

# Technical Report

PRACTICE STORIES

by

T.Venkateswara Rao

WP 1975/89

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INDIAN INSTITUTE OF MANAGEMENT  
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PRACTICE STORIES

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T.Venkateswara Rao

October, 1975

T.R. No. 89

To  
Chairman (Research)  
IIMA

Technical Report

Title of the report . . . . . Statistical Analysis of (Research)  
Name of the author . . . . . T. N. Rao  
Under which area do you like to be classified? . . . . . Experimental Statistics

ABSTRACT (within 250 words).

... .. This is a continuation of the work reported  
... .. in I.T. These are 5 sets of problems  
... .. which require system to be solved  
... .. at the end of each set. Reliability  
... .. coefficients have to be computed  
... .. on the basis these data, and  
... .. the keys supplied in this

Please indicate restrictions if any that the author wishes to place  
upon this note . . . . . To be published  
... .. Publication

7/12

Date :

T. N. Rao  
Signature of the author

## Practice Stories

### Set 1

1.1 Father is trying to advise his graduated son as to how he should carry out his work. He is trying to tell him out of his experience. The son does not seem to be quite attentive. The father is trying to initiate his son in his business, so that he will take over in near future from him.

1.2 The son is brooding over the advice of his father, while sitting at his office table. He seems to be thinking whether to continue his father's business or to seek some career outside; which may suit his educational background.

1.3 The son is attending the meeting along with his father. The son seems to be observing as to how the meetings are conducted, which may give some experience.

1.4 The son appears to be taking interest and is sitting at his office table doing the work for much larger periods. He is trying to give a fair trial to what his father has advised him.

1.5 The son has not made up his mind yet. He is still thinking over the matter. The father observes him sitting alone outside the house, on the compound fence. The father approaches him and is trying to find out what the matter is from his son.

1.6 The son has probably decided to go away to seek a new career. The father is dejected at this thought and is thinking over as to how he could get back his son to follow his own business and hoping for the best.

1.7 The boy is talking to his father about some important issue. The father seems to be giving him some advise. From the way the father is bent towards the son it appears he is stressing some point.

1.8 Four people have been newly recruited in the company. They are being shown around the Co., so that they can get a 'feel' of the organization. Here they are visiting or going around a shopfloor. The manager in charge of the shopfloor or production unit is explaining to these four people how each equipment works and what the production process is all about. The manager is an interesting talker and all the four are listening with rapt attention.

## Practice Stories

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1.21 The next day the manager came to the office before any one else. He went through the work of John and other workers of the office. There he found out that what a heavy work load each one is having. So he determined to meet John first and others in turn. And tell to them also to conduct a common meeting for the common suggestion to improve the situation.

He also realized that he is hot in nature, and should have to controll himself better.

When the workers came to the office they saw a smiling manager greeting them.

1.22 As decided early after the personal talks wthere was a common gathering and the manager spoke about the inefficiency of the work being done and his plan to improve it, and requested their co-operation. But as he started to explain the inefficiency of work, John thought it is to shame him publicly so he walked out. But the manager kept on talking and of course, he gave time to each one to share their problems and ideas, and to plan a new programme for the programme.

Later the co-workers gave an appreciating report of the meeting to John who thought about it.

1.23 The manager was not disappointed. He went to John and invited him for an outing in the evening there in the park. They had a real talk of course the report of the previous meeting given to John by the friends had a good effect on him. There, in the park, the two of them had a mutual talk, they talked about the business—their problems—their families and life—their interest etc.

It opened the road to success. John agreed to the suggestions of the meeting. Manager in turn promised to help by a typist for John for two hours a day.

A team is formed. A new method is made for better management.

1.24 Now, here is the manager at the end of the day. Smiling at every one wishing them good-bye who come to say good-bye. The company has improved a lot in their work efficiency after the change in the means of management and to say their real intensity and team work, which leads to efficiency of work which in turn to joy and contentment which we see in the face of the manager.

1.25 Doctors meets with villagers, and talking about the problems which have troubles in his family.

Man is more conscious about his family as he is not able to provide proper necessities. He is sitting idle in his cot. If that villager will not think of his problem and its remedy he will get troubled more in the future. Doctor provide more efficient method to solve problems.

1.26 The man is busy with his study in the room and he had good room to live. Every thing is available him here.

Man spending good days of his life and busy in his work, all the time there is works as he is wealthy. Utilization of time.

1.27 A man is thinking about and planning siting in a place. There is some planning for the future. So that he could do good to his family. There is still time for him to get success the work which he planned earlier.

