The company also seems to have failed at human relations front. There seems a lack of motivational force resulting in low productivity.

- (iii) To revive, the company needs to tackle the situation with a positive look and a rational approach. First of all it has to take its union into confidence. By introducing worker's participation in management, the company can seek advice from the workers. The decisions taken with the support of the workers would be easier to implement. Secondly the company should adopt cost reduction and cost control methods through new improved working methods. It can also go in for voluntary retirement scheme to reduce the excess workforce. It is also given that the company is suffering from shortage of liquid fund. Thus for revival the company needs additional fund. This fund can be arranged from financial institutions.

2006 - Nov [6] Read the following case and answer the questions given at the end:

A-One Engineering Limited is a multinational light engineering company. It has manufacturing facilities in India at Surat and Indore. The company adopted budgetary system with emphasis on production and expense budget. The budget targets are set on the basis of analysis of production facilities and production operations. While Surat unit was working properly, Indore unit was not able to meet the target for the last three years.

To improve the functioning of Indore unit Mr. Rohit Chaudhary, who has been an Assistant Manager at the Surat unit for nearly 8 years, was transferred to Indore unit as a Plant Manager. He was assigned the special task to improve Indore unit. Mr. Cuaudhary is an engineer by profession and after passing engineering he did MBA from a reputed institution. He had joined the Company as an engineer-trainee some 12 years back. Right from his early days at Surat unit, he has been very ambitious and autocratic. He

believed in getting the things done through effective exercise of authority and control. Among his colleagues and subordinates he has an image of a strict administrator. Soon after joining the Indore unit, he made preliminary study of the working environment in the plant and issued instructions to all departmental heads to reduce cost by 5 percent. Initially there was some resistance by the Assistant Plant managers and supervisors. Within a short span of 45 days, production went up by 10 percent. After a fortnight he instructed all the departments to increase production by 15 percent and instructed the supervisors strictly to adhere to the target. Again his instructions were resisted at initial level. He also introduced minor changes in the existing reporting system. He himself watched the operators very closely. He suspended two supervisors for not meeting the target. Subsequently two supervisors left at their own, while one supervisor proceeded on long leave. With all his efforts, the unit was very much on the right track and within six months the new budgeted figure exceeded by 12 percent.

After setting the plant right, he was called back at Surat as Plant Manager where vacancy arose due to retirement. However, shortly after Mr. Chaudhary left the Indore unit, things began to revert back and the productivity fell sharply, much below the earlier levels.

Questions :

- (i) Explain the type of organisational climate created by Mr. Chaudhary at the Indore unit. (6 marks)
- (ii) What were the probable reasons for drop in productivity at the Indore unit after Mr. Chaudhary left it ? (6 marks)
- (iii) Should Mr. Chaudhary improve his leadership skills ? Why and how? (6 marks)

Answer:

- (i) It is given that Mr. Chaudhary was ambitious and autocratic. Such a person believes in determining performance goals and the means of achieving them unilaterally. In the given case also Mr. Chaudhary has issued orders and instructions to his subordinates without involving them. he exercised his authority to coerce the supervisors and assistant managers to adhere to his instructions to reduce costs and increase production. He also supervised them very closely.

Autocratic actions on the part of a leader are justified in cases where employees lack self-initiative and generally shirk work or are not capable of being involved in decision making process. However, if the environment does not require autocracy then such actions of a leader used on a sustained basis creates a climate characterised by stress, pressure and fear. Autocratic instructions issued by Mr. Chaudhary and close supervision must have brought in a sense of fear among the employees. His action to suspend two supervisors must have further added to the scare that was created. Supervisors leaving the organisation or proceeding on long leave indicates that the organisational climate is one wherein employees are not able to closely associate their personal goals with organisational goals. His image of strict administrator also made the organisation more impersonal.

Organisation climate by definition is enduring. The inherent climate of the organisation, prevailing prior to the entry of Mr. Chaudhary, wherein members of the organisation were not delivering the results once again surfaced as soon as was shifted back to original location. However, this time the situation further deteriorated.

- (ii) Mr. Chaudhary used pressure to improve the production in the unit. As soon as the pressure was withdrawn the productivity also went down. Evidently the employees working in the organisation lack interest and are not able to involve themselves with the objectives of the organisation. So long as the fear was used the production improved. It is also possible that the supervisor and managers lack necessary skills to create an conducive environment wherein everybody works as a team towards accomplishment of the organisational goals.

Although Mr. Chaudhary was able to raise the production for some time, he failed to improve the organisational working where individuals become self-interested and deliver results. He was not effective in his approach. He did not bother to analyse the root cause of low productivity and failed to find a permanent remedy to the illness. He being an autocrat believed in exercising authority strictly and monitoring completely to force all employees to meet budgeted target. It was a short-term solution for a long term problem.

- (iii) Adopting autocratic style by the managers in some situations is required. There are also individuals in organisations who deliver results only under strict supervision. These are the people who do not respond to positive actions taken by their superiors. However, generalising that only style that should be adopted by a manager should be autocratic is wrong. Perhaps Mr. Chaudhary is a believer in Theory X. Similarly he also falls at the one end of leadership continuum comprising of leaders who keep complete authority with them. Definitely, he needs to improve his leadership skills.

Organisational climate is affected by leadership style, communication, decision making, motivation, etc. Mr. Chaudhary, as plant manager of Indore Unit, should have made efforts to find a long-lasting solution to the problem of low productivity instead of going in for fire-fighting measures. He was concerned only for production. He should have changed his leadership style from authoritative to consultative or participative style. It would have led to sense of involvement and commitment among them. He should have developed two-way communication to get feedback of where things were going wrong. Had he done all that others would have continued his philosophy and efforts to maintain and improve the productivity levels, as Mr. Chaudhary envisioned.

There are a variety of programmes focused on development of leadership and behavioral skills. In the given case at least Mr. Chaudhary should undergo leadership training. These programmes should be designed to expose him to several leadership situations and teach him how to tackle them. The situations can be created that are partly simulated and partly real. Expert trainers can be assigned this job. These trainers create the situations wherein the managers undergoing leadership training are provided opportunities to diagnose problems, think of ways and means of tackling them which partly involve testing of various styles of leadership against realities. Leadership training to Mr. Chaudhary should be designed to give insights and experiences on appropriate attitudes and behaviour which he has to adopt in tackling diverse situations, on how to gain initiative

and command over a situation how to inspire and motivate people, that measures are necessary to inject discipline, cohesiveness and team work ethic in the group, and so on.

2007 - May [6] What is Bloom's Taxonomy.

Answer:

It is a classifications of the different objectives and skills that education set for their students. It includes six levels of learning which are as follows:

1. Remembering
2. Understanding
3. Applying
4. Analyzing
5. Evaluating
6. Creating

Bloom's is hierarchal, meaning that learning at the higher levels is dependent on having attained prerequisite knowledge and skill at lower levels.

2007 - Nov [6] How can vocabulary enhancement be done?

Answer:

1. Read extensively
2. Use dictionary for meaning of new words
3. Read interesting material
4. Learn group of words that come together
5. Dedication and perseverance

2018 - May [7] (a) Read the passage carefully and answer the questions given below:

A life of action and danger moderates the dread of death. It not only gives us fortitude to bear pain, but teaches us at every step the precarious tenure on which we hold our present being. Sedentary and studious men are the most apprehensive on this score. Dr. Johnson was an instance in point. A few years seemed to him soon over, compared with those sweeping contemplations on time and infinity with which he had been used to pose himself. In the still life of a man of letters there was no obvious reason for a change. He might sit in an arm chair and pour out cups of tea to all eternity would it had been possible for him to do so. The most rational cure after all

for the inordinate fear of death is to set a just value on life. If we mere wish to continue on the scene to indulge our head-strong humour and tormenting passions, we had better be gone at once; and if we only cherish a fondness for existence according to the good we desire from it, the pang we feel at parting it will not be very server.

- (i) What type of people are afraid of death and Why? (1 mark)
- (ii) How can we get rid of fear of death? (1 mark)
- (iii) What idea do you form about Dr. Johnson from this passage? (1 mark)
- (iv) Write Summary of the Passage. (2 marks)

Answer:

- (i) Sedentary men are afraid of death because they do not live their life with action and danger moderates the dread of death.
- (ii) By lives a action full life we can get rid of fear of death, because it not only gives us fortitude to bear pain, but teaches us at every step the precarious tenure.
- (iii) In the life of a man of letters there is no obvious reason for a change. He might sit in an arm chair and Pour out cups of tea.
- (iv) The summary of the passage is that the inordinate fear of death is to set a just value of life. If we mere wish to continue on the scene to indulge our head strong humour and tormenting passions, we had better be gone at once.

2018 - Nov [7] (a) Read the passage carefully and answer the questions given below :

"Your room is so ugly that no one can enter your room except yourself, son. Please take care of yourself at least." Harish's mother was simply shouting at Harish. It was a beautiful Sunday morning and Harish was in no mood to get up from bed even it was already 9.00 A.M. His mother had completed cleaning the whole house except Harish's Room. Harish got up and finished his daily routine. Still, he was only at the receiving end. "All your friends have finished morning walk, breakfast and completed their weekly homework given in the college. Just clean your room and take the whole garbage and throw outside." Harish was surprised. What is mom speaking about ? Yesterday only his mom was teaching him about "Swachh Bharat Abhiyan"

and today asking him to throw the garbage outside ! "What's this Mom ? You advised me so much and today asking to throw garbage outside ?" Harish had two options, either to follow his mother's last night advice or to follow her present order. He decided to follow the first and raised objection. His Mom said, "It was just a book son, I was teaching from that only." Harish still objected and threw the garbage inside a dustbin, located around 200 metres away from his house.

Is it only a matter of reading only ? Is really cleanliness not necessary ? Is it a duty of the politicians and Government servants ? Harish asked himself all the questions to himself and decided to do what he thought to be proper. If all of us with a little effort try it in our daily life, slowly, but surely we can clean our environment. Only we are responsible for all this non-sense. Therefore we have to act. We have to avoid the use of polythene bags to save our environment; we have to give up our habit of throwing garbage and used plastic bags and bottles here and there. Otherwise day will come, when we and our future generation will be struggling to find a clean road to walk. Think seriously and act accordingly.

- (i) What was the subject matter of the book, which Harish's mother was teaching him last night ? (1 mark)
- (ii) Who has to act properly to ensure a clean environment ? (1 mark)
- (iii) Who will suffer if we do not ensure clean environment ? (1 mark)
- (iv) Write a summary of the above paragraph. (2 marks)

Answer:

- (i) The book that Harish's mother was reading was "Swachh Bharat Abhiyan."
- (ii) We all should work to ensure the cleanliness of the environment.
- (iii) We all and the next generation will have to suffer if we do not keep the environment clean.
- (iv) This story reflects the reality of the people toward 'Swachh Bharat Abhiyan.'

On one side, where Harish's mother tells him to clean his room on the other side, she tells him to throw garbage on the road. People want cleanliness but do not want to do it themselves. They think this is just the work of the politicians and Government servants. But they forget

that India is our home too. It is the responsibility of each and every Indian citizen to make our country a Swachh country. Cleanliness is most important of all because sanity is the centre of health and health is the centre of wealth. Swachh Bharat Abhiyan is not only a matter of reading or saying but it is an awareness campaign for cleanliness, which was launched on October 2, 2014 through India. We must respect the Swachh Bharat Abhiyan like Harish and take part in it. By this we and our next generation will get clean and beautiful India in the future.

2019 - June [7] (a) Read the passage carefully and answer the questions given below :

Coral reefs are one of the most fragile, biologically complex, and diverse marine ecosystems on Earth. This ecosystem is one of the fascinating paradoxes of the biosphere. Found along the sea coasts they are formed in various shapes and sizes. They constitute as one of the beautiful creations of nature. Symbiotic cells of algae known as zooxanthellae carry out photosynthesis using the metabolic wastes of the coral thereby producing food for themselves, for their corals, hosts, and even for other members of the reef community. This symbiotic process allows organisms in the reef community to use sparse nutrient resources efficiently.

Unfortunately for coral reefs, however, a variety of human activities are causing worldwide degradation of shallow marine habitats by adding nutrients to the water. Agriculture, slash-and-burn land clearing, sewage disposal and manufacturing that create waste by-products all increase nutrient loads in these waters. Typical symptoms of reef decline are destabilized herbivore populations and an increasing abundance of algae and filter-feeding animals. Declines in reef communities are consistent with observations that nutrient input is increasing in direct proportion to growing human populations, thereby threatening reef communities sensitive to subtle changes in nutrient input to their waters.

- (i) What are the indicators of reef decay? (1 mark)
- (ii) How does Algae carry out the process of photosynthesis? (1 mark)
- (iii) How is man responsible for destruction of Natural Reef? (1 mark)
- (iv) Write a Summary of the above Passage. (2 marks)

Answer:

- (i) The indicators of reef decay are:
 1. The destabilized herbivore populations
 2. An increasing abundance of algae and filter-feeding animals.
- (ii) Symbiotic cells of algae known as zooxanthellae carry out photosynthesis using the metabolic wastes of the coral thereby producing food for themselves, for their corals, hosts, and even for other members of the reef community.
- (iii) Following activities by human/man are responsible for destruction of Natural Reef:
By adding nutrients to the water like:
 - (a) Agriculture
 - (b) Slash and burn land clearing
 - (c) Sewage disposal
 - (d) Manufacturing activities that create waste by-products.
- (iv) **Summary of the passage:** Coral Reefs, one of the beautiful creations of nature are found along the sea coast and are a diverse marine ecosystem on Earth.
A variety of human activities are causing worldwide decline of coral reefs by increasing nutrient loads in their waters, to which such reef communities are sensitive and thus, threatened due to these subtle changes in their waters.

2019 - Nov [7] (a) Read the passage carefully and answer the questions given below :

Being the daughter of a physics professor, Marie who was born in 1867 in Warsaw, Poland, was greatly influenced by the wonders of Science and technology. Since an early age, she displayed a blithe personality. Her fascination for learning prompted her to continue with her studies even after school. She became disgruntled, however, when she learned that the university in Warsaw was closed for women. Determined to complete higher education, she defiantly left Poland and in 1891 entered the Sorbonne, a French university, where she completed her doctorate in physics.

Marie met Pierre Curie at the Sorbonne along with some of the other greatest scientists of her day. Marie and Pierre were married in 1895 and spent many productive years working together in the physics laboratory. A short time after they discovered radium, Pierre was killed by a horse-drawn wagon in 1906. For Marie it was an horrible misfortune and heartbreaking event. Despondently she recalled their close relationship and the joy that they had shared in scientific research. The fact that she had two young daughters to raise by herself greatly increased her distress.

Curie's feeling of desolation finally began to fade when she was asked to succeed her husband as a physics professor at the Sorbonne. She was the first woman to be given a professorship at the world-famous university. In 1911 she received the Nobel Prize in physics for isolating radium. Although Marie Curie eventually suffered a fatal illness from her long exposure to radium, she never became disillusioned about her work. Regardless of the consequences, she had dedicated herself to science and to revealing the mysteries of the physical world.

- (i) What did Marie did not like about the Warsaw University? (1 mark)
- (ii) What was first step that Marie took towards her becoming a scientist? (1 mark)
- (iii) How did Marie deal with the desolation caused by her husband's death? (1 mark)
- (iv) Write a Summary of the above Passage. (2 marks)

Answer:

- (i) Marie did not liked that women were not allowed at the Warsaw University and she had a fascinated for higher studies and learning.
- (ii) Marie left her birth place Poland for higher studies in 1891 and entered in Sorbonne, a French University, where she completed her doctorate in physics.
- (iii) Marie finally succeeded her husbands post as a physics professor at the Sorbonne, a French University. As she was the first women to be given a professorship at the world famous University hence she received a Nobel prize in physics for isolating radium. All this diluted the desolation caused by her husbands death.

- (iv) Marie was daughter of a physics professor and was born in 1867 in Warsaw, Poland. She had a liking for science and technology and hence he decided to continue studies even after her schooling. She become unhappy when she come to know that Warsaw University was closed for women hence she left Poland in 1891 and entered the Sorbonne, a French University, where she completed her doctorate in physics.

Marie met Pierre Curie at the Sorbonne during work and got married with him in 1895 spending may productive years working together and in a short time they discovered radium. Pierre was killed in horse - drawn wagon accident in 1906. Marie was distressed too much as she also had two young daughters.

Curie's desolation faded away when she was asked to succeed her husband's job. She was the first women to be given a professorship at the world- famous university. In 1911 she received a Nobel Prize for isolating radium curie finally died due to illness caused by exposure to radium curie never become disillusioned and was always dedicated to science and mysteries of the physical world.

PRACTICE PASSAGES

Q.1: Read the passage carefully and answer the questions that follow:

Biofuels and the Environment:

Leading investors have joined the growing chorus of concern about governments and companies rushing into producing biofuels as a solution for global warming, saying that many involved in the sector could be jeopardising future profits if they do not consider the long term impact of what they are doing carefully.

It is essential to build sustainability criteria into the supply chain of any green fuel project in order to ensure that there is no advance effect on the surrounding environment and social structures. The report produced by the investors expresses concern that many companies may not be fully aware of the potential Pitfalls in the biofuel sector.

Production of corn and soya beans has increased dramatically in the last years as an eco-friendly alternative to fossil fuels but environmental and human rights campaigners are worried that this will lead to destruction of rain forests. Food prices could also go up as there is increased competition for crops as both foodstuffs and sources of fuel. Last week, the UN warned that biofuels could have dangerous side effects and said that steps need to be taken to make sure that land converted to grow biofuels does not damage the environment or cause civil unrest. There is already great concern about palm oil, which is used in many foods in addition to being an important biofuels, as rain forests are being cleared in some countries and people driven from their homes to create palm oil plantations.

An analyst and author of the investor's report says that biofuels are not a cure for climate change but they can play their part as long as governments and companies manage the social and environmental impacts thoroughly. There should also be greater measure taken to increase efficiency and to reduce demand.

1. _____ are worried about the boom in biofuels.

- (a) Few people
- (b) Many people
- (c) Only these leading investors.

Answer:

- (b) Many People

2. Biofuel producers _____ know about the possible problems.

- (a) do not
- (b) might not
- (c) must not.

Answer:

- (b) might not

3. Environmentalist believe that increased production of corn and soya.

- (a) has destroyed rain forests

- (b) may lead to the destruction of rain forests.
- (c) Will lead to the destruction of rain forests.

Answer:

- (c) will lead to the destruction of rain forests

4. Biofuels might

- (a) drive food prices up
- (b) drive food prices down
- (c) have little or no impact food prices.

Answer:

- (a) drive food prices up

5. The increased production of palm oil

- (a) just affects the environment
- (b) just affect people
- (c) affects both people and the environment.

Answer:

- (c) affects both people and the environment

6. The author of the report says that biofuels

- (a) have no role to play in fighting global environment.
- (b) can be effective in fighting global warming on their own.
- (c) should be part of a group of measures to fight global warming.

Answer:

- (c) should be part of a group of measures to fight global warming.

Q.2: Read the passage carefully and the questions that follows:

Intelligence Pills

Some scientists have predicted that healthy adults and children may one day take drugs to improve their intelligence and intellectual performance. A research group has suggested that such drugs might become as common coffee or tea within the next couple of decades.

To counter this, students taking exams might have to take drugs tests like athletes. There are already drugs that are known to improve mental performance like Ritalin, which is given to children with problems concentrating. A drug given to people with trouble sleeping also helps people remember numbers.

These drugs raise serious legal and moral questions, but people already take vitamins to help them remember things better, so it will not be a simple problem to solve. It will probably be very difficult to decide at what point a food supplement becomes an unfair drug in an examination.

1. Only children will take pills to improve their intellectual performance.

- (a) Right
- (b) Wrong
- (c) Doesn't say

Answer:

- (b) wrong

2. Intelligence Pills are already as common as coffee or tea.

- (a) Right
- (b) Wrong
- (c) Doesn't say

Answer:

- (b) Wrong

3. Coffee is as common as tea

- (a) Right
- (b) Wrong
- (c) Doesn't say

Answer:

- (c) Doesn't say

4. Students could have to take intelligence drugs tests.

- (a) Right
- (b) Wrong
- (c) Doesn't say

Answer:

- (a) Right

Q.3: Read the following passage and answer the questions below it in the content of the passage.

An earthquake comes like a thief in the night, without warning. It was necessary therefore to invent instruments that neither slumbered nor slept. Some devices were quite simple. One, for instance, consisted of

rods of various lengths and thickness which would stand up on end like ninepins. When a shock came it shook the rigid table upon which these stood. If it were gentle, only the more unstable rods fell. If it were severe, they all fell. Thus the rods by falling and by the direction in which they fell, recorded for the slumbering scientist, the strength of a shock that was too weak to wake him and the direction from which it came. But, instruments far more delicate than that were needed if any really serious advance was to be made.

The ideal to be aimed at was to devise an instrument that could record with a pen on paper the movements, of the ground or of the table as the quake passed by. While I write my pen moves but the paper keeps still. With practice no doubt, I could, in time, learn to write by holding the pen still while the paper moved. That sounds a silly suggestion, but that was precisely the idea adopted in some of the early instruments (seismometers) for recording earthquake waves. But when table penholder and paper all moving how is it possible to write legibly? The key to a solution of that problem lay in an everyday observation. Why does a person standing in a bus or train tend to fall when a sudden start is made? It is because his feet move on, but his head stay still.

1. This passage says that early instruments for measuring earthquakes were

- (a) faulty in design
- (b) expensive
- (c) not sturdy
- (d) not sensitive enough

Answer:

- (d) not sensitive enough.

2. Why was it necessary to invent instruments to observe an earthquake?

- (a) because an earthquake comes like a thief in the night.
- (b) To make people alert about earthquake during their conscious as well as unconscious hours.

- (c) To prove that we are technically advanced.
- (d) To experiment with the control of man over nature.

Answer:

- (a) because an earthquake comes like a thief in the night.
3. A simple device which consisted of rods that stood up on end like ninepins was replaced by a more sophisticated one because it failed
- (a) to measure a gentle earthquake
 - (b) to measure a severe earthquake
 - (c) to record the direction of the earthquake
 - (d) to record the facts with a pen on paper

Answer:

- (d) to record the facts with a pen on paper.
4. The everyday observation referred to in the passage relates to:
- (a) a moving bus or train
 - (b) the sudden start of a bus
 - (c) the tendency of a standing person to fall when a bus or train moves suddenly
 - (d) people standing in a bus or train

Answer:

- (c) the tendency of a standing of a person to fall when a bus or train moves suddenly.
5. The early seismometres adopted the idea that in order to record the earthquake, it is
- (a) the pen that should move just as it moves when we write on paper.
 - (b) the pen that should stay still and the paper should move.
 - (c) both pen and paper that should move.
 - (d) neither pen nor paper that should move.

Answer:

- (b) the pen that should stay still and the paper should move.

Q.4: Read the following passage and answer the questions given below it in the content of the passage.

Our voyage was very prosperous, but I shall not trouble the reader with a journal of it. The captain called in at one or two parts and sent in his long boat for provisions and fresh water, but I never went out of the ship still we came into the Downs, which was on the 3rd day of June, 1706, about nine months after my escape. I offered to leave my goods in security for payment of my freight, but the captain protested he would not receive one farthing. We took kind leave of each other, and I made him promise that he would come to see me at my house in Redriff. I hired a house and a guide for five shillings which I borrowed from the captain.

1. When the writer was the word 'prosperous' to describe the voyage, he means that
- (a) it made him rich
 - (b) it made him healthy
 - (c) it was very pleasant
 - (d) it was uneventful

Answer:

- (c) it was very pleasant.

2. On the voyage, the author
- (a) left the ship at intervals
 - (b) was not able to leave the ship because it did not stop
 - (c) never left the ship at all
 - (d) never left the ship till they came into the Downs

Answer:

- (d) never left the ship till they came into the downs.

3. In the content of the passage, the word 'Provisions' means
- (a) mainly food
 - (b) mainly security
 - (c) money
 - (d) mainly ammunition

Answer:

- (a) mainly food.

4. For the payment of the author's freight, the captain
- kept his goods as security
 - refused to accept any money
 - protested against being paid only a farthing
 - accepted a sum of money

Answer:

- (b) refused to accept any money.
5. From the passage, it is clear that the captain's attitude to the author was
- one of hostility
 - one of indifference
 - one of extreme friendliness and kindness
 - one of disgust and imitation

Answer:

- (c) one of extreme friendliness and kindness.

Q.5: Questions 1-4 are about the following announcement.

Student volunteers Needed!

On Saturday, December 12th, from 10 A.M. until 4 P.M. Carverton Middle School will be holding a music festival in the school gymnasium. The special event will **feature** a variety of professional musicians and singers.

Task	Time	Date
Make posters	1 P.M.-4P.M.	December 5 th
Set up gym	11 A.m.-4 P.M.	December 11 th
Help performers	9 A.M.-4 P.M.	December 12 th
Welcome guests	10 A.M.-2 P.M.	December 12 th
Clean up gym	4 P.M.-7 P.M.	December 12 th

Interested students should speak with Ms. Braxton, the music teacher. Students who would like to help at the festival must have written permission from a parent or guardian.

- What time will the festival begin?
 - 10 A.M.
 - 11 A.M.
 - 1 P.M.
 - 2 P.M.
- In line 3, the word **feature** is closet in meaning to _____.
 - look
 - keep
 - include
 - entertain
- What job will be done the day before the festival begins?
 - Making posters
 - Setting up the gym
 - Cleaning up the gym
 - Helping the performers
- Who is told to talk to Ms. Braxton?
 - Parents
 - Students
 - Teachers
 - Performers

Questions 5-11 refer to the following story.

"Did you see that?" Joe said to his friend Bill.

"You're a great shooter!"

Bill caught the basketball and bounced it before throwing it again. The ball flew into the net

"Bill, you never miss!" Joe said admiringly.

"Unless I'm in a real game," Bill complained

"Then I miss all the time."

Joe knew that Bill was right. Bill **performed** much better when he was having fun with Joe in the school yard than he did when he was playing for the school team in front of a large crowd.

"May be you just need to practice more" Joe suggested
"But I practice all the time with you!" Bill objected.
He shook his head. "I just can't play well when people are watching me."

"You play well when I'm watching," Joe pointed out.

"That's because I've known you since we were five years old," Bill said with a smile. "I'm just not comfortable playing when other people are around."

Joe nodded and understood, but he also had an idea.

The next day Joe and Bill met in the school yard again to practice. After a few minutes, Joe excused himself.

"Practice without me," Joe said to his friend. "I'll be back in a minute."

Joe hurried through the school building, gathering together whomever he could find—two students, a math teacher, two secretaries, and a janitor. When Joe explained why he needed them, everyone was happy to help.

Joe reminded the group to stay quiet as they all went toward the school's basketball court. As Joe had hoped, Bill was still practicing basketball. He made five baskets in a row without noticing the silent people standing behind him.

"Hey, Bill!" Joe called out finally.

Bill turned. A look of surprise came over his face.

"I just wanted to show you that you could play well with people watching you," Joe said, "Now you'll have nothing to worry about for the next game!"

5. What would be the best title for the story?

- (a) Joe joins the Team
- (b) Practice makes perfect
- (c) Bill Wins the Big Game
- (d) Bill's basketball Problem.

6. In line 8, the word performed is closest in meaning to _____

- (a) acted
- (b) played
- (c) moved
- (d) changed.

7. Why is Bill upset?

- (a) He plays better in practice than he does during games.
- (b) The school yard is not a good place to practice
- (c) Joe watches him too closely when he plays.
- (d) His team loses too many games.

8. Why does Bill play well when Joe is watching him?

- (a) He is comfortable with Joe.
- (b) Joe tells him how to play better.
- (c) He does not know that Joe is there.
- (d) He wants to prove to Joe that he is a good player.

9. Why does Joe decide together a group of people?

- (a) Because he wants more players for his team
- (b) Because he wants to help Bill feel less nervous
- (c) Because he wants to show them his talent
- (d) Because he wants more people to see the next game.

10. At the end of the story, all of the following people watch Bill practice EXCEPT _____.

- (a) Joe
- (b) a janitor
- (c) a math teacher
- (d) the basketball coach

11. Why does the group have to be quiet when they go to the basketball court?

- (a) Because Joe is telling Bill what to do
- (b) Because they do not want Bill to know they were there
- (c) Because Bill likes to practice alone
- (d) Because the group needs to listen to Joe's instructions.

Questions 12-20 are about the following passage.

When another old cave is discovered in the south of France, it is not usually news. Rather, it is an ordinary event. Such discoveries are so frequent these days that hardly anybody pays heed to them. However, when the Lascaux cave complex was discovered in 1940, the world was amazed. Painted directly on its walls were hundreds of scenes showing how people lived thousands of years ago. The scenes show people hunting animals, such as bison or wild cats. Other images depict birds and, most noticeably, horses, which appear in more than 300 wall images, by far outnumbering all other animals. Early artists drawing these animals accomplished a monumental and difficult task. They did not limit themselves to the easily accessible walls but carried their painting materials to spaces that required climbing steep walls or crawling into narrow passages in the Lascaux complex. Unfortunately, the paintings have been exposed to the destructive action of water and temperature changes, which easily wear the images away. Because the Lascaux caves have many entrances, air movement has also damaged the images inside. Although they are not out in the open air, where natural light would have destroyed them long ago, many of the images have deteriorated and are barely recognizable. To prevent further damage, the site was closed to tourists in 1963, 23 years after it was discovered.

12. Which title best summarises the main idea of the passage?
(a) Wild Animals in Art
(b) Hidden Prehistoric Paintings
(c) Exploring Caves Respectfully
(d) Determining the Age of French Caves
13. In line 4, the words pays heed to are closest in meaning to _____.
(a) discovers
(b) watches
(c) notices
(d) buys

14. Based on the passage, what is probably true about the south of France?
(a) It is home to rare animals.
(b) It has a large number of caves.
(c) It is known for horse-racing events.
(d) it has attracted many famous artists.
15. According to the passage, which animals appear most often on the cave walls?
(a) Birds
(b) Bison
(c) Horses
(d) Wild cats
16. In the line 10, the word depict is closest in meaning to _____.
(a) show
(b) hunt
(c) count
(d) draw
17. Why was painting inside the Lascaux complex a difficult task?
(a) It was completely dark inside.
(b) The caves were full of wild animals.
(c) Painting materials were hard to find.
(d) Many painting spaces were difficult to reach.
18. In line 14, the word They refers to _____.
(a) walls
(b) artists
(c) animals
(d) materials
19. According to the passage, all of the following have caused damage to the paintings EXCEPT _____.
(a) temperature changes
(b) air movement
(c) water
(d) light

20. What does the passage say happened at the Lascaux caves in 1963?
- Visitors were prohibited from entering.
 - A new lighting system was installed.
 - Another part was discovered.
 - A new entrance was created.

ANSWER

1.	(a)	2.	(c)	3.	(b)	4.	(b)	5.	(d)
6.	(b)	7.	(a)	8.	(a)	9.	(b)	10.	(d)
11.	(b)	12.	(b)	13.	(c)	14.	(b)	15.	(c)
16.	(a)	17.	(d)	18.	(b)	19.	(d)	20.	(a)

OTHER PASSAGES FOR PRACTICE

Passage 1:

- Conversation is indeed the most easily teachable of all arts. All you need to do in order to become a good conversationalist is to find a subject that interests you and your listeners. There are, for example, numberless hobbies to talk about. But the important thing is that you must talk about other fellow's hobby rather than your own. Therein lies the secret of your popularity. Talk to your friends about the things that interest them and you will get a reputation for good fellowship, charming wit, and a brilliant mind. There is nothing that pleases people so much as your interest in their interest.
- It is just as important to know what subjects to avoid and what subjects to select for good conversation. If you don't want to be set down as a wet blanket or a bore, be careful to avoid certain unpleasant subjects. Avoid talking about yourself, unless you are asked to do so. People are interested in their own problems not in yours. Sickness or death bores everybody. The only one who willingly listens to such talk is the doctor, but he gets paid for it.

- To be a good conversationalist you must know not only what to say, but how also to say it. Be mentally quick and witty. But don't hurt others with your wit. Finally try to avoid mannerism in your conversation. Don't bite your lips or click your tongue, or roll your eyes or use your hands excessively as you speak.
- Don't be like that Frenchman who said, "How can I talk if you hold my hand?"

Q.1: Make notes on the contents of above paragraph in any format, using abbreviations. Supply a suitable title also. (5 marks)

Answers:

Title:

The Art of Conversation Notes:

- Conv'n-most easily tch'ble art**
 - Read interest'g subject-hobbies
 - Talk about other fellow's int/hobby
 - Win'g reptn. as good conversationalist
 - good f'ship
 - charm'g wit
 - brl. mind
- Fit subs, for conversationalist**
 - What subs, to avoid/select?
 - Avoid unpl'nt subs.
 - sickness
 - death
 - Avoid talk'g about self
- Qualities of a good conversationalist**
 - What to say and how to say it
 - Ment'y quick and witty
 - Pleasant and unhunt'g
 - Avoid mannerisms.

Q.2: Make a summary of the passage. (3 marks)

Answer:

Conversation is the easiest and the most effective tool than other arts. To have such attractive quality, you need to pick a subject that interest your listners more than you. Talk to your friends on topics that can indulge your friends in the conversation for a longer period of time. Being a good conversationalist, you have to quick and witty. You should have a pleasant and unhurting quality. Mannerism should be avoided.

Passage 2:

1. A good business letter is one that gets results. The best way to get results is to develop a letter that, in its appearance, style and content, conveys information efficiently. To perform this function, a business letter should be concise, clear and courteous.
2. **The business letter should concise:** don't waste words. Little introduction or preliminary chat is necessary. Get to the point, make the point, and leave it. It is safe to assume that your letter is being read by a very busy person with all kinds of papers to deal with a Re-read and revise your message until the words and sentences you have used are precise. This takes time, but is a necessary part of a good business letter. A short business letter that makes its point quickly has much more impact on a reader than a long-winded, rambling exercise in creative writing. This does not mean that there is no place for style and even, on occasion, humour in the business letter. While it conveys a message in its contents, the letter also provides the reader with an impression of you, its author the medium is part of the message.
3. The business letter must be clear. You should have a very firm idea of what you want to say, and you should let the reader know it. Use the structure of the letter—the paragraphs, topic sentences, introduction and conclusion—to guide the reader point by point from your thesis, though your reasoning, to your conclusion. Paragraph often, to break up the page and to lend an air of organisation to the letter. Use an accepted business-letter format. Re-read what you have written from the point of view of someone who is seeing it for the first time, and be sure that all

explanations are adequate, all information provided (including reference numbers, dates, and other identification). A clear message, clearly delivered, is the essence of business communication.

4. The business letter must be courteous. Sarcasm and insults are ineffective and can often work against you. If you are sure you are right, point that out as politely as possible, explain why you are right, and outline what the reader is expected to do about it. Another form of courtesy is taking care in your writing and typing of the business letter. Grammatical and spelling errors (even if you call them typing errors) tell a reader that you don't think enough of him or can lower the reader's opinion of your personality faster than anything you say, no matter how idiotic. There are excuses for ignorance; there are no excuses for sloppiness.
5. The business letter is your custom-made representative. It speaks for you and is a permanent record of your message. It can pay big dividends on the time you invest in giving it a concise message, a clear structure, and a courteous tone.

Answers:

Title: Writing a Business Letter

Notes:

1. Features of a gd. busns results

- 1.1 conveys info efficiently to get letter
- 1.2 is concise
- 1.3 is clear
- 1.4 is courteous

2. How to write a gd. busns. letter

2.1 Making letter concise

- 2.1.1 Intro shd be brief
- 2.1.2 Make your pt in precise words and sent's
- 2.1.3 Short letr more effective
- 2.1.4 Style is imp.-may ocasnly have hum'r

2.2 Achieving clarity

- 2.2.1 Have a clear idea of what you wish to say
- 2.2.2 Structr the letter-intro & conclsn
- 2.2.3 Use accepted format; para, topic, sent's
- 2.2.4 Check facts, expl'ns, refs.

2.3 Being courteous

- 2.3.1 Expl'n your pt. politely-avoid sarcasm/insults
- 2.3.2 Careful wrtg & typg.
- 2.3.3 Gram. & spel'g errors to be avoided

3. Importance of busns. letr

- 3.1 a representative
- 3.2 permanent rec. message.

A good business letter is that lends you positive and quality results. To get such results, a business letter should be effective in appearance, style and content. Apart from this a letter should be concise, clear and courteous. The business letter should be to the point as the message can be clear to the reader with an impression of you. The structure of letter should have topic sentence, introduction, paragraphs to conclusion. Reread the points you have written to avoid sarcasm and insults that can work against your motive. Further more grammar and spelling errors need to be avoided.

Passage 3:

Read the following passage and answer the questions given below:

The worst days of any summer are the rainy ones. We spend all year looking forward to nice weather and long, hot days. All of winter, with its dreary gray days and bitter cold, we dream of those endless days at the beach, laying on the sand and soaking in the bright and burning sun. And then, summer comes, and it rains. As a child, I would wake up to rainy summer days and come close to crying. It wasn't fair. We suffered though months of school and miserable weather for those scant ten weeks of freedom and balmy weather. Any day that I could not spend at the beach or playing ball with my friends seemed like a punishment for something I didn't even do.

On those rainy summer days, I had nothing fun to do and could only sit inside, staring out at the rain like a Dickensian orphan. I was an only child, so there was no one else to play with. My father worked from home, so I was not truly alone, but he could not actively play with me since he was technically at work. It was those days that I would resign myself to whatever was on television or any books that I could find lying around. I'd crawl through the day and pray each night that the rain would not be there the next day. As an adult, though, my opinion of summer rain has changed. When you have to work every day, summer is not as eagerly anticipated. Mostly, the days run together, bleeding into each other so that they no longer seem like separate entities and instead feel like continuations of the same long day. Everything seems monotonous and dull, and an ennui or listlessness kicks in. Such a mindset makes you cheer for anything new or different. I spend the winter dreaming of summer and the summer dreaming of winter. When summer comes, I complain about how hot it is. And then I look forward to the rain, because the rain brings with it a cold front, which offers a reprieve—admittedly one that is all too short—from the torture of 100° and humid days. Rainy days are still the worst days of the summer, but summer rain today means positively beautiful—and considerably cooler—weather tomorrow.

1. The passage makes use of language that is
 - (a) metaphorical
 - (b) rhetorical
 - (c) formal
 - (d) ambiguous
2. According to the passage, summer is different for adults because
 - (a) rain brings with it cold temperatures for the following days
 - (b) the weather is much warmer than it is for children
 - (c) they do not get a long time off from work for the season
 - (d) they better know how to occupy their downtime
3. According to the passage, which of the following is a true statement about the narrator as a child?
 - (a) he or she was often bored on summer days.
 - (b) he or she preferred cooler weather.
 - (c) he or she liked staying indoors.
 - (d) he or she had no siblings.

4. Compared to how he or she was as a child, the narrator as an adult is
 - (a) more realistic
 - (b) less excitable
 - (c) more idealistic
 - (d) less calm
5. As used in the final paragraph, the word reprieve most nearly means
 - (a) a permanent conclusion
 - (b) a short continuation
 - (c) a higher level of pain
 - (d) a temporary break

Passage 4:

The Seven Ages of Man

All the world's a stage,
 And all the men and women merely players;
 They have their exits and their entrances;
 And one man in his time plays many parts.
 His acts being seven ages, At first the infant,
 Mewling ... in the nurse's arms.
 And then the whining schoolboy, with his satchel
 And shining morning face ... And then the lover,
 Sighing like a furnace ... Then a soldier
 Full of strange oaths ... jealous of honor,
 Sudden and quick in quarrel ... and then the justice ...
 Full of wise saws and modern instances;
 And so he plays his part. The sixth age shifts
 Into the lean and slippered pantaloons.
 With spectacles on nose and pouch on side.
 ... and his big manly voice, Turning again toward
 Childish treble, pipes and whistles in his sound.
 Last scene of all,
 That ends this strange eventful history,
 's second childishness, and mere oblivion,
 Sans teeth, sans eyes, sans taste, sans everything.

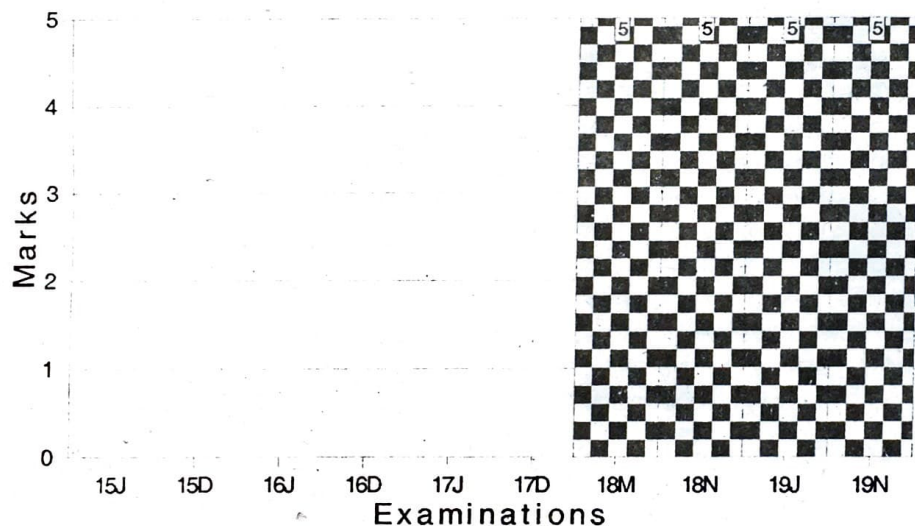
1. What attitude does the speaker reveal by using the word merely in the second line?
 - (a) sorrow
 - (b) anger
 - (c) amusement
 - (d) indifference
2. What characterizes the period of life represented by the soldier?
 - (a) brash behavior.
 - (b) his sense of honor.
 - (c) his dedication to duty.
 - (d) his fear of cowardice.
3. What is the main idea of this poem?
 - (a) Life is a misery that never gets any better at any time.
 - (b) Life is what each of us makes of it during our journey down the river of eternity.
 - (c) Life is a play and it follows a specific script, none of which should cause anguish or sorrow.
 - (d) Life is a comedy, and we are all buffoons in pantaloons no matter what we do.
4. What is the theme of the poem?
 - (a) Death is to be feared.
 - (b) Life is a circle that brings us back to the beginning.
 - (c) The male of the species is the only true measure of the stages of life.
 - (d) The stages of life are unrelated and can be altered by each individual's free will.
5. The poet uses the words merely (line 2) and mere (line 20).
 - (a) to soften the effect of the strong images he presents to us in those lines.
 - (b) to tie together his theme of the cycle of life.
 - (c) convey his tone to the reader.
 - (d) all of the above.

