

Directions (Questions 1-12): Study the passages below and answer the questions that follow each passage.

Passage I

Entrepreneurship is one of the most popular clubs at US business schools these days, and the field is gaining momentum. As more educational institutions dive into social entrepreneurship, we'd like to share with them and their students one of the primary ingredients for turning promising ideas into success stories. With more than a decade working with field-based social entrepreneurs from the developing world through our Global Social Benefit Incubator, we feel our mentorship programme is the secret sauce. Mentors help social entrepreneurs build their businesses, often by learning with them how to overcome obstacles that range from government antipathy and a dearth of distribution channels to a lack of talented human capital. These are radically different from the challenges they have faced in their Silicon Valley careers. Forty executives, financiers, consultants, and venture capitalists share their entrepreneurial expertise and business acumen with social entrepreneurs in the poorest countries, helping them expand revenues faster than expenses while increasing the number of lives affected. Social enterprises only help the poor if they're sustainable, and they help more people if they can scale up. These advisers have founded Nasdaq companies, funded startups, and run divisions of well-known companies. They excel at what we teach - value proposition, business models, operations, growth plans, and a clear presentation to potential investors. They have to listen well, be culturally sensitive, and create rapport and trust. They often are humbled by efforts required to expand social enterprises in markets where customers live on less than \$4 a day - the "Base of the Pyramid". Unlike mentoring a young, eager American startup - for whom the best infrastructure, technology, resources, and financial capital are within relatively easy reach-mentoring startups in the developing world requires a different perspective for these seasoned leaders. One of our social entrepreneurs wanted to make and distribute soap to support "slum women" in tsunami-devastated Southern India. His mentor helped him instead start a home-care assistance business by demonstrating that leveraging the women's existing home-care skills was a better approach than launching an untested soap business. Mentors routinely say they learn more from social entrepreneurs than vice versa. They feel privileged to work with ambitious people committed to making an impact on the lives of the poor.

1. It could be inferred from the passage that
 - (1) a club named 'Entrepreneurship' is gaining popularity among students of US business schools.
 - (2) a chain of social clubs named 'Entrepreneurship' are expanding their network in US business schools.
 - (3) more and more educational institutions are encouraging students to form entrepreneurship clubs.
 - (4) many US business schools have begun to offer social entrepreneurship programs as part of their curriculum.

2. Which of the following factors is/are key to the success of social entrepreneurs?
 - A. Good Mentorship
 - B. Sustained profitability
 - C. Business ideas with great potential

(1) A only (2) A & B (3) B & C (4) A, B & C

3. Which of the following statements about Global Social Benefit Incubator *is/are* true?
- (1) It runs businesses manufacturing items of particular use to the poor people.
 - (2) 'It is an organization formed by a team of experienced experts from different fields' with the common goal of helping social entrepreneurs in developing countries.
 - (3) Its primary task is to empanel founders of Nasdaq companies.
 - (4) Its goal is to help entrepreneurs to learn to listen well and be culturally sensitive to their customers' needs.
4. What are the achievements of the 'mentors' referred to in the passage; in their previous careers?
- A Having mentored young, eager American start-ups to great success.
B Having been in responsible corporate positions in leading companies.
C Having started a successful home-care assistance business in tsunami devastated Southern India.
- (1) A only (2) B only (3) A & B (4) A, B & C

Passage II

Any query on 'how customer-friendly are the digital platforms for banking' evokes a set pattern of responses. From the basic issue of urban vs rural user profile being different; to issues like 'the tech-savvy nature' of Gen-Y users as compared to senior citizens being 'technology-use challenged', as also security issues of the digitized platforms - these are the standard reactions. There's convenience-banking for the customer banking becomes free of the constraint of 'branch location' and the restriction of 'working hours and holidays' - but it comes with a price tag: it has to evolve and be able to meet the challenges which crop up with unfailing regularity. "This is the biggest challenge for these new platforms: how do they manage the trade-off between keeping the on-line transaction experience simple and user-friendly and at the same time, makes sure that the customer does not suffer losses due to fraud," says the Chief Information Officer, ING Vysya Bank. While internet and mobile banking platforms have been successful with educated customers in urban and semi-urban areas, being user-friendly is an on-going challenge. One of the key issues is developing local language support as also 'device support' for the basic handsets that are used widely by customers in rural areas. Many of the 'unbanked' potential rural customers may not be educated or have the access to broad-band/Smart Phones. This needs to be factored in. "To ensure that digital platforms are truly customer friendly, illiteracy and technology need to be adopted as major drivers, even as Indian banks continue to rollout mobile and internet-based banking services," says the CEO of WINIT. Co-Founder and CMO, Xerogo feels that internet and mobile technology that powers Indian banking for a 'branch-less' existence is truly 'customer-friendly'. "Digital platforms, Internet and Mobile, are being seen as extremely useful for banks to get customer centric and user-friendly," he adds. "Indian banking can no longer afford to operate a 'one-size-fits-all' kind of service model. It started with privatization of banks from 1993 onwards, and now, expectations of higher level of services from the consumer means banks have to 'go beyond' to win and retain them. Digital platforms provide this opportunity at a cost-advantage, so that banks can get customer-centric and friendly.

