

PARA JUMBLES – 2

1. A. As officials their vision of a country shouldn't run too far beyond that of the local people with whom they have to deal.
B. Ambassadors have to choose their words.
C. To say what they feel they have to say, they appear to be denying or ignoring part of what they know.
D. So, with ambassadors as with other expatriates in black Africa, there appears at a first meeting a kind of ambivalence.
E. They do a specialized job and it is necessary for them to live ceremonial lives.
2. A. This fact was established in the 1730s by French survey expeditions to Equador near the Equator and Lapland in the Arctic, which found that around the middle of the earth the arc was about a kilometer shorter.
B. One of the unsettled scientific questions in the late 18th century was the exact nature of the shape of the earth.
C. The length of one-degree arc would be less near the equatorial latitudes than at the poles.
D. One way of doing that is to determine the length of the arc along a chosen longitude or meridian at one-degree latitude separation.
E. While it was generally known that the earth was not a sphere but an 'oblate spheroid', more curved at the equator and flatter at the poles, the question of 'how much more' way yet to be established.
3. A. Luckily the tide of battle moved elsewhere after the American victory at Midway and an Australian victory over Japan at Milne Bay.
B. It could have been no more than a delaying tactic.
C. The Australian military, knowing the position was hopeless, planned to fall back to the South-east in the hope of defending the main cities.
D. They had captured most of the Solomon Islands and much of New Guinea and seemed poised for an invasion.
E. Not many people outside Australia realize how close the Japanese got.
4. A. During one exhibition, however, some air became mixed with the hydrogen, and in the words of the shaken performer: "The explosion was so dreadful that I imagined all my teeth had been blown out".
B. An entertainer would finish his acts by blowing the hydrogen he had inhaled towards a lighted candle: as the hydrogen caught fire, flames would shoot menacingly from his lips.
C. A paper bag filled with hydrogen amazed guests by zooming off into space.
D. When people learned about its unique lighter-than-air property, they began to use it in all sorts of parlour stunts.
5. A. A difference in the frequency of usage of counter proposing between skilled and average negotiators suggests that counter proposing may not be, as effective one tends to think it would be.
B. I may have suggested that my son buy a pair of trousers at a certain price whereas my son would have made a counterproposal that he would rather buy two pairs at half price each.
C. Research conducted across several negotiators ranging from sales negotiators to purchase and labour negotiators shows that average negotiators tend to counter propose more often than skilled negotiators.
D. This happens in everyday life too.
E. Think back to the last time you were discussing completing an assignment with one of your colleagues : you may have suggested that you both come in on Saturday to finish the work and your colleague may have counter proposed that you could stay back on Friday evening and finish it instead.
6. A. More organisations today seek a transformation in their businesses, yet most of them think of and talk about managing change.
B. Change is characterised by 'reactivity'. Most of us live in the domain of change both as individuals and as organisations.
C. The characteristics of transformation are positive and actually creative. They stem from a new found sense of purposefulness, once a higher purpose is discovered.
D. The implications of this conflict will not be fully appreciated until we learn to distinguish between change and transformation.
E. Clearly, we all aspire to live in the domain of transformation even if we presently are in the domain of change.
7. A. But in the industrial era destroying the enemy's productive capacity means bombing the factories which are located in the cities.
B. So in the agrarian era, if you need to destroy the enemy's productive capacity, what you want to do is bum his fields, or if you're really vicious, salt them.
C. Now in the information era, destroying the enemy's productive capacity means destroying the information infrastructure.
D. How do you do battle with your enemy?
E. The idea is to destroy the enemy's productive capacity, and depending upon the economic foundation, that productive capacity is different in each case.
F. With regard to defence, the purpose of the military is to defend the nation and be prepared to do battle with its enemy.
8. A. Its cargo consisted of 38 sacks of spices and Magellan himself had been hacked to pieces on the beach of Mactan in the Phillipines
B. So contrary to popular belief it was the crew of the Victoria who were the first men to have sailed around the globe