CHAPTER	
5	Note Making

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions

Legend

	Objective		Short Notes		Distinguish		Descriptive		Practical
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SELF STUDY QUESTIONS

Q.1: Distinguish between Note taking and Note Making.

Answer:

Note-taking	Note-making
1. Notes are taken when we listen to a speaker/speech/talk.	We make notes when we read a text/lesson printed materials.
2. It is reproducing same ideas as that of speaker.	It is written in ones own language and using own thoughts.
3. It has short-term utility.	It has a long-term utility.
4. Prepared using the words and phrases used by the speaker.	Prepared using own words, symbols and abbreviations.
5. It is easier as compared to note making.	It is a complex activity which combines several skills.
6. It proceeds note-making.	It follows note-taking.

Q.2: What do you understand by "Note Making"? Discuss its various aspects.

Answer:

Notes are short written records of facts to aid the memory. Notes are usually taken to record a speech or dictation while listening to it or after reading a book, magazine or article. They are referred back whenever needed and may be reproduced in the desired way.

Necessity of Note Making:

Since knowledge is vast, but our memory is limited, we cannot remember all the information all the time.

Hence, with the help of notes we can recall the entire information. Hence, note making serves three useful functions:

- (i) Keep lot of information ready for quick reference.
- (ii) Helps us reconstruct what was written or said and thus speeds up the thought process.
- (iii) Comes in handy while delivering a speech.

Characteristics of good notes:

1. Short and Compact
2. Complete Information
3. Logical
4. Understandable.

Mechanics of note-making:

Certain standard practices are followed while making notes. These may be listed as follows:

- (a) Heading and Sub-heading
- (b) Abbreviation and Symbols
- (c) Note-form
- (d) Numbering and Identification.

Q.3: What do you understand by "note taking"?

Answer:

Note-taking is the practice of recording information captured from another source. By taking notes, the writer records the essence of information, freeing their mind from having to recall everything. Notes are commonly drawn from a transient source, such as an oral discussion at a meeting, or a lecture, in which case the notes may be the only record of the event. Note taking is a form of self-discipline.

Q.4: Give a format of note-making.

Answer:

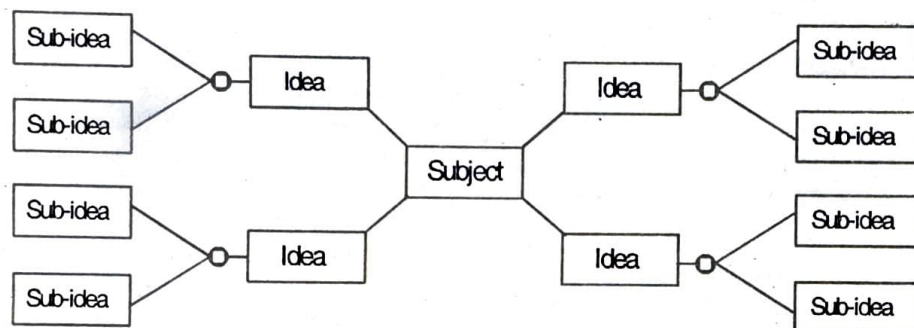
FORMAT OF NOTE MAKING

IS TECHNOLOGY CHANGING LIVES?		
1. VARIOUS USES OF TECH.	} 1 MARK	
1.1 SRC. OF INFORMATION		
1.2 SRC. OF ENTERTAINMENT	} 3 MARKS	
1.3 MEANS OF COMMUNICATION		
13.1 INSTANT MESSAGES		
13.2 E-MAIL		
13.2 VIDEO CALLS	} 3 MARKS	
2. ADV. OF TECH		
2.1 EFFICIENCY & PRODUCTIVITY		
2.1 ENCOURAGES INNOVATION & CREATIVITY		
2.3 CHANGED THE HEALTH INDUSTRY	} 3 MARKS	
3. DIS ADV. OF TECH		
3.1 JOB LOSS		
3.2 SOCIAL ISOLATION		
3.3. DEPENDENCY	} 1 MARK	
ABBREVIATION AND SYMBOLS USED:		
TECH' TECHNOLOGY		&' AND
SCR' SOURCE		ADV' ADVANTAGE
E-MAIL' ELECTRONIC MAIL		DIS ADV DIS ADVANTAGE

Q.5: What is mind mapping?

Answer:

A mind map is an easy way to brainstorm thought organically without worrying about order and structure. It allows you to visually structure your ideas to help with analysis and recall. It is a kind of a content management system.



It is a graphical way to represent ideas and concepts. Its power lies in its simplicity.

PAST YEAR QUESTIONS AND ANSWERS

PRACTICAL QUESTIONS

2018 - May [7] (b) Read the passage:

(i) Make Notes, using headings, sub headings, and abbreviations whenever necessary. (3 marks)

(ii) Write Summary.

(I) Anything printed and bound in a book size can be called a book, but the equality or mind distinguishes the value of it.

What is a book? This is how Anatole France describes it: "A series of little printed signs essentially only that. It is for the reader to supply himself the forms and colors and sentiments to which these signs correspond. It will depend on him whether the book be dull or brilliant, hot with passion or cold as ice. Or if you prefer to put it otherwise each word in a book is a magic finger that sets a fibre of our brain vibrating like a hard string and so evokes a note from the sounding board of our soul. No matter how skillful, how inspired the artist's hand, the sound it makes depends on the quality of the strings within ourselves".

Until recently books were the preserve of a small section – the urban upper classes. Some, even today, make it a point to call themselves intellectuals. It would be a pity if books were meant only for intellectuals and not for housewives, farmers, factory workers, artisans and, so on.

In India there are first generation learners, whose parents might have been illiterate. This poses special challenges to our authors and to those who are entrusted with the task of disseminating knowledge. We need much more research in the use of language and the development of techniques by which knowledge can be transferred to these people without transmission loss. Publishers should initiate campaigns to persuade people that a good book makes a beautiful present and that reading a good book can be the most relaxing as well as absorbing of pastimes. We should aim at books of quality no less than at quantitative expansion in production and sale. Unless one is constantly exposed to the best, one cannot develop a taste for the good. (2 marks)

Answer:

(i) 1. **What is a book:**

- 1.1. A series of little printed signs.
- 1.2. It will depend on the reader whether the book be dull or brilliant.
- 1.3. It makes depends on the quality of the strings.

2. **Books for different streams:**

- 2.1. Small section- the urban upper
- 2.2. Books are for intellectuals, housewives, farmers, so on.

3. **Challenges to authors:**

- 3.1. First generation learners, whose parents might have been illite.
- 3.2. Need research in the use of language and the development.
- 3.3. Books of quality no less than at quantitative expansion.

Keys:

1. illite - illiterate.

- (ii) Anything bound in a book size can be called a book, but the quality or mind dirties the value of it. No matter how skillful, how inspired the artist's hand, the sound it makes depends on the quality of the strings.

We should aim at books of quality no less than at qualitative expansion in production and sale. Unless one is constantly exposed to the best, one cannot develop a taste for the good.

2018 - Nov [7] (b) Read the passage :

- (i) Make notes, using headings, sub-headings and abbreviations wherever necessary. (3 marks)
(ii) Write Summary.

A good business letter is one that gets results. The best way to get results is to develop a letter that in its appearance, style and content, conveys information efficiently. To perform this function, a business letter should be concise, clear and courteous. The business letter must be concise, don't waste words. Little introduction or preliminary chat is necessary. Get to the point, make the point, and leave it. It is safe to assume that your letter is being read by a very busy person with all kinds of papers to deal with. Re-read and revise your message until the words and sentences you have used are precise. This takes time, but is a necessary part of a good business letter. A short business letter that makes its point quickly has much more impact on a reader than a long-winded, rambling exercise in creative writing. This does not mean that there is no place for style and even, on occasion, humour in the business letter. While it conveys a message in its contents, the letter also provides the reader with an impression of you, its author, the medium is part of the message. The business letter must be clear. You should have a very firm idea of what you want to say, and you should let the reader know it. Use the structure of the letter - the paragraphs; topic sentences, introduction and conclusion - to guide the reader point by point from your thesis, through your reasoning, to your conclusion. Paragraph often, to break up the page and to lend an air of organization to the letter. Use an accepted business letter format. Re-read what you have written from the point of view of someone who is seeing it for the first time, and be sure that all explanations are adequate, all information provided (including reference numbers, dates and other identification). A clear message, clearly

delivered, is the essence of business communication. The business letter must be courteous. Sarcasm and insults are ineffective and can often work against you. If you are sure you are right, point that out as politely as possible, explain why you are right, and outline what the reader is expected to do about it. Another form of courtesy is taking care in your writing and typing of business letter. Grammatical and spelling errors (even if you call them typing errors) tell a reader that you don't think enough of him or can lower the reader's opinion of your personality faster than anything you say, no matter how idiotic. There are excuses for ignorance; there are no excuses for sloppiness. The business letter is your custom-made representative. It speaks for you and is a permanent record of your message. It can pay big dividends on the time you invest in giving it a concise message, a clear structure, and a courteous tone. (2 marks)

Answer:

(i) Good Business Letter:

Characteristics of good business letter:

- (i) **Clear:** Language should be simple, and Adequate:
(1) Ref. No.,
(2) Date,
(3) Other information
(ii) **Concise:** Short
(iii) **Courteous:** Polite and respectful
(iv) Short Intro.
(v) **Structure:**
(1) Intro.
(2) **Paragraph:** sentences to convey your exact message
(3) **Conclusion:** to guide the reader
(vi) Use accepted business letter format
(vii) Do not use verbose language
(viii) Avoid grammatical and spelling errors
(ix) Avoid sloppiness
(x) **Re-read:** Change where necessary
(xi) Outline and Highlight

(ii) Summary:

A good business letter represents a good businessman. Thus a good business letter must be clear, concise, courteous and serve its purpose of writing. Language of the letter must be polite and point to point that saves the reader's time. Where simplicity and shortness leads to effectiveness, sloppiness and verbosity leads to disrepute, so avoid it and be careful with your words. Information you convey must be adequate (Ref. No. etc.). Use the appropriate format and mode of communication. Its appearance (paper, color, size of paper) should also be perfect. Always write conclusion at the end. Re-read or revise from the point of view of the reader to check the errors and change if necessary. The business letter is your representative and speaks for you as a permanent record.

2019 - June [7] (b) Read the passage :

- (i) Make Notes, using Headings, Sub headings and abbreviations whenever necessary. (3 marks)
- (ii) Write Summary. (2 marks)

In most sectors of the economy, it is the seller who attempts to attract a potential buyer with various inducements of price, quality and utility and it is the buyer who makes the decision. Where circumstances permit the buyer no choice because there is effectively only one seller and the product is relatively essential, government usually asserts monopoly and places the industry under price and other regulations. Neither of these conditions prevails in most of the health - care industry.

In the health-care industry, the doctor-patient relationship is the mirror image of the ordinary relationship between producer and consumer. Once an individual has chosen to see a physician—and even then there may be no real choice—it is the physician who usually makes all significant purchasing decisions : whether the patient should return “next Wednesday,” whether X-rays are needed, whether drugs should be prescribed, etc. It is a rare and sophisticated patient who will challenge such professional decisions or raise in advance questions about price, especially when the ailment is regarded as serious.

This is particularly significant in relation to hospital care. The physician must certify the need for hospitalization, determine what procedures will be performed and announce when the patient may be discharged. The patient may be consulted about some of these decisions, but in the main it is the doctor's judgements that are final. Little wonder then that in the eyes of the hospital it is the physician who is the real “consumer.” As a consequence, the medical staff represents the “power centre” in hospital policy and decision-making, not the administration.

Although usually there are in this situation four identifiable participants – the physician, the hospital, the patient, and the payer – the physician makes the essential decisions for all of them. The hospital becomes an extension of the physician; the payer generally meets most of the bonafide, a bill generated by the physician/hospital; and for the most part the patient plays a passive role. In routine or minor illnesses, or just plain worries, the patient's options are , of course, much greater with respect to use and price. In illnesses that are of some significance, however, such choices tend to evaporate or away: DISAPPEAR “my despair evaporated J. F. Wharton”, and it is for these illnesses that the bulk of the health-care dollar is spent. We estimate that about 75-80 percent of health-care expenditures are determined by physicians, not patients. For this reason, economy measures directed at patients or the general public are relatively ineffective.

Answer:**Health Care-Business Dynamics**

1. Sectors of the Economy
 - 1.1 Seller attracts buyer
 - 1.2 Buyer makes decision
 - 1.3 One seller govt asserts monopoly
 - 1.4 Indstry placed is price & other Reglts
2. Health - Care Indsty
 - 2.1 Doc/Pat Rlatnshp
 - 2.2 Physiven does pur'g decisions like mad'e & x-ray
 - 2.3 Sap'd Patients rarely challenge decisions

3. Hospt. Care phys'n cert hosp'n
 - 3.1 Doc. Decision is final
 - 3.2 Phy'n is real consumer
 - 3.3 med'e staff is power centre
4. Four ident'e part's
 - 4.1 Phy'n, haspt, patient, pay'r
 - 4.2 hosp represents phys'n
 - 4.3 Payer jst pays Bill
 - 4.4 Pat. Plays passive role
 - 4.5 75 - 80 percent exp. is det'd by phys'n

Key

1. Govt - Government
2. Indstry - Industry
3. Reglts - Regulations
4. Indstry - Industry
5. Doc - Doctor
6. Pat - Patient
7. Reatnsip - Relationship
8. Pur'g - Purchasing
9. Med'e - Medicines
10. Sop'd - Sophisticated
11. Hospt - Hospital
12. Phys'n - physician
13. Cert - certify
14. Hosp'n - hospitalisation
15. Phy'n - physician
16. Medil - medical
17. Ident'e - identifiable
18. Part's - participants
19. Pay's - payer
20. Jst - Just
21. Exp. - Expenditures
22. Det'd - determined

Summary:

In most sectors seller finds the buyer through price, quality etc. In some monopoly cases government regulates the industry but the health care industry is untouched because the doctor-patient relationship is the mirror image.

The physician takes all decisions regarding the patient and the patient seldom asks any queries Hence, physician determines everything regards hapitalisation, procedures, payments etc. Hence, physician is the real consumer and medical staff is the power centre.

In total healthcare industry has four participants - physician, hospital, patient and the payer, 75-80 patient of healthcare expenditures are determined by physicians and not patients. Hence, Economy directives on patients are ineffective.

2019 - Nov [7] (b) Read the Passage:

- (i) Make Notes, using Headings, Subheadings and abbreviations whenever necessary. (3 marks)
- (ii) Write summary

People do not always do the things we want them to do. No matter how reasonable or minimal our expectations may be, there are times when we are let down. Naturally, we feel upset and hurt when our expectations are not met. We dread confrontations because they are unpleasant and can damage relationships.

Yet not confronting a person does not solve the problem because unresolved issues also affect relationships in an adverse way. Actually, the real problem lies in our style of confrontation, not in the issue.

Typically, we use character-based confrontations. They help in venting our anger and hurt, but that is the only thing they do. They lead to angry show-downs and bring all discussions to a grinding halt. It is important to remember that self-image is the most important possession of all human beings.

It is the way we view and regard ourselves in our own eyes and in the eyes of others. As self-conscious beings, we are actually aware of our image and constantly work towards protecting it from any damage.

We also seek approval from others about our own self-image. We feel distraught if we sense that there is even a slight threat to our self image, because our character is the essence of our lives. To ensure a rational dialogue over dashed expectations, we need to deploy issued based confrontations. They involve an explanation of which actions have bothered us, in what manner and what changes we would like from the other person. (2 marks)

Answer:

Title: Expectations & Self Image

1. **Bhvr of PPI**

- 1.1. PPI do not alwys do things we want them to do.
- 1.2. We feel upset & hurt when our expctns are not met.
- 1.3. PPI drd cnfrntns.
- 1.4. As they dmg rltnshps.

2. **What does Cnfrntns means?**

- 2.1. Cnfrntns does not solve prblm
- 2.2. There are unrsld prblms
- 2.3. Prblm is in our style of cnfrntns
- 2.4. Ppl use chrctr based cnfrntns

3. **Self Image**

- 3.1. Self cnscs beings are aware of image
- 3.2. Ppl cnstntly work to prtctng it
- 3.3. Ppl seek apprvl from others
- 3.4. Chrctr is essence of our lives
- 3.5. We deploy issued based cnfrntns

Key to Abbreviations

Word	Abbreviations
Behaviour	Bhvr
People	ppl
Always	alwys
Expectations	expctns
Dread	drd

Confrontations	cnfrntns
Damage	dmg
Relationships	rltnshps
Problem	prblm
Unresolved	unrsld
Constantly	cnstntly
Protecting	prtctng
Approval	apprvl
Character	chrctr
Conscious	cnscs

- (ii) **Summary** - Behaviour of people is such that they feel upset when their expectations are not met. People do not always do things we want them to do. People dread confrontations because they are unpleasant and can damage relationships. Confrontations does not solves problem as there are unresolved issues. The real problem lies in people's life is the style of confrontations, not in the issue, people use character based confrontations, self conscious beings are aware of self-image. People constantly work to protecting it. People seek approval from others. Character is the essence of our lives.

SELF STUDY QUESTIONS

Q.1: What is writing and why is it important?

Answer:

"Writing is critical to becoming a good reader. Writing is an essential job skill. Writing is the primary basis upon which one's work, learning, and intellect will be judged-in college, at work place and in the community. Writing equips us with communication and thinking skills."

Following reasons from importance of writing:

1. It is a pivotal form of communication in all walks of life.
2. Most jobs require one to do it in some capacity, whether employed in blue-collar job or white collar job.
3. It utilises one's intelligence, education and critical-thinking skills.
4. Those who write well are good for business.
5. Language-oriented people make other jobs easier.

Q.2: What are the different styles of writing?

Answer:

A writer's style is a reflection of his or her personality, unique voice, and way of approaching the audience and readers.

However, there are four main types of writing:

- (1) Expository
- (2) Descriptive
- (3) Persuasive
- (4) Narrative

Q.3: What is the significance of writing for students?

Answer:

Academic writing has always played a large and central role for students all over the world.

The benefits are multiple which include:

- (i) It teaches students to analyse
- (ii) It allows students to convey their understanding.
- (iii) It has a strong focus on technique and style
- (iv) It teaches students to think critically and objectively
- (v) It establishes strong future career prospects.

Q.4: Narrate a short anecdote from your schools life, real or imaginary, in about 125-150 words. Add all elements of storytelling. (Narrative Style).

Answer:

Hint points: have character, theme, emotional appeal, purpose, etc.

Q.5: You visited the Reliance Industries office in Mumbai and were impressed by the building and infrastructure. Describe the office in your own words, stating your feelings and perception word limit 125 (Descriptive Style)

Answer:

Hint points: Location, Interior, giant building, twenty floors, plushes furnishing, eco friendly, polite staff, ample space-well ventilated, etc.

Q.6: Write a short paragraph (125 words) persuading your younger sister to join a professional course. (Persuasive Style)

Answer:

Hint point: Having a professional degree always good for future and financial independence.

Q.7: Board of Director of the company had a meeting. Write a summary of the meeting (125 words) (Expository Style)

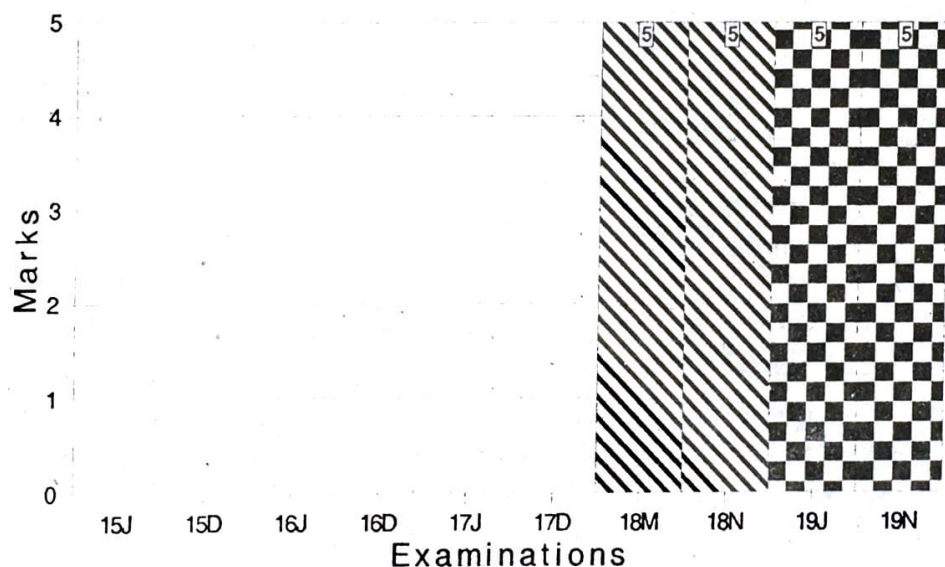
Answer:

Hint point: Place, time, purpose, agenda, people who attended, what was discussed, outcome, further steps.

CHAPTER	
7	Precis Writing

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions

Legend



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■ Solved Scanner CA Foundation Paper - 2B (New Syllabus)

PAST YEAR QUESTIONS AND ANSWERS

DESCRIPTIVE QUESTIONS

1994 - June [6] Write a precis of the following passage in about one-third of its length and suggest a suitable title.

Development, to be sustainable, must include not merely material growth, but also, and perhaps more importantly, the blossoming of cultural, intellectual, spiritual and other non-material aspects of human existence. Unfortunately, the Western notion of development has sidelined all these aspects and brought materialism to the centre stage. Even all intellectual and cultural growth seems to be geared towards the aim of making money and accumulating goods. This has led to the fast depletion of renewable resources and outflow of industrial effluents and wastes adversely affecting the environment. Consequently, it is now recognised that development to be real for all must be sustainable development.

Sustainable development seems to have different meaning for different people. The World Commission on Environment and Development defines it as development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. As such sustainable development is the process in which the exploitation of resources, the direction of investments, the orientation of technological development, and the institutional changes are all made consistent with the future as well as present needs. Central to the concept of sustainability is the carrying capacity approach which can be defined as maximum rate of resource consumption and waste disposal that can be sustained indefinitely in a given region without progressively impairing diversity and ecological integrity.

Meeting the needs of the poor in this generation is an essential aspect of sustainably meeting the needs of the subsequent generations. Thus, sustainable development is a process in which economic, fiscal, trade,

energy, agriculture and industrial policies are designed to bring about a development that improves health care, education and social well-being and reduces absolute poverty through lasting and secure livelihood that minimises resources depletion, environmental degradation, cultural disruption and social instability. Sustainable development demands a reduction in fertility rates by increasing literacy and education of women and girls. It demands drastic reduction in the inefficiency and wastage in our schooling system expressed in the massive drop out rates and educated unemployment. It demands such a policy which is based on a dispersed pattern of human settlements, low-cost water supply and housing and the recycling of wastes. It demands optimum use of the medical infrastructure that we have built and will further be built particularly in rural areas. Above all, it demands a positive, as against the present normative, approach to the major socio-economic problems of unemployment, poverty and inequality, which can never be addressed effectively without the involvement of people. After all, development is for people as such an essential element in the development process is people's participation. It may be emphasised that even with the best of intentions planning for sustainable development can never be effective without participation of people (15 marks)

Answer:

Sustainable Development

Sustainable development, in the words of the Commission on Environment and Development means development that meets the needs of the present generation without compromising the ability of future generations to meet their needs". As such sustainable development is the process in which exploitation of resources are made consistent with the future as well as present needs.

Sustainable development must include material as well as cultural, intellectual, spiritual aspects of human existence. Unfortunately the Western notion of development has brought materialism to the centre stage. This has led to the depletion of renewable resources and outflow of industrial effluents affecting the environment.

Sustainable development is a process in which economic, fiscal, trade, energy agricultural and industrial policies are designed to bring about a development that improves health care, education, and social well-being and reduces poverty and secure livelihood that minimises resources depletion, environmental degradation, cultural disruption and social instability.

As development is for people, peoples' participation is essential in the development processes.

1994 - Dec [6] Write a precis of the following passage in about one-third of its length and suggest a suitable title.

The most powerful force of the industrial age is the transnational or, more commonly, the multinational corporation. What we have seen in the past forty years is an extraordinary globalisation of production, based not merely on the export of raw materials or finished manufactured goods from one country to another, but on the organisation of production across national lines. The transnational corporation may do research in one country, manufacture components in another, assemble them in a third, sell the manufactured goods in a fourth, deposit its surplus funds in a fifth, and so on. It may have operating affiliates in dozens of countries. The size, importance, and political power of this new player in the global game has skyrocketed since the mid-1950's. Today at least 10,000 companies based in the high-technology nations have affiliates outside their own countries. Over 2,000 have affiliates in six or more host countries. Of 382 major industrial firms with sales over \$ 1 billion, fully 242 and 25 per cent or more 'foreign content' measured in terms of sales, assets, exports, earnings, or employment. And while economists disagree wildly on how to define and evaluate these corporations, it is clear that they represent a crucial new factor in the world-system — and a challenge to the Nation-State.

To glimpse their scale, it helps to know that on a given day in 1971 they held \$ 268 billion in short-term liquid assets. This, according to the International Trade Sub-Committee of the United States Senate, was "more than twice the total of all international monetary institutions in the world on the same date". The total annual U.N. budget, by comparison, represented less than 1/268 or 0.0037 of that amount. By the early 1970's, General Motors' annual sales revenue was larger than the Gross National Product of

Belgium or Switzerland. Such comparisons led economists Lester Brown, President of the World Watch Institute, to note that "It was once said that the sun never sets on the British Empire. Today, the sun does set on the British Empire, but not on the scores of global corporate empires including those of IBM, Unilever, Volkswagen and Hitachi".

Nor are the Multinational Corporations only based in the rich nations. The 25 countries in the Latin American Economic System recently moved to create transnationals of their own in the field of agri-business, low-cost housing, and capital goods. Philippine-based companies are developing deep water ports in the Persian Gulf and Indian transnationals, are building electronics plants in Yugoslavia, steel mills in Libya, and a machine tool industry in Algeria. The rise of the transnational corporation alters the position of the Nation-State on the planet. (15 marks)

Answer:

Multinationals a challenge to Nation-States, Multinationals and the Nation-States.

Multinational Corporations have become powerful entities of industrial age through their worldwide operations. They even enjoy influence in the corridors of political power. Their presence is significantly felt since mid-1950s. At least 10,000 corporations have affiliates outside their home countries and 2,000 have affiliates at least in 6 countries. 382 have annual turnover of \$ 1 billion and 342 have 25% of their income from foreign sources. In 1971, multinationals held \$ 268 million in liquid assets which was more than 2 times worth of all International Monetary Institutions. Sales of General Motors was more than GNP of Belgium or Switzerland. 'Sun does set on British empire but not on multinationals like IBM'.

Multinationals operate both from rich and developing countries. 25 countries of Latin America have joined together to form multinational corporations. Philippine corporations are building ports in Gulf and their Indian counterparts operate in Yugoslavia, Libya and Algeria. Thus multinationals have become a crucial factor altering the present position of Nation-States in the World System.

1995 - June [6] Write a precis of the following passage in about one-third of its length and suggest a suitable title.

There is often an inadequate understanding or erroneous impression of the role of government in the management of the public sector. It is to be clarified that it is not that of a fifth wheel in the whole set-up. It is complementary to the functions of the management of the public sector corporations and, at the same time, effective and consonance with discharging its obligation of accountability of the public sector.

It is also the government's primary responsibility to ensure that the public sector units are run in accordance with the overall government policies, objectives and goals set for the undertakings and that they continue to improve on their performance. It must, therefore, prescribe the yardsticks for judging their performance and must have the necessary inflow of information to monitor and evaluate their progress to predetermined indices.

In order to do so, government has rightly retained the right to appoint the chief executives on the Board of directors of public sector companies. Furthermore, it has its nominee director on the Board to ensure that important policy decisions conform to government policies.

Likewise, it is for government to formulate policies of a national character and it has to have an effective say in the overall policies of labour relations, in the matter of wages and incentives and in the system and modalities of recruitments, research and development, import and transfer of technology, import of equipment and so on. But all this is not to usurp the role of management in these companies but to help and supplement their efforts within the overall national policies.

It is in this context, drawing on my own experience in government in so far as the Department of Heavy Industry is concerned, that we took a decision in the very beginning to professionalise the management of public sector undertakings within our purview, at the same time giving them a reasonably long period to prove their performance, and thus, giving them a sense of stability and involvement.

We also set-up a management information system in our department to accord with our functions and responsibilities so that problems and difficulties could be anticipated or detected in time for remedial measures rather than be confined to post-mortem.

I am glad to say that the present working relationship between the public sector undertakings and the government is such that each one understands, appreciates and respects the other's role and responsibilities and it has given rise to a mutual feeling of trust and inter-dependence.

The public sector units can have no occasion to say that directives are issued by government sitting in an ivory tower. They have the confidence that their difficulties and problems are appreciated and that they can always look to government for such legitimate assistance as they may require.

(15 marks)

Answer:

Government Role in Public Sector Management

The Government's role in the management of public sector undertakings is not obstructive but complementary. It is consistent with the accountability of the public sector. The Government must ensure that the public sector operates according to Government policies and objectives and that its performance improves. It must have norms to judge performance and, information feed-back to evaluate it. It has, therefore, the right to appoint Chief Executives and nominees on the Board of public sector undertakings. The Government makes policies and exercises an effective say in matters like wages, recruitment, Research and Development, transfer of technology without usurping the role and functions of management. In this background, management was professionalised in the public sector undertakings under the Department of Heavy Industry. To anticipate and solve problems, a management information service was set up. The present relationship between Government and public sector undertakings is one of the mutual understanding and respect for each other. The latter are assured of Government's understanding and legitimate help.

1995 - Dec [6] Write a precis of the following passage in about one-third of its length and suggest a suitable title.

Competition among domestic producers alone is not enough. There is so much of new investment proposals forthcoming in all sectors of the economy, including modernisation and technological upgradation of existing plants. This is not just due to the abolition of industrial licensing. It mainly stems from relaxing restrictions on foreign investment and technology, which

is obtainable only from foreign partners. If an Indian company is not willing to do that, it will lose out in the competition with others working out joint ventures with foreign companies.

It is a misconception that India needs imported technology in only high-tech areas. What is forgotten is that most high-tech industries will not generate much employment. The chances of creating significant additional employment are much greater with low-tech, labour intensive industries such as watches, toys, auto components, food-processing and horticulture, which also have a high export potential. But even in these low-tech areas, the need for technological upgradation and quality improvement is enormous, especially if these products are to be exported in highly competitive international markets. Hence, infusion of foreign investment and foreign technology needs to be encouraged in these low-tech areas also. One must also remember that unless protection to the sheltered Indian market is substantially brought down by further lowering tariffs and permitting foreign investment in consumer products, foreign capital will come to India primarily to 'exploit' the protected Indian market and not for using India as a base for exports to other countries. Even when a firm is internationally cost-competitive, the decision to export depends crucially on whether export sales are more profitable than sales in the home market. Permitting direct foreign investment in only infrastructure industries may create jobs but will not generate exports, atleast directly. China's export boom in many cases has been brought about by foreign investment in low-tech consumer industries.

The perceived role that foreign capital can play in economic development has undergone changes over time. Now-a-days the emphasis is more on the modern technology and international marketing channels provided by foreign companies rather than supplementing domestic savings or providing scarce foreign exchange. Hence, direct foreign investment is considered more valuable than portfolio capital which does not supply technology or markets. So foreign investment is no longer a one-way traffic. Faced with stronger competition at home, many Indian companies are going global through joint ventures abroad. Globalisation means buying best quality inputs at the lowest price, setting up factories at the least-cost location and selling products at the highest price globally. India, for its economic salvation, needs to move in this direction more vigorously.

(15 marks)

Answer:

Globalisation of India Economy:

Liberalisation of restrictions on foreign investment and technology has encouraged foreign participation in modernisation and technological improvement of the industry in the country. An Indian concern not opting for foreign technical know-how may lose in the industrial rat race. Imported technology is also required even in low-tech areas such as watches, toys, etc. Which has got high export potential in international markets, besides scope for significant employment generation. Unless foreign investment and foreign technology in consumer products are encouraged, export markets cannot be captured successfully. China's export boom is an example in this regard.

The role of foreign capital has changed over the years. Companies prefer foreign direct investment which affords modern technology and international markets for their products. Taking advantage of globalisation, some Indian companies have turned global through joint ventures abroad and this has to be pursued vigorously for country's economic salvation.

1996 - June [6] Write a precis of the following passage in about one-third of its length and suggest a suitable title.

Mutual fund; a financial innovation of this century, provides for a novel way of mobilising savings from small investors and allowing them to participate in the equity and other securities of the industrial organisation with less risk. Mutual funds are *sure qua non* for the development of the capital markets and the creation of the equity cult in an economy.

In fact, there are three different forms of the organisation called investment trusts, with a singular objective of mobilising savings from all investors. There are "pure" investment trusts, whose investment is spread over a large number of securities with the return maximisation objective; holding companies which confine their investment to a few companies with an objective to control them; and finance companies which are involved in trading in shares as well as financing and lending.

Investment trusts, essentially British institution, were set up in the 19th century for specially facilitating small investors to collectively invest in the equity shares of industrial organisation. It is a unique device of collection

industrial capital from a wide spectrum of investors, particularly small investors, by converting risky individual securities into relatively safe "bundle" of "indirect" securities (sometimes called "units"). Investment trusts provide the most suitable vehicle for equity investment by the common man, since they enable a small investor to acquire by a single purchase a stake, not in one enterprise, but in a group of enterprises. Investment trusts issue shares like any other company. Therefore, their shares cannot be redeemed. An investor can trade them in a stock exchange to liquidate his investment. Thus, they are closed-end organisations.

The most popular form of investment trusts is the unit trust. Unit trusts in the U.S.A. are called mutual funds or 'open-end' investment company. Generally speaking, unit trust and mutual funds are open-ended funds because investors can continually buy and sell their shares, and they can issue unlimited number of shares. In a mutual fund, a group of investors pools their money, which is invested in various financial securities. The return obtained from the investment is shared among the investors in proportion to their investment. The mutual fund also employs a professional team to carry out the investment. The main feature of a mutual fund is that it makes diversification of portfolio a possibility for the small investors who otherwise may not be able to do so. They are also able to get professional investment management services and are relieved of the attendant worries that are normally involved in investment like book-keeping and transaction.

(15 marks)

Answer:

Investment Trusts and Mutual Funds

Mutual Funds mobilises funds from large number of investors and provide the same to industries by participating in their equity.

There are three forms of investment trusts: pure investment trusts; holding companies and finance companies.

In Britain, Investment Trusts facilitate people to invest in equities collectively through "Indirect Securities" or "Units". By a single purchase one can have a stake in a group of enterprises. They issue shares making them close ended organisations.

In USA, Mutual Funds known as Unit Trusts are open ended funds as they can issue unlimited number of shares and the investors can buy or sell the shares freely. Thus they receive money from investors which are reinvested in various securities. The income from such reinvestment is apportioned as per the shareholding. With professional management they maintain a diversified portfolio of investments.

1996 - Dec [6] Write a *precis* of the following passage in about one-third of its length and suggest a suitable title.

India is making tremendous progress in every field. Educational, social and economic level of the people is going up. The buying power of the middle class is attracting the big multinational corporations, and the consumer goods are being offered to them on instalment basis or through bank finances. At least ten new models of the best cars in the world would be available in India very soon. People are almost in a frenzy and are on a buying spree. Our own business houses have found an easy way out; they are collaborating with the foreign companies or are offering them 51% equity in the joint ventures. In many ways it is a good thing happening to India as people can expect at least good quality products or imported consumer goods. But does it augur well for the nation? Since independence, the malady of the Indian economic system has been that it has never cared for the R&D and has never attended to the quality aspect. Despite the best trained technical and managerial personnel, we have only produced second-rate goods to make fast buck. Our best brains got frustrated in the process and emigrated to the developed nations. Our emphasis was never on quality, whether goods or manpower. We patronised mediocrity as that was an easier option.

Once again we are resorting to the easier option: importing technology and all sorts of things. May be, after our first blunder, we do not have any way out except to import modern technology in order to come up to the requisite level and earn a reasonable share of exports. But that can only be a temporary measure. We must lay emphasis on the development of our own technologies suiting to the Indian conditions, at the same time matching the international standards, rather excelling them, in many areas. For that every industrial house, in collaboration with the best universities and technical

institutions, must be obliged to contribute a part of its profits to the development of the new technologies. R & D must be an integral part of every business house; it should not merely be a formality like it has been, but it must engage the best brains in the area and contribute to the development and improvement of the indigenous technologies. Borrowed technology can never turn India into an Asian giant; for that it has to adopt the tougher option and show a new path to the world. Japan has done it; why can't we? Otherwise, our country and people once again would be exploited by the foreign giants and it might become the dumping ground of the outdated foreign technologies. India may be a tiger, but in the absence of the proper growth of R & D units in industries, it would continue to sleep. In case we want this tiger wake up and roar, we must provide adequate funds to our research institutes and give enough incentives to the personnel there so that instead of fleeing this country, they put in their best. At the same time we must learn to respect their silent but nation-building work. (15 marks)

Answer:

India has achieved much progress educationally, socially and economically. In recent times the purchasing power of middle class has increased, consequently the demand for consumer durables has also increased considerably. Many Indian companies are now willing to collaborate with foreign companies and are even ready to offer majority stake. This may bring foreign technology to the country and improve quality of goods. However, we should be cautious that in the long run indigenous R & D should not get neglected. The import of foreign technology should be made on selective basis, such as for further boosting exports etc. foreign technology can not always sustain industrial growth. We should be self dependent and should not allow our country to become a dumping ground for outdated foreign technology. We should learn from Japan, and develop our own technology at international levels. Our business houses should allocate enough funds for in-house R & D activities. Our Universities and Technical Institutions should be given enough financial support in their research activities. People engaged in R & D should be motivated by offering good incentives which will also help to contain the brain drain from our country.

1997 - June [6] Write a precis of the following passage in about one-third of its length and suggest a suitable title.

We know for certain that it is the 'human capital' that ultimately makes the difference, both in the case of an enterprise and a nation. The new economic superpowers of today, Japan, Germany, South Korea and Taiwan, amply testify the thesis that it is not the machine or technology that takes you to the heights, but it is primarily the manpower that decides the fate of a nation. Most of these nations are not rich in natural resources and have faced political turmoil. But inspite of these problems they have achieved economic affluence in a relatively short period. There are chiefly two reasons for this miracle. Firstly, these countries have focused on the development of their human resources as a matter of national priority, and secondly they have kept their economic processes free from political pressures or influences. These countries present an ideal before the developing world of today. Human resources with high levels of education and skills constitute their major distinguishing asset. They have largely succeeded in overcoming the intractable problems of poverty, illiteracy, hunger, unemployment, inflation and population growth, the problems that afflict not only India but also Asian nations. We have groped in the dark during the last fifty years for finding some solution to these problems but have miserably failed.

Japan and Germany, after their destruction in the second world war, reconstructed their national economies within two decades and moved forward achieving the highest level of per capita income in the world. But the examples of South Korea and Taiwan are more relevant in our context. In the early sixties, they too were bracketed with India and belonged to the same league of poor nations of the third world. Yet today, their per capita income range somewhere between 6,000 and 8,000 US dollars, from a mere 80 US dollars two or three decades back, while India still hovers around 350 US dollars. What are the reasons for their phenomenal rise or conversely, ours such a pitiable performance? India is rich in natural resources. We cannot complain on that count. And Indians! they are talented and have achieved a lot, working in different parts of the world. However, despite these positive factors, we have failed to tackle our chronic problems of population growth, poverty, unemployment, inflation, illiteracy and corruption. Our cities are the

most polluted in the world today and we are not able to do much. A country of 950 million people cannot produce one gold medal at the Olympics. What ails this 'great' nation? There may be many causes for our gigantic failure, as the studies of our economists and social scientists would reveal. But our failure can primarily be attributed to our failure in developing and exploiting our most plentiful and valuable resource — human capital. (15 marks)

Answer:

The Significance of Human Resources

It is the human resources, not the technology which takes a nation on the road to economic prosperity. After the war, Germany and Japan, though not very rich in natural resources, could achieve a high rate of economic growth due to proper development and use of their human resources besides keeping away political influences from economic processes. These countries could largely solve the problems such as poverty, unemployment, inflation etc. and attain highest per capita income.

Similarly, South Korea and Taiwan, who were in the same economic position as that of India in Sixties, are now far ahead of us in economic development. Their per capita income is between 6000-8000 US Dollars against India's 350 US Dollars.

Even after 50 years of independence, India with its abundant natural resources, has miserably failed to tackle any of its problems such as poverty, illiteracy, corruption, unemployment, etc. Our failure is mainly due to inadequate attention given to Human Resources Development.

1997 - Dec [6] Make a *Precis* of the following passage in about one-third of its length and suggest a suitable title.