5. What are the factors affecting the extent of usage of digital platforms for banking?
- A Age of the customer
 - B Whether the facility is situated in a city or village
 - C How simple and user-friendly the transaction is
- (1) A & B (2) B & C (3) A & C (4) A, B & C
6. Which of the following statements are true as per the passage?
- A Due to digitization and the extensive usage of mobile phones even in rural areas, banks would soon be able to do away with having branches.
 - B With digitization, banks can actually focus more on providing better services to customers.
 - C Usage of mobile banking services gets limited by the age of the handset also.
- (1) B only (2) C only (3) A & B (4) A, B & C
7. Which of the following statements is/are not true?
- A The possibility of digital platforms being misused by hackers is real.
 - B Uneducated customers are less likely to be comfortable with mobile banking than educated ones.
 - C The present digital banking technology in India needs no improvements in the near future; as the rural customers need time to catch up with the urban ones in terms of its usage.
- (1) A only (2) B only (3) C only (4) B & C
8. What is implied by the phrase "one-size-fits-all" in the context of the passage?
- (1) Indian banks' ATMs are all of a standard size.
 - (2) Ideally all mobile handsets should be of the same type for optimal usage of mobile banking.
 - (3) Both private-sector and public-sector banks have identical digital services on offer to their customers.
 - (4) None of these

Passage III

Leading consumer goods companies across sectors are making subtle changes in bonus structure as they look to drive performance in the tough market conditions they are facing since last year, and retain top performers. Companies like Dabur, Godrej Consumer Products, Philips, Samsung, Spencer's Retail and Panasonic are tweaking the parameters on which they assess and make bonus payouts, increasing the frequency of payouts, and the variable pay component in total compensation. "There is no point in cheating or punishing employees by keeping performance matrices which are irrational or not relevant, especially since the market and way of doing business has changed a lot in the past few months," says the Dabur India Executive Director (HR). Godrej Consumer Products has removed the cap on bonus earning, whereby the top talent can fill their kitty handsomely. Top achievers make up to 300% to 400% of their target bonus amount, and can even earn more than the fixed pay component by way of bonus, says the HR head of Godrej Consumer Products. Companies' knee-jerk reaction on bonus structures is seen as being driven by both performance and the need to retain key talent, who may otherwise feel the brunt of poor company performance.

The alteration of compensation structure is also aimed at stopping attrition among top performers, since overall variable payout could be impacted due to low business last year, says the HR consultancy Mercer's Director (Information Product Solutions). RP-Sanjiv Goenka Group's retail flagship Spencer's Retail is introducing a new bonus scheme linked to both performance and retention only for the CEO and business heads. The group's president HR says the top management can earn 40% to 50% of their cost to company as this special bonus if they are able to meet revenue and profitability targets, and stay with the company for five years. "The special bonus will accrue to them on a yearly basis but they will get it after five years. This way, we hope to drive both performance and retain critical senior talent in a rather bad market," he says.