- C. In September 1522 Victoria , the sole survivor of the Armada, limped into the Spanish port San Lucar , manned by a skeleton crew of 15, so weak they could not talk
 - D. In September 1519 the Armada de Molucca of five ships and 250 sailors has set out from San lucar de Barrameda under the command of Fernando de Magellan
 - E. It was to sail to the spice islands of the Malayan Archipelago where they were to exchange an assortment of bells, mirrors and scissors for cinnamon and cloves
9. A. A good budget is one which makes a sincere attempt to change the policy environment.
B. Government finances are terminally impaired with uncontrolled fiscal deficits.
C. There are big gaps in perception and capability of managers.
D. Industry too is not ready to deliver growth, should even the government pursue the right policies.
E. The current reforms pace is too slow.
F. The fiscal deficit has deteriorated.
10. A. The inherent expectations of a high short-term return on advertising investment that is common to most traders who are attempting to scale up operations is not conducive to a long-term consistency in advertising direction.
B. The lack of significant players with national reach is only one of the factors that explains the relatively low attention given to mass marketing by the retail sector in India.
C. Mass marketing by Indian retail chains has hitherto been the exception rather than the rule.
D. The focused brand image which leads to pithy, punchy advertising has been difficult because most retailers have not been focused in terms of their own vision for their retail brand. Most advertising has tended to focus on the presence of locations or the range.
E. Advertising then tends to focus significantly on announcement of in store promotions and events, where the payoffs in terms of immediate increases in customer entry and average cash memo size are more visible.
11. A. The credit rating agencies use legions of high trained analyst with access to top management.
B. Their meticulous reports giving ratings for corporate bonds are designed to give an accurate picture of the bonds riskiness and ultimately the probability of default.
C. Lately, the credit-rating agencies have struggled to keep up.
D. It seems a bond rating tells you even less about the price that investors are willing to pay.
E. In 1999 two-third of the debt rated triple B by standard and poor was priced within 20 basis points of the average bond with the same rating.
12. A. In 1979, Grenada witnessed the establishment of a socialist government by Maurice Bishop, which survived four years of US-engineered incursions.
B. This was duly appreciated, with some 7, 000 US servicemen being designated as heroes and given decorations.
C. This government was overthrown in an internal power struggle among left-wing groups and, within three weeks of the Bishop's ouster and assassination, Reagan launched Operation Urgent Fury against Grenada, claiming that the invasion was "forced on us by events that have no precedent in the eastern Caribbean."
D. In the end Grenada, just like Cuba and Nicaragua, was no more than the Chomskian "threat of a good example" to other Third World countries in the region.
E. Around 2,000 US Marines "fought" for a week, destroying a mental hospital, killing 84 Cubans building an airstrip, and 400 Grenadians.
13. A. In his second book 'Manage yourself', Dishu explained how the expectancy theory convinced managers and employees that managing the individual works better than treating everyone the same.
B. Earlier on, Dishu had applied his expectancy theory in a step by step process used mainly as a one-on-one approach between the manager and the employees.
C. Everyone was flabbergasted by his success.
D. Nevertheless, Dishu organized a team and implemented, tested and gathered data to measure results in the corporate environment.
E. It was not designed for the entire organizations.
14. A. Since independence, every political party has played communal card whenever election time draws near.
B. In fact, the caste and communal cards have been fine-tuned to an art form in the political games that are played in this country.
C. This was seen when the Youth Congress goons were given a free hand to terrorise Sikhs all over the country after Indira Gandhi's assassination.
D. When each party carefully selects political candidates on the basis of religion or caste, it is encouraging and continuing the divide-and-rule tactics of its colonial masters.
E. And no political party can absolve itself on this count; worse, political parties take on board hoodlums and gangsters who use their clout in political circles to settle scores and extract money.
15. A. Most behavioural scientists agree that dodging reality, too often, can impede psychological maturity.
B. When you deal with reality in the present, you become wise enough to understand and mature enough to deal with sticky situations in the future.
C. Escapism is acceptable as long as the tendency to run away from reality doesn't become a crutch that you can't dispense with.
D. Quitting your job when on a difficult project is a classic example.