One of the salient features, by far the most significant, of this year's national budget has come to be known as 'Voluntary Disclosure Scheme'. It has at once attracted the maximum number of both admirers and critics for the Finance Minister. While some welcomed it, others have condemned it. And both for their own logical reasons. Here is a chance for those who have stashed away 'black money' in their lockers or trunks or in foreign banks, lying useless, unproductive for the owners as well as the nation. 'Voluntary Disclosure Scheme' assures them that by just paying tax @ 30% in the present budget — the owners can, at one go, convert their black money into

white at no extra cost. No enquiries. No penalties. And the tax too not at the level at which it was earned but as per the present budget level — 30%. What an offer! Could any body have asked for better terms? Those who have applauded the Finance Minister think that it is indeed a wonderful idea as it would bring in millions and millions into the mainstream of economy and put them to productive and nation-building activities. While the national exchequer gets richer by a huge amount, at the 30% collection level, the rich people too get a chance to henceforth live a 'clean' life — not the tainted one full of fears of raids, etc. On the other hand, the critics of the scheme condemn it as an outright sell-out to the black marketeers, racketeers, tax-evaders and corrupt elements. They feel it puts a premium on dishonesty and leaves them off the hook easily. It is a mockery of the whole system — first you allow people to cheat the nation and then put a seal of honesty on them. This will cut the very root of the moral system, they argue. Besides the merits of these arguments, the main question that bothers every right-thinking person is: Will the Indians respond to the scheme, by far the most generous one? Why not? But why should they? There is hardly any reason to suggest that the Indians, long-accustomed to amassing 'black-money' would suddenly turn pious and give over 30% to the Government. They have scant respect for law as it has never been able to book them, what with bribes and corruption in the Government Departments. In fact, they have always revelled in mocking at the helpless, tax-paying honest citizens. They can continue enjoying the 'fruits' of their 'black money' without paying even a penny as they have always done without any remorse. If that happens, this scheme too would go down the same drain through which the earlier ones, similar in nature though not as generous as this one, went. But that would be disastrous for the nation. All the calculations of tax collection would be belied and there would be inflationary pressures, beyond repair. (15 marks)

Answer:

The propriety of Voluntary Disclosure Scheme

Voluntary Disclosure Scheme attracted admirers as well as critics. The schemes provided a chance for those people having black-money to come clean by just paying 30% per cent of their undisclosed income as taxes to the Government. No questions were asked or no penalties were levied on such disclosures. The scheme offered yet another opportunity to the Government to bring crores of rupees into the nation's economy for productive use.

On the other hand, some critics condemned the move as the Government's submission to tax-dodgers. They called it a mockery of the law-abiding citizens of the country and as a retrograde action labelling it as unethical and immoral. They claimed that Indians, accustomed to the role of black-money, would try their best to hide it from the Government and would use it for such purposes where it cannot be detected. The scheme would be a failure as the ones in the past, disproving the calculations of the Finance Minister.

1998 - June [6] Make a precis of the following passage in about one-third of its length and suggest a suitable title.

Even in the 50th year of our independence, we are still stuck in the year 1947: we are still to grapple with the problem of poverty that was regarded as Enemy Number one in 1947. Gandhiji's dream of wiping off tears from the eyes of every poor villager is still repeated as a ritual on his birthdays. Our villages are as shabby today as they were at the dawn of independence. On the other hand, Nehru's vision of a modern, technologically advanced and industrial nation has turned sour—our cities have turned into slums, and thanks to the pollution level, are unlivable. What has gone wrong? Haven't we made any progress in these fifty years? Yes, certainly, a tremendous progress, even a blind man would answer. Isn't it rather strange? We have opened a large number of schools, and yet we have the largest number of illiterates in the world. We have set up industries, both big and small, and yet we have maximum number of the unemployed in the world. And we have provided all sorts of subsidies to the weaker sections of the society, and yet we are the seventh poorest nation of the world. What ails our nation? There are many causes for this sad state of affairs, and these have been highlighted and analysed by different sociologists and economists from time to time. But if we have to pinpoint just one factor—the most crucial and vital — that has afflicted our nation and negated all our attempts at improving the lot of our people, we can safely and surely say, it is the population explosion. No right thinking person can deny that increase in numbers has simply played havoc with all our calculations — our planning process, our economic progress, our industrial growth, our social welfare institutions, everything has gone haywire, everything, in itself a great leap since independence, has

failed to alleviate poverty, hunger and suffering. The ever-increasing population has swallowed all our attempts at giving our citizens a minimum subsistence level—we still have the largest number living below the poverty line. In fact our growth in any field, be it agriculture or industry, health or education, housing or sanitation, has never matched and will never match the requirements of the ever-growing numbers.

But isn't it sad that we have miserably failed, both politically and socially, to tackle this Enemy Number One. Our political leaders, despite the lip-sympathy paid to the family planning programmes, have never really addressed the problem seriously or effectively. In fact, political compulsions of the electoral process have guided most of the political parties, instead of the national good. Our posterity will never forgive our leaders for their short-sighted and selfish considerations. It is the bounden duty of all our political leaders to rise above petty politics and take certain decisions which should check the future population growth and contain it at the present level. Enough is enough. Any further increase in the population will just be suicidal for this nation, let us understand it once and for all. (15 marks)

Answer:

Poverty in India

Even after fifty years of Independence, the country is still facing the problem of poverty. Gandhiji's desire of eradication of poverty and Nehru's vision of making a strong India - technologically advanced and industrialised nation—has remained a day dream.

Though, the country has got large number of educational institutions, it is burdened with the largest number of illiterates. In spite of industrialisation, we are still groping with unemployment/underemployment. The sociologists and economists consider the population explosion as the main contributory factor for this malice. The growing population has eaten away the fruits of all our developmental efforts in every sector of economy - education and scientific research, agriculture, industry, health, employment, urban development and other welfare activities.

The fault lies with our power hungry politicians who are mostly concerned with their vote banks and who do not pay much attention to the problem of growing population. The future generation will not forgive them. It is high time that concrete steps are taken to control the population growth, or else, it will be disastrous for the country.

1998 - Dec [6] Make a precis of the following passage in about one-third of its length and suggest a suitable title.

There is something terribly wrong with the development of human resources in India. While we go on talking endlessly of the economic development, we hardly talk of the human resource development. Ironically, we don't even perceive that it is the proper utilisation of the latter that would ultimately lead to the growth of the former. We are incurably blind to the fact that our best and most talented personnel emigrate to one or the other developed country. The employers or the nations which engage them are not fools—they must be contributing a lot to their growth and development. The most talented engineers from our IITs, the best business oriented minds from our IIMs or the best doctors of our premier medical colleges including AIIMS avail themselves of the first opportunity to leave their own country and go abroad. Why? Are they simply crazy for dollars? Or are there some basic causes that force these youngsters to find some kind of satisfaction in an alien land and atmosphere? Nobody would leave his home if he got at home whatever was justly due to him. That is human nature. Money is a great allurements, no doubt. But you talk to these youngsters and you would find that there is some basic malady that runs through the entire Indian administrative system. They feel choked somehow. They cannot give expression to their ideas or talents here. Originality is looked down upon—you must be a cog in the machine, fixed by somebody at some point of time, remote and unchanging. There is no proper system of rewarding distinguished individuals. Ultimately they feel, they too are supposed to get down to doing routine things. 'Initiative here is distrusted and valuable suggestions ignored'. There are no well-equipped laboratories where talented scientists or doctors could devote themselves to research and consequently serve the nation and humanity. Mediocrity is here glorified; excellence is frowned upon. The fire raging in the breasts of the new

generation is doused by the indifference of the authorities that be. Those who have a strong urge and are ready to carve out a niche for themselves in a new country emigrate and prosper. Others languish and get old in the rut and perish. It is a sad state of affairs. If we really want India to prosper, we shall have to provide incentives to the talented people so that they could put their heart and soul into their respective areas and do for their own nation what now they are doing for their foreign employers. For this we shall have to create a new kind of respect for the human resources, and provide proper work-atmosphere.

(15 marks)

Answer:**Brain Drain:**

The human capital development in our country is marked with serious inefficiencies. There is a huge manpower loss of highly educated personnel when they move out of the country often described as brain drain. It involves wastage of nation's resources in educating such people. Our best talents from IITs, IIMs, IIMS etc. emigrate to other countries because they can earn more and get more work satisfaction. Nobody would leave his own country if sufficient opportunities are available. Money is not the only reasons; the lack of proper system of reward and recognition is also responsible for this phenomenon. Poor research facilities is also a contributing factor. Our administrative and value systems are also to be blamed for this malaise.

If India is to progress, there is an urgent need for an effective human resources development planning with adequate provision for better work opportunities and for changing the existing work culture.

1999 - June [6] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

The urban chaos that characterises our metropolitan cities has raised many pertinent questions about the very concept of our development. Development for what? Development for whom? When after fifty years of consistent efforts at developing our nation, we find our cities virtually 'unlivable', we should pause and ask ourselves; What went wrong with our idea of development? Despite desperate pleas and warnings of the well-meaning thinkers and social agencies over the past decade or so, the administrators of our big cities and politicians alike never heeded, resulting

in the present mess we are in. The sprawling cities have virtually turned into slums with over-growing population devouring the meager available resources originally meant for nearly one-fourth of the numbers in almost every big city. If Delhi attracts five lakhs immigrants every year, Mumbai, Chennai, Bangalore, Kanpur, Calcutta, etc., should be no better. But why should so many lost souls leave their homes in villages and turn their faces towards the already overburdened, overpopulated cities? What do they get in these big cities which they never got or never hope to get in their native places? There could be varied reasons—they would differ with the psychological obsessions of each individual. But looking at the broader spectrum, you realise that two of these reasons have been chiefly responsible for disfiguring our cities. Whatever our politicians and administrators might profess for public consumption, they have never sincerely attempted to tackle it as a socio-economic problem which it chiefly is. They have only paid lip-sympathy to the problem which has now assumed gigantic proportions. Instead of making concerted efforts to stem the rot, the politicians have more than welcomed these poor, helpless, rootless migrants because they add up to their vote-banks. By offering small temptations to these people struggling for survival, they can easily bargain for their votes and ensure their victory at the polls. But the question still arises as to why these people leave their hearths and homes in the first instance. The answer is simple—for bread. Anybody who is born must feed himself and our planning process or the so-called development process has not ensured even bread to the rural masses. We have miserably failed in providing proper rural development so that bare minimum needs of the people could be fulfilled in their native villages. Education or employment, industry or agriculture, roads or housing, name any area, and we realise that the situation in most of the rural India is dismal. Unable to face starvation, villagers turn to the cities, their abodes of hope, and thus choke the arteries of the cities.

(15 marks)

Answer:**Migration to Cities**

Even after fifty years of economic planning and development, our metropolitan cities are virtual slums with even growing population and dwindling resources. Every year millions of people move to cities in search of livelihood. This is a socio-economic problem. Our administrators and

politicians have never paid any attention to solve this malady. Rather, our politicians are very cunning and shrewed. They want many poor people in our cities to serve as their vote banks to ensure their election to Parliament/State Legislature. Our planning process has failed miserably since it could not provide food, shelter, clothing and employment to rural population. It is a naked truth that industry, agriculture, roads, housing, employment, education etc. sectors have been largely neglected in most of our rural areas. This has led to an uncontrolled migration of rural population, especially the rural poor, to our already overpopulated cities and towns.

1999 - Dec [6] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title:

Ever since the liberalisation process was initiated by the government in 1991, Indian organisations are striving to put themselves on the world map of world class business. In the context of the revised economic policy, there is a great deal of realisation that even to exist in domestic business, an organisation should have a product or service comparable to the world class organisations or else they will have to leave the scene giving way to more competitive organisations. The liberalisation process which started with the private sector industries continues with the introduction of the Insurance Bill throwing open the insurance sector to MNCs and private sector investment. With the stand taken by a major political party on this issue, it is very obvious that it is going to be *fait accompli* that the fate of the insurance industry is like the fate of any other industry having to compete with efficient and effective organisations, both domestic and foreign. When one looks at the reality of the situation, one thing is very clear: whichever party is going to be in power, there is no other alternative for the Indian organisations but to prepare themselves to become globally competitive. In a nutshell, it is going to be an era of survival of the fittest. In the light of the above environment, organisations have realised the need for change and are initiating a lot of interventions to position themselves with products and services comparable to world class organisations. With the entry of multinational organisations, a customer has a very wide range of choices to select from and he is going to choose a product or service which is cost effective without any compromise on quality.

In the era of monopoly and control, the following formula was valid for any organisation: $\text{Cost} + \text{Profit} = \text{Selling Price}$. In the light of protection enjoyed by many organisations, whenever there was a cost escalation or when the profit was inadequate, the organisations were in the envious position to increase the price without any resistance by the customers in the absence of any other competitive product. The customer paid for the inefficiency and ineffectiveness. It was a seller's market. But with the entry of competition, the formula has changed to $\text{Selling Price} - \text{Cost} = \text{Profit}$. This formula assumes great significance and will change the fate of many organisations. The selling price is decided by the competition and the organisations will find themselves in a buyers' market. With the availability of cost effective products with superior quality, organisations cannot increase the price at their own option. This means that there is no other alternative but to become effective by improving the productivity parameters of quality, cost, delivery and service. (15 marks)

Answer:

Benefits of Competition:

Liberalisation process had led Indian organisations to strive for world class business. Without world class products or services, organisations cannot exist even in domestic market. Recently, liberalisation has opened up the Insurance sector to MNCs and Private Sector Investment. The future points to an era of survival of the fittest and as such Indian organisations have to prepare themselves to become globally competitive. With the entry of multinationals, a customer is free to choose a product that is cost effective without having to compromise on quality. In the era of monopoly, when the formula $\text{cost} + \text{profit} = \text{selling price}$ was in vogue, organisations were free to increase the price without any resistance from customers. It was sellers' market then. But now it is buyers' market. The concept of competition has now changed the formula. It is now $\text{selling price} - \text{cost} = \text{profit}$. This forces the organisations to become effective by improving the productivity parameters of quality, cost, delivery and service.

2000 - June [6] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title:

India is making tremendous progress in every field. Educational, social and economic levels of the people are going up. The buying power of the middle class is attracting the big multinational corporations, and the consumer goods are being offered to them on instalment basis or through bank finances. At least ten new models of the best cars in the world would be available in India very soon. People are almost in a frenzy and are on a buying spree. Our own business houses have found an easy way out; they are collaborating with the foreign companies or are offering them 51% equity in the joint ventures. In many ways it is a good thing happening to India as people can expect at least good quality products or imported consumer goods. But does it augur well for the nation? Since independence, the malady of the Indian economic system has been that it has never cared for R & D and has never attended to the quality aspect. Despite the best trained technical and managerial personnel, we have only produced second-rate goods to make fast buck. Our best brains got frustrated in the process and emigrated to the developed nations. Our emphasis was never on quality, whether goods or manpower. We patronized mediocrity as that was an easier option.

Once again we are resorting to the easier option: importing technology and all sorts of things. May be, after our first blunder, we do not have any way out except to import modern technology in order to come up to the requisite level and earn a reasonable share of exports. But that can only be a temporary measure. We must lay emphasis on the development of our own technologies suiting to the Indian conditions, at the same time matching the international standards, rather excelling them, in many areas. For that every industrial house, in collaboration with the best universities and technical institutions, must be obliged to contribute a part of its profits to the development of the new technologies. R & D must be an integral part of every business house; it should not merely be a formality like it has been, but it must engage the best brains in the area and contribute to the development and improvement of the indigenous technologies. Borrowed technology can never turn India into an Asian giant; for that it has to adopt the tougher option and show a new path to the world. Japan has done it; why can't we?

Otherwise, our country and people once again would be exploited by the foreign giants and it might become the dumping ground of the outdated foreign technologies. India may be a tiger, but in the absence of the proper growth of R & D units in industries, it would continue to sleep. In case we want this tiger to wake up and roar, we must provide adequate funds to our research institutes and give enough incentives to the personnel there so that instead of fleeing this country, they put in their best. At the same time we must learn to respect their silent but nation-building work. (15 marks)

Answer:

Development of Indigenous Technology

India has achieved much progress educationally, socially and economically. In recent times, the purchasing power of middle class has increased. Consequently, the demand for consumer durables has also increased considerably. Many Indian entities are now willing to collaborate with foreign companies and are even ready to offer majority stake. This may bring foreign technology to the country and improve quality of goods. But we should be cautious that in the long run indigenous R & D should not be neglected. The import of foreign technology should be made on selective basis, such as, for boosting exports. Foreign technology cannot always sustain industrial growth. We should be self-dependent and should not allow our country to become dumping ground for outdated foreign technology. We should learn from Japan, and develop our own technology to international levels. Our business houses should allocate enough funds for in-house R & D activities. Our universities and technical institutions should be given enough financial support in their research activities. People engaged in R & D should be motivated by offering good incentives, which will help to contain brain-drain.

2000 - Dec [6] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

The performance of a retailing institution is of critical importance to any economy, especially when the presence of the pressure of social environment is such that there is a constant urge among the people within the community to raise their standard of living. The retailer adds a substantial element to the total cost of product and plays a pivotal role as the final link between the producer and the consumer.

As a social institution, the retailer makes available to the community at most convenient places products from far and near at considerable risk, provides an opportunity to the customer to check products before actual purchase and furnishes information regarding quality, utility and price. As an economic institution, the retailer acts as the final link with the consumer in the process of distribution of goods and services. Regardless of how much value the manufacturer has built into his product, how well he has communicated this value to the customer and how smoothly his production and physical distribution system may be functioning, it is a retailer who either consummates or obstructs the sale.

Recent shifts in the strategy of marketing of consumer goods and the term 'marketing concept' lay even more emphasis on the role of the retailer. The retailer has now come to be considered not as the final link in the distribution process with the consumer but as the initial link with him. Instead of being an agent of the market, he is sought to be made an agent of the consumer. This is just as well, because the mass production and mass consumption economy can hardly sustain itself if the retailer is not placed on a high pedestal and given his due place in the community and the market. That the Indian retailer continues to suffer in neglect and retailing in India remains a refuge of India's countless unemployed in a desperate search of means of livelihood is too well known but what is not equally well known is the fact that by ignoring the retailer and his activities a bottleneck is created in the process of smooth flow of goods from farms and factories to the ultimate consumer, much to the detriment of all the community, the entrepreneur and the State.

Much progress, of late, has been made in improving retailing efficiency. At first progress concentrated upon what might be called the cost of revenue approach. Significant advances have been made in retail accounting systems and with the sophisticated inventory and control system, the efficiency of many retailing institutions has reached a high level.

(15 marks)

Answer:

The Importance of Retailing Institutions

The retailer, who determines the final cost of a product and provides the final link between the producer and the consumer, has a key role to play in an economy. Being both a social and economic institution, it is they who promote or impede the sale of a product irrespective of its quality or the efforts of its producer. Recent marketing strategies give the retailer greater prominence. In appreciation of their role in the smooth flow of goods from producers to the customer, they are now described as the initial link rather than the final one. As a result of the developments in retail accounting systems, sophisticated inventory and control system, and various aspects of retail management, the operational efficiency of retailing institutions has appreciably improved. Yet in India, because it provides sustenance to the unemployed, retailing continues to be exploited and undeveloped.

2001 - June [6] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

How are tax revenues to be shared between States in a federal system like ours? There have been long academic and policy debates on this for many decades. Yet, it is quite clear that nobody has a convincing answer, despite all those official committees, doctoral dissertations and university seminars. Just look at how the recent recommendations of the Eleventh Finance Commission have brought about a fiscal civil war.

One can cynically dismiss the joint protest by the Chief Ministers of the richer States as just another attempt by regional satraps to grab a bigger chunk of the tax loot. But it isn't that at all. At stake is the long-term sustainability of both our fiscal and political federalism. The Centre is in a tight spot. If it sticks to the original tax-sharing plan, it risks alienating India's richest and most dynamic States. If it tinkers with the existing formula, it will draw the ire of the poorer (and perhaps politically more important) States of the north and the east.

The current imbroglio may be sorted out, but such fights are going to get worse in the years ahead as different State economies grow at dramatically different rates. That's obvious by now. But there is another latent threat to fiscal peace that few seem to be aware of: how are taxes to be shared

between States in case e-commerce really takes off in India? The complications which could arise will make the current mess seem neat in comparison.

There are two types of commerce transacted over the Net. One, when orders are placed on websites and then physical goods are delivered by courier or logistics companies to the final consumer. Two, when digital products such as music or data are directly sent over the Net. It is still not clear how either is to be taxed, but perhaps the more important issue for a country like India is how internet tax revenues are to be shared between various States.

If relatively simple tax-sharing agreements can lead to so much discord, we must then consider what the inherently more complex issue of raising and sharing e-commerce taxes can lead to. If the real world model is to be blindly followed, then the State where the consumer actually does the purchasing — Uttar Pradesh — should get the right to collect sales tax. How can this be enforced? The only possible way is to tax goods bought over the Net at the time they enter a city, perhaps by insisting that the courier firms ensure that the tax is paid to the government. (15 marks)

Answer:

Fiscal Federalism

The issue of sharing tax revenues has been a bone of contention between the Union Government and the states for some time. The recommendations of the Eleventh Finance Commission have only complicated the problem. The crisis lies between the durability of our fiscal and political federalism. If the Centre follows the original tax-sharing plan, it will displease the prosperous and progressive States that want a greater share of this revenue. But acting otherwise will mean losing the support of the poorer but politically important northern and eastern States. The problem will worsen, as the economy of different States will grow at different paces. Further complications will arise if e-commerce becomes popular in India, because how Internet commerce will be taxed or how this revenue will be shared is not clear. A possible solution could be imposing an entry tax for goods purchased over Internet.

2001 - Dec [6] Make a precis of the following passage in about one-third of its length and suggest a suitable title.

The development of financial markets has been an interesting phenomenon. It was partly motivated by ideology and partly by the accidents of history. In eighteenth century, in England, the political philosophers, emphasized the rights of the individual to hold property, whereas the French highlighted the role of the State; the subordination of the individual to the common will. As a result, with industrial revolution, England allowed the private development of capital that spawned deep and efficient financial markets. This model was subsequently exported to the American continent and Australia who owed their intellectual debts to England.

As England led the world into the industrial age, the importance of London as an international centre increased. First, because of the pre-eminent position of England in the international trade, most short-term trade financing gravitated to London. Second, since England was the wealthiest country in the world, most countries went to London to raise long term capital for investment purposes. These trends tended to be reinforcing; as London developed a comparative advantage in the financial industry, foreign transactions would take place in London because of the more efficient location.

On the other hand, securities markets in many countries have been retarded for two reasons. First, on grounds of ideology, productive activity has been taken over by the State. In this case, there is an inevitable reduction in the number of securities, since once they become State-owned they are to be traded. Second, after the two world wars, the upper and middle classes in many countries found their private wealth totally destroyed. As a result, industry was forced to raise money from financial intermediaries who in turn raised small amounts from small investors. Quite simply, the large pools of capital established through generations of inherited wealth were not available.

In the last fifty years or so, we have witnessed two major developments. First, the United States, as in aggregate the wealthiest country in the world has replaced the United Kingdom as the major capital exporter. Second, private capital in countries that do not have a sophisticated market system

has gravitated to the international financial centres. The last development has been spurred by shortsighted regulations in many countries. For example, the Japanese interest rate control led to large-scale flood of capital to the United States to obtain a fair market return. Similar attitudes in third world countries have led many wealthy local investors to invest their capital in the secure anonymity of the international financial centres. To be an international financial centre requires a stable political system. Such a system should also encourage a live economic environment, a benign regulatory policy to encourage flow of foreign capital. Such a centre needs to be run by an efficient, experienced and vibrant financial community. A reliable infrastructure puts the seal on the development of a financial market. (15 marks)

Answer:

Title Development of International Financial Markets

The emergence of financial markets was the cumulative result of ideology and history. England favoured individual's enterprise while France invested the State with financial powers. The former emerged as a major financial center because of its favourable position and availability of wealth for investment both inland and overseas. London became the ideal place for efficient handling of foreign transactions. In contrast, the financial growth in many parts of the world suffered. Wherever the State usurped the dominant role, individual capital and enterprise vanished. The wealth inherited by upper section of societies was also destroyed during the world wars. The industry was forced to rely on funds of small investors. During the last fifty years, USA has emerged as the wealthiest nation. It has led to the movement of capital to more efficient financial centers. These centers require skilled financial community, excellent communication network and regulatory framework, which will help rather than hinder global investment.

2002 - June [6] Make a precis of the following passage in about one-third of its length and suggest a suitable title.

Competition among domestic producers alone is not enough. There is so much of new investment proposals forthcoming in all sectors of economy, including modernization and technological upgradation of existing plants. This is not just due to the abolition of industrial licensing. It mainly stems

from relaxing restrictions on foreign investment and technology, which is obtainable only from foreign partners. If an Indian company is not willing to do that, it will lose out in the competition with others working out joint ventures with foreign companies.

It is a misconception that India needs imported technology in only high-tech areas. What is forgotten is that most high-tech industries will not generate much employment. The chances of creating significant additional employment are much greater with low-tech labour-intensive industries such as watches, toys, auto-components, food-processing and horticulture, which also have a high export potential. But even in these low-tech areas, the need for technological upgradation and quality improvement is enormous, especially if these products are to be exported in highly competitive international markets. Hence, infusion of foreign investment and foreign technology needs to be encouraged in these low-tech areas also. One must also remember that unless protection to the sheltered Indian market is substantially brought down by further lowering tariffs and permitting foreign investment in consumer products, foreign capital will come to India primarily to 'exploit' the protected Indian market and not for using India as a base for exports to other countries. Even when a firm is internationally cost-competitive, the decision to export depends crucially on whether export sales are more profitable than sales in the home market. Permitting direct foreign investment of only infrastructure industries may create jobs but will not generate exports, at least directly. China's export boom in many cases has been brought about by foreign investment in low-tech consumer industries.

The perceived role that foreign capital can play in economic development has undergone changes over time. Nowadays the emphasis is more on the modern technology and international marketing channel provided by foreign companies rather than supplementing domestic savings or providing scarce foreign exchange. Hence, direct foreign investment is considered more valuable than portfolio capital which does not supply technology or markets. So foreign investment is no longer a one-way traffic. Faced with stronger competition at home, many Indian companies are going global through joint ventures abroad. Globalization means buying best quality inputs at the

lowest price, setting up factories at the least-cost locations and selling products at the highest price globally. India, for its economic salvation, needs to move in this direction more vigorously. (15 marks)

Answer:

Suggested titles: (1) Globalisation of Indian Economy
(2) Foreign Investment and Export Promotion
(3) Foreign Capital in Economic Development

Liberalisation of restrictions on foreign investment has encouraged modernisation and technological improvements because of foreign participation in Indian businesses. An Indian concern not opting for foreign know-how or foreign partners loses in the industrial race. Imported technology in areas such as watches, toys, etc. has high export potential in international markets and scope for significant employment generation as these areas are labour-intensive using low technology, which is unlike the high-technology oriented industries. Unless foreign investment and foreign technology in consumer products is encouraged, the export market cannot be captured. China's export boom is an example that the role of foreign capital has changed over the years. Companies prefer foreign investment, which provides affordable modern technology and international markets for their products. Taking advantage of globalisation, some companies have turned global through joint ventures and at present it appears that, this is the route Indian corporates should pursue in order to be globally competitive.

2002 - Dec [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

The assault of the developed economies of the world on the economies of the poor and developing countries goes on at an accelerated pace. Even countries like India which show some concern for self-reliant growth have to suffer a great degree of exposure to this assault from abroad in many ways. Foreign aid is, of course, the most potent means of this assault, in a tied-aid, the aid giver obliges the recipient country to accept technologies and equipments of the formers' choice which may not necessarily be in keeping with the requirements of the recipient countries. Recently, the industrial countries have found an argument against even conditional assistance for industrial development being given to the poor nations, since even such aid with strings adds to the economic capability of the recipient country.

The strategy is now to sell equipments which do not strengthen any buying country's economic capacity. This is done by promoting a theory of environmental protectionism and anti-pollution endeavour. There is no doubt that environment is very important and pollution is a great threat to human welfare, but for most people in the developing countries these are rather distant threats, the most pressing ones being to get two morsels of food to survive the day and to get a job even in the most hazardous occupation and to find a place to be able to pass the night even if that place be the most foul and polluted one. Those living in our cities see this truth in the countless footpath and slum dwellers. 'Environmental protection' and 'pollution freedom' while increasing the cash flow of the foreign sellers of equipments do not promise to make a difference to the positions of these hapless human beings even after a decade or a quarter of a century. Foreign cars built to international environmental specifications have undoubtedly added to the availability of cars only there is no road to use them even after the pedestrian footpaths have been encroached upon to make road wider, putting the man on foot at a greater jeopardy of his life and limbs.

The increasing dependence of the developing countries on the industrial countries seemingly gives rise to the need to be acquainted with the intellectual work done in the industrial countries relating to the economy and there is greater pressure on academicians and intellectuals to become members of international forums and organisations to counter the spread of such pernicious theories. When one considers the agricultural practices of the State of Maharashtra, the irrelevance of most so-called international 'economic studies' is seen in the true perspective. (15 marks)

Answer:

Suggested Titles

- (a) The Economic dominance of Industrialised Countries
- (b) The Economic assault on Developing Countries

Industrialised countries are economically assaulting the developing countries including ones like India, which seek self-reliance by forcing the recipient countries to buy obsolete technology and equipment from the former. Recently, industrialised countries are finding theories to deny and prevent developing countries from growing. Concerns like environmental

protection and pollution control are being raised. Though such concerns are important, people in developing countries face worse threats such as finding food everyday, getting hazardous work and finding a shelter. Footpath and slum dwellers are such people. Meanwhile environmental concerns make industrialised countries richer through the equipment they sell to counter them. But their environment friendly cars, for example, have only made life harder for ordinary people as footpaths have been removed to widen the roads for cars. Such theories have little relevance to developing countries. Intellectuals in these countries must understand and counter such theories in international forums and organisations.

2003 - May [5] Write a précis of the following passage reducing it to about one-third of its length:

The rash of strikes, gheraos and alarming rates of absenteeism in our country is a symptom of despair of various classes of workers and employees in the face of extreme insensitivity on the part of management and employers in both private and public sectors. Unfortunately, management, barring a few cases, has a peculiar tendency to sleepover even the genuine demands of workers. Only when the normal life in the factories or in the organisations is completely or substantially disrupted by worker's strikes with consequent colossal loss of production that management wakes up from its deep slumber to take necessary remedial measures. In the wake of a spate of strikes by workers almost everywhere in the country, managers and researchers have been attempting an anatomy of the problem.

It is a pity that absenteeism- a major problem in the workforce today- continues to elude the attention of the government, management, trade unions, and researchers. And this despite the fact that the cost of absenteeism is quite high for the society, the affected organisations and individual employees. A high rate of absenteeism adversely affects the industrial growth. For a country like India which is on its way to rapid industrialisation, the cost of absenteeism is quite high. Absenteeism is also harmful for an organisation because of its costs and operating problems. It not only leads to decline in production and profits but also in reduced productivity. In the case of frequent absenteeism, either casual or temporary

workers, who are comparatively inexperienced are appointed. Where the existing staff to do extra work on overtime basis, it often results in accidents and other mishaps in factories.

The problem of absenteeism should be taken more seriously by all concerned- management, trade unions and the Government. Management should take specific steps to reduce absenteeism only after identifying the factors responsible for it. Complete elimination of absenteeism appears to be rather difficult, but it can be reduced substantially through some suitable measures. Before taking any action on the problem of absenteeism, a systematic study should be carried out in organisations/departments affected by absenteeism to find out its various aspects, such as the number of absentees in a particular period, the rate of absenteeism, the number and names of chronic absentees and part of the year in which most of the absenteeism takes place. Such a study would facilitate a proper diagnosis of the problem and that in turn would further help management in taking specific remedial measures. (10 marks)

Answer:

Problem of Absenteeism in an Organisation: Today, absenteeism is a major problem in the workforce. A high rate of absenteeism adversely affects the society, the organisation, individual employees and industrial growth. Absenteeism is harmful for an organisation because of its costs and operating problems. Production, productivity and profits get declined. The problem should be considered more seriously by management, trade unions and the Government. Specific measures should be adopted by the management to reduce absenteeism by finding out the factor responsible for it. Before taking any step on the problem of absenteeism, a systematic study should be carried out in an organisation. Such as the number of absentees in a particular period, the rate of absenteeism the number and the names of absentees. With such a study management will be benefited in taking specific remedial measures to reduce absenteeism.

2003 - June [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title:

2001 was a year many would like to forget. It began with the catastrophic Gujarat earthquake on 26th January and ended with the terrorist attack on the Parliament on 13th December. There was also the impact of 11th September, intensified terrorist activities and the gathering of war clouds.

On the economic front, the scenario was equally gloomy. The general economic slowdown, which began in 2000, gathered momentum in 2001. GDP growth for 2001 will be less than 2000. No doubt, the sudden scaling down of GDP growth for 2000-01 from 5.2% to 4% by the Central Statistical Organisation may create an illusion of growth for the year. Almost anyone in business will agree that 2001 was a much tougher year than before. Indeed, it may turn out to be the worst year since 1994.

Corporate earnings fell both in the manufacturing and the service sector. A survey of 1,603 manufacturing companies by the Confederation of Indian Industries reveals a 9% decline in post-tax profits for April-September, 2001, and a 3% decline for 401 service sectors companies. Stock prices, too, have taken a beating: the BSE Sensex lost almost 700 points during the year.

It is being claimed that agriculture has done relatively well in 2001. This may be so. However, it is important to note that higher growth, if any, will have occurred after two very poor years. In any event, this growth is yet to translate to higher agricultural income. The leading market researches and sales data suggest that rural demand is still sluggish and subdued.

General uncertainty and lack of consumer confidence have taken their toll on certain companies. Market growth has slowed down, and several product categories witnessed negative growth in volumes. After the scorching 15 to 20% growth of the 1990s, when the fast moving consumer goods (FMCG) sector truly lived up to its name, the FMCG market actually declined by 4.1% in November 2001. Not surprisingly, a renowned cosmetic company's sales grew by just 3.5% in 2001 as against 4.5% in 2000 and 7.0% in 1999. (15 marks)

Answer:

Some of the suggested titles are:

- (i) The year 2001
- (ii) The Economic Downturn in 2001

The Indian economy was hit by the catastrophic Gujarat earthquake in the beginning of the year and ended with the attack on Parliament on December 13. The attack on WTC on 11th September also affected the Indian Economy.

On the economic front the scenario was of general slowdown, drop in corporate earnings and sluggish demand. There was decline not only in GDP growth but also in the earnings of manufacturing sector. Stock prices were severely beaten. Though agriculture performed relatively well, but the growth in rural demand and agricultural income was not perceptible. Even the FMCG market declined despite tremendous growth in 1990s. Indeed, it was a very difficult year and difficult to forget.

2003 - Nov [5] Write a *précis* of the following passage reducing it to about one third of its length:

Career development relates to the readiness for progression through a series of positions during an individual's working life. Career issues emerge as a result of increasing stress of the organisation on developing its human resources and growing expectations of the individuals about what need to do to facilitate career growth as they become more educated.

Career development as a responsibility of the organisation necessitates collection and analysis of data, decision-making and their implementation. It must be realised that organisational objectives can be accomplished effectively by integrating individual needs and organisational goals. Usually, line supervisors and human resource managers are responsible for implementation of Career Development Programmes. The line supervisors are responsible for the assessment and development of their subordinates and for assisting them in attaining desired positions with the help of varied measures especially counselling. Indeed, their day-to-day involvement in career development of subordinates stems largely from counselling. Although they need not be professional counsellors to accomplish

effectiveness in career development, they must realise that it forms an integral part of managing, and varied skills and techniques are required to perform this role.

The human resource executives play an important role in promoting the development of career paths to satisfy the needs of people. They provide career planning assistance to employees, arrange training for supervisors in career development techniques and coordinate career development programmes. Indeed, a human resource department initiates varied career development programmes in the organisation. (10 marks)

Answer:

Career development of an individual's working life is the expectation of not only the individual but also of the organisation to develop its human resource organisation. Objectives can be accomplished only when the individual needs and organisational goals are integrated. For this there should be assessment and development of the subordinates and they should be assisted in attaining desired positions. This becomes an important part of managing. For this professional counselors may be appointed. A human resource executive provides career planning assistance to employees, arrange training for supervisor in career development techniques and coordinate career development programmes. Career development programmes should be initiated.

2003 - Dec [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

Tax laws have perhaps never been free from disputes and litigation. Indeed they are notorious for their complexities and intricacies. They comprise legal texts, written in unwinding and involved language, running into hundreds of pages. The tax procedures are often condemned as notoriously complicated and opaque, far from the understanding of ordinary tax payers. All this adds greatly to the compliance cost. On the top of it, tax structures that are not compressive in coverage and find sustenance on exceptions and exemptions are prone to attempts of tax avoidance and tax evasion.

So much is the enormity of specialisation needed in dealing with the problems of interpretation of tax laws that tribunals manned by experts are often needed to resolve disputes between the assessee and the tax departments. Hence most tax administrations are equipped with multiplayer machinery of adjudicators.

The machinery in respect of customs and excise is well established and an old one. The Assistant Commissioner/Deputy Commissioner initially adjudicates a dispute at the initial stage. Appeal against his order lies to the Commissioner (Appeals). The Commissioner himself adjudicates more important cases. Appeals against the order passed by a Commissioner or Commissioner (Appeals) lies to the tribunal, the Customs, Excise and Gold (Control) Appellate Tribunal (CEGAT). A committee headed by a judge of the Supreme Court selects its members. A judicial member is qualified to be a judge of the High Court. Technical members are selected from amongst senior officers of the customs and central excise service. While the judicial members are professionally trained and well-versed in law, the technical members are immensely knowledgeable in customs and excise laws and procedures. Their practical experience of tax administration comes handy in quick understanding of the disputes on facts and law.

The tribunal is the final authority on the adjudication of facts. However, as regards the question of law, the customs and excise laws do not confer the same superior status on the tribunal. Yet its powers and jurisdiction far of far-reaching significance. (15 marks)

Answer:

Suggested title: The Importance of Tax Laws and Tribunals

The language of law, especially the tax law, is extremely complicated. It needs a great deal of expertise and experience to interpret the law. If that is not done, there arises tax avoidance and evasion. Tribunals are set up to settle disputes between assessee and the tax departments. Adjudicators may be the assistant or deputy commissioner, initially. Then comes the Commissioner (Appeals). When an appeal is made against the Commissioner (Appeals), the Customs, Excise and Gold (Control) Appellate Tribunal (CEGAT) is setup. It comprises judicial and technical members. The judicial member, a judge is well versed with the intricacies of law. A technical

member is immensely knowledgeable about customs and excise laws and procedures. Together, they can settle any dispute. The Tribunal's handling may not be final but may be far-reaching in significance.

2004 - May [5] Write a précis of the following reducing it to about one third of its length and give suitable title:

Mr. Soni had recently joined as Managing Director of a Car manufacturing company, which at present is incurring heavy losses. Mr. Soni has been entrusted with formidable task of rejuvenating the company. He faces many challenges to achieve the task such as controlling costs and expenses, increasing productivity and boosting morale of the employees so that they unhesitatingly cooperate to achieve the set standards of output.

Mr. Soni in his previous company, also as a Car Manufacturing Company, as Deputy Managing Director, had proved to be a proficient manager and a talented leader, who had successfully inspired his employees to increase the productivity. He was commanded for his maximum concern for both people and production and also for bringing about an integration and harmony between the needs of employees and of production.

In the new company also Mr. Soni continued his policies of participative management and his high concern for production and people. With a view to reviving the company back to health, he effected some major changes. First of all he had decentralised the organisation so that subordinates could exercise their discretion and initiative in decision-making and their imagination and creativity in performing other managerial functions. Furthermore he empowered Junior Managers to sanction expenditure upto approved limit without seeking prior approval of the higher management. Communication system was also improved to facilitate the flow of upward and downward communication.

He also adopted several measures to cut cost and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of employee.

Some employees are of the view that lot of things are being done, but they might not be effective in the long run. Majority of employees disagreed with them and said, okay, we will give it a try. (10 marks)

Answer:

Optimistic Managerial reforms of the New Managing Director:

Mr. Soni, the new Managing Director of a loss making car manufacturing company has been brought in to introduce managerial reforms by reducing costs and increasing productivity, which he had successfully achieved in his previous assignment.

As an ideal leader, Mr. Soni has decentralised the organisational hierarchy to introduce participative management. To achieve creativity, junior managers are inspired with increased powers and responsibilities. Communication system is also modernised. Though some employees are apprehensive of Mr. Soni's policies, rest want to try for success.

2004 - June [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

Another convocation, another invocation. At the 34th Convocation of the IIT Delhi, 1,200-odd students were awarded their passport to the good life and addressed by the Vice-President Shri Bhairon Singh Shekhawat. The students themselves might have preferred to hear Bill Gates or Larry Ellison, or even Sabeer Bhatia or Vinod Khosla - in short, someone they could easily relate to - rather than a representative of political India. Especially since Shri Shekhawat once again trotted out that old cliché about 'brain drain'. The Vice-President did concede that India had failed to create a suitable environment and infrastructure for these world-class achievers, leaving them little option but to head abroad. But there was an element of regret in this observation, and an undertone of accusation against the bright students who migrate. Never mind that their remittances are helping keep the domestic economy afloat. Never mind that they have formed a powerful lobby group which pushes India's interests in the international capitals and conference rooms. This is not so much brain drain as brain gain. But our politicians still insist on placing a burden of guilt on the soldiers of the Indian Diaspora.

Thankfully, it is a burden the middle-class now refuses to accept. Because years of navigating through the hazards of the obstacle-ridden Indian system have imbued it with a clear vision that can easily see through humbug and hypocrisy. The middle class knows that while our politicians constantly deride those who go abroad as unpatriotic, many of their own

children have not only studied overseas but have also settled down to lucrative careers there. It knows that our net as will exhort the janta to learn Hindi or local languages, but will make sure to send their own children to the best English-medium schools. Thankfully, most Indian parents were intelligent enough not to get taken in by language chauvinists or else the outsourcing booms may never have occurred. Today, there are laments about the 'secession of the successful' and this phrase is unquestionably accepted by the media and academicians. But perhaps its time to ask, have the successful failed Indian system, or is it the other way around? The State can't provide most citizens with basic facilities like power, water and security - all of which are plentifully available in 'VIP' areas. So why blame citizens if they refuse to accept these double standards and get on with improving their own lives? If they don't, who will? Certainly not the government, which specialises in double talk, not action. (15 marks)

Answer:

Titles: (a) Brain Gain

(b) Political Hypocrisy unravelled

(c) Politicians' indulgence in double-dealing.