9. What are the factors leading to consumer goods companies making changes in bonus pay structures for employees?
- A The need for being subtle in this aspect.
 - B The decreased need for punishing the employees; given the changed market conditions.
 - C The market conditions have got tougher.
- (1) A & C (2) A & B (3) A, B & C (4) C only
10. What benefits do employers expect by "tweaking" the bonus payout mechanisms?
- (1) None of the employees would quit their jobs.
 - (2) The top performing executives in all the consumer goods companies across India would surely continue to serve the same organizations for at least five more years.
 - (3) There will be improved performance by the employees.
 - (4) All these
11. It is implied in the passage that
- (1) the proposed changes in bonus structures of companies are neither well thought out nor rational.
 - (2) periodic increments in salaries of employees this year have been lower than before.
 - (3) increasingly, salaries are going to have both fixed and variable components.
 - (4) All these
12. Which of the following statements is not a possible inference in the context of the passage?
- (1) With the new bonus payment structures coming into place, all the companies in the consumer durables sector will show improved performance.
 - (2) The outlay on bonus payments by all companies in the durables sector will increase in comparison to last year's payouts.
 - (3) The bonus scheme being introduced by RP-Sanjiv Goenka Group has the best chance of success in retaining top performing executives for at least five years.
 - (4) There was a drop in business across the consumer durables sector last year, leading to bonus payments of even top performers getting affected.

Directions (Questions 13-18): Fill in the blanks.

13. We have to _____ in our young men and women a sense of discipline, which is a _____ for progress and happiness.
(1) generate, concomitant (2) instill, need
(3) produce, necessity (4) inculcate, pre-requisite
14. The partners broke off as they found each other _____ of _____ breach of promise.
(1) faulty, severe (2) responsible, serious
(3) guilty, flagrant (4) accused, rigid
15. We must prevent endangered wild animal species from becoming _____ in order that our future generations may _____ the great diversity of animal life.
(1) rare, escape (2) outdated, know
(3) volatile, notice (4) extinct, enjoy
16. The company's plans to _____ its capacity to generate more renewable energy does expose its profits/ revenues to policy changes in the offtake of renewable energy as also _____ short-term power tariffs.
(1) increase, fluctuate (2) expand, increasing
(3) downsize, maximizing (4) expand, fluctuating
17. The _____ in earnings apart, it is noteworthy that a good part of the decline in this stock is also _____ to a de-rating of the stock's price-earnings multiple from nine times to less than four now.
(1) increasing, due (2) spurts, attributed
(3) decrease, partly (4) volatility, attributable
18. The _____ correction is a good _____ to add the blue-chip Sun Pharmaceuticals stock to your portfolio.
(1) ongoing, opportunity (2) undergoing, chance
(3) running, attempt (4) present, time

Directions (Questions 19-21): Rearrange the jumbled alphabets in the following four options and find the odd word among them.

19. (1) PTEELHNA (2) ERDE (3) NOKYEM (4) NBAAAN
20. (1) TSI (2) DTASN (3) PUMJ (4) THRIS

Directions (Questions 22-25): Each of these questions has a text portion followed by four alternative summaries. Choose the option that best captures the essence of the text.

22. Globalization and tourism have become a deadly mix for Maasai, Kenya's indigenous people. They are under threat from pressures outside their control— modernization and global warming. The limited land available to them has been affected by climate change. In their drive for profit, holiday corporations have devastated the pastoral life style of these tribes.
- (1) Maasai are the most authentic pastoral tribe of Kenya.
 - (2) Global warming and tourist influx has started influencing their life style.
 - (3) The Maasai's natural way of life is being compromised by the spread of modern civilization.
 - (4) The tribes are being showcased for the growth of tourism in Kenya.
23. The Stuxnet worm is the first computer virus that causes tangible harm and has run amok in five continents. Experts believe that it was created with the explicit aim of disabling the Iranian nuclear plant by some government. The finger of suspicion has, naturally been pointed first at Israel. The Stuxnet worm has the potential to take over industrial control systems.
- (1) Like real warfare, even the most carefully aimed weapon in computer warfare leaves collateral damage.
 - (2) Stuxnet worm has been created as a war weapon to destroy specific targets.
 - (3) An unidentified government is supposed to be behind this worm.
 - (4) Due to some shoddy handling, the Stuxnet virus has spread all over the world instead of being confined to the area it was intended to.
24. Life is the greatest of all games. The danger lies in treating it as a trivial game, a game to be taken lightly, and a game in which rules do not matter. The rules matter a great deal. Besides, winning the game is not the chief end. The chief end is to win fairly and honorably. The spirit of the game matters much more than winning or losing.
- (1) Life is the best of all games but is fraught with risk if played casually.
 - (2) Life, like any of the serious games, should be played with certain set of rules.
 - (3) Merely winning the game is not as important as playing it fairly and squarely.
 - (4) Life is a game where achieving goals is not as important as the means used to achieve them.
25. Pre-cycling is a form of waste minimization. It involves reducing the use of outer packaging and instead opting directly for what's inside. This would involve buying things loose instead of opting for pre-packaged product, bringing one's own container or bag and shopping for locally produced things. The rationale is to accumulate less waste.
- (1) Selling unpackaged things at local markets can help in reducing waste.
 - (2) Bringing one's bags instead of asking for plastic bags can check the accumulation of waste.
 - (3) Pre-cycling is the process of eliminating the need for packaging, for locally produced goods.
 - (4) Practice of reducing waste by avoiding bringing home the packaging is pre-cycling.