- E. It's always useful to know the difference between "burying your head in the sand to escape reality"? and "understanding and dealing with reality"?
 - F. Deliberately trying to displace the recollection of an unpleasant event, or totally avoiding it, is not a permanent solution.
16. A. Indonesia has experienced dramatic shifts in its formal governance arrangements since the fall of President Soeharto and the close of his centralized, authoritarian "New Order" regime in 1997.
 - B. The system has taken its place in the nearly 10 years since Reformasi began. It has featured the active contest for political office among a proliferation of parties at central, provincial and district levels; direct elections for the presidency (since 2004); and radical changes in centre-local government relations towards administrative, fiscal, and political decentralization.
 - C. The mass media, once tidily under Soeharto's thumb, has experienced significant liberalization, as has the legal basis for non-governmental organizations, including many dedicated to such controversial issues as corruption control and human rights.
 - D. Such developments are seen optimistically by a number of donors and some external analysts, who interpret them as signs of Indonesia's political normalization.
 - E. A different group of analysts paint a picture in which the institutional forms have changed, but power relations have not. Vedi Hadiz argues that Indonesia's "democratic transition" has been anything but linear.
17. A. The US-based Congressional Research Service estimated in a May 2000 report that one to two million women and children are trafficked each year worldwide, for forced labour, domestic servitude and forced prostitution.
 - B. Authorities are concerned about its growth in Latin America and Africa too.
 - C. Trafficking in human beings has been called the new "Slave trade", and it is overwhelmingly gender-based.
 - D. Trafficking, an underground operation, is difficult to track and so its statistics vary widely.
 - E. About half of international trafficking involves South East Asia and about a quarter involves Central and Eastern Europe and countries of the former Soviet Union, according to the International Organisation for Migration (IOM).
 - F. Women and children, often considered economic burdens, are most vulnerable to this because they are disproportionately poor and lack educational and economic opportunities that can raise them out of poverty.
18. A. In the US about 12 million people are homeless, one-third of the people cannot afford primary health care, 20 percent of the children live below the poverty line, and about 23 percent of the people are illiterate with no security of either job or life.
 - B. In capitalism, wealth is concentrated in the hands of a few.
 - C. In the West, men are only capable of seeing the external aspects of things.
 - D. The resultant deprivations are variable even in the developed countries.
 - E. The domination of the capitalist class today is justified in the name of economic growth and population efficiency.
19. 1. Just as with adults, pessimistic ways of interpreting defeats seem to feed the sense of helplessness and hopelessness at the heart of children's depression.
 - A. That people who are already depressed think in these ways has long been known.
 - B. What has only recently emerged, though, is that children's beliefs about their own ability to control what happens in their lives.
 - C. One line of evidence comes from studies of children's belief about their own ability to control what happens in their lives- for example, being able to change things for the better.
 - D. This insight suggests a window of opportunity for inoculating them against depression before it strikes.
 6. This assessed by children's rating of themselves in such term as : 'when I have problems at home I'm better than most kids at helping to solve problems' and 'When I work hard, I get good grades'.
20. 1. A major breakthrough on the question of mechanisation in Indian banks came with a significant decision given by the National Industrial Tribunal in 1981.
 - A. Computers, however, were allowed only for clearing operations, inter branch reconciliation, remittances, foreign exchange dealings, investment management, personnel inventory, payrolls, provident fund, merchant banking and management information systems on credit, budgetary data and annual control returns.
 - B. The settlements specified that only accounting machines with attached memory modules and not computers, may be used in banks for the purpose of current accounts, deposit accounts, general ledger accounts, and cash credit and loan accounts only in urban and metropolitan areas.
 - C. Subsequently, in 1983, the Indian Banks Association (IBA) reached an agreement with the staff unions under which electronic ledger posting/accounting machines were allowed to be installed to support specified functional areas in branches, zonal offices, etc.
 - D. The tribunal gave unequivocal award in favour of the use of computers and other sophisticated machines with the proviso that it should not cause displacement of more than 10 percent of staff.
 6. The Reserve Bank of India took a major lead in coordinating the work related to mechanisation in various banks and even helped them in deciding the vendors, software required etc.
21. 1. Exchange control does not altogether prohibit Indian banks keeping open positions during the course of a day.
 - A. Indeed, unless they are willing to take open positions, they will cease to be market-makers.
 - B. For market-makers offering two-way quotes in the international markets, open positions are far more common.
 - C. Thus, depending on the policy of a bank, dealers may be allowed to take intra-day positions in order to make profit.