Contrary to the expectation of 1200-odd Degree holders, the VIP, a political leader, addressed the 34th IIT, Delhi: convocation and lamented the 'brain-drain'. In spite of admitting the Government's inability to create a suitable working environment for the best. Shekhawatji regretted the migration as unpatriotic and totally ignored their contribution in enhancing the country's foreign exchange exchequer and forming an Indian lobby abroad in voicing Indian interest. It is brain gain rather than brain drain. To the common people the hypocrisy of the Indian politicians is exposed when they send their children to the best English-medium schools and simultaneously advocating average Hindi-medium schools to the middle class. They clandestinely send their children abroad for education or employment while dissuading the most brilliant to go abroad and denying them the basic facilities like power, water and security, which these VIPs enjoy in abundance.

2004 - Nov [5] Write a precis of the following passage reducing it to about one-third of its length and give a suitable title:

Mr. M.K. Sinha was appointed as office assistant in V.K. Institute of Technology. The appointment letter stated that his appointment was on a temporary basis and his services could be terminated at any time with one month notice or one month salary in lieu of notice period. Assistant Registrar of his department observed that the performance of Mr. Sinha was not at all satisfactory. He was neither punctual nor regular in his office. He made many mistakes in his work and often argued with his colleagues. He was found to be indifferent, irresponsible and in disciplined. Therefore, he was orally warned for a number of times by his Assistant Registrar to improve his work performance, but he was never issued with any written memos or notice and nothing was kept in record by way of adverse remarks against him.

As per the Institute's rule, the temporary employees became permanent automatically after two years of service. So at the end of one year and eleven months, the Assistant Registrar gave in writing to the Director that Mr. Sinha should be removed from his job, as he had not shown any improvement at the work place and he may be given one month salary in lieu of one month notice period.

Mr. Sinha went to the court of law stating that natural justice was not given to him as there was no adverse record against him in writing. He remarked that if he could be tolerated for one year and eleven months, he could not be regarded as totally incompetent. Mr. Sinha further argued that the Institute did not offer enough guidance and support to him, as a result of which he could not perform very well and committed several mistakes at his work. The Lower Court and subsequently the High Court and the Supreme Court upheld his case and asked the Institute to reinstate the office assistant. The Institute had to do it.

The Chairperson of the Institute soon after this incident issued a confidential circular to all the Directors that in future every Director must keep detailed records of omissions and commissions made by every temporary employee and even a small error committed must be carefully recorded.

(10 marks)

Answer:

Title: Written communication: A record and proof. Mr. M. K. Sinha was appointed as office assistant in V. K. Institute of technology on a temporary basis. His appointment letter stated that his job can be terminated any time with one month notice or one month salary. The assistant registrar noticed many flaws in Mr. Sinha's work and warned him time to time orally. On completion of 1 year and 11 months the Assistant Registrar forwarded a letter to the Director to terminate the services of the Mr. Sinha.

Mr. Sinha challenged this in the Court stating there is no written proof against his inefficiency. The Court decided in his favour and he was retained in the job. This incident made the Chairperson to issue a confidential letter to all directors to keep a written record of every temporary employee.

2004 - Dec [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

When the Prime Minister Manmohan Singh met the President George Bush over breakfast, he wasted no time over India's possible admission into an enlarged UN Security Council. During that meeting and at the New York Stock Exchange (NYSE), where he talked to a guest list whose collective worth was \$1 trillion, India's economist Prime Minister focused on growth, investment and trade. Finally, Indian diplomacy has come of age. Instead of platitudes about 'reforming' the UN, our place in the comity of nations and the brotherhood of man, Singh has focused, laser-like, on what the country really needs—about \$150 billion in US investment through the next four years or so. In return, he has promised prospective investors a stable polity, a low-cost hassle-free business environment, continued reforms and the alluring prospect of sharing the dividends of high growth. Foreign policy works might be dismayed by Singh's apparent lack of enthusiasm in lobbying for a permanent seat in the UNSC, but that is easily explained: The Prime Minister believes, correctly, that Indians should first prosper and strut later.

Even today, the average Indian makes about \$550 per year, compared to \$1,100 for the average Chinese, a South Korean's \$12,640 and the staggering \$37,500 that an American earns. How long will it take to catch up? Back of the envelope calculations show that even if the country grows

a stunning 10% every year for the next 25 years, the average Indian will be worth 10 times what she is today—nowhere close to American incomes, but about as prosperous as today's Czech, a little better off than Mexicans, Brazilians and the Polish. However, the good news is that at that level of income per head, the size of India's economy will be enormous: Its share of global income could be as high as 7%, more than what Germany weighs in at today. Singh has chosen his priorities well. He has made out a powerful case for economic diplomacy to replace fuddy-duddy lobbying for seats that carry prestige, but little else. Back home, the Prime Minister will have to act on his promises. The first thing he'll need to do will be to write a hassle-free policy to govern overseas investment. What's the point of inviting investors home if you're going to strangle them with red tape? (15 marks)

Answer:**Title: Economic Diplomacy for India**

Prime Minister Manmohan Singh recently shifted the emphasis from India's proposed membership of the UN Security Council to an agenda for economic growth. He sought an investment of \$ 150 billion and promised a stable government and economical infrastructure with potential for high growth. Foreign policy experts wanted him to bid for a permanent seat in Security Council, but the Prime Minister clearly believes that an international role for India would automatically follow economic prosperity. The annual income of an average Indian is only half of a Chinese and one-seventh of an American. Though India cannot catch up with the latter even with a ten percent growth rate over the next 25 years, it can overtake Germany in its share of the global income. However India will have to cut out red tape for its economic diplomacy to succeed.

2005 - May [5] Write a *precis* of the following passage reducing it to about one-third of its length and give a suitable title.

Rama Limited of Meerut is a multi-product company. It was established in April, 1998. It produces cosmetic products for college and office goers—both males and females. It enjoys approximately 15% market share of Northern India. Reputed brands like Lakme, Ponds, Yarlay, etc. are the competitive players. It has been fortunate enough to achieve its target right

from the year of its inception. The strength of the Company is its adaptation strategy. It adopts its products, pricing promotion and place strategies in the light of environment. It is why it has established its equity among the target group.

The company organises its activities on geographical basis. It recruits its employees through the internal sources.

Mr. Suresh Oberoi, manager of the South Division happens to be the son of HRD Vice-President. Though he is qualified for the post but his behaviour towards his colleagues and junior staff is not commendable. He does not bother for his seniors too. His nature is sullen, impatient and non-cooperative. The company has two written complaints about the misbehaviour but has been helpless in taking action against him because of his father's position in the company.

During a meeting of the Product Review Committee on 7th October, 2004. Mr. Oberoi's unexpected behaviour was noticed. A serious discussion was going on as regards selection of an area for testing before launching a perfume in the market—Number of views were expressed by different members of the committee on this issue. Mr. Oberoi took the opportunity to speak. He not only condemned ridiculously all the views expressed by the members, but also passed some serious remarks against some senior members of the committee. The members felt insulted and the meeting was suspended without any conclusion. The matter was reported to the Marketing Vice-President with a request that an appropriate action be taken against Mr. Oberoi. The Vice-President was left with no option but to ask Mr. Oberoi to explain as to why not disciplinary action be initiated against him for his misbehaviour in the meeting. Realising the severity of the situation Mr. Oberoi tendered apology for his misbehaviour and assured not to repeat the same in future. The matter was settled and he was excused.

Taking notice of this event the management of the company decided to change its recruitment policy. All further appointment in the company will be through external sources and no internal source of recruitment will be tapped.

(10 marks)

Answer:

Title: Change in Recruitment Policy:

Rama Ltd. of Merrut, established in 1988 is a multi product company which produces cosmetics for both male and female college and office goers. It completes with the reputed brands and enjoys approximately 15% market share of North India. This is basically due to its successful adaptation strategy. It recruits through internal sources. Mr. Suresh Oberoi, manager of the south division is the son of HRD Vice President. Although he is qualified for the job but his behaviour with his colleagues both juniors and seniors. is not commendable. In spite of written complaints against him action could not be taken due to his father's position. However during a meeting of product Review Committee his behaviour was so rude that the senior members felt insulted and meeting had to be suspended without conclusion. This was reported to his father, the Vice President. The Vice President sought explanation from Suresh Oberoi who tendered apology for his misbehaviour with an assurance not to repeat the same in future. He was excused. This incident led to the change in recruitment policy of the company. The company decided that all the appointment will be through external sources and no one will be recruited from internal sources.

2005 - June [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

Ever since the liberalisation process was initiated by the government in 1991, Indian organisations are striving to put themselves on the world map of world class business. In the context of the revised economic policy, there is a great deal of realisation that even to exist in domestic business, an organisation should have a product or service comparable to the world class organisations or else they will have to leave the scene giving way to more competitive organisations. The liberalisation process which started with the private sector industries continues with the introduction of the Insurance Bill throwing open the insurance sector to MNCs and private sector investment. With the stand taken by a major political party on this issue, it is very obvious that it is going to be *fait accompli* that the fate of the insurance industry is like the fate of any other industry having to compete with efficient and effective organisations, both domestic and foreign. When one looks at the reality of

the situation, one thing is very clear: whichever party is going to be in power, there is no other alternative for the Indian organisations but to prepare themselves to become globally competitive. In a nutshell, it is going to be an era of survival of the fittest. In the light of the above environment, organisations have realised the need for change and are initiating a lot of interventions to position themselves with products and services comparable to world class organisations. With the entry of multinational organisations, a customer has a very wide range of choice to select from and he is going to choose a product or service which is cost effective without any compromise on quality.

In the era of monopoly and control, the following formula was valid for any organisation : $\text{Cost} + \text{Profit} = \text{Selling Price}$. In the light of protection enjoyed by many organisations, whenever there was a cost escalation or when the profit was inadequate, the organisations were in the envious position to increase the price without any resistance for the inefficiency and ineffectiveness. It was a sellers' market. But with the entry of competition, the formula has changed to $\text{Selling Price} - \text{Cost} = \text{Profit}$. This formula assumes great significance and will change the fate of many organisations. The selling price is decided by the competition and the organisations will find themselves in a buyers' market. With the availability of cost effective products with superior quality, organisations cannot increase the price at their own option. This means that there is no other alternative but to become effective by improving the productivity parameters of quality, cost, delivery and service. (15 marks)

Answer:

Title: The Benefits of Competition:

Liberalisation process has led Indian organisations to strive for world-class business. Without world-class products or services, organisations cannot exist even in domestic market. Recently, liberalisation has opened up the Insurance sector to MNCs and Private Sector Investment. The future points to an era of survival of the fittest and as such Indian organisations have to prepare themselves to become globally competitive. With the entry of multinationals, a customer is free to choose a product that is cost effective without having to compromise on quality. In the era of monopoly, when the

formula ' $\text{Cost} + \text{Profit} = \text{Selling Price}$ ' was in vogue, organisations were free to increase the price without any resistance from customers. It was a seller's market then. But now it is the buyers' market. The concept of competition has now changed the formula to: ' $\text{Selling Price} - \text{Cost} = \text{Profit}$ '. This forces the organisations to become effective by improving the productivity parameters of quality, cost, delivery and service.

2005 - Nov [5] Write a precis of the following passage reducing it to about one-third of its length and give a suitable title:

Whatever be our long-term strategy, there is no getting away from the fact that we cannot afford to neglect the export of our traditional commodities (jute, tea, textiles) which even today account for over about 40% to 50% of our exports. But while trying our best to maximise receipts from our traditional export, we must find new commodities and new markets for our exports. While doing our very best regarding the exports, say, of cotton textiles, we have to bear in mind that as an export industry cotton textiles has not too bright a future. This is an industry, which easily gives birth to import substitution. Its requirements of capital and technical know-how are such that even a poor country can start it. Since the economies of scale are not of great importance in this industry, even a country with a small population and with low per capita income can run an industry like this. As far as jute is concerned, the process of finding its successful substitutes is well in progress. So to increase our exports we have to find new commodities in which in the long run our comparative advantage is likely to be high as may well be the case with steel and some other engineering products.

In planning our export strategy we have to take due notice of the intense desire of every underdeveloped country to industrialise itself. There is likely to be less scope for the export of finished products. On the other hand, exports of semi-finished commodities, which still leave scope for further processing, are not liable to be that unwelcome to the importers. Further, we have to diversify our contracts with foreign countries. Too great a dependence on a single country for export of any commodity is sure to lead to early import substitution by domestic production in that country.

(10 marks)

Answer:

Title: Export Strategy: Traditional commodities like jute, tea, textiles account for over 40% to 50 % of our exports. However, we must find new commodities and new markets for export. On analysing the prospects of the traditional commodities we find that cotton textiles does not has a bright future as it easily gives birth to import substitution. Even for jute industry, the process of finding its substitute is on way. Thus we have to look for goods like steel whose long run comparative advantage is likely to be high.

While planning the export strategy due notice should be given on the desire of underdeveloped country. They are on the way of industrialization. Therefore the scope of semifinished goods is likely to be more than that of finished goods. We should also not depend on a single country for export but diversify our contracts with other countries.

2005 - Dec [7] Make a precis of the following passage in about one-third of its length and suggest a suitable title.

In 1989, when we set sail on a journey of excellence, little did we realise then that 'global renown' and 'unprecedented business success' will not remain just our dreams. Even though we had envisaged our transformation into what we are today, and had complemented that vision with down-to-earth practicality, lateral thinking and hard work over the years, the rewards have nevertheless pleasantly surprised even the most optimistic amongst us. For, we have virtually experienced a metamorphosis. Transforming from merely a leather garment exporter into one of the world's top 25 leather garment exporters, and then into an Indian multinational company dedicated to keeping fashion in fashion. What we had envisioned years ago is crystallising into reality today. The future beckons invitingly, and we are ready to surge ahead.

Today, the Bhartiya Group is a conglomerate of fashion apparel companies, with the inherent advantages of multi-location design, manufacturing, sourcing, and research & product development capabilities. The parent company, Bhartiya International Ltd., is India's largest manufacturer and exporter of leather apparel. The non-leather category is being handled by World Fashion Trade, a 100% subsidiary based in Hong'Kong, which has been significantly expanding under an ongoing

expansion drive in the region. Several subsidiary companies, already created at various strategic locations across the world as marketing, design and sourcing arms of Bhartiya, have begun to bear fruit. The vision of becoming 'locals' globally is now rapidly turning into a reality for us.

In the competitive milieu of the modern times, what is that unique attribute that has enabled the Group to come close to realising its vision in so short a time? On the one hand, it's the Group's inherent ability to devise fashion solutions that integrate market and consumer research, product development and design, sourcing, manufacturing and delivery of finished garments on a ready-to-display basis anywhere in the world. On the other hand, it's also about a vision that every member of staff shares with an all-pervasive passion, which sees the Group's soaring aspirations being fulfilled by the innate power of creative ingenuity. It is this vision that gives the Bhartiya Group a distinct edge and incorporates flexibility, speed, efficiency and responsiveness to the supply dynamics without compromising on design and quality.

Yes, today we are a reputed global fashion apparel-company.

Yes! Our vision is turning into reality. And, yes! We will continue to dream. (15 marks)

Answer:**Suggested Titles:**

(i) Dreams Come True (ii) Vision Fulfilled (iii) Bhartiya Group - A Success Story

Note: Students may give any other appropriate title.

When Bhartiya International began its global mission in 1989, it was not sure of its global recognition and success coming so soon and so much. Today, it is among the top 25 leather garment exporters, and Indian MNE providing multi-category fashion solutions. It has created design, manufacturing, R & D and product capabilities spread across the globe through many subsidiaries. These subsidiaries are treated as local companies in respective countries. Leather exports are handed by parent company and non-leather business by its Hong Kong subsidiary. Group Bhartiya's vision has been realized due to integrated marketing and manufacturing and staff vision to provide some creative solutions

passionately. The integration and staff vision have made Bhartiya a genuine customer friendly global fashion company to keep fashion in fashion. But the mission is still not over.

2006 - May [5] Write a precis of the following passage reducing it to about one-third of its length and give a suitable title:

In all modern economies and societies, money plays a crucial role as a tool of motivation. It is recognised to have the ability to satisfy several types of needs and wants of people; the basic creature comforts pertaining to food, clothing and shelter; the psychological needs for safety and security as also the need for status, prestige and esteem. All these needs have both quantitative and qualitative implications. People not only seek to have more of the same thing, but they also aspire to have better quality of things such as an independent house instead of an apartment, exclusive club membership and so forth. As more and more things are monetised, money is in a position to buy several types of tangible and intangible satisfactions. In a way, for a large majority of people, the need for money almost replaces several other needs with the result that money earning becomes an obsession and mission for them.

Yet it is physically impossible for a well-educated, intellectual, or brave man to make money the chief object of his thoughts; just as it is for him to make his dinner the principal object of them. All healthy people like their dinners, but their dinner is not the main objective of their lives. So also, all healthy-minded people like making money—ought to like it, and enjoy the sensation of getting it; but the main object of their life is not money—it is some-thing better than money. A real soldier, for instance, mainly wishes to do his fighting well. He is glad of his pay—very properly so, and justifies complaints when he is not given it. Still, his main notion of life is to win battles, not to be paid for winning them. Same is true of doctors. They like fees no doubt, ought to like them; yet if they are brave and well-educated, the entire object of their lives is not fees. They, on the whole, desire to cure the sick; and if they are good doctors, and the choice was fairly put to them, they would rather cure their patient, and lose the fee than kill him and get it. And so with all other brave and rightly trained men; their work is first, their fee second—very important no doubt, but still second. However, in every

nation, there are vast numbers of people who are ill-educated, cowardly, and more or less stupid. And with these people, just as certainly the fee is first and the work second; as with brave people the work is first and the fee second (10 marks)

Answer:

Precise :

TITLE : Priorities of Life : Money, in today's modern world has the ability to satisfy the basic, psychological, safety and security need. But more than these needs, today the need of man seems to be to earn and have more money. It has become an obsession and mission for them.

But it is not so for all. As all healthy minded people eat food to live and not live to eat food so also healthy minded people like to earn money but their main object in life is not just to earn money. They give more emphasis on satisfaction of their psychological needs. For example the main object of a soldier is to win a battle rather than getting paid for it. Similarly doctors choose to cure the patients first than to get his fees. Still, there are large number of people, mostly ill-educated and cowardly who prefer money to work. As for brave people, work is first and fees comes next.

2006 - June [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

The Kashmir earthquake, hurricane Katrina and Rita, floods in Mumbai and Guatemala, the Indian Ocean Tsunami —is the world entering an era of more frequent natural catastrophes ? In its 2005 World Disaster Report, released this month, the International Red Cross counted 360 natural disasters in 2004, up from 239 in 1995. But the truly striking feature is the sharp increase in the number of people killed by catastrophes : 9,01,177 from 1995 to 2004, according to Red Cross, compared to 6,43,418 people in the previous decade.

One explanation for the numbers is beyond dispute : population growth. More and more people are living in at-risk areas, whether it's the hurricane hit coast lines of Florida, the flood plains of eastern China or earthquake zones of Indonesia. Even in Alpine Kashmir, where the latest quake struck, the population has increased by an estimate of 60% between 1981 and 2000. No matter where natural disasters hit, they will affect more people

today than they would have done in the past — and will affect more still, tomorrow. Bangladesh, prone to floods and earthquakes could add upto 100 million people to its population of 144 million by 2050.

We can't easily change demographics, and we can't prevent earthquakes or hurricanes from happening. So preparation against nature's hammer blows will become increasingly vital, especially in Asia, where an estimated 90% of the people affected by disasters over the past decade live. Earthquake experts refer to the 'seismic gap' — the difference between rich and poor cities' abilities to withstand an earthquake. In 1989 for example, a 7.1 magnitude quake killed 63 people in San Francisco; in 2003, by contrast a 6.5 temblor destroyed 80% of the city of Bam in Iran, and killed 26,000 people. Closing the seismic gap doesn't need cost the earth — Bangladesh has managed sharply to cut death rates from flooding simply by building platforms that allow to escape high water. But it has to be done. A 2004 study by Tearfund, a Christian relief agency, found that less than 10% of the money spent on disaster aid by government agencies and the World Bank went to preparation. If that doesn't change, we may look back on 2005 as an easy year.

(15 marks)

Answer:

Titles: The Increasing Menace of Natural Catastrophes

OR

Natural Catastrophes – Cause and Cure

Precis

The frequent world-wide natural catastrophes like earthquake, hurricane Katrina and Rita, floods and tsunami point out the world's proneness to recurrent natural catastrophes. The 2005 World Disaster Report shows that natural disasters rose from 239 in 1995 to 360 in 2004, resulting in a sharp increase in death numbers from 643, 418 in 1995 to 901, 177 in 2004. One undisputed reason is population explosion forcing people to live in hazardous hurricane hit coasts of Florida, flood-plains of China, earthquake zones of Indonesia and Alpine Kashmir. Changing demography and preventing natural calamity being impossible, preparation to face them is vital. By building platforms Bangladesh has reduced death rates. Over all, the Governments have been spending very little on preparation, which adversely affects the disaster management.

2006 - Nov [5] Write a precise of the following passage reducing it to about one-third of its length and give a suitable title :

The key to a nation's future is in its schools. If that is so our future is bleak. The World Bank's Development Policy Review for India gives two interesting facts. One, a nationwide study on teacher presence in schools found that it is less than 50 per cent in most States. Even in States like Kerala which has achieved significant progress in literacy, teacher absenteeism is as high as 40 percent. Two, more than 50 percent of children living in urban areas in eight major states are dependent on private schools for elementary education. What these data reveal is the lack of involvement on the part of the state in primary education. It appears to have abandoned its constitutionally-bound role of providing education to children. In the private sector, studies have found that most of these schools function outside the purview of all regulations and hence have no obligation to maintain minimum standards expected in teaching and learning.

A recent study of rural schools claimed that more than half of Class V students in five states that came low on education infrastructure could not read at the levels expected of Class II students. More than two-thirds of the students could not cope with elementary maths. The refusal of the state to address the disastrous condition of primary education, both in terms of shortage of schools and poor standards, has spawned unaided, unregulated and expensive institutions. A gullible and desperate people who have realised the worth of quality education, are forced to send their children to these teaching shops. The shortage of good, affordable schools is spawning a social apartheid that will severely impact the quality and quantity of workers in the future.

The Right to Education Bill was a step in the right direction to address these anomalies. Sections within the government seem to be against the Bill and have stymied its introduction in Parliament. As in the case of most public institutions, state-run schools are also in need of institutional reforms. These would require them to be accountable to the community rather than to a state bureaucracy. It has also been suggested that Panchayati Raj institutions should have a say in the running of schools and even recruitment of teachers. Evidence from Kerala and Nagaland suggests that community

supervision, particularly parent-teacher committees, can significantly improve standards in schools. Institutional reforms are linked to political process at the grass roots. Politics that recognises education as a right of the citizen and will build organic links between educational institutions and the community is essential for reforms to succeed. (10 marks)

Answer:

Title : Need to Improve Quality in Education.

Precis: If the key to a nation's future is in its school then our future is bleak. The World Bank's Development Policy reveals the lack of involvement of state in primary education almost 50% of children living in urban areas in eight major states are dependent on private schools. And the private schools being outside the preview of the regulation of the state have no obligation to maintain minimum standards expected in teaching and learning. In rural areas a study revealed that 50% student of class V in 5 States could not read the lessons of class 2. More than 2/3rd unable to cope up with elementary maths. The negligence of state in this regard has paved way for the private schools to come up which are more like teaching shops rather than institutions providing quality education. This will certainly have a serious impact on the quality and quantity of workers in future. However the Right to Education Bill has come up with excellent suggestions under severe opposition from sections within the government itself. It suggests the state run schools to be made accountable to the community rather than to a state bureaucracy. It also suggests that Panchayati Raj Institutions to have a say in managing schools. But all this is possible when politics recognise education as a right of the citizen and where there is a link between educational institution and community as is evident in Kerala and Nagaland where community supervision has moved significantly towards improving the standards of school.

2006 - Dec [7] Make a precis of the following passage in about one-third of its length and suggest a suitable title.

Agriculture Minister's sympathy for biscuit-makers is not misplaced, but he should not lose sight of larger issues. Biscuits may continue to come cheap, with the government slashing import duty on wheat to zero till December, but the shortfall in wheat output is for real. While the arrival of

five million tonnes of imported wheat is expected to take care of the current shortage, the government needs to reframe its policies to address a situation of food deficit.

Gone are the days of overflowing granaries of the Food Corporation of India (FCI). Now, FCI godowns lack the stocks to stabilise the market. How does one explain this transition? The fact that private procurement of food-grains has increased in recent years to meet the needs of big players in the food business should not detract from a basic issue – inadequate food output. We aren't and never were, a food self-sufficient country. According to studies by the Indian Council for Medical Research, even our cereals output barely measures up to per capita nutritional needs. This cannot change unless India's food output, now growing at 2% per annum, outstrips population growth. While imports are always an option to plug the supply-demand gap, it should be seriously considered only when possibilities to improve productivity have been explored. India holds a comparative advantage in agriculture, with its unique soil and climatic conditions. It would be foolish to spend wastefully that away. Wheat output has stagnated at 70-75 million tonnes, clearly suggesting that the green revolution has exhausted its potential in Punjab and Haryana.

The Eleventh Plan rightly calls for a second green revolution, so that Indians can produce and consume increasingly larger quantities of wheat, value-added food products and industrial goods. At present, a flourishing middle class, rural and urban, is driving a change in food consumption patterns. Hence, this represents a shift away from coarse grains to finer varieties and from cereals to a more diversified diet. While the growth of food processing, in order to cater to this segment, will work to the farmers' advantage, food output should also increase so that consumers as a whole are not put to hardship. The government must promote land consolidation as a new mode of land reform so that farming remains a viable activity. Instead of sinking huge sums in new irrigation projects, it should try to turn around existing systems that have fallen into disuse. State support should be diverted away from regions that have hit diminishing returns to areas that have productivity potential. Let us be a nation of happy food growers, biscuit-makers and consumers.

(15 marks)

Answer:**Title: Handling Food Shortage**

India is predominantly an agricultural country. Because of its distinct soil and weather conditions it enjoys comparative advantage. Alas! We are still not self-reliant in food and are forced to import to meet the rising demand. The government has also been trying thus to maintain prices. To overcome current wheat shortage because of depleted stocks with FCI, huge imports are being made duty free. The real problem is neither current shortage nor increased prices but to overcome food deficit for ever. Another green revolution is required to increase production and productivity to meet consumption needs of wheat, value-added products and industrial goods. Achieving better productivity requires land consolidation, energizing existing water resources and motivation. Subsidies be shifted to areas achieving higher productivity. Population growth has to be kept lower than agricultural growth. Only then farmers, food-processing industry and consumers shall feel satisfied.

2007 - June [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

Liberalisation in India, which began more than a decade ago, has been proceeding at a frantic pace. The implications for corporations in India are significant. This is true of all vertical industry segments across the board such as banking, financial services, airlines, transportation, telecom and manufacturing. One of the most far-reaching implications in this liberalised and hence globalised regimes is the increasing widespread use of state-of-the-art information technology solutions. This is done to gain strategic and competitive advantage vis-a-vis the past. It is worthwhile to examine in some detail the position of enterprises manufacturing systems for the manufacturing industry.

Up until recently, manufacturers in India have been a relatively sheltered lot, what with the "licence raj" regime in the home market on the one hand and lack of global as well as multinational competition on the other. In the current context, however, this protection is being withdrawn in intermittent doses by the Union Government. Alarming though this may sound, this is both a problem and an opportunity for Indian manufacturers with an eye

towards growth via the international market place. The problem is that suddenly they have to compete against the best in the world, albeit in the local market. The opportunity is that if they successfully do so, nothing can really stop them from repeating this success across the globe. It is apart that to achieve world class status, use of latest information technology will be a pre-requisite. After all, having world class manufacturing processes, world class design processes and large local and export market at the same time is of no avail if the organisation cannot produce the right product at the right time and at the right cost. This would also enable them to market their products world wide using the latest information technology solutions. Liberalisation then will cease to be a dreaded word. (10 marks)

Answer:**Title: Liberalisation and Indian Industry****Precis:**

Liberalisation has affected most sectors of Indian industry by now. Therefore a wider acceptance of information technology is necessary, only then they will be able to compete both at local and international levels. The manufacturing industry in particular needs to adjust as the government gradually opens up the closed market. It can turn the apparent crisis to a chance to grow worldwide. Use of the latest communication techniques is a precondition. Indian enterprises will also have to enforce exacting manufacturing as well as costing standards comparable to those prevailing abroad. If they succeed, they can benefit from liberalization at home and abroad.

2007 - Dec [7] Make a *precis* of the following passage in about one-third of its length and suggest a suitable title.

The increasingly cheaper imported chocolates, confectioneries and nibbles may have heartened consumers. However, there is reason for concern. Buyers may never know if these value-for-money products landed in the country through the official customs channel or in a passenger's personal baggage. In other words, there is no way to find out whether the products have passed the mandatory safety tests for adulteration.

Says A K Prasad, Commissioner Customs (Imports), Mumbai, "Normally, products that come through passenger baggage don't go through these checks. Suppose someone carries a boxful of items from Singapore. Those things, you cannot check."

It is not as if smuggled items are a new phenomenon. Besides, since the gradual easing of import norms (edible items do not require an import licence), a wider variety of products have started entering the country. Concurrently, though, small shops stocking supposedly imported and cheaper products have also mushroomed all over the place. Such shops sell a chunk of their products at surprisingly cheap rates – obviously evading the high 30–50% duty imposed on items such as cooked chocolates, malted milk products and ginger bread, in addition to the 16% countervailing duty. In the process, such products bypass safety tests too. It is also "difficult to make out duplicates," says Prasad.

Although this is not a sure proof of authenticity, consumers can look for the manufacturer and importer's names on the label; this is a compulsory requirement.

If products are imported through the proper channel, their samples are sent for testing to Central and State laboratories identified by the Prevention of Food Adulteration (PFA) department under the Ministry of Health and Family Welfare. Says a source in the PFA, "Once a product enters the market, it is treated on the same plank as a local product. All products come under the purview of the PFA Act and Rules."

However, once a product gets the go-ahead and if the supplier, brand and importer remain the same, no tests are conducted on future imports. But, S.P. Adeshara, Commissioner at Gujarat's Food and Drug Control Administration says, "Sometimes they are subjected to random test." That's because, time and again, State governments have been instructed to do so, says the PFA source.

In addition, any consumer who suspects the quality of a product can also get it tested. Says Adeshara, "There is a provision in the PFA Act, which empowers private purchasers and customers to test such products in government approved laboratories."

"In Mumbai, for instance", says P R Uttarwar, Joint Commissioner at Maharashtra Food & Drugs Administration, "suspect products can be tested at the BMC laboratory in Dadar and the State government lab in Vashi. If an item is found to be adulterated, the consumer must give details of the results to BMC. The corporation's food inspectors will visit the site. Action can be taken against the retailer and the supplier under the PFA Act." (10 marks)

Answer:

***Title: Imports and Consumer Protection**

No-one can be sure of the safety standards with regard to import of products like candies through unofficial channels. Smuggling is not new to India and such products often find their way through unaccompanied baggage of passengers. Post-liberalization, the import of most edible products has become easier. As a result, imported confectionary is available on the shelves of even small shops all over the country. To be sure of genuineness of the product, customers still have the option of searching for the manufacturer's name on the label, which is a mandatory requirement. Products imported through proper channels are safer to consume since they cannot enter the market without laboratory testing. After entering the market too, these products come under the Prevention of Food Adulteration Act and Regulations. Once a manufacturer's branded product gets a green signal, future tests are not mandatory though random checks may be made under PFA.

2008 - June [7] Make a *precis* of the following passage in about **one-third** of its length and suggest a suitable title.

Responding to reports that the Indian government was planning to lodge a complaint, the United States clarified that no patent had been issued in the country on yoga positions. "The US Government had conducted a search of all patents issued and no US patents on yoga positions have been identified", a statement issued by the US embassy said.

Embassy spokesperson David Kennedy added that no pending patents on yoga positions have been identified, either, although "Copyrights on written material" have been granted only on "new and non-obvious devices that may be used in conjunction with yoga."

Officials in the Health Ministry's Department of Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homeopathy (AYUSH), which was at the forefront of the move to lodge a complaint, said they were happy that US Government had gone through this verification and clarified matters. However, they added, they would continue to examine some patents, copyrights and trademarks that they are suspicious about and would raise the issue with the US Government, if required.

The ancient Indian spiritual system of yoga has become a fitness fad in the US, espoused by many celebrities. It is a \$ 3 billion a year industry, prompting many like the Indian-born fitness guru Bikram Chaudhry to apply for patents on yoga postures and yoga related contraptions.

According to recent media reports, the US has issued 150 yoga related copyrights, 134 patents on yoga accessories and 2,315 yoga related trade marks. However, it was the patenting of yoga postures that Indian Yoga practitioners and intellectual property rights experts found outrageous.

As a result, the Department of AYUSH wrote to the Commerce Ministry, and it was agreed last week that the Indian embassy would take up the issue with the US trade representative and Patents Office. "Yoga is our ancient heritage", says Shiv Basant, Joint Secretary, Department of AYUSH, "but many countries have issued patents on it. We have strong objections to this, and will raise the matter with the government concerned."

The dispute has once again exposed the differing attitudes towards yoga-and more generally towards intellectual property rights on traditional knowledge-between India and the US. In the past, disputes had arisen over patenting of products that have been used as traditional remedies in India for millennia. In 2005, the EU had revoked a patent of a US Company on a fungicide derived from *neem*. Prior to that the US Patent Office had revoked a patent on turmeric after a challenge was filed by New Delhi based Council for Agriculture Research.

(10 marks)

Answer:

Title: Yoga Postures and Patents

The US Government after conducting a search of all patents issued clarified that no US patent on yoga postures has been issued by it. However, some patents have been granted on new and non-obvious devices that may be

issued in conjunction with yoga. Indian officials expressed their happiness at the US Government's clarification on not granting patents on any yoga postures but they stated that they would continue to look into some patents, copyrights and trademarks that are suspect. This is due to the emergence of yoga into the biggest health, fitness and spiritual exercise system commanding a \$ 3 million a year industry. As yoga has become popular in many countries, patents appear to have been issued by these countries on yoga postures and this has become a cause of worry amongst Indian proponents and practitioners of yoga.

2008 - Dec [1] (b) Make a precis of the following passage in about **one-third** of its length and suggest a suitable title.

Liberalisation in India, which began almost a decade ago, has been proceeding at a frantic pace. The implications for corporations in India are significant. This is true of all vertical industry segments across the board such as banking, financial services, airlines, transportation, telecom and manufacturing. One of the most far-reaching implications in this liberalised and hence globalised regimes, is the increasing widespread use of state-of-the-art information technology solutions. This is done to gain strategic and competitive advantage vis-a-vis the past. It is worthwhile to examine in some detail the position of enterprises manufacturing systems for the manufacturing industry.

Up until recently, manufacturers in India have been a relatively sheltered lot, what with the 'licence raj' regime in the home market on the one hand and lack of global as well as multinational competition on the other. In the current context, however this protection is being withdrawn in intermittent doses by the Union Government. Alarming though this may sound, this is both a problem and an opportunity for Indian manufacturers with an eye towards growth via the international marketplace. The problem is that suddenly they have to compete against the best in the world, albeit in the local market. The opportunity is that if they successfully do so, nothing can really stop them from repeating this success across the globe. It is apart that to achieve world-class status, use of latest information technology will be a pre-requisite. After all, having world-class manufacturing processes, world-class design processes and large local and export market at the same time

is of no avail if the organisation cannot produce the right product at the right time and at the right cost. This would also enable them to market their products world-wide using the latest information technology solutions. Liberalisation then will cease to be a dreaded word. (10 marks)

Answer:

Title: Liberalization and Information Technology

Or

The Impact of Liberalization in India

The onset of liberalization has impacted almost all sectors of the Indian economy. The common factor in this development has been the use of information technology to gain a competitive advantage. So far the industry had enjoyed a sheltered existence. But manufacturing industry in India is now adopting information technology to face competition better. Liberalization poses problems but also opens new opportunities. In case, Indian industry manages to compete with world's best organizations, it would get a foothold in the entire world market. Adoption of IT and other technological solutions would be a pre-requisite for achieving a share of the global markets.

2009 - June [1] (b) Make a *precis* of the following passage in about **one-third** of its length and suggest a suitable title

The long and winding queues at your bank's ATM will soon be a thing of the past. Come April 1, and you would be able to visit a rival bank's ATM without paying anything for it. Thank the Reserve Bank of India, which has made it mandatory for banks to not levy any charge on ATM use.

While customers wait this welcome relaxation, banks are cautious. "This is purely customer-oriented decision. Banks were not happy with it. We had asked RBI not to implement it." That's because the banks feel it could slow down the process of ATM expansion in the country. Currently, banks pay each other a transaction fee in case a customer uses another bank's ATM. With ATM transactions becoming free, bank's costs on this could go up by 10-15 per cent.

The IBA feels some banks will now find it cheaper to piggyback on other banks' ATM networks. Though the cost of setting up an ATM has fallen from around ₹ 15 lakh a decade ago to about ₹ 6 lakh, still it remains an expensive proposition. Add recurring costs for manpower, cash management, maintenance and security.

"Banks would find it cheaper to pay an inter-charge to another bank for usage of its ATM." This would make sense for smaller banks that could then concentrate on branch expansion than invest in ATMs.

Several banks have applied the brakes on their ATM expansion. While earlier estimates were that an additional 1,00,000 ATMs would be set up by 2012, the new number is around 50,000. Currently, India has about 35,000 ATMs, fueled by an explosive growth in debit and credit cards.

Globally, the ATM space is dominated by third party and 'White Label' ATMs those not owned by any particular bank but set up by independent companies and sponsored by banks to share costs. Although the RBI currently does not permit non-banks to set up ATMs in India, the central bank is actively considering it and might allow it soon. It has asked banks and ATM managing companies to provide data about how such networks should work.

With no service charge and restriction on number of transactions there is going to be surge in ATM activity from April, but also leading to delay in processing ATM requests. (10 marks)

Answer:

Title: Free ATM Usage

Or

ATM Services: Customers' and Banks' viewpoints

Effective April 1, due to RBI directive, customers will be free to use any other bank's ATM without any fee and rush control. The ATM transactions would surge. RBI has instructed banks not to charge any fee. While consumers have welcomed it, the Banks have opposed it and stopped expanding - particularly those who have already invested a lot on ATM expansion. These banks regularly spend huge amount on recurring costs. Banks, who did not invest or invested little in ATMS, will be beneficiaries. This has dampened the spirits of banks with large ATM network. RBI in India does not allow

independent companies to own ATMs, a globally accepted practice. However, RBI needs facts and figures before allowing independent companies to enter into ATM space.

2009 - Dec [1] (b) Make a precis of the following passage in about *one-third* of its length and suggest a suitable title.

Development banks in India-at both national and State levels-have been operating under a considerable financial strain particularly in recent years, in view of their burgeoning financial needs, also the new responsibilities entrusted to them. In their bid to surmount this problem they have been making frantic efforts to mobilise more resources from external sources, giving no adequate attention to the planning of resources as related to their needs.

As a matter of fact, resource planning must precede the mobilisation of resources. In resource planning, the management has to take decisions on the quantum of funds and the pattern of fund requirements. The former is reflected in capitalisation and the latter in the capital structure. The success of a development bank hinges in a great measure on how carefully and prudently resource planning has been done. By making precise estimates of current and future fund requirements and choosing an appropriate capital structure, the management can utilise the resources to the optimal level and avoid wastage and thus reduce the cost of operation and improve its profitability. Considerable care must be exercised while making the estimates. Faulty resource planning may entail the problem of inadequacy or redundancy of capital. Both these situations should be avoided, for they adversely affect the operational efficiency of the financial institutions. Likewise, a prudent plan is a guide in deciding about the optimal capital structure of the institution.

While determining the proportionate share of different forms of financing in the total capitalisation, the management has to ensure that it pays the minimum cost and incurs the least risk. A slight carelessness on the part of the management in this respect is likely to impair the financial health of the institution for a long time to come.

(10 marks)

Answer :

Recently, Development Banks in India, have been operating under considerable financial strain due to increasing responsibilities and financial needs. Banks, both at national and state levels have been making frantic and un-planned efforts to mobilize resources.

Resource mobilization is only possible after Resource Planning. Planning is a fruitful exercise of fund allocation and requirement. Capitalization relates to quantum of funds required where as capital structure relates to pattern of fund requirements. Proper planning results into safe capitalization and optimal utilization of the capital mobilized.

Good estimated forecasts may result into avoidance of both inadequacy and superfluity of capital requirements.

Title: "Proper Resource Planning" —The Need of Development Bank in India.

2010 - June [1] (b) Make a *precis* of the following passage in about *one-third* of its length and suggest a suitable title.

Accounting is defined as 'the language of business' as it is the medium to record business' activities resulting into profit or loss and financial position. The financial statements prepared are a medium of communication with the stakeholders. Accounting processes document all aspects of financial performance of the business, from costs (capital or revenue) to revenue and owners' equity.

An understanding of the financial data contained in accounting documents is regarded as essential to reaching an accurate picture of a business's true financial well-being. Armed with such knowledge, businesses can make appropriate financial and strategic decisions about their future; conversely, incomplete or inaccurate accounting data can cripple a company, no matter its size or orientation. The importance of accounting as a barometer of business health—past, present, and future—and tool of business navigation is known to one and all. An accounting system contains information relevant to a wide range of people, its stakeholders. Commerce education at the undergraduate level is highly general. The emphasis is more on theory and very little practical knowledge, whereas whatever accountants do is all practical. The accountants who are working with small enterprises are deficient in understanding and interpretation of legal requirements of

accounting and business. They feel stranger to newer forms and returns, and increasing e-filing. Even the present day accountants being employed by large organisations find difficulties in understanding the ever increasing legal provisions and compliances. Worldwide accounting is done through computers, the IT education has not reached to a large mass of employable youth in India. Due to lack of knowledge and skills, the Chartered Accountants have to devote more time on making them understand as to what is to be done and how it is to be done. The businesses have to pay higher fees to Chartered Accountants as their services are time-rated. India has a large pool of 10 + 2 pass outs in search of gainful employment, but without necessary vocational education, thus not employable. The role of banks has increased considerably in conducting business. Traditional accountants often feel uncomfortable with banking transactions. Due to globalisation, the organisations are having greater exposure to international transactions, but accountants have difficulty to deal with them. (10 marks)

Answer :

Accounting, records all the financial affairs of business. It acts as a business language communication and a medium exchange with the real owners of an enterprise.