Directions (Questions 26-30): Rearrange the following jumbled word and select the word which is opposite in meaning to the rearranged word.

26. TERWNI

- (1) cloud (2) autumn (3) spring (4) summer

27. TRAHDE

- (1) hesitation (2) broader (3) wealth (4) love

28. SEPTERN

- (1) nearby (2) closeness (3) absent (4) master

29. HLRUSEST

- (1) graceful (2) management (3) apologise (4) humane

30. OLSPCYUMOR

- (1) excuse (2) admission (3) voluntary (4) irregular

Directions (Questions 31-35): Choose the order of the sentences marked A, B, C, D and E to form a logical paragraph.

31. A This is the fundamental concept of a filter.

B The action of a light filter is to stop light of certain colours.

C Alight, the filter appears coloured, by the colour which it absorbs.

D It should be kept in mind whenever a filter is so used.

E That is, rays of some colours are allowed to pass through freely, while others are partially or wholly absorbed.

- (1) ABCDE (2) BECAD (3) ADCEB (4) BCADE

32. A The more fundamental and far-reaching a scientific theory, the more speculative it is likely to be.

B But speculation is its very life-blood.

C A mature science tries to arrange facts in significant patterns to see the relationship between unrelated aspects of the universe.

D Idle speculation has no place in science.

E It is erroneous to believe that science is only concerned with pure facts.

- (1) DBAEC (2) AECBD (3) BDECA (4) AECDB

33. A But this time a curious philosophy has emerged.
 B But it seems a regulatory solution is yet far away.
 C It says that the more we know about a problem, the more uncertainty is introduced and the more it needs to be studied.
 D The recent debates on acid rain have pitted the environmentalists head to head against industry.
 E As a result, we know more about acid rain and its effect than ever before.
 (1) ABDEC (2) DACEB (3) CEBAD (4) BADCE
34. A Seconds later, the glaring object swept past and he thought he had outmanouevred it.
 B While flying over enemy territory, Jones received the warning of an oncoming missile.
 C He was proved wrong when he saw the vertical tail fins on fire.
 D Without wasting time, he slammed the throttles forward and made the plane roll into a high speed turn.
 E Hardly had he responded to the message when he actually saw whatever he dreaded most.
 (1) EDCBA (2) BCDEA (3) DAECB (4) BEDAC
35. A A film director has to translate the given scenario into film language.
 B The novelist works in the written word.
 C But the film director works in pictures, in visual movement.
 D The pictures may be supported by speech, sound and colour.
 E But primarily the film is a pictorial art.
 (1) ABCDE (2) CDEAB (3) BCDEA (4) EDCBA

Directions (Questions 36-40): Fill in the blanks.

36. Rajesh has come up _____ a problem.
 (1) to (2) for (3) against (4) into
37. He succeeded in getting possession _____ his land after a long court case.
 (1) For (2) to (3) of (4) with
38. Some people revel _____ gossip.
 (1) at (2) with (3) by (4) in
39. Even if it rains all day I will not be able to _____ my journey.
 (1) put by (2) put out (3) put off (4) put away
40. There is an exception _____ every rule.
 (1) on (2) to (3) in (4) for