- D. For instance, a dealer expecting the dollar to weaken during the day might deliberately create, through customer transactions and transaction in the inter-bank market, an oversold position in the hope of squaring it later during a day at a profit, should his expectation about the dollar weakening materialise.
6. Large overbought or oversold positions are often deliberately built up in the hope of profiting from price movements.
22. 1. Managers must lead by example they should not be averse to giving a hand in manual work; if required.
 A. They should also update their competence to guide their subordinates; this would be possible only if they keep in regular touch with new processes, machines, instruments, gauges, systems and gadgets.
 B. Work must be allocated to different groups and team members in clear, specific terms.
 C. Too much of wall-building is detrimental to the exercise of the 'personal charisma' of the leader whose presence should not be felt only through notices, circulars or memos, but by being seen physically.
 D. Simple, clean living among one's people should be insisted upon.
 6. This would mean the maintaining of an updated organization chart; laying down job descriptions; identifying key result areas; setting personal targets; and above all monitoring of performance to meet organizational goals.
23. 1. Employees need to follow a meaningful set of guidelines designed to minimize risks while encouraging creativity.
 A. They must establish a meaningful corporate culture that encourages a sense of entrepreneurship.
 B. Seniors managers have a large role to play in this balancing act.
 C. They have to find ways of encouraging mass experiments while limiting possible threats to the company's existence.
 D. They need to make sure the workers they hire have the skills necessary to drive the company forward.
 6. If all goes well, natural leaders will 'emerge' to move the organization forward.
24. 1. All human beings are aware of the existence of a power greater than that of the mortals – the name given to such a power by individuals is an outcome of birth, education and choice.
 A. Logically, therefore such a power should be remembered in good times also.
 B. Their other philanthropic contributions include the construction and maintenance of religious places such as temples or gurudwaras.
 C. Industrial organizations also contribute to the veneration of this power by participating in activities such as religious ceremonies and festivities organized by the employees.
 D. This power provides an anchor in times of adversity, difficulty and trouble.
 6. The top management/ managers should participate in all such events, irrespective of their personal choice..
25. 1. But the vessel kept going away.
 A. He looked anxiously around.
 B. There was nothing to see but the water and empty sky.
 C. He could now barely see her funnel and masts when heaved up on a high wave.
 D. He did not know for what.
 6. A breaking wave slapped him in the face choking him.
26. 1. The wind had savage allies.
 A. If it had not been for my closely fitted helmet, the explosions might have shattered my eardrums.
 B. The first clap of thunder came as a deafening explosion that literally shook my teeth.
 C. I did not hear the thunder I actually felt it – an almost unbearable physical experience.
 D. I saw lightning all around me in every shape imaginable.
 6. It was raining so torrentially that I thought I would drown in mid-air.

ANSWER KEY:

1. BEADC	2. BEDCA	3. EDCBA	4. DCBA	5. CDEBA	6. ADBCE
7. FDEBAC	8. DECAB	9. FEDCBA	10. CBDAE	11. ABCDE	12. ACEBD
13. BEDCA	14. ADBEC	15. BAFDCE	16. BCDE	17. CFDAEB	18. CBEDA
19. ABDC	20. DCBA	21. CDBA	22. ACBD	23. BDCA	24. DACB
25. CADB	26. BCAD				