The stake holders:

It is mandatory for any person dealing with financial results to be fully aware of all the intricacies of accounting. Any individual with full knowledge of accounting concepts will be in better position to take key business decisions and improve its financial health.

With only generalized awareness of commerce education at the under graduate level, the students feel much discomfort in dealing with the hard core legal formalities of accounting and business. They feel less compatible with the latest reforms of e-filing and newer forms and Trends adopted in the accounting system of new business.

With the increasing demand of IT Profession 10+2 students should be forced and motivated to learn new globalized, technical-computer accounting skills and contribute towards better business forms. This will also reduce the much dependency of business entities in Chartered Accountants and will increase employment opportunities to such large sized under graduates.

Title:

Need for New-Accounting education for Indian. Under- Graduates.

2010 - Dec [1] (b) Make a *precis* of the following passage in about **one-third** of its length and suggest a suitable title. Even before the end-users are gearing up to take advantage of the economic recovery to buy houses, high net-worth individuals (HNIs) are flocking to the market. They are deftly booking houses ahead of any further increase in prices of residential units. Currently, financial investors constitute around 30% of the sale in residential units, even though it has not reached the peak level of 2007. As per industry estimates, almost 70% of the newly-launched projects in 2007 were bought by investors and remaining 30% by the end-users. Typically, investors, comprising HNIs, flock the housing market keeping a 6-12 month return in mind, whereas an end-user's demand is a function of job security and affordability.

With demand picking up in the residential space, investors are entering the market rather aggressively. Sale of premium houses is not solely dependent on prices, but location. Savvy financial investors are increasingly cashing in on this segment. Given the robust economic growth and the fact that prices are still below the peak level of 2007-08, financial investors are confident that genuine demand for residential projects is going to stay or even increase further in near term.

Real estate was one of the worst-affected sectors in the financial meltdown. Fearing job losses, buyers turned away from the market and banks became wary of lending. The situation is now changing as buyers' sentiments have turned positive in the backdrop of renewed activity on the employment front and increasing income scenario, coupled with benign interest rates of home loan.

During the slowdown, prices of residential units had fallen to 35%, which have started to move northwards. However, in extended suburbs and Tier II-III cities, prices are expected to remain under control as supply of residential units in these locations still outstrip demand.

Though investor sentiments have started showing up in certain projects, primarily in the premium housing category, sale in the mass market is still being driven by end-users, the analysts said. The fact that there has been a significant increase in housing loans in the recent months shows that it is mostly the end-users who are buying houses now. This is very good for both realty firms and consumers as there will be less volatility in the prices. (10 marks)

Answer :

Currently, the trend in the Real Estate business is being governed by high-net worth individuals (HNIS). HNIS constitute about 70% of the purchases in the new projects of 2007. HNIS are aggressively investing in projects, keep a year return in mind, where as the end-users which constitute about 30% depend on job-security and affordability. The investors are focusing not on the price, but the location and premium category housing, as they feel the demand is going to stay. The prices of residential units in class II-III cities are expected to remain under control as supply outstrips demand. The increasing Home-loans also indicate that the end-users are driving the market and this also provides stability to the realty firms.

The Realty Pilot-Investor or End-User?

2011 - June [1] (b) Make a *precis* of the following passage in about **one-third** of its length and suggest a suitable title.

The problem of begging in India is a large one, and is a symptom of a number of complex social evils. The most common cause of begging in our country is the lack of work opportunity in villages so that people are driven to crowd into large towns to look for work. They seek employment as road workers, porters, casual helpers in markets and as domestic servants. Those who fail to make a living in these ways tend to resort to begging to make an income. There are some other reasons for resorting to begging such as - family breakdown leading to truancy by the children, the death or desertion of husband, the use of disfigured children to gain an income for their guardians and the result of disabling diseases which prevent a person from making a useful living. All these causes produce a problem which is magnified in two ways. Firstly, by the general toleration of persistent and open begging in public places and, secondly, by the very bad psychological effects of their way of life on the beggars themselves. Thus, they live in a state of despair and gradually lose the normal human values of self-respect and dignity, so that eventually begging becomes for them an acceptable way of life.

Somehow, a society must be able to make the best use of all its resources, both material and human. All persons who are able to do work must be given a chance to have a suitable occupation and those who are

handicapped must be helped to become an asset to society. Guardians, who motivate their children for begging, should be punished. In nutshell, it can be stated that only by curing many social and economic ills, the evil of begging, a symptom of these ills, can be overcome. (10 marks)

Answer :

The problem of begging is fast becoming a complex social evil. People from villages such to big cities in search of employment failure to get one, force then to earn then livelihood by begging. Easy earning by the use of disabled organ, or a disfigured child have made this evil cause - a profession, people lose their human-values and dignity and accept begging as their way of life.

Society should now come forward to help the handicapped and the poor in providing a good chance of occupation and helping them fulfill their daily needs and desire to earn with pride and respect.

TITLE: BEGGING AND UNEMPLOYMENT

2011 - Dec [1] (b) Make a *precis* of the following passage in about **one-third** of its length and suggest a suitable title.

The business cycle or trade cycle is a permanent feature of market economies. Gross Domestic Product (GDP) fluctuates as booms and recessions succeed each other. During a boom, an economy expands to the point where it is working to its full capacity so that production, employment, prices, profits and investment rates all tend to rise. During a recession, the demand for goods and services decline and economy begins to work below its potential. Output, profits, commodities and share prices generally fall. A long-lasting recession is called a slump or depression.

The highest point in a business cycle is called a peak which is followed by a downturn, downswing or a period of attrition. The lowest point is called a trough which is followed by a recovery, upturn or upswing.

There are internal and external theories to explain the business cycle. Internal theories consider it to be self-generating, regular and infinitely repeating. When economic times are good, people spend more, run up debts, take loans. When interest rates are high, people start consuming less, save more and do not borrow. This results in the demand becoming less, production slowing down and the downturn beginning.

External theories suggest that scientific advancements, natural disasters, economic and political changes trigger an upswing or downswing. These theories look for explanation outside of economic activity. Over regular periods of time, the business cycle changes in keeping with ambient circumstances. Sooner or later at every point of economic growth, when demand is high, prices can be easily put up and profits are increasing - employees will begin to demand higher wages and salaries. As a result, employers will either reduce investment or start to downsize employees and a downturn will begin.

As far back as the nineteenth century, people believed that business cycle resulted from people infecting one another with optimistic or pessimistic expectations. When the times are good they invest and spend, when times are bad they save. Another practical theory of business cycle suggests that it is caused by business oriented governments beginning their periods of office with a couple of years of austerity programmes followed by tax cuts and monetary expansion in two years before the next election. (10 marks)

Answer:

Suggested Title: The Business Cycle

The business cycle or a trade cycle consists of a period of boom followed by a period of recession. The boom period sees the economy growing with the highest point called the 'peak' reached at a point. The peak is followed by a downward swing which has a lowest point called 'trough'.

There are two main types of theories to explain the business cycle-the internal and external theories. Internal theories propagate that the business cycle is a self generating continuous cycle. A period of boom is naturally followed by a downtrend. External theories propagate the fact that business cycles are dependent on natural disasters, inventions and political changes. These factors cause the economy to grow or slow down. Some theorists suggest deliberate government measures foretell a boom or recession.

2012 - June [1] (b) Make a precis of the following passage in about one-third of its length and suggest a suitable title.

Speaking in public is most people's least favourite thing. The reason is that we are all afraid of making fools of ourselves. The more important the speech, the more frightened we become.

Your audience is going to come away with one or two of your main ideas. One or two, not ten or twenty. If you can't express in a sentence or two what you intend to get across, then your speech is not focused well enough. And if you do not have a clear idea of what you want to say, there is no way your audience will.

No matter how long or short your speech is, you have got to organise it - how you are going to open, what major points you want to make and how you are going to close.

When I do a radio or TV piece, I often write the last sentence first. When you know where you are headed, you can choose any route to get there. A strong conclusion is critical: the last thing you say is what your audience will most likely remember.

The first few moments of your speech establish the relationship between you and your audience'. Smile. Acknowledge your introducer with a nod and a thank you. Then wait. Don't begin until you have everybody's attention. Each member of the audience will quickly get the idea that he is being spoken to and will turn on his brain. You should use notes instead of scripted speech. (10 marks)

Answer:

Suggested Titles:

(i) Effective public speaking Or (ii) Useful hints for good public speech

People generally hesitate to make public speeches for fear of making fool of themselves. The author offers a few useful hints in this art from personal experience. The speech should be built around two or three distinct ideas. It should have a precise, definitive beginning and a powerful and memorable ending. The speaker should not rush through the speech. He should wait till he has caught everybody's attention. Short notes should be used instead of scripted speech.

2012 - Dec [1] (b) Make a precise of the following passage in about one-third of its length and suggest a suitable title.

Now-a-days India is making tremendous progress in every field. Educational, social and economic levels of people are going up. The power of the great Indian middle class is attracting multinational corporations and the consumer goods are being offered to them on easy terms. Indian

business houses are also collaborating with the foreign companies or offering their units for mergers and acquisitions. In many ways, it is good thing happening to India, as people can expect good quality imported consumer goods. But, does it augur well for the nation?

Since independence, there has been the utter neglect of R & D or Research and Development in our country. We have largely produced second rate goods, despite the availability of best trained technical and managerial talent, in order to make a fast buck. Our best brains often get frustrated in the process and emigrate abroad in search of better research facilities and incentives. Our emphasis is never on improving quality. We resort to the easier options: importing technology or even finished goods. But nations only sell technology, which is about to become obsolete and cannot reduce their market share of global trade.

In order to stay competitive and cut down imports, we need to develop indigenous technologies. Efforts should be made to match, even excel, international standards to boost exports of non-traditional items. For that every industrial house must contribute a part of its profits to Research and Development since it is the soul of every flourishing enterprise.

(10 marks)

Answer:**Title****Development of Indigenous Technology****OR****R & D Essential for Development**

India has achieved all round progress, increasing the purchasing power of the common people. The demand for consumer products has also gone up. This has lead to multinational mergers and acquisition of foreign technology. But nothing beats development of indigenous technology. What is imported is expensive and often going to be obsolete. Technology should only be imported to increase exports of new items and to raise our products to international standards. Indian companies must allocate funds for R & D the core of every business.

2018 - May [8] (c) Write a precis and give appropriate title to the passage given below:

Teaching is the noblest of professions. A teacher has a sacred duty to perform. It is he on whom rests the responsibility of moulding the character of young children. Apart from developing their intellect, he can inculcate in them qualities of good citizenship, remaining neat and clean, talking decently and sitting properly. These virtues are not easy to be imbibed. Only he who himself leads a life of simplicity, purity and rigid discipline can successfully cultivate these habits in his pupils.

Besides, a teacher always remain young. He may grow old in age, but not in spite. Perpetual contact with budding youths keeps him happy and cheerful. These are moments when domestic worries weigh heavily on his mind, but the delightful company of innocent children makes him overcome his transient moods of despair.

(5 marks)

Answer:**(PRECIS)****NOBLEST PROFESSION - TEACHING**

Teaching is the noblest of profession. A teacher has a sacred duty to perform. It is he on whom rests the response of moulding the character of young children.

Only he who himself leads a life of simplicity, purity and rigid discipline can successfully cultivate these habits in his pupils. These are moments when domestic worries weigh heavily on his mind, but the delightful company of innocent children makes him overcome his transient moods of despair.

2018 - Nov [8] (c) Write a precis and give appropriate title to the passage given below:

Trees give shade for the benefit of others, and while they themselves stand in the sun and endure the scorching heat, they produce the fruit of which others profit. The character of good men is like that of trees. What is the use of this perishable body if no use is made of it for the benefit of mankind? Sandalwood, the more it is rubbed, the more scent dies it yield. Sugarcane, the more it is peeled and cut up into pieces, the more juice dies it produce. The men who are noble at heart do not lose their qualities even in losing their

lives. What matters whether men praise them or not? What difference does it make whether they die at this moment or whether lives are prolonged? Happen what may, those who tread in the right path will not set foot in any other. Life itself is unprofitable to a man who does not live for others. To live for the mere sake of living one's life is to live the life of dogs and crows. Those who lay down their lives for the sake of others will assuredly dwell forever in a world of bliss.

(5 marks)

Answer:

Title: Generosity - Purpose of Human Life:

Living for the good of others is a sign of humanity. The way the trees give themselves pain and give fruits to others, sandalwood rubbed himself to scent others. In the same way, good people always work for the benefit of others except of self-feed like dogs and crows. Noble people always looking for possibilities to help others.

2019 - June [8] (c) Write a precis and give appropriate title to the passage given below:

India has witnessed great expansion of educational opportunities since the attainment of independence. However, the disabled children have not yet benefited in any substantial manner from the growth in educational facilities. Education of handicapped children, ultimately become more dependent and non productive. It is therefore believed that scarce national resources should not be wasted on them. Further, it has been our misconceived notion that the education of handicapped children requires highly specialized people and as such, it must essentially be very costly. Maybe, precisely for these wrong notions we have not been able to involve clinical and educational specialization programmers of training and education exclusively meant for handicapped children. It is encouraging to note that the new National Policy on Education has recommended the placement of such children in regular schools so as to provide them integrated education along with normal students. The integrated education will take care of the different needs of various categories and types of disabled children. The objective is to place the disabled children in ordinary schools for imparting education with the help of special teachers, aids and other resources. For fulfilling this objective an array of the necessary infrastructure by way of training of teachers, provision

of equipment and book etc. are some of the basic pre-requisition. Hopefully, the parents and their handicapped children will be greatly relieved when the latter are transferred to regular schools.

(5 marks)

Answer:

Title – Inclusive Education for Children with Disabilities

Despite expansion of educational opportunities in India, the disabled children have not yet benefitted significantly. Due to the belief that handicapped children are dependent and non productive and their education requires highly specialized teachers, educational programmes for handicapped children have never been implemented. The new National Policy on Education recommends that such children be placed in regular schools where their needs are catered to. However, to fulfil this objective, there are prerequisites such as training of teachers, provision of equipment and book etc. Hopefully, this recommendation will bring relief to handicapped children.

2019 - Nov [8] (c) Write a Precis and give appropriate title to the passage given below:

DNA degrades quickly after an animal dies, so researchers once believed it impossible to find ancient genetic material. The search for primeval vestiges of DNA took off in the late 1980s after the development of a technique called polymerase chain reaction (PCR), which copies minute quantities of DNA. Armed with PCR, scientists could look for tiny fragments of DNA that might have weathered the millennia unharmed.

In recent years, researchers have isolated DNA from 20-million-year-old magnolia leaves and extracted DNA from a 135-million-year-old weevil found in amber. Recently, a team extracts DNA from bone dating back millions of years for the first time. In the frenzied hunt for ancient DNA, microbiologist Scott R. Woodward may have bagged the biggest quarry. Drawing on lessons learned while growing up among the fossil-rich rocks of eastern Utah, Woodward and his team became the first people to find genetic material belonging to a dinosaur.

Woodward, whose grandfather was a coal miner, knew that mines in the area often contained dinosaur traces. After six months of looking Woodward pulled two bone fragments from a Cretaceous siltstone layer directly a top a coal seam. Impeded by an unstable mine roof, Woodward's team could not

recover any more bone samples. The siltstone apparently inhibited fossilization and preserved much of the original cell structure in the bone. Researchers isolated strands of DNA from both fragments and used PCR to copy a segment that codes for a protein called cytochrome b. Once they had made many copies, they could determine the DNA sequence.

Throughout their work, the biologists took precautions to avoid contaminating the samples with modern DNA or ancient material found within the coal. According to Woodward, circumstantial evidence indicates that the bone fragments belong to one or two species of dinosaurs. Dinosaur tracks are abundant in this coal formation, and the bones visible in the mine were larger than those of a crocodile – the biggest non-dinosaur known in these rocks.

(5 marks)

Answer:

Precis:

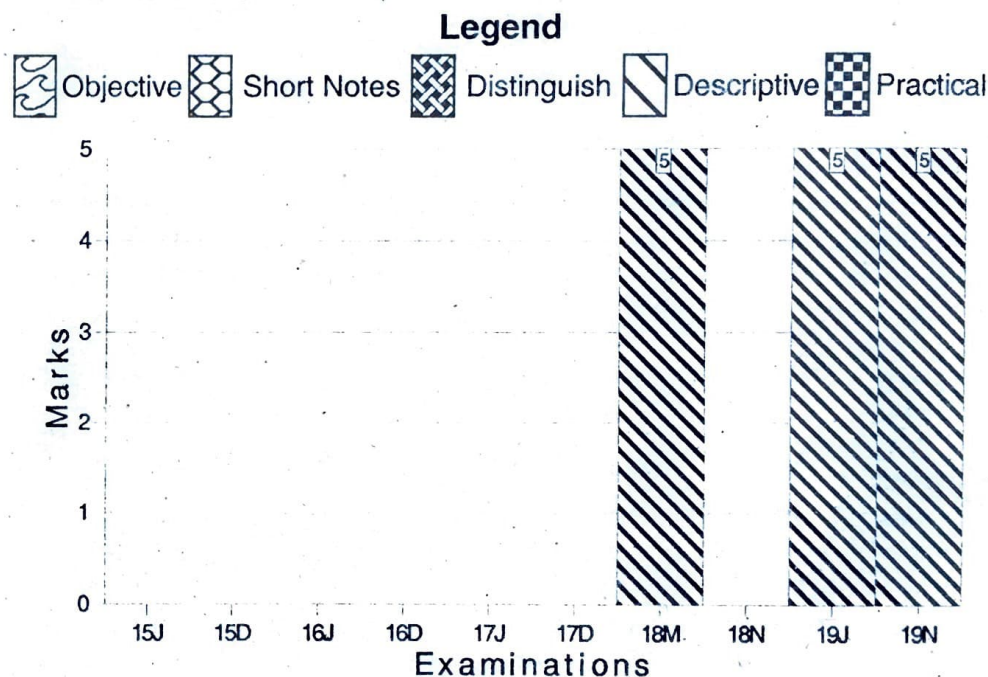
DNA degrades quickly after an animal dies the search for primeval vestiges of DNA took off in late 1980s after development of technique called polymerase chain reaction (PCR). Recently a team extracts DNA from bone dating back millions of years for the first time. Woodward and his team became the first people to find genetic material belonging to a dinosaur. The siltstone apparently inhibited fossilization and preserved much of the original cell bone structures. Throughout their work the biologists took precautions to avoid contamination of samples with modern DNA. According to Woodward evidence indicates that the bone fragments belong to one or two species of dinosaurs as it was the largest.

CHAPTER

8

Article Writing

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



For detailed analysis Login at www.scannerclasses.com
for registration and password see first page of this book.

PAST YEAR QUESTIONS AND ANSWERS

DESCRIPTIVE QUESTIONS

1994 - Dec [1] Write articles on the following topics in about 500 words:

(i) Advertisement

Answer:

Advertisement: Advertising is the art of influencing human action, the awakening of the desire to possess one's product. It has assumed a major role in modern business. There was a time when whatever was manufactured, was consumed. Later came a stage when goods were manufactured as per the demand. However, now-a-days competition has become so severe among producers that the merits of one over the other have to be focused in the minds of the consuming public. Therefore, advertisement has become very important medium to reach potential consumers.

Advertisement has come to secure a new type of employment for those with innovative ideas. Advertising through leaflets, pamphlets, notices, hand bills etc. are in the written form and are not expensive as compared to audio and visual media like Radio, TV, etc. However, TV and Radio have got wider coverage.

Advertising has become an indispensable tool in the hands of the manufacturers, wholesalers, retailers, and even consumers. It gives an opportunity to all to sell "one's ideas". Mass production has been possible due to mass sales, which is a result of modern advertising. Advertising acquaints people with features of the products and acts as an information medium. It increases demand for the product. Advertising ensures consumers better quality of goods. It creates a brand image in the minds of the consumers and thereby establishes goodwill for the product. It reduces distribution expenses and helps the manufacturer to maximise his profits.

In spite of several benefits of advertising, much criticism has been leveled against advertising as it leads to exaggeration of facts. The real facts are so exaggerated that at times consumers are forced or induced to buy certain products which they really do not need. The exaggeration in advertising involves misrepresentation of facts, undue emphasis, misleading names and brands, testimonials of persons like cinema stars, etc., which in fact mislead the customers, etc. According to Sandage, "testimonials, exaggeration, false claims, false comparisons, misleading impressions and confusing labels and names are a part of the modern unethical practices in advertising". Moreover it may lead to monopoly. It destroys small producers. Advertising is regarded as wasteful in the sense that changes in fashions and styles force the consumers to throw away half-used articles though these could be used for a longer period. It increases the selling price of the product. The advertiser tries to recover the cost of advertising through higher selling price. It causes people to buy things which they really do not need. At times advertisements contain outraging statements, exciting emotions, obscenity, etc.

Advertising helps the producers to push inferior, useless products in the market and indirectly helps to create wide difference in the income and wealth of people. Thereby, creating concentration of wealth in a few hands.

There is probably a great deal of waste in advertising. Advertising is often condemned by social critics, some economists, and government officials, but when examined closely advertising is not counter to the public interest. For this reason laws are required to regulate the manner of commercial advertising and setting certain code of conduct so that genuine interests of the consumers could be protected.

1998 - Dec [1] Write articles on the following topics in about 500 words:

(iii) Role of women in economic development

Answer:

Role of women in economic development : Global terminology 'Entrepreneur' was first introduced in economics by the French economist Richard Cantillon in early 18th century. Their existence have come back from very commencement of business itself, when women were confined to house and hearth.

Today, women are also participating willingly in the business world and giving their maximum input in an efficient way to promote business expansion and to get it in the reach of poor women who are unaware and enable many more talented aspirants to avail the benefits thereof. The recommendation of the UNICEF is apt in this regard.

Earlier, women were marginalised in the male dominated world. But today, there are many women organisations, voluntary bodies and trade unions expressed their resentment at this fraud. Women today can't accept their exploitation. It will prove to be a milestone in bringing women to the centre-stage of Indian social life.

To encourage women entrepreneurs and for their better upliftment many awards have been constituted in order to congratulate, giving regards for their appreciable performance some suspicious awards stimulating to betterment are like "Women of the year", "Udyog Ratna" in form of national awards generated from the pleasure of Government and other institutions.

Uptil now a concept has been built up, that for the sake of globalisation, urbanisation and industrial world women have to take their initiative outside their homes and the participate competitively in fresh fields of entrepreneurship and make themselves believable by the world.

1999 - Dec [1] Write articles on the following topics in about 500 words:

(iv) Information technology and modern business.

Answer:

Information Technology : Information Technology has brought a cultural revolution. Modern world is a world of science and technology. After nuclear technology, it is the largest wonder of modern science. It has revolutionised the very concept of human life. In middle ages, news traveled at the pace of post-horses. Now we have fax-machines which can receive written messages thousands of miles away within seconds. Computers have replaced human minds. They are machines with memories far beyond human minds. The Internet technology has brought a revolution in the field of information and knowledge. Now the concept of library has changed. It has become a multimedia centre.

We are living in a fast changing world. Speed and efficiency are the watch words of today. These days prompt and correct information means quick money. In stock exchanges, the rates of shares change every minute. Lack of information or delay can cause huge losses.

Information technology, Internet and e-commerce have great potential in catering to public needs. Now a computer has become as much a part of man's life as a telephone or a calculator. In future computers would be small enough to be carried in the pocket. People would be informed about weather conditions. Computers would be used as tiny translating machines. They are being used in hospitals. The tedious task of compiling and checking information will be done entirely by computers only a few computer discs can contain the knowledge and information of all our libraries.

It is a multimedia centre and a place for learning resources for the literate as well as illiterate. Education is the key to individual achievement and national strength. However, we have to be pragmatic in nature and our approach in terms of electronic access to information in rural areas. Availability, affordability, accessibility, acceptability and sustainability of the service should also be kept in view. Once a common service place is identified, the Information Technology based services can conveniently be cushioned on. It is hoped that the state and central governments will give top priority to this minimum facility, and gainful results can be achieved only if coordination is established among the governments.

2000 - Dec [1] Write articles on the following topics in about 500 words:

(ii) Black money and Indian economy

Answer:

Black Money and Indian Economy : Money is a current instrument which is a need for everybody and it is a thing that is commonly accepted as a medium of exchange and measure of value and is the great requirement of every economy.

Black money, today is a social evil for our economy as it is spreading and strengthening its position through the means of corrupted people as it provides them the source of fast earning.

While the colour of money is neither black nor white it is termed as black due to the revenue or income earned by a person during a particular period not be declared in order to avoid tax. It results in incorrect estimation or calculation of Net National income as these amounts or incomes are not accounted for and causes loss to Government treasury on the taxes due.

It has given opportunities to corrupt people in all over the world.

These non - accounted money from tax avoidance floats in the economy is further utilised in speculative and non - productive activities by distributing in non - priority areas.

The Government has to take some steps in order to eliminate this corrupted money from our Indian society consisted in the mainstream of people's life also.

Government should make regulations and laws that if any person has been seen doing trade of it, will be punished by eliminating from his existing post and charging him the fine or penalty for indulging in such kind of activities.

They are destroying the future and declining the Indian economy. The schemes formulated should aim at resident and non resident Indians both that are taken into consideration to unearth the presence of Black money and save economy from the harmful consequences. At last, the crux of various amnesty schemes lies in wielding a long stick with the carrot.

2003 - Dec [2] Write articles on the following topics in about 500 words:

(iv) Social Responsibilities of Business.

Answer:

Social Responsibilities of Business: A business enterprise should do business and earn money in ways that fulfill the expectations of the society. Every individual living in society has certain obligations towards society. He has to respect social values and norms of behaviour. On the other hand, supplying good quality goods, creating healthy working conditions, honestly paying taxes, prevention or installing pollution control devices in the factory and sincerely attending to customer complaints are examples of socially desirable practices which improves the image of enterprises and also make them profitable.

Social responsibility of business refers to its obligation to take those decisions and perform those actions which are desirable in terms of the objectives and values of our society, from the business enterprises point of view is to respect the aspirations of society and would try their best to contribute to the achievement of these aspirations along with their profit interests. This idea is in contrast to the common notion that business exists only for maximising profits for its owners and it is irrelevant to talk of public good. It follows that a responsible business and indeed any responsible member of society, must act with due concern for the effects on the lives of other people.

In this sense, social responsibility is broader than legal responsibility of business. It is a firm's recognition of social obligations even though not covered by law, along with the obligations laid down by law. It involves an element of voluntary action on the part of business people for the benefit of society.

Emergence of social responsibility is now current and fresh desire generated by the shareholders or owners, workers, consumers, government and community to whom the Business enterprises are responsible, regarded as interested groups.

Protection of the environment is a serious issue that confronts the managers and decision-makers and it attaches to the role of business in environment protection. Each member of society can do something to protect the environment. There are some steps taken or initiated by them such as: Participation in government programmes, periodical assessment of pollution control programmes and proper education and training of concerned people.

Thus, if these formulated steps are taken into account and worked upon, then, the propaganda of environment protection may be achieved sooner, which must prove to be a significant social responsibility in respect of business enterprises.

2004 - Dec [2] Read the following article and provide a suitable title.

How important is it to create motivation in the workplace? Well, if you care about your bottom line, then its very important. The fact is that when people are motivated, they will do more. When they are unmotivated. They will be

less productive. So what causes some employees to be motivated to do their work than others? This article helps you increase employee motivation and in turn increase workplace productivity.

The first thing we will have to realise is that most people don't like their jobs. It's just the reality. The best thing to do is to hire the right people for the right job. It's not about hiring the most capable person for the job though, at least not always. It's about hiring the person who will love the job. People will tend to be more motivated to do their work when they love what they do, or at the very least don't hate what they do. Since it's hard to gauge whether someone will love their job during an interview since everyone puts on their best face, most of the time you will have to take a different approach.

Answer:

Motivation in the workplace.

2005 - Dec [2] Read the following article and provide a suitable title:

A stock exchange or securities exchange is an exchange where stock brokers and traders can buy and sell securities, such as shares of stock and bonds and other financial instrument. Stock exchanges may also provide facilities for the issue and redemption of such securities and instruments and capital events including the payment of income and dividends.

Securities traded on a stock exchange include stock issued by listed companies, unit trusts, derivatives, pooled investment products and bonds. Stock exchanges often function as 'continuous auction' markets with buyers and sellers consummating transactions at a central location such as the floor of the exchange.

To be able to trade a security on a certain stock exchange, the security must be listed there. Usually, there is a central location at least for record keeping, but trade is increasingly less linked to a physical place, as modern markets use electronic networks, which give them advantages of increased speed and reduced cost of transactions.

Trade on an exchange is restricted to brokers who are members of the exchange. In recent years, various other trading venues, such as electronic communication networks, alternative trading system and 'dark pools' have taken much of the trading activity away from traditional stock exchanges.

Answer:

Stock Exchange: Pivot of Capital Market.

2018 - May [10] (c) Write an article of about 250 words on the topic "Global warming". (5 marks)

Answer:

"Global warming"

Global warming or climate change has become a world wide concern. It is gradually developing into an unprecedented environmental crisis evident in meeting glaciers, changing weather patterns, rising sea levels, floods, cyclones and droughts. Global warming implies an increase in the average temperature of the earth due to entrapment of greenhouse gases in the earth's atmosphere.

There is a crying need to raise awareness about global warming if we have to save the world from disaster.

Recent years have been unusually warm, causing worldwide concern. But the fact is that the increase in carbon dioxide actually began in 1800, due to the deforestation of a large chunk of North-eastern American, besides forested partes of the world. The thing became worse with emissions in the wake of the industrial revolution, leading to increase in carbon dioxide level by 1900.

As per Kyoto Protocol, developed countries are required to cut back their emission. There is a need to reduce coal- fired electricity, increase energy efficiency through wind and solar power, and also high efficiency natural gas generation.

2019 - June [10] (c) Write an article of about 250 words on the topic "The Fearless Indian Army". (5 marks)

Answer:**Essay on Fearless Indian Army**

Indian armed forces are divided in to three parts - Indian Army, Indian Airforce and the Indian Navy. Indian Army is the land-based unit, while Indian Airforce deals in Air defence and Indian Navy is the naval unit. Our Indian Army is the second larger in the world with about 1.23 million personnel on active rolls and another 9.6 lakhs in reserves.

Indian Army is mainly responsible to protect the country against land based attacks. It also leads a helping hand to other agencies in dealing with a terrorism, tackling emergency situations in the country and also rescuing people in case of natural calamities like flood, earthquake etc.

The current Chief of Army Staff (COAS) is General Bipin Rawat (as of 2018). As Indian Army is very huge, it is divided in to regiments. Some important regiments are Punjab regiment, Madras regiment, Rajputana rifles, Sikh regiment etc. It also has its own intelligence unit, known as "Military Intelligence" or "MI" in short.

Indian Army before independence (Under British rule) had participated in World War I and II. After independence it has also fought many full-fledged Wars like the Kargil War (1999), Bangladesh Liberation War (1971), India-Pakistan War (1965), India-China War (1962) and first Kashmir War (1947). Besides these, Indian Army has also handled some smaller conflicts like Siachen Conflict (1984), Operation Polo (1948), India-Chine Conflict (1967) etc.

There is no doubt that our Indian Army is fearless and is one of the best armies in the world.

2019 - Nov [10] (c) Write an article of about 250 words on the topic, "The importance of water conservation". (5 marks)

Answer:**The importance of water conservation:**

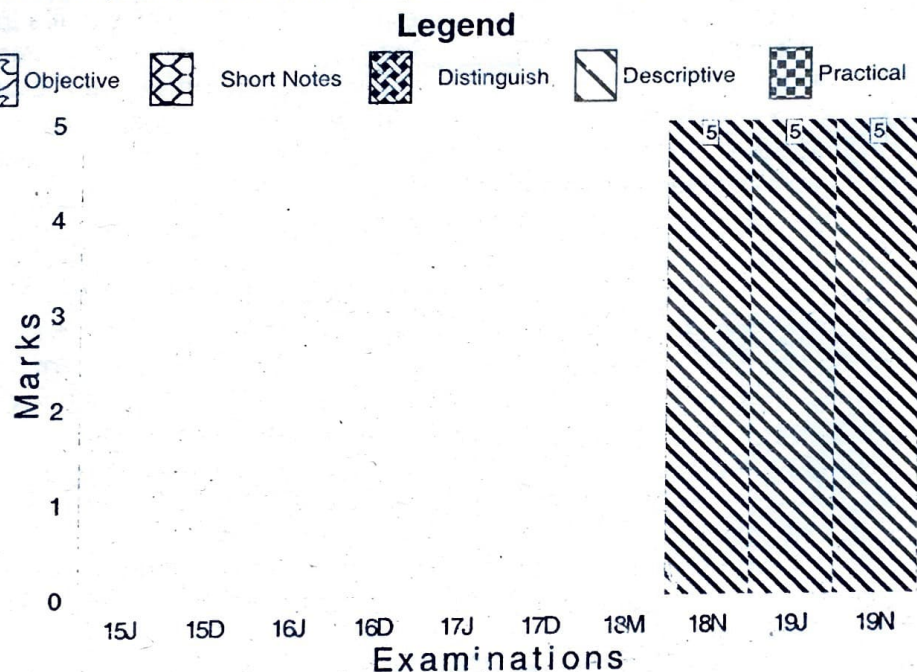
Water is the precious gift of God on the earth. Life exists on the earth because of the availability of water. Itself being tasteless, orderless and colorless, it adds taste, color and nice smell in the life. It takes nothing from us but gives life to us. It had no shape but takes the shape of container we store it. We find it everywhere in rivers, seas, tanks, well, ponds, etc but we

lack clean drinking water. Three-fourth part of the earth is full of water however we need to conserve water as there is very less percentage of clean water.

Without water life is not possible on the earth. All the living beings like human, animals, plants, etc need water to grow, develop and live. Water is the only source of all lives here. We need water in all the walks of life from morning till night like drinking, cooking, bathing, etc. We should understand the importance of water in our life and stop misusing it with the proper management of usage of water. We should also protect clean water from being dirty due to the soil or water pollution. We should not waste it into toilet and store rain water for this purpose.

CHAPTER	
9	Report Writing

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



For detailed analysis Login at www.scannerclasses.com
for registration and password see first page of this book.

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■ Solved Scanner CA Foundation Paper - 2B (New Syllabus)

PAST YEAR QUESTIONS AND ANSWERS

DESCRIPTIVE QUESTIONS

2003 - May [3] (c) What do you understand by the term 'Report'? Explain briefly the points which are considered while writing a Report. (10 marks)

Answer:

Meaning of report:

A report carries information from someone who have it to someone who need it. The basic management tool used in decision making is the report. According to *C.A. Brown*, "Report is a communication from someone who has some information to someone who wants to use that information."

Points Considered while Writing a Report:

The following points should be considered while writing a report:

- 1. What kind of report is expected?:** It is the reporter who will have to decide for himself whether he is to prepare an informal or a formal report, whether statutory or non-statutory report. The reporter should be very clear right from the beginning about the lines along which is to plan the content, form and style of the report.
- 2. How much time has been allowed to prepare the report?:** The type of the report expected is an important factor in deciding the time. If there is sufficient time, to make a thorough study of the problem and to conduct some research if needed, the reporter will prepare a formal report with definite conclusions, perhaps even specific recommendations.
- 3. What is the purpose of the report?:** The most important facts to be kept in mind before deciding the type of report needed is the purpose of the report. If the writer has been asked to prepare a report on whether his company should set-up a new branch, that involves considerable initial expenditure or on advisability of merging into a collaborating with another company, these are matters of vital importance and they need

very carefully written formal reports. Probably a number of people are involved in writing such reports. But if the purpose is simple than it does not require research.

4. **What exactly is to be examined?:** It is also necessary to be constantly aware of what exactly is to be examined, to be studied. Such an awareness will eliminate much redundant labour; at the same time it will help in the inclusion of all that is pertinent to a problem and will help in making the report a document complete in all respect.
5. **What facts are to be furnished?:** While going through the old files of the company or conducting a market survey, the proprietor is likely to come across a number of interesting facts that appear to be relevant but in reality are not. The temptation to include them in the report will have to be resisted. A medley of facts is likely to preclude the central purpose and lead to confusion. So, it is very important to be clear about facts that are to be included.
6. **Who is going to read the report?:** The last point to be decided is to who is going to read the report? If the report is going to the Research Director, it is important that it should contain a detailed, step-by-step account of the investigations carried out, along with detailed, minutely described findings.

2005 - Nov [1] {C} (xiii) Comment on the following statements in about 30 words each:

Informational reports focus on data and facts without analysis or recommendations. (1 mark)

Answer:

An informational report presents the data collected or facts observed in an organised form. It presents the situations as it is and not as it should be and does not contain conclusions or recommendations.

2006 - May [3] (c) What is a Report? What are the two types of reports? What does make a report effective? (2 + 2 + 6 = 10 marks)

Answer:

Meaning of Report: The word 'Report' is derived from a latin word 'Reportare' which means to carry back.

Re = back. Portare = to carry.

A report therefore is a description of an event carried back to someone who was not present on the scene.

C.A. Brown defines a report as follows, "a report is a communication from someone who has information to someone, who wants to use that information."

In business, the business executives, administrators, manager etc. have to report daily, i.e. write as a part of their duty, things related to their work which they have either done or related to the activities of the organisations they belong to.

A report is thus a formal communication written for a specific purpose, it includes a description of procedures followed from collection and examination of data, their significance the conclusions drawn from them and recommendations if required.

Types of Report: The main purpose of a report is the presentation of facts, and therefore a report should be able to command the attention of the reader and clearly convey him the message. Basically 2 styles are adopted for writing a report in an organisation :-

1. The letter style report.
2. The schematic report.

1. **The letter style report :** The letter style is adopted for lengthy and detailed communications. It is actually used in place of a memorandum. Although known as letter it does not carry any solutions or subscription. It is like an ordinary letter, usually on the company letter head.

Specimen Letter Style Report

Johnson & Johnson India Ltd.

22, New Alipore
Kolkata

To: The MD

From: HOD, A/c Dept.

Urgent need of computerising the accounts dept.

We are pleased to inform you that our branch has achieved outstanding growth in business in the last two years. Every sphere has shown tremendous growth. The volume of sales, the no. of customers, the gross turnover, the net profit has considerably increased. This growth has however put immense pressure on the accounts dept. keeping an update record of all the transactions is becoming next to impossible day by day, although the staff works till late hours. This pressure is unbearable especially during the days when salary bills have to be prepared.

In light of the present situation two alternatives stand. Either the staff strength should be increased or the department has to be computerised. Computerisation will be a better solution keeping in view the modern technology that needs to be adopted in the branch. It will not only substitute the scarce staff strength but also prove more economical in the long run.

Moreover it is only this branch of ours, which is yet to be computerised. The rest three have already been computerised two years back.

I hope this proposal will be assigned top priority.

Wajahad Alam
HOD (A/c)

- (i) **Terms of Reference:** It is the introductory part of the report. The main function of this part is to convey what the report is about. It begins with mentioning who has authorised the report and continues with scope of activities it covers.
- (ii) **Action Taken:** This part gives the details of actions undertaken by the writer to collect matters/ informations etc. in relation to the report.
- (iii) **Findings:** This part of the report emphasises the various aspects of the report. It contains the facts found by the writer along with his comments. It may include charts, graphs, statistical tables. If not in this part the charts, graphs and the statistical data (if any) are put in the end in form of appendix.
- (iv) **Conclusion:** This part of the report presents the conclusion drawn by the writer on the basis of findings the writer comes to a definite conclusion. He presents his opinion and assessment under this heading.
- (v) **Recommendations:** This part of the report contains the recommendations put forward by the writer. The writer after concluding on the subject matter of the report may put forward concrete recommendations or suggest a course of action.

Note: In the schematic report the data is written at the last and if the report is too long a summary of it may be attached with it.

Specimen Schematic Report

Report of a manager (HR Investigation Cell) on general inefficiency and negligence of duty of the staff in a branch office.

2. **The Schematic Report :** It is a long report on a particular matter which is written under various headings which are :-

- (i) Terms of reference
- (ii) Actions taken
- (iii) Findings
- (iv) Conclusions
- (v) Recommendations

Sandvic Machine Tools Pvt. Ltd.
Industrial Estate Gurgaon.

Report on general inefficiency and negligence of duty of the staff.

To: Board of Directors
From: HR (Investigation Cell)

Terms of Reference :

To report on the general inefficiency and negligence of duty of the staff at Naini Branch in accordance with your instructions given in letter no.6 dated.....

Actions Taken :

- (i) Paid a surprise visit to the branch office on 19th sept. at 11A.M.
- (ii) Had a brief talk with some senior and trusted staff members.
- (iii) Examined the complaint files.
- (iv) Examine the sales file.
- (v) Had a talk with Mr. S Chaturvedi the branch manager.

Findings :

- (i) On the day of surprise visit i.e. 19th Sept. almost 1/4th of the staff including the branch manager Mr. S. Chaturvedi had not yet reported for work.
- (ii) The trusted senior staff members revealed that Mr. S. Chaturvedi hardly bothered about punctuality and thus many staff members followed his suit.
- (iii) On inspecting the complaint files the negligence of staff was felt more. Complaints lodged 4-5 days before had yet to be looked into.
- (iv) The sales record in the sales file showed a declining rate of average sales particularly during the last 8 months.
- (v) More over a general confusion and carelessness was observed everywhere. Filing is not done in a proper way. Records of some essential matters were missing.

Conclusions :

On the basis of the above finding I hereby put forward my conclusions.

1. The casualness with which the office work is being conducted is solely due to the indifferent attitude of Mr. S. Chaturvedi.
2. The present atmosphere at the branch office is hampering the performance of the staff members.
3. The mechanics deployed at the Naini branch are not competent enough to satisfy the customer's complaints.
4. The deteriorating sales is highly due to customer dissatisfaction. One dissatisfied customer can discourage a dozen others.