41. A Chartered Accountant applies for a job in two firms X and Y. The ability of his being selected in firm X is 0.7, and being rejected at Y is 0.5 and the probability of at least one of his applications being rejected is 0.6. What is the probability that he will be selected in one of the firms?
- (1) 0.2 (2) 0.8 (3) 0.4 (4) 0.7
42. In a test consisting 150 questions carrying 1 mark each, Saurabh answered 80% of the first 75 questions correctly. What percent of other 75 questions does he need to answer correctly to score 60% overall?
- (1) 20 (2) 40 (3) 50 (4) 60
43. During one year, the population of a town increased by 5% and during the next year, the population decreased by 5%. If the total population is 9975 at the end of the second year, then what was the population size in the beginning of the first year?
- (1) 9000 (2) 9500 (3) 10000 (4) 10500
44. A hostel has provisions for 250 students for 35 days. After 5 days, a fresh batch of 25 students were admitted to the hostel. Again after 10 days, a batch of 25 students left the hostel. How long will the remaining provisions survive?
- (1) 18 days (2) 19 days (3) 20 days (4) 17 days
45. One-fourth of sixty percent of a number is equal to two-fifth of twenty percent of another number. What is the respective ratio of the first number to the second number?
- (1) 8 : 15 (2) 5 : 9 (3) 8 : 13 (4) 4 : 7
46. A sum of ₹ 53 is divided among A, B, C in such a way that A gets ₹ 7 more than what B gets and B gets ₹ 8 more than what C gets. The ratio of their shares is
- (1) 15 : 8 : 30 (2) 18 : 25 : 10 (3) 25 : 18 : 10 (4) 16 : 9 : 18
47. A tank is fitted with 8 pipes, some of them that fill the tank and other pipes are meant to empty the tank. Each pipe that fill the tank can fill it in 8 hours, while each of those that empty the tank can empty it in 6 hours. All the pipes are kept open when tank is full, it will take exactly 6 hours for the tank to empty. How many pipes are filling the tank?
- (1) 5 (2) 7 (3) 8 (4) 4
48. The speed of a boat in still water is 6 km/h and the speed of the stream is 1.5 km/h. A man rows to a place at a distance of 22.5 km and comes back to the starting point. Find the total time taken by him.
- (1) 8 hours (2) 4 hours (3) 7 hours (4) 2 hours

57. A man bought two packets of toffees, the same number in each. The first, he bought at 5 paise each, but the second at 3 for 13 paise. He then mixed them all together and sold them at 70 paise a dozen. His gain is
- (1) 25% (2) 12% (3) 24% (4) 16%
58. A manufacturer sells a pair of glasses to a wholesale dealer at a profit of 18%. The wholesaler sells the same to a retailer at a profit of 20%. The retailer in turn sells them to a customer for ₹ 30.09, thereby earning a profit of 25%. The cost price for the manufacturer is
- (1) ₹ 15 (2) ₹ 16 (3) ₹ 17 (4) ₹ 18
59. A manufacturer of a certain item can sell all he can produce at the selling price of ₹ 60 each. It costs him ₹ 40 in materials and labour to produce each item and he has overhead expenses of ₹ 3000 per week in order to operate the plant. The number of units he should produce and sell in order to make a profit of at least ₹ 1000 per week, is
- (1) 200 (2) 250 (3) 300 (4) 400
60. The average marks of a student in 8 subjects are 87. Of these, the highest marks are 2 more than the one next in value. If these two subjects are eliminated, the average marks of the remaining subjects are 85. What is the highest score?
- (1) 91 (2) 94 (3) 89 (4) 96

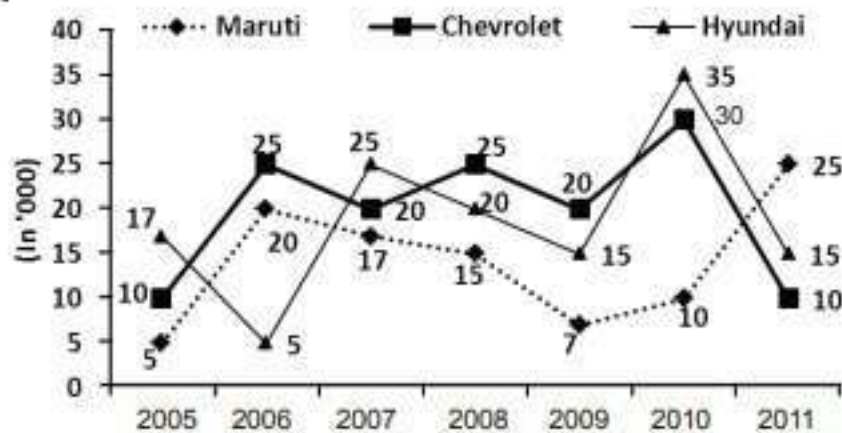
Directions (Questions 61 - 64): Each of these has a question followed by two statements numbered as I and II. Mark answer as

- (1) if statement I alone is sufficient but statement II alone is not sufficient to answer the question.
(2) if statement II alone is sufficient but statement I alone is not sufficient to answer the question.
(3) if both statements I and II together are required to answer the question but neither statement alone is sufficient.
(4) if statements I and II together are not sufficient to answer the question.
61. Is Rahul older than Saurav?
- I. Sachin is four years younger than Saurav and two years younger than Rahul.
II. Average of Sachin and Saurav is equal to the age of Rahul.
62. How many books are there on a certain shelf?
- I. If four books are removed, the number of books remaining on the shelf will be less than 12.
II. If three more books are placed on the shelf, the total number of books on the shelf will be more than 17.

63. Are some books water bottles? It is given that "all pens are books".
- Some pens are copies.
 - All copies are water bottles.
64. In how many days will A, B and C finish a work together if A finishes the same work in 10 days while working alone?
- A is 1.5 times as efficient as B while B is 2.5 times as efficient as C.
 - Combined efficiency of any two persons among A, B and C is twice that of the third person.

Directions (Questions 65 - 69): Study the graph to answer these questions.

The graph represents the production of cars in thousands over the given years.



65. What is the approximate average number of cars manufactured by Hyundai over the given years?
- 18500
 - 18850
 - 19540
 - 18100
66. In how many years is the number of cars manufactured by Maruti less than the average number of cars manufactured by Chevrolet over the given years?
- 3
 - 4
 - 5
 - 6
67. What percentage of the average manufactured units of Hyundai and Chevrolet in the year 2010 does Maruti form if its (Maruti's) production that year was 30% less than that shown in the graph?
- 21.5%
 - 22.6%
 - 19.7%
 - None of these
68. If the total average production of all cars increases at the rate of 10% every year from 2011 onwards, what will be the average production in terms of cars produced in the year 2014?
- 20187
 - 21396
 - 22184
 - 23760

69. Find the turnover of Chevrolet car company in 2013 if the turnover is ₹ 3×10^9 in 2011. The production is going to increase by 10% every year while the inflation will also increase the cost by 10% overall in 2013 as compared to cost of a car in 2011. (Assume that all the units produced are sold)

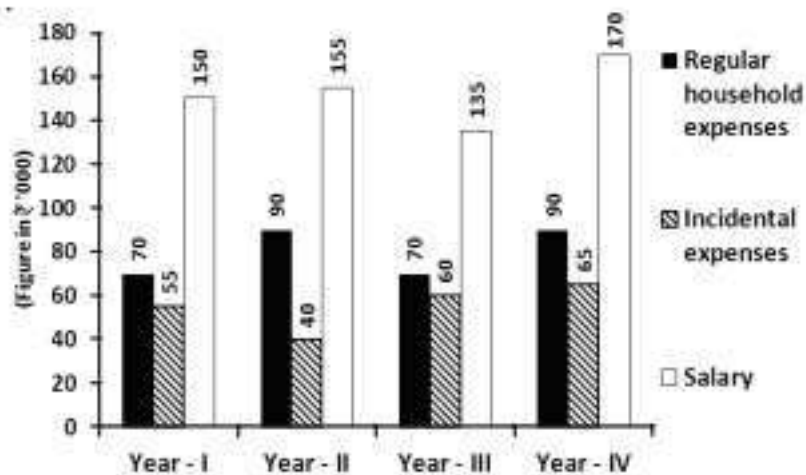
- (1) ₹ 39.93×10^8 (2) ₹ 39.65×10^8 (3) ₹ 39.44×10^8 (4) ₹ 39.15×10^8

Directions (Questions 70 - 73): Study the graph to answer these questions.

Ramesh spends his yearly salary on two types of expenses and saves the remaining amount. Given below is the graphical representation of his yearly salary and expenses over the four year period.

Salary = Total Expenses + Savings

Total Expenses = Regular Household Expenses + Incidental Expenses



70. If regular household expenses as a percentage of salary exceed 50%, then the living style in that year is said to be lavish. For Ramesh, the living style has been lavish in all years except

- (1) Year I (2) Year II (3) Year III (4) Year IV

71. The ratio of incidental expenses to salary has been the highest in which year ?

- (1) Year I (2) Year II (3) Year III (4) Year IV

72. What is average monthly salary of Ramesh over the four year period (in ₹ 000) ?

- (1) 10.8 (2) 12.7 (3) 14.8 (4) 16.8

73. In which year was the saving rate the highest?

Note: Saving Rate = $\frac{\text{Savings}}{\text{Salary}} \times 100$

- (1) Year I (2) Year II (3) Year III (4) Year IV