Recommendations :

We have to take extra pain in re-establishing the lost reputation. For this my recommendations are as follows.

1. A notice should be served to Mr. S. Chaturvedi.
2. A efficient person to be deployed in place of Mr. S. Chaturvedi.
3. The service of inefficient mechanic should be terminated.

Sumit Awasthi
HR (Investigation Cell)
25th Nov. 2002

Tips for effective Report: Following is the technique of writing a good report:-

1. Planning the report.
2. Collection of relevant information (data).
3. Analysing the data.
4. Drafting the report.
5. Writing the report.
6. Editing the report.

1. **Planning the report :** This is the first and most important step of writing a report. While planning a report the following facts have to be kept in mind :-

- (i) The report is meant for whom?
- (ii) What is the purpose of report?
- (iii) What kind of report is expected?
- (iv) What facts are to be furnished?

2. **Collection of relevant data** : Next the relevant informations have to be collected which is required for writing the report. Major sources of informations are company files, interviews, letters, questionnaires, personal observation, library research etc.
3. **Analysing the data** : After the collection of the data, the data has to be analysed thoroughly. A lot of data has to be rejected while many more data may be required to be collected.
4. **Drafting the report** : Now the writer has to make an outline to write the actual report. In the outline the problem is stated, relevant facts are put down, i.e. a draft report is prepared.
5. **Writing the report** : When the draft report is ready it is re-revised, pruned and polished. Then the final report is written. While writing, the writer has to keep in mind that the language should be simple unambiguous and free from any grammatical error.
6. **Editing the final report** : Even after writing the final report it should be examined and revised again. Preferably it should be critically analysed and re-written (if required) before getting it finally typed and sent.

2018 - Nov [10] (c) Write a Newspaper Report in 250 words on the topic:
"Daughter of Gardener Tops Board Exams." (5 marks)

Answer:

"Daughter of Gardener Tops Board Exams"

"I am not educated, and that is why I wanted to ensure that my children are." said Akshat Gupta, a poor gardener, whose daughter Prerna (18) topped the board exam on Monday.

Prerna, who scored 689 out of 700 (98.42%) in CBSE Board exam 2016-17, attributed her success to her parents and teachers who trained her well. Studying in a 300 sq.-ft room might have been a bit stifling but it never proved a deterrent. "The harder you work for something. The greater you'll feel when you achieve it."

Prerna said, "I have to be like this in my life so that my parents feels proud of me, for which I have climbed the first stairs today."

News of Nation: 18/11/2018, 10:30 IST

2019 - June [9] (c) Draft Newspaper Report on "Six Lane highway connecting two states inaugurated" to be published in a national newspaper. (5 marks)

Answer:

PM Modi Inaugurates Eastern Peripheral,
Delhi - Meerut Expressways

All India Edited by Arun Nair

New Delhi: Prime Minister Narendra Modi today inaugurated two newly - built express ways - Phase 1 of Delhi - Meerut Expressway and the ₹ 11,000 Crore Eastern Peripheral Expressway. India's first smart and green highway. PM Modi, after inaugurating the 6 Lane Delhi - Meerut Expressway spanning Sarai Kale Khan in Delhi to UP Gate, rode in an open Car, waving at crowds gathered on either sides of the highway.

Road Transport and Shipping Minister Nitin Gadkari too rode in a separate open car alongside PM Modi. The Delhi - Meerut Expressway, stretching from Nizamuddin Bridge to Delhi- UP border, has been completed in a record time of 18 months. The 135 Km. long Eastern Peripheral Expressway or EPE, that was dedicated by Prime Minister in Baghpat in UP, has been built in a record time of 17 months. Its foundation stone was laid by PM Modi in November 2015. The Expressway is expected to bring down the pollution level in the nation capital by 27 percent.

2019 - Nov [9] (c) Draft Newspaper Report on "Flood situation grim in southern, western states" to be published in a National Newspaper. (5 marks)

Answer:

Report Writing:

"Flood situation grim in southern, western states"

— By XYZ

Kerala and Karnataka , October 12, Kerala and Karnataka were facing a grim situation on Saturday due to floods and landslides triggered by torrential rains that have left 54 people dead in the last couple of days and disrupted normal life, while 19 people lost their lives in Gujarat since Friday evening in rain-related incidents.

Rescue operations were also underway in deluge-hit parts of harashtra, where 12 people have died, to move stranded people to safer locations. Nearly 1.25 lakh people have been displaced in Kerala including nearly 25,000 each in worst-hit Wayanad and Kozhikode. Forty-two people died in rain-related incidents with 80 landslides in eight districts of Kerala since August 8, officials said.

Many people are still feared trapped under debris following major landslides in the Kavalappara in Malappuram and Puthumala in Meppadi in Wayanad. A red alert for rainfall has been issued in eight districts of Ernakulam, Idukki. One of the four shutters of the Banasurasagar dam, located about 21 km from Kalpetta in Wayanad, one of the worst affected districts, was opened at 3 pm to discharge excess water and people on the banks of the Kabini river have been asked to be cautious.

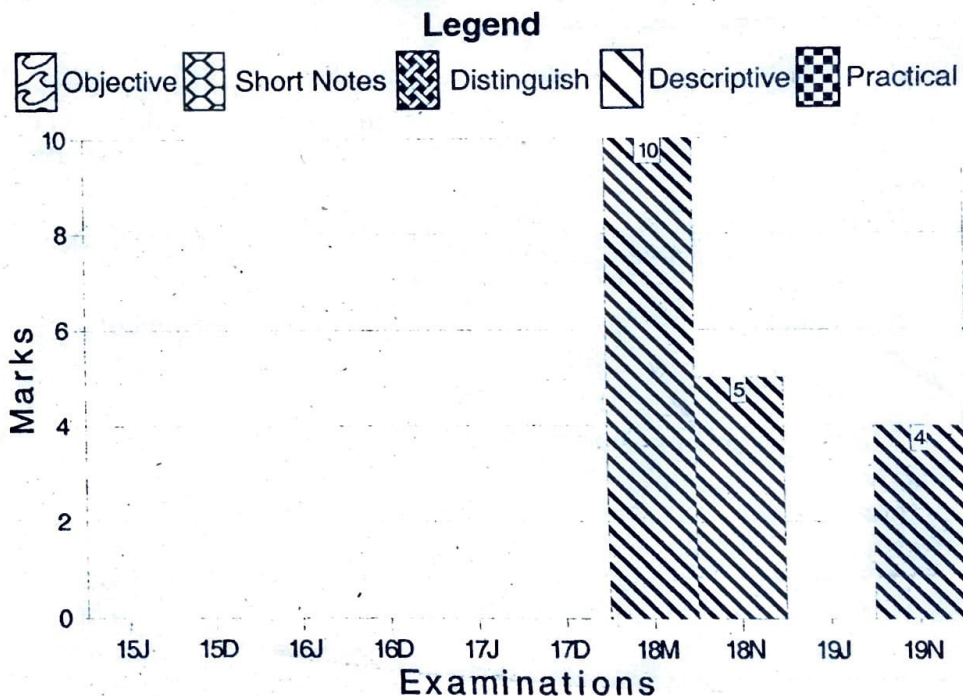
As rescue operations were on in Kavalappara, another landslide occurred in the region on Saturday due to which search operations have been halted. The continuous rains have triggered multiple landslides and overflowing rivers have caused flooding in several parts.

CHAPTER

10

Formal Letter and Official Communication

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



For detailed analysis Login at www.scannerclasses.com for registration and password see first page of this book.

PAST YEAR QUESTIONS AND ANSWERS

DESCRIPTIVE QUESTIONS

1998 - Dec [2] Write a letter to an applicant explaining why you cannot accede to his request for a change in the date of interview for the post of Personnel Officer. (15 marks)

Answer :

JAYPEE CEMENT WORKS LTD.

76, Elgin Road, Satna - (M.P.) 411007.

Tel. No. 7918112

Ref. No. HRM/R-487

26th December, 2018

Mr. Mohit Bhatia,

76/48 Nai Basti, Kydganj, Allahabad - 211003

Subject: Request for change in date of interview.

Dear Sir,

In reference to your letter dated 2nd December, 2018 requesting us to postpone your interview to 20th January, 2019.

We regret to inform you that we are unable to consider your request for refixing the interview scheduled on 10th January, 2019. As, you are aware that our organisation require officers for our new office at Satna which will start its operations from 18th January, 2019. At the most, the interview can be refixed along with the next batch on 12th January 2019, of course, subject to your confirmation.

Thanking you.

Yours faithfully,

Sd/-

Vijay Arora

(DGM - Personnel)

1998 - Dec [4] (iii) Draft the following :

A representation from an employee who has been denied promotion while employees junior to him have been promoted. (5 marks)

Answer :

From

N.N. Bhargava

Sales officer

Marketing Department.

To

The Managing Director,

L & T MOTORS LTD.

36, West Lane,

Kolkata.

Through: Mr. S.K. Roy, Sr. DGM - Marketing.

Dear Sir,

This is to bring to your kind notice that I have been working in the company for the last six years as Sales Officer, without any promotion to a higher post in spite of the recommendations from the head of the Marketing Department. Also, I wish to draw your attention that Mr. Ashutosh Singh and Mr. Nitesh Kulkarni, who were working as Juniors to me in officers codes have been recently promoted as 'Senior Sales Manager' superseding my claim for promotion to the same post.

I wish to inform you that I have successfully completed my MBA - Course in Marketing from Symbiosis Institute, Pune on 15th June, 2018. Since, I am now a professional MBA, I request you to kindly consider my case for promotion to next higher position of "Senior Sales Manager" at the earliest.

Thanking you in anticipation.

Yours faithfully,

Sd/-

N.N. Bhargava

1998 - Dec [5] (iii) Draft the following:

A show-cause notice to an Assistant for his misbehaviour with his Section Officer. (5 marks)

Answer :

RECRON SYNTHETICS LTD.

Allahabad
Confidential

No. 12/98/Q18.

26th December, 2018.

Memorandum

It has been informed by Mr. Ravi Prakash Sahu, Section Officer (shares) of the company that Mr. Amit Saini, Senior Staff Assistant of the same Department, had misbehaved with Mr. Ravi on 24th December, 2018, by shouting at him and also using foul language, in the presence of other staff members of the Department, when Mr. Ravi had sought some official details pending with Mr. Amit.

Under the circumstances, Mr. Amit Saini is hereby directed to show cause why action should not be taken against him as per Service Rules of the company. His reply in writing shall reach the undersigned on or before 10th January, 2019.

Sd/-
Kartik Mehta
(DGM - Personnel)

1999 - June [2] Write a letter to the candidates who have qualified in the written test for the post of Probationary Officers calling them to appear for an interview. (15 marks)

Answer :

STATE BANK OF MAHARASTRA

16, Nariman Point, Mumbai - 211007
Tel. No. (022) 2719118

Ref. No. HRM/ 99-18

26th June, 2018.

To

(All successful Candidates)

Dear Sir,

Subject: Recruitment of Probationary Officers, 2018

We are pleased to inform you that you have qualified the written test conducted on 16th May, 2018 for the post of Probationary Officers.

You are requested to be present for a personal interview on 15th July, 1999 at SBI - Recruitment Hall, 16, Nariman Point, Mumbai - 211007 at 10:00 A.M. Please note that no travelling allowance is payable for attending the personal interview.

Thanking you.

Yours Faithfully

Sd/

Kartik Mehta
(DGM - HR)

1999 - June [4] (iii) Draft the following:

A letter of resignation from the Finance Manager who is joining a multinational company. (5 marks)

Answer :

From:

2nd June, 2018.

Ajay Walia
Finance Manager,
AREVA LTD.
36, Naini Industrial Area,
Naini - Allahabad - 211004

To:

Mr. N.K. Bhardwaj
Managing Director
Areva Ltd.
Naini - 211004

Dear Sir,

This is to inform you that I have been selected as a Senior Finance Manager (South Asia) of Global Infotech of USA. They have offered me a very attractive package and excellent perks. I have decided to join the organisation and therefore, I would not be able to continue my services as Finance Officer at Areva.

Under the circumstances, I regret to give a three month's notice of resignation from the post of Finance Manager of Areva. Ltd.

I shall be grateful if my resignation is accepted and I am relieved on 1st September, 2018.

I am thankful to you, for giving me guidance and advice in discharge of my official duties, I also express my sincere gratitude to all my colleagues and subordinates in the company for their cooperation and assistance.

With sincere regards,

Yours sincerely
Sd/-
(Ajay Walia)
Finance Manager.

1999 - June [5] (iii) Draft the following:

A show-cause notice to an employee for being persistently negligent in performance of his duties. (5 marks)

Answer :

ASHA & CO. (P) LTD.

36, Industrial Area, New Delhi - 110001.

No. 212/HRM/2018

2nd June, 2018.

MEMORANDUM

It has been brought to my notice that Mr. Ajay Kulkarni, Manager, Accounts Department has been negligent in performing his assigned duties in spite of repeated personal advice and written instructions. It is brought to his notice that this is the second time he has been warned of negligence, and poor performance of his duties.

Under such situation, he is advised to explain his conduct as regard to his negligence and poor performance of his duties in writing to the undersigned within the three days of receipt of this communication. Failure to reply shall imply that he has no reasons to offer, and the company shall be free to take any disciplinary action including termination of his services, as per service rules of the company.

Sd/-
A.K. Paul
Through: Department Head
(Manager - HRM)

1999 - Dec [4] (iii) Draft the following:

A speech by a retiring employee on the occasion of his farewell.

(5 marks)

Answer :

"Honorable General Manager Sir, Mr. Goyal Saheb my boss, ladies, gentlemen and dear friends.

I am extremely thankful for the kind words and sentiments expressed in this meeting. Every individual working in this organisation always showed me his helping hand directly or indirectly to me.

In my own experience I have learnt that nothing pays like honesty and sincerity.

I during the past years did my duty without expecting rewards but to my self fulfillment of worshipping the duty.

I am feeling as happy today as I felt 27 years ago when I entered service. I thank the management for the encouragement, motivation and reward that I received all these years in discharging my duties.

I wish every employee good luck and prosperity in the years to come.

Thank you all very much."

2000 - June [4] (ii) Draft the following:

A representation from the employees to grant an additional holiday for Diwali.

(5 marks)

Answer :

STAFF WELFARE ASSOCIATION

JK SYNTHETICS LTD.

Kolkatta - 700012

26th October, 2018.

The Administrative Manager

JK SYNTHETICS LTD.

Kolkatta - 700012

Sir,

Sub: Request for additional holiday on account of Diwali.

We the employees of JK Synthetics Ltd. wish to bring to your kind notice that this year Diwali falls on Sunday, depriving us of an extra holiday.

Normally, when a national holiday falls on Sunday a compensatory holiday is sanctioned to the employees. We request you to extend this practice to national festivals also.

We, the employees request you to sanction an additional holiday on Monday, and oblige.

Sd/-
Secretary, SWA
(on behalf of all
employees of JK
Synthetics Ltd.)

2000 - Dec [2] Write a letter to a candidate who has been selected by the Board in the personal interview, offering him the appointment for the post of Assistant Company Secretary, on probation. (15 marks)

Answer :

ADARSH ELECTRICALS (PVT.) LTD.

14, M.G. Road, Civil Lines. Bangalore - 572001
Tel. No. 77645216

Ref. No. APP/15/2000 AMN.
Shri Avinash Pandey,
36, Nai Basti, East of Kailash,
New Delhi - 110011.

26th December, 2018.

Dear Sir,

Sub: Appointment to the post of Assistant Company Secretary.

With reference to the personal interview you had with our Board of Directors on 21st Nov, 2018. We are pleased to offer you the post of Assistant Company Secretary in our company.

Your appointment will be subject to a probationary period of one year in the pay scale of ₹ 13,500 - 350 - ₹ 16,500 with entitlement to Casual and Earned leaves. From the date of appointment you will be governed by the rules and regulations of our company, and will report to the Managing Director of the Company.

During the period of your probation, if you wish to leave the services of the company, you can do so by giving two months written notice to the company or salary in lieu thereof.

On Successful completion of your probation period and on confirmation, you will be entitled to receive all the benefits and perquisites applicable to your grade.

You are requested to confirm your willingness to join our company subject to the above terms of appointment and join the company by 1st February 2019.

Thanking you.

Your Faithfully,
Sd/-
(Personnel Manager)

2000 - Dec [4] (ii) Draft the following:

A representation from an employee who has been denied of the facility of a residential accommodation as per company rules. (5 marks)

Answer :

From:

Ashutosh Singh
Desk Officer
CEAT TYRES LTD.

To:

The Managing Director,
CEAT TYRES LTD. Okhla Industrial Area,
New Delhi - 110011
Through: Departmental Head

Sir,

I wish to bring to your notice that though I have been entitled for residential accommodation as per the rules of the company, I have not yet been providing the Office Campus.

Despite repeated requests made to the Administration Department in this regard, no positive steps have been taken till date.

I have to travel a longer distance and have to spend 2-3 hours everyday to come to office. I cannot afford rented accommodations near the office, as the rents are quite high.

I request you to kindly consider my case on priority and provide me suitable accommodation as early as possible, and oblige.

Thanking you.

Yours Faithfully,
Sd/-
(Desk Officer)

2001 - June [4] (ii) Draft the following :

A representation from the employees for grant of special bonus on the eve of New Year. (5 marks)

Answer :

STAFF WELFARE ASSOCIATION RECRON SYNTHETICS (P) LTD.

Naini - Allahabad

26th June, 2018.

To:

The Managing Director
RECRON SYNTHETICS (P) LTD.
Naini
Allahabad

Sir,

Subject: Request for grant of special bonus.

We, the employees of the company have always sincerely contributed towards the development of our organisation and many of us have served the company for more than fifteen years.

This year, the company has already reached its targets and is going to earn profits.

This is to request the management of the company to kindly grant special bonus on the eve of the coming New Year and acknowledge our sincere efforts.

This would go a long way in boosting our morale.

Hoping for a favorable reply.

Thanking you.

Yours Faithfully,
Sd/-
Madan Lal
Secretary, SWC
Recron Synthetics (P) Ltd.

2001 - Dec [2] Write a letter to an automobile company complaining about a defect in the vehicle you have bought and seeking appropriate relief. (15 marks)

Answer :

SAI TRANSPORT LTD.
Satya - Vihar No - 56, Sector - 34, Noida - (U.P.)
Tel No. : (0120) 2719118.

26th December, 2018.

Ref. No. Comp/21 - 2001.
THE TATA-ACE LTD.
Sector - 17,
Gurgaon.

Dear Sir,

Sub : Complaint regarding Tata Ace-wagon - 'C'

We purchased two Tata Ace Wagon 'C' from Amit Deep Motors, Noida on 17th November, 2018 vide Invoice No. 477623 for the use of our Transport - Carrier Service Department. The vehicles are under warranty period.

Both the vehicles are having the same problem concerned with the 'fuel pump' and are often found in the dealer's workshop than on the road. This defective 'Fuel-pump' is not proving to be compatible and needs replacement. The dealer has expressed his inability to replace the same.

We would like you to kindly direct the dealer to replace the defective Fuel pumps immediately, as we are occurring losses both in terms of efficiency and goodwill.

We look forward to a prompt reply.

Yours faithfully
Sd/-
S.K. Panday
(Administrative officer)

2001 - Dec [2] (Or) Write a polite letter to a candidate informing that he has not been selected for the job in your company. (15 marks)

Answer :

MICROTEK COMPUTERS LTD.

64, M.G. Marg, Cannaught Place New Delhi - 110101

Tell No. (011) 27191181

Ref. No. HR/AO - N-16

26th December, 2018.

Mr. Sanjay Asthana
10, Cantonment Road,
Allahabad - 211003

Dear Mr. Asthana,

Please refer to your application dated 13th Nov. 01 for the post of Computer Operator and subsequent interview you had with our Managing Director.

We regret to inform you that your application has not been successful. However, this is not a reflection on your credentials and we hope that you will find a suitable position soon.

We thank you for showing interest in our organisation.

Yours Faithfully
K.K. Malviya
(Manager - HR)

2002 - June [2] (Or) Write a representation to the Personnel Manager of your company requesting for your promotion. (15 marks)

Answer :

From

Nalin Rastogi,
Sales Officer,
Marketing Department

To

The Personnel Manager,
L&T MOTORS LTD.
36, West Lane,
Mumbai.

Through: Mr. S.K. Rai, DGM. Marketing.

Dear Sir,

As you are aware that I have been working in the company for the last three years as Sales Officer.

I wish to inform you that I have successfully completed my MBA - Course in Marketing from Symbiosis, Pune; on 10th May, 2002.

Since, I am now a Professional MBA, I request you to kindly consider my case for promotion to the next higher position of "Senior Sales Manager" at the earliest.

Thanking you in anticipation.

Yours Faithfully,
Sd/-
Nalin Rastogi

2002 - Nov [1] (c) Comment on the following in about 30 words:

- (i) A memo is different from letter. (1 mark)
- (ii) Office orders can be issued only by superiors. (1 mark)
- (iii) Office circular & office notes means the same thing. (1 mark)
- (iv) A status enquiry letter is sent by a customer seeking information about price, quantity of goods etc. to be purchased. (1 mark)
- (v) Chasing payment is a problem that has to be tackled with utmost care and cordiality. (1 mark)
- (vi) Circular letter are unsolicited letters. (1 mark)
- (vii) The formal close of the letter must match the salutation in the letter. (1 mark)

Answer:

- (i) **A memo is different from letter:** A memo is used for internal communication between the executives and subordinates or between officers of the same level. It is never sent outside the organisation.
While a letter is used for external communication between businessman and customers. It is always sent outside the organisation. Memorandum also has a different format than that of a letter. Unlike a letter it does not have a salutation or a complimentary close.
- (ii) **Office orders can be issued only by superiors.**
Office orders indicate downward communication.
If a message is conveyed or transmitted as an order, it means that it carries a stamp of authority with it and has to be accepted. Office order is a tool of downward communication, it moves from the superiors to the subordinates and has to be accepted by the subordinates.
- (iii) **Office circulars and office notes means the same thing.**
Office Circulars and office notes do not mean the same thing. While office circular are meant to convey same information to a large number of people. On the other hand office notes are letters exchanged between the departmental heads or officers holding more or less the same rank. Thus office circular is a downward communication while office notes are horizontal communication.
- (iv) When the customers want to get some information about the quantity, price, availability, discount etc. of goods to be purchased or about the terms of sales and conditions etc. He writes a letter of enquiry to the seller. This letter is known as the letter of enquiry.
- (v) **Chasing payment is a problem that has to be tackled with utmost care and cordiality.** A collection letter must employ tact, persuasion, diplomacy, patience and good humour while it should show firmness and definiteness. The style should be neither blunt and offensive nor unduly soft. It should be positive, cheerful and optimistic.

- (vi) **Circular letter are unsolicited letters:** Circular letter is a letter used by the businessman on certain occasions. He uses this letter for communicating same type of messages to large number of peoples. This large number of people include in it customers and suppliers both. Thus it is unsolicited and mass produced.
- (vii) **The formal close of the letter must match the salutation in the letter:** Just as the salutation is the written equivalent to 'Good Morning' or 'Hello', So the complimentary close is the written equivalent to 'Good Bye'. So salutation and complimentary or formal close in the letter should correspond to each other.

2002 - Nov [4] State the major guidelines which may be followed for drafting letters of complaints and for drafting their replies. (Answer to be given in 200 words.) (10 marks)

Answer:

A customer has every right to complain. But complaining should be done in a manner which does not hurt the feeling of others. The letter of complaint should be planned as follows :-

1. The letter should begin with sentence expressing regrets about need to complain.
2. The letter should give reference about Order No. and its date and date of delivery and particulars of goods complaint about.
3. The letter should state the reason for cause of complains and should seek an explanation towards it.
4. The purchaser/customer might also state the inconvenience caused to him in terms of money, sales, service or goodwill.
5. The purchaser might then suggest what needs to be done next giving his telephone no./address where he can be reached.

Thus a letter of complaint should be written very carefully and tactfully. The seller has to be convinced about his mistake in a way that does not hamper the cordial relationship between the purchaser and seller.

1. Letters that grant adjustment :-

- (i) The seller should express his thanks to the customer for bringing the fault/error to his notice.
- (ii) The seller should admit the fault frankly without giving any excuse for the fault.
- (iii) The seller should regret the mistake and offer to make adjustment.
- (iv) The seller should end with a positive note ensuring that similar problem will not arise in future.

2. Letters that refuse adjustment :-

- (i) The seller should thank the customer for bringing the fault/error to his notice.
- (ii) Even though the seller is not at fault he should not react harshly.
- (iii) The seller should make it clear to the customer tactfully why is he not to be blamed.
- (iv) The seller should politely express his inability to grant adjustment.
- (v) The seller should end his letter with a friendly note keeping in mind that customer should not be erred to loose.

2002 - Dec [4] An employee in your company has committed serious acts of indiscipline. Draw up a charge sheet against the employee. (15 marks)

Answer :

ABC CATALYSTS CO. (P) LTD.

36, Gautam Buddha Nagar Ghaziabad - 711617

Ref - No. CS/ 72-2002

26th December, 2018.

MEMORANDUM OF CHARGE-SHEET

The following charge-sheet is being issued against Mr. Akshay Kumar Dubey, Asst. Accounts Manager, who conducted the following acts of misconduct on 23rd Dec, 2018 in the company premises.

- (i) Tearing up the Cash Ledger Register.
- (ii) Refusing to hand over bills to the accountant.
- (iii) Shouting at the Accounts Manager in the office premises.

He is hereby given an opportunity to provide reasons for his misconduct and explain why disciplinary action should not be taken against him under Rule 11(c)(i) of the company's service manual.

He is instructed to submit a written explanation by 5:00 p.m. of December 30th, 2018 failing which will show his acceptance of the misconduct.

Sd/-

S.K. Kulkarni
(General Manager)

2002 - Dec [6] (i) Draft the following:

A letter from a candidate declining an offer of appointment. (5 marks)

Answer :

26th December, 2018.

The Personnel Manager,
SATYAM COMPUTERS LTD.
Chennai.

Dear Sir,

With reference to your Letter no. Per/ 76-02 dated 24th December, 2018. I sincerely regret the inability to join the organisation as Systems Analyst; as I had already accepted an offer abroad to work in North America.

I thank you for evincing interest in my candidature and hope for the same in future.

Your Faithfully,

Sd/-

Nitin Mukesh Rao
36, Gautam Buddha Marg,
Lucknow.

2003 - May [1] (c) Comment on the following statement in about 30 words each:

- (i) Replies to letter of complaint should only be aggressive in tone. (1 mark)
- (ii) Circular letters differs from letter of quotation. (1 mark)
- (iii) Sales Letters are persuasive in nature. (1 mark)
- (iv) A letters appearance is a part of its message. (1 mark)

Answer:

- (i) **Replies to letter of complaint should not be aggressive in tone:** When the customer is true, regret the mistakes sincerely and say, you will try that it does not reoccur. Don't apologies profusely. Don't create fuss over it. Allow it to be forgotten.
- (ii) Circular letter communicates some message to a large number of his customers and suppliers. On the other hand, letter of quotation is made in response to an enquiry from a particular person or business house. Circulars letters are thus general whereas letter of quotations are specific.
- (iii) **Sales Letters are persuasive in nature:** Whenever a salesman cannot visit the customers, sales letter functions as a salesman with its force of persuasion, education and conviction. Therefore, the sales letters are pervasive in nature.
- (iv) **A letter's appearance is a part of its message:** A letter bearing an unpleasant appearance fails to catch to reader's eye even if it contains an attractive proposition. Thus, a letter's appearance is a part of its message.

2003 - May [4] (c) What are circular letters? How are they different from Office circulars? Explain briefly the main objective of writing circular letters? (10 marks)

Answer:

Meaning of circular Letters: On certain occasions, a businessmen has to communicate some message to a large number of his customers and suppliers. For this purpose, he uses circular letters that circulate the same message.

Difference between circular and Office Circular: Circular letter circulates or communicates the message to a large number of customers and the suppliers, while office circulars circulates the message to the staff of the business firm.

Objectives of Writing Circular Letter: Mainly there are four objectives of writing circular letters. These objectives are as follows:

- (i) For obtaining publicity to a cause, a campaign or merchandise;
- (ii) To make the reader interested in their contents;
- (iii) To impress the reader with facts and information about the firm, its policy and the events which may have necessitated the sending of the circular letter; and
- (iv) To gain the confidence of the reader.

2003 - June [4] (Or) Roshni Power Co. Ltd. has invited suitable candidates to apply for the post of Company Secretary. Prepare your resume for submission to the company. (15 marks)

Answer :

Mr. R.K. Dhawan
General Manager (HR)
ROSHNI POWER CO. LTD.
36, Nehru Nagar, Patiala.

Dear Sir,

Subject: Application for the post of Company Secretary.

This is in reference to your advertisement published in Hindustan Times dated 14th May, 2018 for the post of Company Secretary, in your Organisation. I wish to put forward my candidature for the same. The detailed resume is enclosed herewith for your ready reference.

Thanking You,

Yours Faithfully,
Sd/-
Parul Bhardwaj.

Encl. As above.

RESUME

Name : Parul Bhardwaj
 Membership No. : ACS- 55901
 Age : 30 years
 E-mail : pbhardwaj-ac@rediff.com
 Telephone No. : (0532) - 2719118
 Mailing Address : 338 - A Triveni Kunj,
 Sadiyapur, Allahabad - 211003

Educational Qualification:

Certificate/ Degree Board/Univ. Year of Passing Division of Marks

LLB	Univ. of Delhi	2002	61%
C.S.	ICSI	1999	53%
B.com (Hons.)	Univ. of Delhi	1997	63%
XII th	CBSE	1994	87%
X th	CBSE	1992	80%

Experience : Working as Associate Company Secretary in Motherson Sumi Ltd. Ghaziabad. since 1999,

Computer Knowledge: HTML, Java, C++, FoxPro.

Hobbies : Coin collection and Gardening.

2003 - June [6] Draft the following :

- (i) A fax message from Global Exports Pvt. Ltd., Singapore, to OPM International, Mumbai, informing that 300 cubic metre Burma teak (Grade-A) has been loaded in Ship Pioneer at Yange vide B/L No.0532198 dated 1st June, 2018. (5 marks)
- (iv) A public notice disclaiming liability for the acts of your former employee. (5 marks)

Answer :

(i)

GLOBAL EXPORTS (PVT.) LTD.

Singapore.

Ref : BT/Grade A/72

24th June, 2018.

Purchase Manager,
 M/S OPM International
 Mumbai.

Dear Sir,

This is to inform that 300 cubic metre of Burma Teak (Grade A) has been loaded in ship Pioneer at Yange vide B/L No. 0532198 dated 1st June, 2018. The consignment shall reach you latest by 7th June, 2018. Please acknowledge the receipt.

Thanking You.

Yours Faithfully,

Sd/-

(Su Ki Yang)

(Manager - Exports)

Encl : As above.

(iv)

SANGAM MARBLES (PVT.) LTD.

Regd Office : V-18, View Park,
 New Delhi - 110024.

NOTICE

Notice is hereby given to all that Shri Ashok Kumar Bind AGIV - Depot, son of Mr. Manohari Lal Bind while working at Sharanpur factory willfully remained absent from his duties from 16th May, 2018 and has not yet returned.

He was proceeded against, for various spells of his unauthorised absence till date and has been suspended from his duties with immediate effect.

It is hereby informed to all, that the company would not be liable for any of his acts conducted after 16th May, 2018.

Place : New Delhi
 Date : 4th June, 2018

Anil Kumar
 (Secretary)

2003 - Nov [1] (c) Comment on the following statement in about 30 words each:

- (i) Good business correspondence promotes Company's public relations. (1 mark)
- (ii) AIDA is a guide for drafting effective sales letter. (1 mark)
- (iii) Letter of enquiry is initiated by the buyer. (1 mark)

Answer:

- (i) Good business correspondence builds the image of the company. A well drafted neat written well presented letter helps in promoting company's relation with the outside world.
- (ii) A sales letter is a persuasive letter written by a seller to induce the prospective buyer to induce them to buy the product. The letter should be such which draw the attention of the buyer, generates his interest, develops his desire and leads him to the final Action i.e. buying. In other words, a sales letter should be drafted on AIDA strategy.
- (iii) The letter of enquiry is initiated by the buyer is true but not always. Some times it is initiated by the seller. When initiated by buyer it is known as unsolicited letter of enquiry.
When a buyer writes a letter of enquiry not on his own initiative but in response to the sellers advertisement it is known as solicited letter of enquiry.

2003 - Nov [1] (Or) (c) Draft a circular for employees insisting on the following:

- (i) Punctuality
- (ii) Hygiene and Cleanliness. (10 marks)

Answer:

- (i) **Punctuality :**

Krishna Auto Parts (Ltd.)

Circular No. 137/KA/2018

Dated: 8-9-2018

It has been found that some of the employees of the company are regularly reporting to the office very late. It is therefore advised that henceforth employees should be punctual in attending the office, otherwise necessary disciplinary action shall be taken by the company.

Sd/-

Manager (Personnel)

[C.C. To all employees.]

(ii) **Hygiene and Cleanliness :**

Krishna Motor Parts (Ltd.)

Circular No. 13/KA/2018

Dated: 8-9-2018

It has been noticed that some of the employees of the company are very unhygienic. They should maintain the hygiene and cleanliness of the premises of the company. If they try to make the atmosphere unhygienic and unclean, serious action will be taken by the company.

Sd/-

Manager (Personnel)

[C.C. To all employees.]

2003 - Nov [4] "Corresponding with customer should be done with utmost care and cordiality." Comment. How can this be ensured in case of reminders and collection letters? (10 marks)

Answer:

Customers are the asset of the organisation. The future of an organisation depends on them. Therefore an organisation can never think of losing a customer by offending him. Nevertheless the organisation cannot run without money. Therefore it has to write collection letters. A collection letter must employ tact, persuasion, diplomacy, patience and good humour while it should show firmness and definiteness. The collection letter has to be drafted very carefully keeping in mind the following points :—

1. The letter should be written in a style which in no way damages the prestige of the customer.
2. The tone should be positive, cheerful and optimistic.
3. The first letter should have with it a copy of Statement of Account' as a proof of outstanding balance.
4. The 'you' attitude should be used to convince the debtor that it is to his own advantage to pay.
5. The language of the letter should be balanced requesting prompt payment.
6. The letter should not be stiff and lifeless. An informal and friendly approach helps to break the ice whereby the customer is impelled to respond favourably to the letter.

7. The letter should not be too brief. Too short letter might appear to be curt and its abruptness may betray lack of courtesy and business etiquette on the part of writer.
8. The collection letter should not be written on post card. They should be sent in 'In land letters' or envelopes either under ordinary postal service or by registered post.
9. A step by step approach should be adopted. The first letter should be mild. The second letter tactful and firm. The third letter straight forward and the hinting at legal action to be taken in case of further delay of payment.
10. Finally, no one can afford to loose a customer. A wrong approach, a ruthless or inconsiderate policy or unnecessary haste may force the customer to stop trading with the correspondents firm and transfer his dealings to a competitor's firm. This will result in loss of time money, goods and customers future business.

Thus a collection letter has to be drafted very carefully keeping in mind the following precautions :-

1. The letter should be written in a style which in no way damages the prestige of the customer.
2. The tone of the letter should be cheerful and friendly.
3. The first letter should same with it a copy of 'statement of Account' as a proof of outstanding balance.
4. The language of the letter should be balanced requesting prompt payment.
5. The collection letter should never be written on post cards. They should be sent in 'In land Letters' or envelopes either under postal service (UPC) or by registered post.
6. A step by step approach should be adopted. The first letter should be mild. The second tactful and firm. The third straight forward and the hinting at legal action to be taken in case of further delay in payment.

Collection letters are usually written in a series. Each successive letter stronger in tone than its predecessor and sent out at intervals varying with the type of credit risk involved. We can categorise the various letters written in this connection as follows :-

1. Mild reminders.
2. Persuasive letters.
3. Last Resort letters.
1. **Mild Reminders** : This is the first letter. Therefore this letter should be very sweet and courteous. This letter should contain a copy of statement of Account as a proof of outstanding payment. Extra care should be taken at this stage as this is the letter which shall initiate response from the customer. The tone of this letter should be such as reminding the customer to make payment as if it has slipped off his mind.

Precautions for drafting Mild Reminders :-

- (i) The tone should be mild and inoffensive.
- (ii) It should be request for prompt payment.
- (iii) It should remind the customer as if he has forgotten to pay.
- (iv) It should refer to the statement of account already sent and the amount due.
- (v) The statement of account should be enclosed again.

Specimen-Mild Reminders

Pahwa & Wadhwa Co. Ltd.
Lodhi Road - Delhi.

Ref.- ARP/22/1

Date-22nd Nov 2001

Dear Mr. Soni,

This is just to remind you that our account books shows a balance of ₹ 15,480/- in your account which is due past 2 months.

We understand that this might have escaped your attention. We have enclosed duplicate of invoices to help you verify the records.

Thanking you in anticipation and looking forward to your prompt response.

Yours Sincerely
For Pahwa & Wadhwa Co. Ltd.

Abid Hussain
(Officer Accounts)

Encl: Copy of Invoice no: RP/10.

2. Persuasive Letter :

If the mild reminders go unresponsive some what tactful but firm stand should be taken. At this stage persuasive letters are written persuading the customer to make quick payment. Although a firm stand is taken yet the language of the letter should be balanced. The language should be such which hits such qualities of the customer as self respect, duty, justice, fairness, promptness and co-operation.

The tone of such a letter should be such which will readily persuade the customer to make payment.

Precautions for drafting Persuasive letters :-

- (i) The tone should be firm and tactful.
- (ii) The reference should be given of the reminders already sent.
- (iii) The letter should not express doubt about the customer's intention or capacity.
- (iv) The letter should hit the self respect and self interest of the customer in a mild and gentle way.
- (v) The letter may offer to assist to tide over the customer's difficulties by extending the credit term, payment in instalment etc.
- (vi) Threatening words should never be used.

Specimen-Persuasive Letter.

Wadhwa & Pahwa Co. Ltd.
Lodhi Road - Delhi

Ref. - ARP/22/2

1st Dec. 2001

Dear Mr. Soni,

We very much appreciate your promptness with which you have been settling your accounts. This time however we have not received payment of ₹ 15,480 (Invoice no. RP/10) although it is over due over 2 1/2 months.

We do hope you have received the copy of statement of account we sent you on 22nd Nov 2001- (Ref ARP/22/1). We are again sending you a copy thereof.

We sincerely look forward to an early settlement and to receiving your next order.

Yours sincerely
For Wadhwa & Pahwa Co Ltd.

Abid Hussain
(Officer A/CS)

Encl: Copy of Invoice no. RP/10

3. Last Resort Letters :

If no payment or response is received from the customer even after mild reminders and persuasive letters last resort letters are to be written. The letter is usually written in some what serious & straight forward language.

It must be clearly written that payment must be made immediately as the party can not wait any longer for it. It may also be written that further non-payment might strain the relationships as the former might be compelled to take legal actions.

Drafting of a last resort letter :-

- (i) The letter should be brief and clear.
- (ii) The language could be stern.
- (iii) A definite time limit should be given for legal action.
- (iv) The attitude should be to collect money rather than to retain the customer.

Wadhwa & Pahwa Co. Ltd.
Lodhi Road - Delhi

Ref-ARP/22/3

15th Dec. 2001

Dear Mr. Soni,

We are surprised and very much regret that you have not replied to our letters of 22nd Nov and 1st Dec 2001 (Ref ARP/22/1 & ARP/22/2) about non-clearance of your account of amount of ₹ 15480/-

It is with utmost regret that we have reached a stage when we must press for immediate payment. We do not want to be last failing payment by 30th Dec. 2001 we are afraid you will leave us no choice but to place the matter in hands of our solicitor.

Yours Sincerely

For Wadhwa & Pahwa co. Ltd.

Abid Hussain

(Officer Accounts)

2003 - Dec [3] (Or) Draft a show-cause notice to an employee who has been indulging in gross misbehaviour and other activities detrimental to the interests of the company. (15 marks)

Answer :

THE STATE BANK OF MAHARASTRA

Mumbai

No. Memo/7/2018.

26th December, 2018.

MEMORANDUM

To: Shri S. K. Bhardwaj
Sr. Accountant.

It has come to the notice of the management, that Shri S.K. Bhardwaj, Sr. Accountant, Andheri Branch, has been found to be indulged in following unwarranted activities:

1. Expressing out wrong informations to the customers.
2. Indulging into loose talks with colleagues.
3. Giving out good feedback of the competitors' products to the prospective customers.
4. Passing out secret information to competitors.

Mr. Bhardwaj is hereby directed to explain his conduct in the above regard, in writing to the undersigned on or before 1st January, 2019., failure to do so, shall be deemed as the acceptance of all misconduct on his behalf and disciplinary action will be taken against him.

Sd/-

(DGM - Personnel)

2004 - May [1] (c) Comment the following statement in about 30 words each:

- (i) A quotation is initiated by the seller. (1 mark)
- (ii) Reply to a complaint should be politely worded. (1 mark)
- (iii) An office order is meant for internal consumption. (1 mark)

Answer:

- (i) A letter written in reply to a letter of enquiry is called quotation. Since the sellers reply the letters of enquiries thus the quotations are initiated by the seller.

(ii) **Reply to a complaint should be politely worded:** This is essential to keep the field of communication open for further inter-relation. The supplier must instantly acknowledge his mistake and thank the customer for bringing to his notice the irregularity or wrongful act. He should also regret for inconvenience caused to the customer.

(iii) An office order is used by superior to communicate various matter to the employees. Therefore, it can said that it is for internal consumption. It is forwarded by superiors to the subordinates working under them, when they are being informed about the transfers, promotions, restrictions, their rights and privileges etc.

2004 - May [3] (c) Enlist and briefly outline the major components of a typical business letter. (10 marks)

Answer:

A business letter is the media through which an organisation maintains it's contact with the external world. Thus a business letter must appeal to the readers interest and induce in him the proper mood. Just as the "apparel oft proclaims the man", the appearance of the letter often reveals the character of the writer and the organisation he belongs to.

Thus physical appearance of a business letter is very important. The physical appearance of a business letter largely depends on its structure, lay out, and form of the letter. Let us examine them in detail.

2004 - May [4] {C} Illustrate the use of AIDA Strategy in the drafting of a sales letter. Identify and describe the basic components of such communication. (10 marks)

Answer:

AIDAS is a guide for drafting effective sales letter, where :-

A = Attention

I = Interest

D = Desire

A = Action

S = Satisfaction of customers.

Use of AIDA strategy in drafting of a sales letter :- Creativity in the nature of the sales letter is necessary because they are pervasive in nature. For making them effective AIDA strategy is adopted.

The deregulation of international trade had given rise to more competition all the world over. Therefore 'satisfaction' of the customer is also considered as essential part. So 'S' is also added to AIDA, which now becomes the AIDAS system :-

- (i) **Attention:** While drafting a sales letter, care has to be taken to attract the attention of the customers, which in built curiosity. Sometimes it so happens that the letter may not be positively reacted by the prospective buyer. Therefore, we should relate it to the needs of the customer or narrate a likely incident, which may invite a better reaction from him.
- (ii) **Interest:** If the attention of the customer is able to be captured by the sales letter, the next step is to arouse interest in him so that he goes to think of purchase. This may be required for providing better services and better quality of product, of which he has to be assured. The opening sentence can be designed arouse the interest of the reader.
- (iii) **Desire:** After developing interest in the prospective customers, the sales letter should be such which creates desire in the client about its dependence. Negatives points should not be focused on. Instead, of this it should give importance on detailed information regarding the product and services being offered. A wide range of product should be given to the customer for selection and flexibility in financing should also be provided.
A genuine claim should be made in the sales letter like "money back guarantee" or "on approval or return" although every one knows that nothing comes free in this world.
- (iv) **Action:** The task of responding the customer should be easier one in the sales letter. He should not be expected to do something which may be difficult for him or may cause to him any kind of inconvenience. All negative aspects and perspectives should be avoided, when concluding the letter, which should always have a polite closing. Anything to be done by the customer should not involve much of the time or his response may be negative.

- (v) **Satisfaction:** Now a days, it has become very important that the customer gets good value for the money he is paying for. Therefore, there is a strong requirement to think of his satisfaction. Any 'instant provision of service or anything made available to him instantly may well attract the customers. Flexibility in financing, good and prompt after sales services may also go a long way to attract the customers'.

2004 - June [4] Ravi Shanker, your ex-employee, has mentioned your name as one of the referees in his bio-data submitted for a manager's job to Hobnob & Co. has requested you to give your opinion. Draft a suitable reply. (15 marks)

Answer :

RELICARE (PVT.) LTD.

36, Gautam Buddha Nagar, Noida - 7

Tele. No. (0120) - 27191182, E-mail: relicare@yahoo.com.

Ref. No. Per. /R- 361

June 2nd, 2018.

The HR Manager,

HOBNOB & CO.

16, Mall Road,

New Delhi - 11

Dear Sir,

Subject: Opinion about Mr. Ravi Shanker.

This is in reference to your letter dated 11th May 2018, Ref. No. REQ/76/2004 seeking my opinion about Mr. Ravi Shanker our ex-employee.

Mr. Ravi had worked with us as Asst. Manager (Production) from Nov. 2015 to Nov. 2017. During this period his performance was found highly satisfactory. He is sincere, hardworking and capable of handling even the most demanding situations. He had to leave our company to pursue higher studies.

With great talent and high skills; I am sure Mr. Ravi would come upto your expectations. I wish him all the success.

Your Faithfully,

Sd/-

H.K. Bhagat

(DGM - Personnel)

2004 - June [5] (iv) Draft the following :

A condolence message on the sad demise of your business partner.

(5 marks)

Answer :

Mr. Veena Kalra,
(W/o late Sri A.K. Kalra)
191/8, Old Katra,
Ludhiana - 142002
Dear Veena,

I was terribly shocked to hear about the sad demise of your husband and my dear friend Ashwani. He was not only a friend to me but also an important business partner whose efforts had brought progress and prosperity to our organisation. I feel it very hard to believe that he is no more with us. I realise that your loss is much greater, and that it will be very difficult to cope up and come to terms with the loss.

May God give you and your children the courage to bear this loss. May the immortal soul rest in peace.

Yours sincerely,
Nitin Sachdeva

2004 - Nov [1] (c) Comment on the following statement in about 30 words:

- (i) A memorandum is different in format from a letter. (1 mark)
- (ii) A letter of quotation is a specific offer of sale made in response to an enquiry. (1 mark)
- (iii) Mild reminders are generally short and sweet letters. (1 mark)

Answer:

- (i) A memorandum is different in format from a letter in sense that unlike a letter it does not have a salutation and a complimentary close. It generally has a heading, body and signature.
- (ii) A letter written in reply to a letter of enquiry is quotation. It contains all such informations as required by the letters of enquiry in order to procure order from the concerned organisation. Since the objective of letter of enquiry is to sell product it is indeed a specific offer of sale made in response to an enquiry.

- (iii) This is the first letter of reminders. Therefore, it should be short and courteous on one hand and tactful on other hand to remind the purchaser about the payment. Since this letter initiates response from the purchaser therefore it should be drafted with utmost care making it short and sweet.

2004 - Nov [3] (c) Explain with examples the difference between office orders and office circulars. (10 marks)

Answer:

Difference between office order and office circular : Office order means a message containing an instruction. It is a tool of downward communication which travels from the top level to the lower level. It is issued for matters relating to promotion, suspension, posting, transfer, increment, etc.

These are the matters the decision relating to which are taken by the superiors. Thus, office order are issued by superiors i.e. top level management.

Office circular is a letter which circulates the same message. Very often the superior has to convey the same message to all his subordinates. For this he issues circulars and sends it to the subordinates. Circulars are usually brief, precise and to the point.

Thus, both office order and circulars are means of internal communication but serving different purpose.

Example of Office Order:

Since office order pertains to matters considered sensitive it should be drafted with utmost care. The following points should be kept in mind while drafting an Office Order :-

1. The Office Order should be person specific. That is to say the order should clearly specify who they are meant for.
2. The Office Order should be clear. The language used should be such which makes it simple and without chances of it being misinterpreted and misunderstood.
3. The Office Order should be short & specific. It should be concise without any unnecessary details.

Specimen of an Office Order

Narang Industries
Faizabad Road, Lucknow-3

Ref: PE/582/21

Dt. 2-6-.....

OFFICE ORDER

Mr. A.K. Sinha has been promoted to the post of Manager Finance w.e.f. 3.6....He will report to Mr. P.K. Roy Director Finance.

Copies to:

1. Mr. A.K. Sinha

2. Mr. P.K. Roy

Sd. – R.K Gupta
 Director (Personnel)

Example of Office Circular:**(i) Punctuality :****Krishna Auto Parts (Ltd.)**

Circular No. 137/KA/2005

Dated: 8-9-2005

It has been found that some of the employees of the company are regularly reporting to the office very late. It is therefore advised that henceforth employees should be punctual in attending the office, otherwise necessary disciplinary action shall be taken by the company.

Sd/-

[C.C. To all employees.]

Manager (Personnel)

(ii) Hygiene and Cleanliness :**Krishna Motor Parts (Ltd.)**

Circular No. 13/KA/2005

Dated: 8-9-2005

It has been noticed that some of the employees of the company are very unhygienic. They should maintain the hygiene and cleanliness of the premises of the company. If they try to make the atmosphere unhygienic and unclean, serious action will be taken by the company.

Sd/-

Manager (Personnel)

[C.C. To all employees.]

2004 - Nov [4] (c) Bring out the difference between letter of enquiry and reply to an enquiry. Illustrate your answer. (10 marks)

Answer:

A letter of enquiry is written by the prospective buyer to the seller seeking information about quantity and quality price, terms of sale, terms of payment etc. goods which he wishes to purchase.

On the other hand a reply to an enquiry which is also known as quotations are written by seller to the prospective buyer in response to the letter of enquiry. It contains and furnishes all such informations as required in the letter of enquiry.

The following illustrations will bring out the differences more clearly.

A letter of Enquiry

Globe Book Mart
71, Avenue Road
Berhampur

Ref. No. B/235/2018

14th July, 2018.

To,

The Manager
 Sahista Publication
 Agra

Dear Sir,

Subject: Request for catalogue and price list of books.

Will you please send us a copy of your current catalogue and price list of books on commerce for classes XI, XII and above.

We also wish to know your terms of trade so that we may solicit business if they are suitable to us.

Yours faithfully

For Globe Book Mart
 Ashok Singh
 (Purchase Manager)

A reply to an enquiry

<p>Ref. No. R/321/2018</p> <p>To,</p> <p>The Purchase Manager Globe Book Mart 71, Avenue Road Berhampur</p> <p>Dear Sir,</p> <p>We thank you for your letter Ref. No. B/235/2018 dated 14th July 2018. As desired by you we are enclosing herewith a copy of our latest price list including our latest publication.</p> <p>We allow 10% discount on other publisher's publication and 15% discount on our own publication. Further a discount of 5% is given if the purchase order is above ₹ 80,000.</p> <p>We hope that the rate of discount will suit you and you will give us an opportunity to serve you.</p> <p>Looking forward to a prospective business.</p> <p style="text-align: right;">Yours Sincerely</p> <p style="text-align: right;">For Sahista Publication R.K. Khosla (Manager)</p>	<p>Sahista Publication Beli Road, Agra</p> <p>20th July, 2018.</p>
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2004 - Dec [3] (i) Attempt the following:

One of your highly qualified and efficient Software Design Engineers has expressed his intention to leave your organisation (not yet resigned) in order to join a much more reputed multinational company with higher pay and better perquisites. As the Manager (HRD), write a very tactfully worded letter to him persuading to stay in your company, offering him more attractive facilities like higher pay, rent-free furnished accommodation, car-lift, promising to send abroad, and so on. (5 marks)

Answer :

MICROSOFT INTERNATIONAL (I) LTD.
46, MG Road, Pune - 400056
Phone No. (020) 27191182, E-mail- microsoft@yahoo.com.

Ref. No. 76/HRD/2018 26th December, 2018.

Mr. Deepankar Sharma,
Software Designer,
MICROSOFT INTERNATIONAL (P) LTD.
Pune,

Dear Sir,

It has come to the notice of the management that you intend to leave our organisation in order to join IBM-computers, for better salary and perquisites. The issue of your promotion was raised in our Board Meetings held on 14th December 2004, which was duly accepted.

We are pleased to inform that you have been promoted to the post of Deputy Manager, Software Design with an annual package salary of 8 lakhs, coupled with a car, a laptop and fully furnished accommodation.

We hope you will reconsider your decision to resign from your post, and stay with us for good. We request you to feel free to communicate your problems to us if any. We sincerely regret the delay in making this offer. We look forward for your positive reply.

Your Sincerely
Sd/-
N.K. Kulkarni
(Manager - HR)

2005 - May [1] (c) (iii) An office order is meant for internal use.

- (ix) A Sales letter should be based on AIDA strategy.
(xii) Office circular and office note are synonyms. (1 mark each)

Answer:

- (iii) Office orders are **issued** by superiors to employees of an organisation to communicate **matters** relating to certain rights, withdrawing rights, imposing restrictions, making **postings/transfers**, granting promotion/increment or withholding increment etc, and are therefore meant only for **internal** use of an organisation.

- (ix) The objective of a sales letter is to persuade the receiver to buy products/services. This is possible when the recipient becomes Aware, gets Interested, develops a Desire for the product/service leading finally to the required Action i.e. buys the product / service. Therefore, AIDA should be the guiding feature of a sales letter.
- (xii) No. While an office circular is an example of downward communication used to circulate information or inform work related changes etc. to employees; an office note is an example of horizontal or lateral communication as it is generally exchanged between two departments.

2005 - May [2] (ii) Draft an office order granting promotion to an employee. (5 marks)

Answer:

SURABHI ENTERPRISES LUCKNOW -5		Dt. 14th Feb' 2018
Ref: PE/68/2018	OFFICE ORDER	
Mr. R.K. Murishi has been promoted to the post of works Accountant w.e.f. 1st March, 2005. He will report to Mr. Ashok Pandit Director Finance.		
Copies to		- sd-
1. Mr. R.K. Murishi	R.K. Mahajan	
2. Mr. Ashok Pandit	Manager (Personal)	

2005 - May [3] What is a Memo? Give a specimen of Memo concerning the transfer of an employee from one department to another. (10 marks)

Answer:

A Memo is a form of internal written communication in an organisation. Memo is the short form of memorandum originating from the Latin word 'memorare' which means to mention or tell. A memo is used to issue instructions or bring an important matter to the notice of the staff. It should be clear, concise, courteous, having a personal touch. The format of a memo is different from a letter. Since a memo moves from one department to another, it is essential to write the name of the person sending the memo and the name of the recipient and the designation or department of both the

persons. A memo does not carry a salutation (Dear), and the writer's signature is put without writing the subscription or a complimentary close (Yours.....). Many companies have their own printed memo sheets.

Memo Transferring an Employee to Another Department

New Era Co. Ltd. Memo	
No.: Finance/DLP/201/2018	24 th June 2018
To : Ashish Kumar Manager - Accounts	From: Rahul Dutta, Director - Finance
Sub: Transfer to Treasury Department	
You have been transferred to our Treasury Department with immediate effect. You shall report to Mr. Deepak Gupta, Chief Manager, Treasury latest by May 15, 2018 after handing over charge to Mr. Vikas Raina, Chief Accountant.	
With best wishes for success in your new assignment.	
Copy To:	-sd-
Deepak Gupta, Treasury Vikas Raina, Accounts Suhas Darda, Administration	

2005 - Nov [1] (c) Comment on the following statements in about 30 words each:

- Office notes facilitate exchange of information between departments. (1 mark)
- Letters of enquiry are information seeking letters. (1 mark)
- Letters that refuse adjustment towards customer complaints should close in a friendly way. (1 mark)

Answer:

- Office notes is a tool of horizontal communication. They are exchanged between departmental heads or officers of almost equal rank asking for suggestions or seeking or giving information about matters concerning particular department. It thus facilitates exchange of information between department.

- (ii) A letter of enquiry is written by the purchaser to bring to his knowledge about quantity of goods, quality of the goods, price of the goods, the terms of sale, terms of payment, the availability of good that he wishes to purchase. Thus, a letter of enquiry is an information seeking letter.
- (iii) The customer is the most important party for the supplier. Therefore, all complaints should be dealt carefully. Especially the letters that refuse adjustment should close in a friendly way so that the customer is not lost.

2005 - Nov [4] (c) Write a circular letter announcing the opening of a new branch. (10 marks)

Answer:

THE SAMARITANS

12/16, Prajakta Building

K.P. Kakkar Road, Hardwar

30th Nov 2004

WE ARE HERE

Good news for all.

Just within five years of establishment, THE SAMARITANS have made a name in the supply of anything and everything in domestic appliances. With your continuous support and over whelming response we are boosted up. Having won your appreciation we have now opened on 15th September a branch in your city, at the address given above.

THE SAMARITANS, are the largest stockist of all types of electrical appliances for your HOME. It will be a pleasure to assist you in the purchase fitting and maintenance of your domestic electrical equipment. You will get specialised service from us in installing various electrical gadgets at your homes.

If you wish, our representative will be glad to call on you for:

- Demonstration
- Assistance in selection
- Advice on electrical fittings
- Discussion on anything that is electrical.

You are most welcome to our showroom at the above address. Your presence is most welcome.

Yours Cordially

2005 - Dec [3] Write a letter to one of the candidates who has qualified in the written test for the post of Management Trainee inviting him to appear for an interview. (15 marks)

Answer :

CEAT TYRES (P) LTD.

21, Andheri Lane, Goregaon (E), Mumbai - 400063.

Tel. No. (022) - 97118128

No. HR/12/2005

26th December, 2018.

Shri Gopal Kumar,

Flat No. 53f, Meerapur, Allahabad - 211003

Dear Sir,

Sub: Interview for the post of Management Trainee.

We are pleased to inform you that you have qualified the written test conducted on 16th Nov. 05 for the post of Management Trainee.

You are requested to be present, along with your original testimonials and certificates for a personal interview on 5th February, 2019 at 'Ceat-Hali', Goregaon, Andheri- Mumbai - 63 at 10:00 A.M. Please note that no travelling allowance is payable for attending the personal interview.

Thanking you.

Yours Faithfully,
S/d-

Praveen Kumar Jain
(Manager - HR)

2005 - Dec [5] (i) Attempt the following :

Recently, the Income-tax Department has notified to all the employers to mention PAN (permanent account number) of employees along with the amount of TDS, in the quarterly return. As the Accounts Manager, draft an office circular to obtain individual PAN from employees of your organisation latest by 25th January, 2018. (5 marks)

Answer :

ELDEE MOTORS LIMITED.

27, Civil Lines, Greater Noida - 17.

26th Dec, 2018.

CIRCULAR NO. 11/2005.

All employees are hereby informed that in its recent notification, the Income-Tax Department has made it mandatory for the employee to mention PAN (Permanent Account Number) of their employees along with the amount of TDS in the Quarterly Return. All the employees are requested to submit their PAN to the undersigned latest by 15th January, 2018.

Sd/-

P. K. Ghosh

Accounts Manager.

2006 - May [1] (c) Comment on the following statements in about 30 words each :

- (i) Only one standard format is there in which a business letter can be written. (1 mark)
- (ii) Sales letters need to be more detailed as compared to other letters. (1 mark)
- (iii) A letter of credit is required to be sent to an importer by the exporter. (1 mark)

Answer:

Comment:

- (i) Several formats are used for writing business letters. Choosing a particular form is a matter of individual taste and preference. The different forms are: the indented form, the block form, the complete block form, the semi-block form, and the hanging indented form. One should choose the form which best suits ones business requirements.

Comment:

- (ii) Yes, the sales letters need to be more detailed as compared to other letters. This is so because sales letter are persuasive in nature. Sales letter persuades the customer. They are a kind of advertisement of the product or service offered. Thus, the sales letters are somewhat lengthy as compared to other letters.

- (iii) A letter of credit is issued by the importer's banker in favour of the exporter, authorising him to draw a bill of exchange upto a particular amount covering specific shipment of good, assuring him of payment against the delivery of the prescribed document in his own country. Thus a letters of credit is required to be sent by importer to exporter and not by exporter to an importer.

2006 - May [3] (c) What is a Memo ? Is it different from a Circular ? Recently a public notice issued by the Income-tax Department has come to the notice of General Manager - Finance. The notice asks all employers to submit PAN (Permanent Account Number) of their employees alongwith TDS (Tax Deducted at Source) in their Quarterly Returns. Prepare a Memo to bring it to the notice of Accounts Manager to issue a circular to all employees to submit their PAN. (2 + 2 + 6 = 10 marks)

Answer:

Memo: The word memo or memoranda has been derived from a Latin word 'Memorare' which means to mention or tell. It has been defined as, a short official notice that you write to a person or to several people, especially people who you work with. Thus, whenever a superior has to issue some instruction to his subordinates or to bring an important matter to their notice he writes a memo. The main purpose of a memo is to record or convey informations and decisions or to make short requests. It may be addressed to a single person or may be in form of a circular, addressed to all such persons whose name appears in the bottom left hand corner.

Circular: A letter which circulates the same message is known as circular letter. On certain occasion a business man has to communicate some message to a large member of his customers and suppliers. For this purpose he uses circulars. Circulars are also used to convey the message of a superior to his subordinates.

Is a memo different from a circular: Although both memo and circular serve the same purpose that is to convey a message to large number of people yet there is difference between them. The difference lies in the fact that while memos are used for internal communication circulars are used for both internal and external communication. Secondly memo can be for a single person or a group of persons while a circular is always for a group of persons.

A memo to issue a circular:

S. V. K. Pvt. Ltd.
22, SUNDARAM TOWERS
CHENNAI

MEMORANDUM

No. 61/18
From : A. K. PILLAI, G. M. (Finance)
To : SHRIDHAR T. P., ACCOUNTS MANAGER.
DATE : 4th April 2018.

SUBJECT : Notice to issue circular to all the employee's

A public notice issued by the income tax Department has come to my notice. It asks all the employers to submit PAN of their employees along with T. D. S. in the quarterly returns.

With regard to this, you are requested to issue a circular to all the employees to submit their pan, with immediate effect.

(A. K. Pillai)

2006 - May [4] (c) What is a Tender? What is the purpose of inviting tenders? What specific information must be included in a Tender Notice? Why should the size of a tender notice be brief? (2 + 2 + 5 + 1 = 10 marks)

Answer:

A tender refers to a formal offer to complete a particular job or to supply the specified goods and services at a stated price and within the specified time period.

A tender is written in response to invitation to tender and bids are sent out or published. It is written by contractors or business houses who give detail of the work to be done along with the cost estimates for the completion of work.

Purpose of inviting tenders: The basic purpose of inviting tender is to ask the suppliers or contractors to submit estimates for supplying specific goods or services as given in the bidding document.

Specific informations to be included in tender notice:

1. Work to be done or goods to be supplied.
2. Time period, required.
3. Eligibility of the supplier.
4. Earnest money to be deposited.
5. Cost of tender document.
6. Last date of receipt of application for purchase of tender.
7. Last date for issue of tender document.
8. Last date for receipt of tender.
9. Date of opening of tender.

Size of Tender Notice: The size of the tender notice should be brief. This is because a message to be effective should be concise. It is well said that brevity is the soul of effective communication. Thus, a tender notice should be such in which the message is organised well by using simple words and short sentences.

2006 - June [3] One of the well-known companies in which you have been working for the last three years has been offering you a good pay, good perquisites and good working environment. Recently, you have received a much better offer from one of the most prestigious computer companies in India located in Kolkata and you have decided to join it. Draft a tactfully worded letter of resignation with one month's notice without hurting your employer or letting him feel that you are ungrateful. (15 marks)

Answer :

To

The Manager (HRD)
RELIANCE TELECOMMUNICATIONS
Nariman Point, Mumbai - 47

Dear Sir,

It has been a great pleasure and experience working in your prestigious organisation as a Deputy Accounts officer. I have always been obliged to receive a number of facilities during the course of my employment in the company. I was also having a good working relationship with all the employees in the organisation.

However, I wish to inform you that I shall be unable to continue my association with the company as I have been selected for the post of Manager in Satyam Software Kolkatta and have decided to join on 15th July, 2018. This letter may also be accepted as one month's mandatory notice of resignation from my side.

I express my grateful thanks and hope to repay my debt to Reliance at some point of time in future.

Thanking You,

Yours Faithfully,
Sd/-
(Nilabh Kishore)
(Dep. Accounts Officer)

2006 - June [5] (i) Attempt of the following :

Draft a show cause notice to an employee for persistently coming late.
(5 marks)

Answer :

RECRON SYNTHETICS LTD.

Naini Kanpur

Ref. No. 76/HR/2018.

2nd June, 2018.

Mr. Kanti Swaroop Roy,
Asst. Librarian.

Show Cause Notice

It has been brought to the notice of the management that you have been persistently coming late to the office. It has resulted into backlog of work and vitiated work environment.

Please show cause within seven days as to why disciplinary action should not be taken against you. Failure to reply will imply that you have no defence to offer.

Sd/-
Manager - HR.

2006 - June [5] (iii) Attempt the following :

You are Manager - Administration. The Stores Section, a part of your department is to undergo annual stock taking on 29th - 30th June, 2018. Hence, no despatches would be possible. Draft an office note to be sent to all departments in your organisation informing them of the above. (5 marks)

Answer :

VINAYAKA INDIA LTD.
New Delhi - 110001

Ref : ADM /32/2018

Date : 02nd June, 2018

From: Administration Department

To: All Department

Subject : Stock Taking.

This is to bring to the notice of all departments that Annual Stock-Taking of the Store Department will take place on 29th -30th June, 2018. The operations at our Stores Section would remain suspended on both the days, hence no dispatches would be possible.

All departments should re-schedule their indents.

Sd /-
(Ram Narayan)
Manager Administration.

2006 - Nov [1] (c) Comment on the following statements in about 30 words each :

- (i) You are responsible to summarise sales data every week for your boss. You have to write him a letter every time to inform the (1 mark)
- (ii) Tender system is used only for purchase of goods and services. (1 mark)

Answer:

- (i) In order to present the summarised sales data every week to my boss I would write a report which will be the 'Periodic Report Memo'. These are written and submitted at regular intervals, since these are written frequently, they can be designed and preprinted so that writer can complete them quickly.
- (ii) A tender refers to a formal offer to complete a particular job or to supply the specified goods and services at a stated price and within the specified time period.

A tender is written in response to invitation to tender and bids are sent out or published. It is written by contractors or business houses who give detail of the work to be done along with the cost estimates for the completion of work.

2006 - Nov [3] (c) What is a Proposal ? Are proposals submitted to potential clients only? What questions can help you planning your proposal writing ?
(2 + 2 + 6 = 10 marks)

Answer:

The dictionary meaning of the word proposal is 'to propose'. To propose means to put forward a plan or scheme as a suggestion for consideration. In business a proposal is a persuasive offer to complete a particular task in a particular way. This offer is made either voluntarily or on request or as an answer to an advertisement.

The following considerations should be kept in mind while drafting a proposal:

1. The requirement of the solicitor.
2. The actual problem to be dealt with.
3. The solution required.
4. The way to solution.
5. At last, the proposal should be able to convince the solicitor that the proposal writer will be able to tackle the problem of the organisation in an effective and efficient way.

Guideline for drafting the proposal:

1. Proposal should be presented in a striking manner in order to arouse the reader's curiosity and tempt him to read further.
2. There should be detail description of the product, services and proposition to be offered.
3. An appeal must be made to the reader in such a way that it explains the benefit of it. The positive points should be highlighted economy, durability, low cost, pride in possession, satisfactory performance etc.
4. The reader should be convinced by giving or providing evidences that is profits, testimonials, references to user's experience etc.
5. Induce the reader to act at once by offering different types of inducements or by forceful and convincing words.

6. The proposal is closed by informing the reader exactly what to do and how to do it so that the action becomes easy.

7. It should follow AIDA formula.

2006 - Nov [4] You have to write an effective business letter. Answer the following questions :

- (i) How many format styles are often used?
- (ii) What are the main differences among them?
- (iii) If the letter is to be written to Mr. Apoorva Maheshwari, Manager in ICICI Bank Limited's Credit Cards Division, the bank being located in Andheri (West), Building Number 215 at SV Road, Mumbai, and Pin Code being 400 038, in what order would you write the inside address?
- (iv) If Apoorva's gender is female and you are not sure of her marital status, what kind of courtesy title would you use for her?
- (v) If the letter was to be addressed straight to the ICICI Bank Ltd. and not to any individual or position, what courtesy title would you use for the Bank?
- (vi) If you are addressing the letter straight to the firm what kind of salutation would you use?
- (vii) Is there any relationship between salutation and formal close?
- (viii) If you are writing a three paragraph letter in which paragraph would you place the following ?
 (1) the idea you want to customer to consider;
 (2) need or interest of the reader; and
 (3) What service or information you have to offer ?
 (Just mention the number) (1+3+1+1+1+1+1+1 =10 marks)

Answer :

- (i) There are several forms which are used for writing business letters. The format styles often used by business organisation include the following:
 (a) The Indented Form.
 (b) The Block Form.
 (c) The Complete Block Form.
 (d) The Semi Block Form.
 (e) The Hanging Indented Form

- (ii) The main difference among them is due to the punctuation which can be open close or mixed. Used and the allignment of the matter to the left or right
- (iii) To,
 THE MANGER,
 CREDIT CARD'S DIVISION,
 ICICI BANK, LTD.,
 BUILDING NO. 215, S.V. ROAD,
 ANDHERI (WEST)
 MUMBAI – 400038
- (iv) In case of females whose marital status is not sure, the courtesy title generally used is 'Ms'
- (v) When the letter is to be addressed not to a person or position but to a firm (ICICI Bank Ltd. in this case) the courtesy title generally used is 'Messrs'.
- (vi) When a letter is addressed straight to a firm the salutation generally used is 'Dear Sirs'
- (vii) The salutation in a letter is like greeting a person when you meet him. The formal close is a courteous leave taking, a polite way of ending a letter. There is certainly a relationship between salutation and formal close. The formal close reflects the relationship between the writer and the person to whom the letter is addressed. Hence, the formal close must agree with the salutation.
- (viii) Para No. 1 – What service or information you have to offer.
 Para No. 2 – Need or interest of the reader.
 Para No. 3 – The idea you want to customer to consider.

2006 - Dec [5] (ii) Attempt the following :

Goodwill Insurance Company is planning to organise its Golden Jubilee celebrations in the year 2018-19. Draft an office circular soliciting suggestions from all staff members of the company to make the event a grand success and memorable. (5 marks)

Answer :

GOODWILL INSURANCE COMPANY

Huaz Khaz - East, Mumbai - 400026.

16th November, 2017.

OFFICE CIRCULAR NO - 3/11/17.

All the staff members of Goodwill Insurance Company (GIC) are requested to send in their valuable suggestions to the undersigned to celebrate this year as a 'Golden Jubilee Year'.

As all are aware GIC is completing its 50 years of operations. To mark the occasion, it is proposed to carry on celebrations for the entire year to make it a memorable affair.

All the company members are therefore requested to send in their suggestions latest by 20th December, 17 to the undersigned.

Sd/-

N. K. Bhardwaj.

P.R.O.

2007 - June [4] Attempt the following :

- (i) Draft a condolence message to the wife of one of your colleagues expressing sympathy over her husband's death. (Prepare only the body of the message.) (5 marks)
- (ii) Draft a covering letter to be sent along with your resume to Hindustan Levers Ltd., Post Box No. 1008, New Delhi-110001 for the post of sales representative in response to an advertisement in the Times of India. (Prepare only the body of covering letter. No resume is to be prepared.) (5 marks)
- (iii) You are a well-known Company Secretary. You have been invited by University College of Commerce, Jaipur to deliver a lecture on "Corporate Governance in India 20-years Ahead". Write a polite letter expressing your inability to accept the invitation due to other pressing engagements. (5 marks)

Answer :

(i) Please refer 2004 - June [5] (iv) on page no. 769

(ii) To
The Manager HR,
HINDUSTAN LEVER LTD.
Post - Box No. 1008
New Delhi- 110001

Dear Sir,

Sub: Application for the post of Sales Representative.

This is in response to the advertisement No. 76/2018, appeared in the Times of India dated 15th May, 2018 for the post of Sales Representative.

As my resume shows, my background includes experience in market and marketing research. I am good at resolving problems thanks to NCC training experience. HLL is a pioneer in FMCG and at would be a privilege to work for it.

I look forward to meeting you to discuss the contribution. I could make to HLL.

Thanking you is anticipation.

(iii) Parul Bhargava, FCS
Parul Bhargava & Associates
84, Old Gandhi Nagar
Ghaziabad - 32

To

Dr. Suman Seth.
Director,
University College of Commerce,
Jaipur - 7

Dear Dr. Seth,

It was a great honour for me to have been chosen as a speaker to deliver a lecture on "Corporate Governance in India 20 years Ahead", on the occasion of cultural function to be held in your college. Thank you very much for thinking of me. I am pleased to know that you recognize my work on the subject.

You have planned the lecture on 7th July, 2018. Unfortunately, I will be out of country to attend a conference in Australia during the same period from 30th June to 15th July, 2018.

I am really disappointed that this conflicts with my schedule will keep me away from being a speaker at the memorable event.

Wishing you all the best.

Yours Sincerely,
Sd/-
(Parul Bhargava)

2007 - Dec [5] (i) Attempt the following :

Draft a thank-you letter (only body) to Vivek, Managing Director, Future Telecom Ltd., 7, M.G. Road, Mumbai who had interviewed you last Wednesday alongwith Rakshit and Shashank for the post of Company Secretary. (5 marks)

Answer :

Dear Mr. Vivek,

I thank you, Mr. Rakshit and Mr. Shashank for the courtesy shown to me during the personal interview. I felt quite comfortable with the discussions made on the strategic issues of the growth of the organisation.

I thank you once again for the stimulating interview and will be pleased to supply any additional information required to support my application.

2008 - June [4] Attempt the following :

(i) Prepare the body of a letter to be sent by a company to an applicant who has not been selected for a job.

(iv) Last week your firm had organised a party in honour of your joint venture partner, Mitsubishi Corporation. Draft a goodwill message to Gupta Caterers (Pvt.) Ltd., who managed the catering and decoration for the event. (Draft only the body of the message)

(5 marks each)

Answer :

(i) **MICROTEK COMPUTERS LTD.**

64, M.G. Marg, Cannaught Place New Delhi - 110101

Tell No. (011) 27191181

Ref. No. HR/AO - N-16

26th December 2001

Mr. Sanjay Asthana

10, Cantonment Road,

Allahabad - 211003

Dear Mr. Asthana,

Please refer to your application dated 13th Nov. 01 for the post of Computer Operator and subsequent interview you had with our Managing Director.

We regret to inform you that your application has not been successful. However, this is not a reflection on your credentials and we hope that you will find a suitable position soon.

We thank you for showing interest in our organisation.

Yours Faithfully

K.K. Malviya

(Manager - HR)

(iv) We thank you for the wonderful job done at the party organised for our Joint-venture partner, Mitsubishi Corporation. The decoration the catering and the hospitality given to all was appreciated by all the guests. We thank you and assure you for future bonding whenever required.

Thank you once again for the commendable job done and making our event a grand success.

2008 - Dec [5] (i) Attempt the following :

Draft a memorandum informing employees of your company that, henceforth, all employees are entitled to make personal use of photocopiers on payment basis. (5 marks)

Answer:

RELICARE SERVICES (P) LTD.**INTER OFFICE MEMO.**

To : All Employees.

From : General Manager.

Date : 20th December, 2018.

Subject : Personal use of Photo copiers.

PERSONAL USE OF PHOTO COPIERS ON PAYMENT BASIS.

It is to bring to the notice of all employees that now a fully automatic photocopier machine has been installed in the time - office department for their personal use, on payment basis.

The rate list per page and the concessional price on the usage have been put up near the machine.

The payment can be made to the incharge of the time- office.

GM (Personnel)

2008 - Dec [5] (iii) Attempt of the following :

Draft the body of a letter to be written to the insurance company asking it to provide details of an 'Against All Risks', (AAR) Cover. (5 marks)

Answer :

Our Company Recron Synthetics (P) Ltd. is interested in insuring its factory located at N-142, UPSIDC, Naini Industrial Area Naini, Allahabad. Our factory is already insured with your company against fire for a total value of ₹ 50 lacs. Now we would like to have an Against All Risks (AAR) cover.

We shall feel highly obliged if you please quote your lowest premium rates for an AAR cover at the earliest, as one Insurance Policy expires on 10th January, 2018.

2008 - Dec [5] (iv) Attempt the following :

Draft the body of an interview letter to Karan who has applied for the post of Human Resource Executive in your company. (5 marks)

Answer :

We are pleased to inform you that on the basis of your performance in the written test organised on Saturday 11th September, 2008, you have been short listed for a personal interview for the post of Human Resource Executive in our organisation, to be held on 20th October, 2018, at our corporate office, at Gurgaon, at 11:00 am.

Please note that no traveling allowance is payable for attending the interview.

2008 - Dec [6] (iv) Attempt the following :

Saurabh, an investor, has filed a complaint that he has not yet received the dividend. Draft the body of the reply. (5 marks)

Answer :

This is in reference to the complaint No. 786/FY 2018/Div regarding non-receipt of the dividend. It is to inform you that the dividend of ₹36,000/- (₹ Thirty six thousand only) have already been dispatched through warrant No. 893- Saurabh-476, dated 30th Nov. 2018, at your address. Through courier.

2009 - June [4] (b) A customer failed to pay his last two bills. You had written him two letters about non-payment. Being on vacation and tour, he could neither pay the bills nor reply the letters. After his return, he acknowledged to the company of the non-payment and asked for 15 days extension for making payment. The past record of the customer shows regularity of payment. Write a suitable reply granting him extension of time. (10 marks)

Answer :

RELICARE COMMUNICATIONS (P) LTD.

R- 501, NAINI INDUSTRIAL AREA, NAINI, ALLAHABAD - 211006.

TEL: 0532 - 2658786, FAX - 2657866.

Ref: 2009/176

2nd June, 2018.

Shri Naresh C. Bhargav,
Nariman Enclave,
Phoolpur

Sub : Out standing payment.

Dear Shri Bhargav,

This is in reference to your letter dated 30th May, 2018 and we thank you for informing us why the bills for April and May remained unpaid. Being our valuable customer and a regular semester of previous dues in the past , we are pleased to extend the deadline to June 30, 2018. We hope you will settle all your dues by this date. We value your association.

Yours sincerely

Sd/-

(Parul Bhardwaj)

Proprietor

2009 - June [5] Attempt the following :

- (i) Prepare a letter of confirmation from retrospective effect to be issued to Rajesh, working as a Lecturer in your institution on probation (body of the letter only). (5 marks)

Answer :

On the successful completion of your probation period on 30th April, 2009. We feel pleasure in confirming your appointment with the college for the post of lecturer in the Department of Physics with effect from 1st May, 2018.

2009 - Dec [5] (i) Attempt the following:

Draft a show-cause notice to Ajay, working as an Accountant in your company, as to why disciplinary action should not be taken against him for divulging sensitive information to the correspondent of a newspaper. (5 marks)

Answer :

Ref.No SCN/02/2018

25th December, 2018

Mr. Ajay Sharma,
Accountant,
Accounts Department
Muradabad Branch,
Muradabad.

Dear Ajay,

The Senior Manager of your branch has reported that you divulged sensitive information about the financial health of the bank a week before the financial audited report to be published in the National Newspaper "The June". The information was published in the said daily's issue dated 12th December, 2018. It is reasonably assumed that the public response and the share-market value of the bank was adversely affected by your action.

Please show cause within 7 days of the receipt of this notice as to why disciplinary action under Rule-11 of the Service rule book of the Bank should not be taken against you. Failure to reply within time will imply that you have no defence to offer.

Yours faithfully,
Sd/
Manager-HR

2009 - Dec [6] (i) Attempt the following :

Draft an office order promoting Kushal from the position of Senior Accountant to Assistant Accounts Officer. (5 marks)

Answer :

**SRI PRAKASH ASSOCIATES (P) LTD.,
36, RAM MANDIR MARG,
LUCKNOW-39**

Ref. No PER/78/018
26th December, 2018.

OFFICE ORDER

Mr. Kushal Kant Sharma, Senior Accountant is promoted with immediate effect as "Assistant Accounts Officer". He will be getting a gross salary of ₹ 19,200, plus monthly HRA as per rules of the Company.

He will be on probation period for 1 year.

Sd/-
Ravi Kant
HR-Manager

2009 - Dec [6] (iv) Attempt the following :

Write a letter to one of your business associates congratulating them on their winning the best exporter's award (body of the letter only). (5 marks)

Answer :

We are pleased to learn that a record, third time in succession, your company has won the "Best Exporters Award" instituted by the Export Council of India.

We feel proud to be associated with you.

Wishing you more success in future.

With Regards,

2010 - June [5] (iii) Attempt the following :

What points must be kept in mind while drafting a charge sheet? (5 marks)

Answer :

The following points must be kept in mind while drafting a charge sheet:

- It must be issued by the disciplinary authority or the appointing authority.
- The explanation from the concerned employee is discretionary before the issuance of the charge Sheet.
- While framing the charge, the number and contents of specific rule, Sub rule must quoted.
- The language of the letter should not be vague including the charges levelled.
- Each incident to be taken as a separate charge.
- In case of the charge of using offending language, exact wordings be quoted.
- Sufficient time should be allowed to the employee to reply, about the charges levelled against him/ he.
- All Explanations to the charges be called for in writing only.

2010 - Dec [5] Attempt the following :

- Draft a show-cause notice to Sundar, working in Accounts Department of a bank for divulging information about the Non Performing Assets (NPAs) of the bank, a week before the public issue subscription, to the correspondent of a newspaper 'The Current News'. (5 marks)

- What points must be kept in mind while drafting a goodwill letter? (5 marks)

Answer :

(iii) Ref. No SCN/02/2009
25th December, 2009

Mr. Ajay Sharma,
Accountant,
Accounts Department
Muradabad Branch,
Muradabad

Dear Ajay,

The senior Manager of your branch has reported that you divulged sensitive information about the financial health of the bank a week before the financial audited report to be published in the National Newspaper "The June". The information was published in the said daily's issue dated 12th December, 2009. It is reasonably assumed that the public response and the share-market value of the bank was adversely affected by your action.

Please show cause within 7 days of the receipt of this notice as to why disciplinary action under Rule-11 of the Service rule book of the Bank should not be taken against you. Failure to reply within time will imply that you have no defence to offer.

Yours faithfully,
Sd/
Manager-HR

(iv) Goodwill may be described as the aggregate of those intangible attributes of a business which contributes to its superior earning capacity over a normal return on investment.

Goodwill is the value of business connections, the value of the probability that present customers, will continue to buy inspite of the allurements of competing dealers.

Goodwill is not recorded in the books of account but acts as an attractive force to push up sales and adds value to its assets. Goodwill letters carry genuine sentiments, and following points should be kept in mind while drafting a goodwill letter.

- They should be drafted in brief.
- They should not contain stereotyped phrases.
- To provide the letters a personal touch, they should be framed in first and second persons.
- To provide effectiveness and reality, these goodwill letters should be posted promptly.
- The Goodwill letters should be drafted in a polite and courteous manner.
- Goodwill letters should be drafted in such a way that, they do not hamper the image of others or the recipient.

2010 - Dec [6] Attempt the following :

(iii) A company has written the following letter of appointment in semi-block format. Find out **any five** mistakes in this letter :

26 - December - 2018

Mr. Atul Ghosh
G-234, Gupta Colony
New Delhi - 12

Dear Mr. Atul Ghosh :

Re : Offer of employment with New Heaven Associates as Sales Manager, Delhi. We are happy to offer you the position of Sales manager, Delhi.

You will be responsible for determining and implementing targets which will in no case be less than 110% of the current sales in each of the seven segments you will be addressing.

You will be responsible for the recruitment and training of a competent sales staff. You are to determine the levels of incentives and discounts to be offered within the broad guidelines provided by the finance Department.

In return the company will pay you a salary of ₹ 30,000 per month. Housing, conveyance and other applicable benefits will be payable as per company rules. You will also be entitled to 0.5% of the total sales volume achieved as commission. The company and you reserve the right to terminate this employment at will. We would like you to join by 20th January, 2018. In case, this is not convenient, please call us and we can work out a satisfactory arrangement.

Please confirm the acceptance of the offer by 20th February, 2018.

Yours sincerely
Manager - Human Resources
(5 marks)

Answer :

The following are the mistakes in the letter :

- Heading is missing.
- The semi-blocked format of the letter is wrong.
- Contact address not written.
- Wrong placement of Date.
- The letter does not contain the Reference Number.

2011 - June [4] (c) You are working as a Marketing Manager in Tata Motors at its Mumbai Headquarters. Recently, your office has received a letter from Miss Ching Ja Hoi, Manipur. She wants to buy a red coloured Tata Nano car directly from the company. Draft a reply advising her to buy it from the local dealer of Tata Motors. (10 marks)

Answer :

TATA MOTORS (NANO DIVISION)

MUMBAI (W)

26, M.G. ROAD

MUMBAI - 17

July 20, 2011

Ms. Ching Ja Hoi,

98, Sadarganj,

Manipur.

Sub.: Purchase of Tata Nano-Car.

It is in reference to your purchase order No. 7876, regarding your choice to buy our Tata-Nano Car. We appreciate and thank your wise decision to be our customer. As a matter of policy to ensure uniformity of Service and local representation, we market our products only through our authorized dealers. The name and address of our local dealer at Manipur is given below for your kind reference:

M/s Amit Deep Motor (P) Ltd.
37, Bara Bang Road,
Kirkhur Bajar,
Manipur - 7

Your order of red Nano-Car has been referred to our Local dealer, who shall get in touch with you very soon.

We once again thank you for choosing our product, and assure you of our ever-lasting sincere service.

Yours sincerely,
Sd/-

(S.K. Bhardwaj)
Marketing-Manager.

2011 - June [5] (i) Attempt the following :

Since Ankur, Marketing Manager, has gone on training for three months to Hawaii University, Samir has to take additional charge of the office of Marketing Manager, till Ankur comes back. Prepare a suitable office order. (5 marks)

Answer :

ASHA & COMPANY
36, Chock Bajar,
New Delhi - 6

Order No. 137/2018

June 27, 2018.

OFFICE ORDER

Mr. Ankur Saxena, Marketing Manager has gone on training for a period of three months w.e.f. July 1, 2018 to September 30, 2018, to Hawaii University. During his absence, Mr. Samir Bhargava, Deputy Marketing Manager shall hold the charge of marketing Manager from July 27, 2018, until Mr. Ankur Saxena joins back the company. The appointment is purely temporary in nature.

Sd/-
HR - Manager

2011 - June [6] (iv) Attempt the following :

Write an office note from the Stores Department to the Administration Department that stock taking will take place on 29th and 30th June, 2018. During this period, no stock item shall be issued. (5 marks)

Answer :

**ASHA & CO. LTD.
NEW GREATER NOIDA**

Ref: 7/STORE/07/18.

24th July 2018

From: Sales Department

To: Administration Dept.

Sub: Stock taking for the Period,

The stock taking for the purpose of closing the quarterly accounts for the year 2018 would take place on 28th - 29th July, 2018. Please advise all the departments to draw their latest by 27th July 2018, as the supplier will remain closed during the period.

Sd/-
Shrawan Kumar
(Manager - Stores)

2018 - May [9] (c) Write circular addressing to the employees regarding office timings. (5 marks)

Answer:

(Circular No. XXI)

(12th June ,2008.)

(Office Timings)

For all employees,

This is an official confirmation about the office timings that have to be followed strictly by all the employees. Being an outsourcing organization, we maintain a different pattern of work hours as compared to the normal. It is a sincere request to all employees to follow work timings as per the mentioned guidelines, catering to the US work time.

- Working hour 6 pm to 2 am.
- Saturday and Sunday off.
- Meal break from 9 pm. To 9.30 pm.

In case of emergency or any other exigency, Kindly notify the respected heads in advance.

Simram Thaireja
Manager

2018 - May [11] (c) Write a memo letter informing the employees of all branches about the suspension order of Mr. Z, cashier, on charge of misappropriation of fund of the same office. (5 marks)

Answer:

**Samriddhi Bank Limited
29 Kapasehra, Gurgan, Haryana.**

Interoffice Memo

Date: 12 June, 2018.

To : All Branch Managers.

From: Mr. Naresh Kochar, General Manager.

Reference: 114/ LT.

Subject: Appraisal of Cashier's Dismissal.

This is to inform you all that Mr. XYZ, Cashier of Samriddhi Bank, Vilas Nager Branch, has been suspended on charge of misappropriation of fund. All concerned are requested to abstain from transaction with him. The bank authorities will not be responsible for any sort of mishap.

2018 - Nov [9] (c) Write a circular addressing to the employees regarding re-organization of manpower and their responsibility in finance department of the company. (5 marks)

Answer:

Subject: Circular regarding re-organisation of manpower and their responsibility in finance department of the company.

Circular No. 1856 AB

19th December, 2017

Re-organisation of Finance department

For all employees,

This is official confirmation about re-organisation of manpower and re-allocation of responsibilities in finance department of our company. Department should identify staff for re-organisation, as follow:

Part - I

- Where an activity/programme is no longer being carried out, the posts associated with that activity/programme should be deemed to be surplus, and available for re-organisation.
- Volunteer who are willing to redeploy should be sought from relevant grades in finance.
- Where there are insufficient volunteers, staff to be made available for re-organisation should be identified in accordance with the policies of the company.

Part - II

- Moving work to a regional location (reallocation of staff at their regional places to improve efficiency and for better economy)
- Review Procedures (A steering committee will monitor your progress with a view to resolving individual problems.)

Vacant Post: (i) Tax and Compliance Officer
(ii) Capital Budgeting Head
(iii) GST Trainer

2019 - Nov [11] (c) Write a letter to a bank requesting them to stop payment of a cheque which has been reported lost. (4 marks)

Answer:

Letter

925 Sector B
Rajeev Chowk
New Delhi
15th November' 2019
The Manager
Bank of Baroda
New Delhi

Subject: Stoppage of Payment of Cheque

Dear Sir,

This is to inform you that cheque no. 20551 XXXX of DD Ltd. have been reported lost. I kindly request you to stop the payment of a cheque.

As it may lead to misleading of the transaction related to this cheque so the many is not lost.

And I request you to look into the matter and take necessary steps in stopping the payment of cheque.

Making for the best

Thanking you

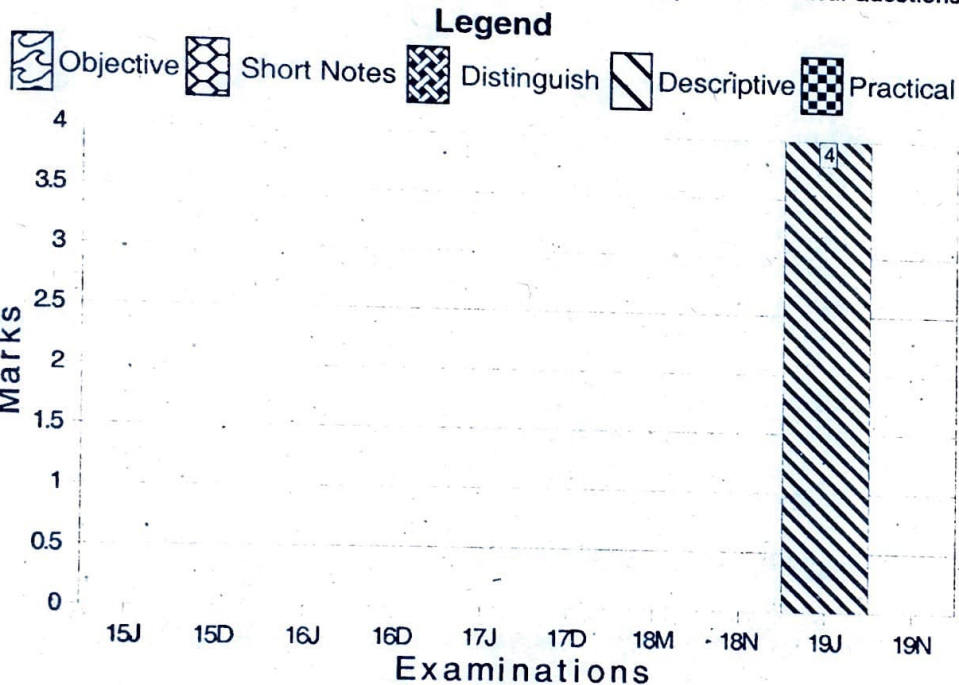
Yours faithfully

XYZ

(Manager)

Writing Formal Mails

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



For detailed analysis Login at www.scannerclasses.com
for registration and password see first page of this book.

2.806

Solved Scanner CA Foundation Paper - 2B (New Syllabus)

SELF STUDY QUESTIONS

Q.1: What is an e-mail? What are its types?

Answer:

INTRODUCTION:

There has been a revolution in the manner and method of communication in the last few decades. The importance of communication cannot be overstated. We can't preserve and spread knowledge without a way to communicate it.

The internet has made instantaneous communication a part of everyday life. Writing and posting letters is no longer a viable option. The most common and preferred method of informal and formal communication in the modern world, is the e-mail (Electronic Mail). An e-mail can be used as an inter-office or internal written communication tool or it can be sent to someone outside the company or institution.

Informal mails: An informal e-mail is usually between people who know each other fairly well. There are no rules to be followed. No particular style of writing is required to be followed. However, the purpose of mail and message should be clear to the recipient.

Semi-Formal mails: We write semi-formal letters to people that we do not know very well. They are usually more polite than informal letters and are written in a neutral style. It is important, when writing this type of letter, to make sure that our writing is neither too formal nor too informal.

Formal mails: They are addressed to people within and outside the organisation. If we need to write an e-mail to a teacher, boss, business contact, or other recipient that requires formality. We need to follow few simple guidelines. Keep your message clear and to the point, and follow expectations for style, tone and formatting.

Q.2: How can an effective and appropriate e-mail writing an effective and an appropriate e-mail? Write the steps to be followed while writing an effective and appropriate e-mail.

Answer:

1. Set a clear goal or purpose of writing the e-mail.
2. Use the Right e-mail Subject Line.
3. List your main points that needs to be included in it.
4. Write to Your Audience.
5. Your tone and language should be suitable for the intended recipients.
6. Use your official id for all work related mails.
7. Use an appropriate salutation.
8. Keep the mail short and simple.
9. Use the Best e-mail Opening.
10. Use short sentences to convey your message clearly and concisely.
11. Make your e-mail Closing Effective.
12. Include pie charts, graphs, Flow charts etc. to present information and bring lucidity to the content of your mail.
13. Do not write the entire mail in capital letters.
14. Highlight/underline the key points.
15. Take special care of the tone of the mail.
16. Give it a once-over (Proof read your mail before you send it).
17. Send it at the Right Time
18. Don't use slang and SMS language in your mails.

Q.3: How can e-mails be most effective for communication?**Answer:****E-mails are effective means of communication when:**

E-mail is a form of one-way communication, meaning it does not allow for an immediate exchange of ideas. If you plan to use e-mail as. Your communication tool consider its limitations and your strategy for getting feedback.

E-mail is most effective to:

- (a) Provide directional, important and timely information
- (b) Share detailed information and data
- (c) Ensure there's a record of your communication
- (d) Provide brief status update

Do use e-mail to:

1. Provide one or multiple audiences with a brief status update in the body of a message
2. Deliver a longer message or information as an attachment to your intended receivers.
3. Give timely information consistently to a group of receivers.
4. When require daily communication on varied matters in an organization.
5. When you need a written record of the communication

Don't use e-mail:

1. To give bad or negative news.
2. To give complex, detailed or lengthy information or instructions
3. When the information is confidential and of sensitive nature.
4. When there might be content that can't be understood by written words; to express feelings.

Q.4: Give an Example of Formal Mail.**Answer:****Example of formal mail:**

A person who has recently been promoted from the post of HR manager to senior HR manager. He receives a congratulatory mail from his Manager.

To:

Subject: Promotion to the Post of senior HR Manager.

Dear _____

Congratulation to you, on the promotion you have gained from the post of HR manager to senior HR manager. We know how difficult it was for you to reach here and how you have longed to achieve it. Your efforts were true because of which this position rightfully belong to you. We once again congratulate you and hope to see the same dedication in your work and performance. We have high hopes from you and are sure that you won't let us down. All the very best for your works and projects ahead.

Regards,

General Manager

Q.5: Give an Example of Informal Mail?

Answer:

Example of informal mail:

A cousin writing a mail on hearing the news of a promotion.

To:

Subject: CONGRATULATIONS !!

Hi _____

I am writing this letter to congratulate you on achieving promotion. I am very happy and glad that finally you have received promotion. I know how much efforts you have put in to gain this promotion and I feel you truly deserve.

You should have got this promotion long back but no worries as you have finally received. I wish congratulations and luck for your future life and career and may God always bless you.

We are all looking forward to your visit home so that we can have a grand celebration party.

Yours affectionately,

Q.6: Give Example of Semi-formal mail.

Answer:

Example of semi formal mail:

To:

Subject: Congratulations on Your Promotion

Hi _____

I am writing this letter to extend my hearty congratulations on your promotion.

Your hard work and dedication have been rewarded. You surely deserve the recognition and responsibility of the position. All team members are elated that you have been selected from our team.

We are surely looking forward to a party from you at your earliest convenience.

Regards,

(Team member)

Q.7: What is an 'e-mail'? While writing e-mail what specific guidelines need to be followed ? (5 marks)

Answer:

E-mail : It stands for electronic-mail. This refers to the electronic transmission of messages, letters, documents and other materials. User of such system can send messages to multiple recipients, read, or save messages, file and forward the same text to other users also.

Extensions to e-mails allow the users to add graphics and sound to messages. Internet, helped the concept of email to grow and develop, as the organisations find it cost effective than postage or telephonic conversation with the help of e-mail, it is possible to send a message to any part of the world in a matter of few minutes.

Guidelines to be followed for writing e-mail are as follows:

- The e-mail address should be typed in correct manner.
- Use of abbreviations should be avoided in making e-mail addresses.
- Avoid writing the address in block letters only.
- Observe e-mail etiquettes.
- While sending e-mail care should be taken to the spellings and grammar of the words used.
- Scan all the attachments received for viruses.

Follow-Up On Job Application Email

Dear Mr./Ms.,

I have submitted a letter of application and a resume earlier this month for the public relations position advertised in the Spot Light Journal. To date, I have not heard from your office. I would like to confirm receipt of my application and reiterate my interest in the job.

I am very interested in working at XYZ Company and I believe my skills and experience would be an ideal match for this position. If necessary, I would be glad to resend my application materials or to provide any further information you might need regarding my candidacy. I can be reached at (555) 555-5555 or jdoe@abed.com. I look forward to hear from you. Thank you for your consideration.

Sincerely,
John Doe

Appointment Confirmation Email

Subject: Scheduled Appointment with **CLIENT FULL NAME @ COMPANY NAME**

Dear **LEAD FIRST NAME**,

Thank you for taking the time to talk with me. **CLIENT** will visit you on **Friday, August 2, 2013 @ 6PM** to preview your property **123 Street Name, City, NC 12345**. If you need to talk with him prior to the appointment, feel free to call him at **xxx-xxx-xxxx**. If **CLIENT** has any questions for you, he will call you at **(xxx) xxx-xxxx**.

If you have any questions, you may also reply all to this email. Have a great day.

Caller Name

Assistant

COMPANY NAME

Sample Resignation e-mail

Sample resignation email is usually better to resign in person and hand over a **formal letter** of resignation. However if the situation demands that you resign via email you can adapt this basic **e-mail resignation** letter for your own use.

Subject: Resignation from the post of Project Manager

Dear Mr. Brown,

Please consider this is a formal notice of resignation from the post of Project manager as I have been offered the position of a General Manager in ABC Company, San Francisco. At the present stage in my career, I am looking forward to taking up that kind of a challenging role. I am currently working on the XYZ Project which is near completion and shall submit the project report before my departure.

I shall also brief the new incumbent regarding all the required details about the job if the company requires.

I have learnt a great deal in my years of association with the company and I wish everybody in the company the very best.

Thanking You,

Sincerely,

Joanna Roberts

(joannar@gmail.com)

Project Manager

Review these resignation e-mail example to the ideas for your own e-mail to use to resign.

PA Sponsored Social Event Email Template.

To: (Insert Grade) Parents

FROM: (Insert Name of PA rep or event sponsor)

SUBJECT: (Insert Grade) (Insert Event Name)

[Reply To: (Insert Name of PA rep or event sponsor) at (Insert email address)]

Dear (Insert Grade) Parents:-

Please mark your calendars for the (Insert Event Name)!

DATE: (Insert Date)

TIME: (Insert Time)

LOCATION: (Insert Location)

(Insert any other details including what they need to bring, if anything, and if siblings/parents/grade level kids only are invited, etc.)

Please RSVP no later than (Insert RSVP by date) by replying to this message, calling me at (Insert phone number if desired), or emailing (insert email address).

(Insert any other personalizations.)

I hope to see you all there,

(Insert Name of PA rep or event sponsor), (Insert Grade) PA Rep (or other title as necessary)

*When completed, please e-mail this template to the Communications Secretary, Adia Molloy, at adia.molloy@gmail.com

**Please make sure that you take pictures of your event and send them to Emily Zunda at hendersoe@countrydy.net to be posted on PALive!

PAST YEAR QUESTIONS AND ANSWERS

DESCRIPTIVE QUESTION

2019 -June [11] (c) Write a Formal E Mail: Mail is written by the Manager to the employees about the changed dress code for Republic day function including time and venue of function. (4 marks)

Answer:

January 26th is a memorable day for Indians. We are thrilled to inform you that to celebrate 26th Jan we are organizing a get - together on, <26.01.2019>, at < 5 pm >, Venue: Office campus. On this very special occasion we are going to have some fun activities to celebrate our spirit and unity along with an opportunity to express ourselves. Hope your presence and active participation will inspire and unite all of us and make occasion grand one.

Dress code : Ethnic attire

The event schedule;

Short Film

Interesting games

Prize distribution

Refreshment

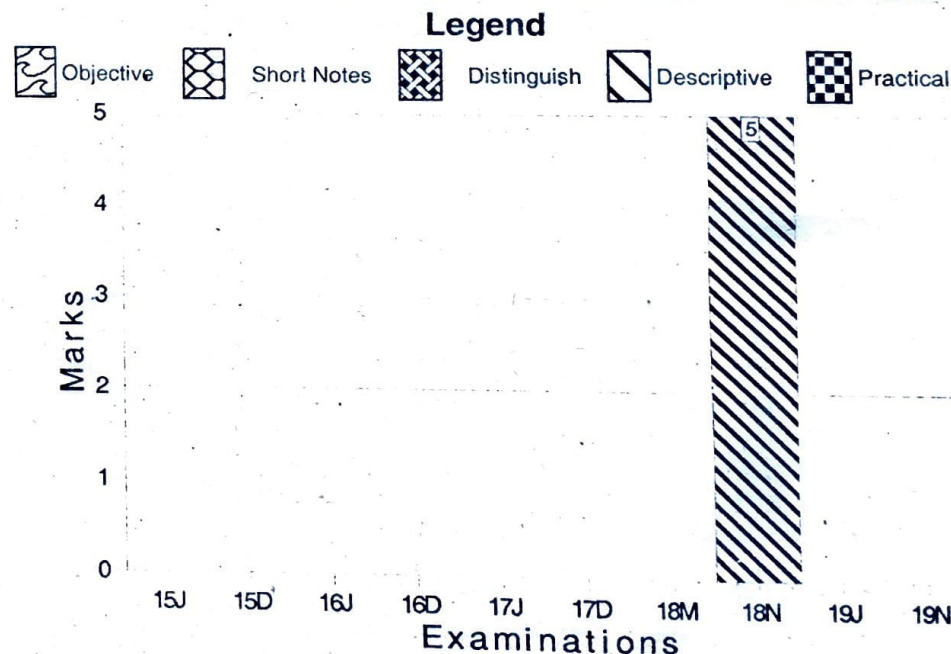
Regards Shree

CHAPTER

12

Resume Writing

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



For detailed analysis Login at www.scannerclasses.com for registration and password see first page of this book.

SELF STUDY QUESTIONS**Q.1: What is a resume?****Answer:**

Your **resume** (sometimes called your "CV") is your most important tool when applying for a job. It doesn't matter how qualified you are, or how much experience you have. If your **resume** is poorly presented or badly written, you're going to have trouble getting the job you want.

Your resume is a marketing tool. It needs to demonstrate:

- (a) That you are employable.
- (b) How you meet the job and organisation's requirements.
- (c) That you have the right qualification and education.
- (d) That you have right experience and skills.
- (e) That you have professionalism.

Q.2: What are the points to be remembered while writing a resume?**Answer:**

Following points should be kept in mind:

- (a) Keep it brief - max two pages
- (b) Avoid unnecessary personal details
- (c) Don't write in the first person-start sentences with verbs.
- (d) List your career history in reverse chronological order.
- (e) Use bullet points for achievements and responsibilities.
- (f) Include computer skills and others.
- (g) References can be provided as requested.

PAST YEAR QUESTIONS AND ANSWERS**DESCRIPTIVE QUESTIONS**

2005 - June [3] (Or) What is a *curriculum vitae* (CV)? What are the purposes of CV? What forms the content of CV? Give a specimen CV assuming that an insurance company has advertised for the recruitment of a Company Secretary. (15 marks)

Answer:

A **Curriculum Vitae** (CV) contains information relating to work experience, publications, summary of an individual's accomplishments, cover goals, professional achievements, degree earned.

CV is required and mailed along with a job application. The main purpose of CV is

- To mention cover goals and specific job profiles
- To reveal adequate knowledge about the company's area of operations,
- To explain how your qualification and experience are suitable for the job on offer.

A good CV should not be very long. It should not go beyond two pages. One page CV is an ideal CV. Usually job objective, personal details, professional and educational qualification and references form the contents of a C.V.

Specimen**Curriculum Vitae**

Name	:	Parul Bhardwaj
Birth	:	April 14, 1979
Nationality	:	Indian
Address	:	84, old Gandhi Nagar Allahabad - 211003
Telephone	:	(0532) 2451352
E-mail	:	parulb-aps@rediff.com
Current Work Profile	:	Presently working as Assistant Company Secretary, Motherson Sumi Ltd. Naini, Allahabad
Education	:	2003 L.L.B. from University of Delhi 2000 Company Secretaryship 1997 B.com (Hons.), Hindu College University of Delhi.
Computer Skills	:	Conversant with Ms-Office,
Languages	:	Fluent in English, Punjabi and Hindi.
References	:	Mr. I.A. Khan Manager, Geep (P) Ltd. Mr. S. Roy, Manager, Bajaj Alliance Ltd.

2009 - Dec [5] (ii) Attempt the following:
Re-structure the following resume appropriately and provide necessary information, wherever required :

RESUME
CHHUGAN TOSHNIWAL
25, KHB Colony
BAGALKOT, Karnataka

Personal

Age : 37
Married
One child, age 5
5ft. 11 in. tall
Interests : tennis, fishing, reading
Active in sports
Weight : 66 kg
Membership : Rotary club, South Karnataka Dev. Club

Experience

2005-2008, Research Analyst, Dharwad University,
2001-2005, Sales Associate, Cadila, Ahmedabad, Gujarat
1999-2001, Food server, McDonalds, Kota, Rajasthan

Education

2005-2008 Dharwad University, BBA degree, major in marketing, 24 semester hours in marketing and psychology courses, 4.0 grade-point average.
2001-2002 Class X, Gujarat Board.

References

Ms. Geetha Reddy	Prof. Bhagwati Prasad
David Bros.	Dharwad University
Hubli, Karnataka	Dharwad

(5 marks)

Answer:

RESUME

Mr. Chhugan Toshniwal
25, KHB Colony

Bagalkot,
Karnataka
Phone No. 9335117488

Education :

2005-2008 B.B.A. degree (Major-Marketing)
Dharwad University, average 4.0 Grade Point
2003-2005 Class XII, Gujarat Board, 83%
2001-2002 Class X, Gujarat Board, 81%

Experience :

2005-2008 Research Analyst, Dharwad University
2001-2005 Sales Executive, Cadila, Ahmedabad, Gujarat
1999-2001 Food Server, Mc Donalds, Kota, Rajasthan

Personal Qualities:

Interest : tennis, fishing, reading, playing different sports.
Personal Information :
DOB : 01.03.1972
Status : Married

References:

(1) Ms. Geeta Reddy
David Bros. Hubli Karnataka
(2) Prof. Bhagwati Prasad
Dharwa University Dharwad

Curriculum Vitae
John Henry Smith

Email: jhsmith@gmail.com

Place and date of birth: Isleworth, London, 05/06/1990

Phone: +441234556605

Marital status: single

Home Address:

5 Wearhill Road,
Tidington,
Middlesex,
TW17012

Education

1994-1999: St. Mary & Peter Primary School

2000-2008: Skinners Grammar School

- **10 GCSE's;** 2 A **s, 8 A's
- **3 A-Levels;** A* in **History**, A* in **English literature**, A in Spanish.

2008-2011: University of Leeds: BA Spanish

- Achieved a 2.1 (65/90) in Year One.
- Achieved a 2.1 (62/90) in Year Two.

Work Experience

Company	Details of Position	Date
– McDonalds	Food Service Assistant	Sep 2011 - June 2012
– Google	Digital Agency Intern	Sep 2012 - July 2013
– Facebook	CEO	Sep 2013 - July 2014

Other Skills

- Fast keyboard touch-typing. Typing speed of 60 words-per-minute.
- Established familiarity of Microsoft Office and Photoshop.
- Writer of a Wordpress blog.

Languages

- Complete fluency of the German language. Oral and written skills at an acceptable level to be used competently in a professional, working environment.
- Basic knowledge of French.

Skills & Interests

- Instruments: Piano & Guitar.
- Grade 5 Music Theory qualification. (2009)
- Marketing director for Young Enterprise Team whilst in sixth form.
- Ran London Marathon during first year at University (2008)

Other Achievements

- Attained the Travel grant of £700 to go to Paris and study on a French course for 3 weeks in a language school (2007).
- Community service at a school for children with behaviour problems. (2006)

References available on request.

2018 - Nov [11] (c) Mr. Mohit Agarwal, a resident of Meerut, have recently come across an advertisement, for a job vacancy in a leading TV Channel for the post of journalist, in The Times of India dated August 1, 2018.

Draft a Resume alongwith a cover letter in response to the advertisement. (5 marks)

Answer:

A- 34, Kesharganj
Post Office
Meerut, U.P.
4 August, 2018

HR Manager,
Zee Media,
Essel studio,
TC - 19, Sector 16 - A,
Noida - 201301, India.

Dear,
Amit Kumar Singh,

Subject : Application for the post of journalist.

This is with reference to your advertisement in 'The Times of India' dated 1 August, 2018 for the post of journalist in Zee News. I wish to apply for the same. I am confident that my dynamic working style and teamwork skill will make me a strong member of your crew.

I am outgoing, diligent, open to learning and have an excellent command over English. After completing my M.A. in English meritoriously, I worked with News Nation as a Content Developer and was acclaimed for my persistent hard work and dedication. I enjoy taking new challenges and have been delivering good results. My curriculum vitae and other necessary documents are attached herewith. I assure you of my utmost sincerity and dedication if an opportunity is given to me.

I will be readily available for a personal interaction as per your convenience, in case my candidature is considered for the aforesaid post.

I look forward to a positive reply;
Your Sincerely
Mohit Agarwal
MohitAggrwal098@gmail.com

Enclosure : 1. Testimonials
2. Resume

Resume

Name : Mohit Agarwal
Father's Name : Dr. Mohan Kumar Agarwal
Permanent Address : A - 34, Kesharganj, Post Office Meerut, Uttar Pradesh.
Phone No. : 9896xxxx11
Date of Birth : 20 December, 1989
Nationality : Indian
Marital Status : Unmarried
Accademic Qualification :

S / No.	Qualification	Subject / Stream	Institute	Board / University	Year of Passing	Percentage / Division
1.	Intermediate	Arts	VSPS, Meerut	CBSE	2007	89.38%
2.	B.A. (Hons.)	Economics	Christ Church College	CSJMU	2010	I Division
3.	M.A.	English	Christ Church College	CSJMU	2012	I Division

Work Experience :

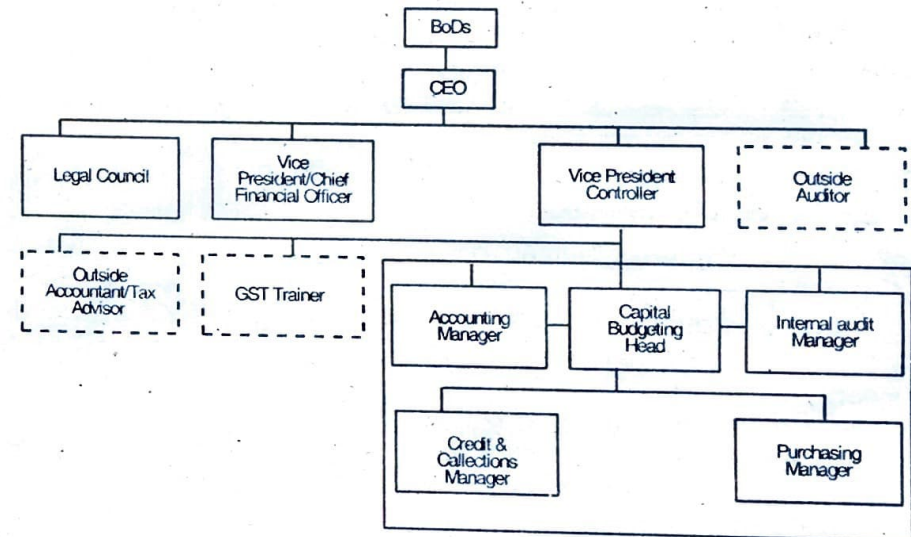
S. No.	Organisation	Position Held	From	TO
1.	News Nation	Senior Auditor	July 2012	January 2018

Hobbies : Interacting with people and reading novels.

Language Known : English, Hindi, French.

References : (i) Ms. Kriti Dixit,
C.M.O., Banglore.
Ph. : 99351xxxxx

(ii) Ashay Gupta,
CEO, News Nation
Ph.: 96918xxxx3



"New Finance Department Organisation Chart"

Due to the change of government policies (GST, E - billing etc.), we also had to change our policies. All of you are ordered to follow your duties according to our new organisation structure,
Amar Omer
CFO

PAST YEAR QUESTIONS AND ANSWERS

DESCRIPTIVE QUESTIONS

2002 - Nov [1] {C} (viii) Comment on the following statements in about 30 words each:

The official recording of the proceedings of a meeting is called an Agenda. (1 mark)

Answer:

The official recording of the proceedings of a minute is not an agenda but 'minutes'. Agenda is a document which specifies the business to be transacted in a meeting. While agenda is drafted before a meeting a minute is drafted after the meeting.

2003 - May [1] {C} (iv) Confirmation of minutes of a previous meeting has always to be the last item on an Agenda of meeting (1 mark)

(v) Compilation of minutes of a meeting is a job of Chairman only (1 mark)

(ix) Resolutions and Action plans are directly related (1 mark)

Answer:

(iv) A document that outlines the contents of a forthcoming meeting is called as an Agenda. It is usually sent with the notice of the meeting. On an agenda confirmation of minutes of a previous meeting has always to be the last item.

(v) Compilation of minutes is a job of Company Secretary. However, it is important that each page of the minutes book is dated and signed by the chairman of the meeting only. Hence, compilation of minutes of a meeting is the job of chairman only.

(ix) Resolutions and action plans at a meeting are recorded and no reference is made to any discussion preceding the resolutions. No information is mentioned of the movers and the seconders of the resolutions. Hence, resolutions and action plan are directly related.

2003 - May [3] (Or) (c) Draft minutes with proper resolutions of an Annual General Meeting of shareholders of a Public Limited Company at which the following business was transacted:

- (i) Adoption of audited accounts of the company alongwith the reports of Auditors and Directors.
- (ii) Declaration of Dividend.
- (iii) Appointment of Auditors. (10 marks)

Answer:

Shri Ram Organic Limited.

Minutes of the fifteenth Annual General Meeting of the company held at the Registered Office on Sunday, the 13 th September 2005 at 4 p.m.

Present:

Mr. Manoj Kumar, Chairman of the Board.
Mr. Ram Shanker Das.
Mr. Raj Kishore. } Directors
Mr. Shyam Lal , Kiran Kumar }

In Attendance:

Mr. Krishna Gopal, Secretary.
Mr. Jai Singh, Solicitor

and 130 shareholders, whose names are given in the attached list.

- (i) **Adoption of audited accounts of the company along with the reports of Auditors and Directors:** The notice conveying the meeting and the reports of the auditors of the account are read by the secretary. The chairman suggested that the Director's report and the Accounts is sued therewith be taken as read. In his address, he referred to the allround progress made by the company. He pointed out the hope that the company would continue to do satisfactory business during the period to follow. He moved "That the Directors' reports and Accounts as audited by the company Auditors now before the meeting be and are here by approved and adopted."

Mr. Raj Kishore seconded the Motion. It was put to vote and carried unanimously.

- (ii) **Declaration of Dividend:** Mr. Shyam Lal moved "That a dividend of ₹ 10 per equity share, subject to income tax are recommended by the Directors be and is here by approved and the said Dividend be paid to the shareholders whose names stood on the books of the company as on 15th October 2000".

Mr. Ram Shanker Das seconded the motion and it was unanimously accepted.

- (iii) **Appointment of Auditors:** On the motion of Mr. Manoj Kumar seconded by Mr. Raj Kishore, it was resolved"

"That Messrs Sumit and Shubham, the retiring auditors be re-appointed as the auditor of the company from the conclusion of this meeting until the conclusion of the next. AGM at a fee of ₹ 10,000.

2003 - Nov [1] {C} (ix) Comment on the following statements in about 30 words each:

The agenda facilitates smooth conduct of a meeting. (1 mark)

Answer:

The important step of meeting is to set an agenda. It gives an idea about the business to be conducted in the meeting. It tends to focus the meeting of the business to the relevant aspects only. Time scheduling for various relevant important matter can be adhered to.

2004 - May [1] (c) Comment the following statements in about 30 words each:

- (xiv) Minutes provide a systematic records of the meeting proceedings. (1 mark)

Answer:

Minutes provide a systematic records of the meeting proceedings: The systematic and authentic records of the proceedings of a meeting are minutes. This gives all the information about the proceedings at the meeting as to who chaired it, who were present, what decisions were taken and so on. They can also be utilised as legal evidence, unless the contrary is proved.

2004 - May [3] (Or) (c) Explain the procedure of conducting meeting in a large organisation. (10 marks)

Answer:

Procedure for conducting meeting in a large organisation:

In an organisation business is transacted at duly convened meeting of shareholders and director. Any officer authorised by the board of directors sends notice of the meeting, which specifies the day, date, time and place for the meeting along with an accompanying programme for the meeting, which is called Agenda.

No meeting can move forward unless there is an appropriate authority to chair the meeting. After his taking the chairmanship the procedure begins with recording the attendance of members present and of proxies.

Quorum for the meeting is to be checked before the commencement of business. After this when the meeting is on, the secretary is always present to note down whatever is said by each member. After the conclusion, he has to make an official recording of the proceeding in a separate book kept for the purpose. These recordings are called 'minutes'.

The first step is to get the minutes of the previous meeting read out and confirmed by the present members. Then the items on the Agenda are considered one by one. All the remarks of the participants are recorded in chronological order, elaborately in direct speech by the secretary. The proposal of an item is called 'motion' which is moved by a member and seconded by another for further discussion. If there is no seconding, the motion would be deemed to have been lost.

The members who speak on draft resolutions may speak on it and may jot down working hints. The decision is set out in the form of a resolution. Whatever the meeting resolves.

Various items are discussed on the agenda and is resolved in the form of resolution. He records them in the draft form, to be recorded formally after the meeting in the 'minute books' excluding all irrelevant matter. After all the items on the agenda are discussed, any other matter may also be taken up with the permission of the chairman. The meeting is concluded with a vote of thanks to the chairman.

2005 - May [1] (ii) The agenda facilitates smooth conduct of a meeting. (1 mark)

Answer:

An agenda is a document which specifies the business to be transacted in a meeting. It helps the chairman to conduct the meeting smoothly as the agenda has a definite order. It, helps the members to come prepared for the discussion to be held in the meeting.

2005 - Nov [3] (c) What are the main contents of the minutes of a meeting? What suggestions can you give for writing the minutes effectively? (5 + 5 = 10 marks)

Answer:

Minute is the official written record of the business transacted at a meeting. It is the summary of the business transacted, decisions and resolutions arrived at the meeting. It is the evidence or proof of the proceedings at a meeting.

The company secretary is responsible for compiling minutes. He takes down the notes carefully at the meeting and soon after the end of the minute he prepares the draft of the minutes.

The main contents of the minutes of a meeting are as follows:

1. The name of the organizational unit e.g. finance board.
2. The date, time, place of meeting.
3. The member of the meeting e.g. 4th meeting of finance board.
4. The name of the chairman,
5. The quorum present.
6. The name of the persons who attends the meeting.
7. Record of business transacted.
8. Signature of the secretary and the chairman.

Suggestions for writing the minutes effectively:

1. The minutes should be written in reported speech.
2. The emotions and feelings expressed by members during the course of meeting should not be recorded in the minute.
3. To facilitate reference each item should be given a heading and a number.

4. When a proposal or a resolution is approved by a majority, the name of the proposer should be mentioned. Also, the number of votes cast for and against it should be recorded.
5. The minutes should be circulated to the members before hand and their suggestions noted.
6. The language of the minute should be kept as simple as possible.
7. The rough draft should be shown to the chairperson for his approval and suggestions.

2006 - May [1] (c) Comment on the following statements in about 30 words each :

- (xi) Minutes are the official record of the proceeding of a meeting. (1 mark)
- (xv) Notification and agenda mean the same thing. (1 mark)

Answer:

Comment :

- (xi) Minutes are the official record of the proceedings of a meeting. It is a summary of the business transacted, decisions taken and resolutions arrived at the meeting. It is also the evidence or proof of the proceedings at a meeting, of when and where the meeting was held, who chaired the meeting, what decisions were taken etc. Minutes are maintained by the company secretary.
- (xv) No, notification and agenda do not mean the same thing. Agenda is a document which specifies the business to be transacted in a meeting. It is a statement of issues to be discussed during the meeting. Notification is to notify the members about the meeting. For this a notice is sent to the member. It is issued by the company to the share holders which notifies them about the meeting to be held.

2006 - Nov [1] (c) Comment on the following statements in about 30 words each :

- (xiv) Comment on the following statements in about 30 words each:
Passing a resolution and taking a decision refer to same thing. (1 mark)
- (xv) Command meeting is an autocratic style of group decision making. (1 mark)

Answer:

- (xiv) A resolution is actually a motion which is approved or adopted at a meeting. Practically a motion when put to vote and passed by the required majority becomes a resolution. It thus reflects the decision taken at a valid meeting. So we can say passing a resolution and taking a decision refers to same thing.
- (xv) Command Meeting is a meeting between a superior and his subordinates. It is a concept developed by Wilfred Brown. It is a meeting where the superior and subordinate meet, discuss but the ultimate decision lies with the superior. The superior is therefore solely responsible for the decisions taken. Thus the spirit of 'democracy' is missing here. The aim of such meeting is the manager's attempt to give instructions, share information with subordinates, clear up misunderstanding etc.

Thus, command meeting is an autocratic style of group decision making.

2006 - Nov [3] (Or) (c) You are Secretary of Ferguson College Thrift and Credit Cooperative Society (FCTCCS), Chennai. You had issued a notice to hold the monthly meeting of its Executive Committee to transact following business :

- (i) To confirm the minutes of the last meeting.
 - (ii) To consider loan applications for ₹ 50,000 each received from three members.
 - (iii) To recommend dividend for the year 2005-06.
 - (iv) To consider resignation of Mr. Pankaj Agarwal, the treasurer of the society.
 - (v) To fix the date of Annual General Meeting of the Society.
- The meeting took place on 10th September, 2006. Draft the minutes keeping above agenda in mind. (10 marks)

Answer:

**FERGUSON COLLEGE THRIFT AND CREDIT
CO-OPERATIVE SOCIETY (FCTCCS)
CHENNAI**

MINUTES OF EXECUTIVE COMMITTEE MEETING

HELD IN : BOARD ROOM
ON : 10th SEPTEMBER, 2006
AT : 3.30 P.M.

PRESENT :

Mr. GOURAB GUPTA	Chairman
Mr. RAJARAM TIWARI	Director, Finance
Mr. SHARAD AGRAHARI	Director, Personnel
Ms. ANUMITA SINGH	Director, Production
Mr. KAMLESH PATHAK	Director, Marketing
Mr. RAMASWAMI IYER	Nominee, Director
Mr. SUJOY ROY	Company Secretary

DECISIONS TAKEN :

- (i) The minutes of the meeting held on 27th April, 2006 were approved.
- (ii) The loan application for ₹ 50,000 received from Mr. Raja Ram Tiwari, Mr. Kamlesh Pathak and Ms. Anumita Singh were considered and loan granted.
- (iii) Mr. Sharad Agrahari moved 'That a dividend of ₹ 10 per equity share, subject to income tax are recommended by the Directors for the year 2005-06.'

The motion was seconded by Ms. Anumita Singh which was unanimously accepted.

- (iv) Mr. Kamlesh Pathak moved and Mr. Ramasway Iyer seconded the following, 'That the resignation of Mr. Pankaj Agarwal, the treasurer of the society be considered.'

The move was however rejected and the resignation not considered.

- The meeting ended with a vote of thanks to the chair.

— Sujoy Roy

FOR NOTES

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