1.28 Few people are sitting and few are standing around man. There are villagers and a learned man (Doctor) is asking their problems when they have.

How their problems can be solved. Which was before them. Now they are involved to get any sort of solution for their problem.

Doctor is telling the solutions for their problems.

1.29 A man who is sitting in the aeroplane, is more conscious about his problems and thinks to follow the advise of doctor about family planning.

Scoring for Set 1

- 1.1 Son does not seem to be attentive. A - I (Opposition to authority)
- 1.2 He seems to be thinking.....D - IV (Work-orientation)
- 1.3 He seems to be observing.....D -IV (Work-orientation)
- 1.4 He is trying to give a fair trial to what his father advised him A - I (Benevolent authority)
- 1.5 He is still thinking over the matter D - IV
- 1.6 Father is dejected C - I
- 1.7 Nil
- 1.8 Nil
- 1.9 Nil
- 1.10 Nil
- 1.11 Nil
- 1.12 Thinking of launching a new-product - D - IV  
Assistant Director is thinking about the catchy advertisement - D IV
- 1.13 Father is questioning him - A - I  
Son feels disgusted - C-III  
He is thinking of going away from home - B - III  
He wants to talk with his father and come to an understanding ---father will understand - B - I.
- 1.14 He meets with many frustration - C - I  
He is confused - C - II
- 1.15 Nil
- 1.16 Looking at them with understanding and concern - B - IV  
He wants to help them ...B - II



- 1.17 He is trying to help ...B-IV
- 1.18 Can really relax - D - I
- 1.19 John was really angry - C III  
Manager scolded him - A II
- 1.20 Work may improve D-II  
to improve the situation
- 1.21 Suggestions for improving the situation - D - II
- 1.22 He walked out - A III
- 1.23 Nil
- 1.24 Nil
- 1.25 Sitting idle in his cot ...D - I
- 1.26
- 1.27 Man is think about and planning .. D IV
- 1.28 They are involved to get any sort of solution  
to their problem - D II
- 1.29 Thinks to follow the advice of Doctor - A I  
Conscious about problems D - II

Practice StoriesSet 2

2.1 A man whose name is John has a son. He is asking his son to do something for him. And also asking his son the idea of .....The .....and express his opinion about it also if he has any objection towards it. It shows the father-son relationship in the family. The father wanted the son to do the work for him. The son accept the father's desire and do willfully and cheerfully and does the work in the best way possible.

2.2 The son is performing the prescribed work by the father. The father and the son wants to cooperate with each other and do everything in the best way. So in the past also they were doing the something. It is a good idea to be in love with one another. Unity is wanted by both of them. Then everything will go on well, and will be achieving the goal perfectly.

2.3 A gentleman is sitting at his office doing some office work. His name is Peter. He is wanting to do some work so that he can earn something by his own effort and not simply waste the time. He was doing his work as a hobby too. He is very happy about it. He can help others by his work by accomplishing something for others. His sincere effort and interest is wanted by others. He does his work perfectly.

2.4 Four men are seen on the picture. Two of them looked worried about something; may be illness or some other trouble. The other two are the visitors. Sympathy and kindness might have been lead then to visit the two unhappy men. That might be helping or consoling the unhappy fellows. The sympathy and understanding is needed by the

2.5 Two men are seen in the scene. One man is standing and another one is sitting. Both of them are thinking something very deeply. One of them had a serious problem and he is seeking the advice and suggestion of other fellows. He might had some previous experiences in which he received the help of the another and was successful. The fellow had the good will and generosity to help others. He is helping other as much as he can. So the generosity and co-operation of other can make people happy and the life.

2.6 A gentleman is sitting very much relaxed and feels happy. In his life he may not have met any failure so far, and also must be a help to his fellow men and enjoys the life well. He finds happiness in helping the needy. He himself will be facing the problem but finds success everywhere. He is able to stand any difficult situation because of his will power. So he

2.7 There are two members of a community and one is conservative other is progressive type. Due to the changes in the world around and in the community the conservative man started to walk out and the other one is asking the reason and is calling him back. There is a need for understanding and change. Change should be only moderate and should not be too fast or too slow. This is a situation to lead them to the better life. There was not enough understanding, responsibility and challenge in the past. The conservatives had a thought of living in the same situation. The two men will come together.

2.8 A man playing with a piano. He is very interested in singing. He was a man of prayer and generosity before. Now he is very happy due to the changes that has occurred. After his duty he likes to come and sing and so he does. The others must be doing someother work. But this doesn't bother him. In the past they had a particular way of doing but now every one is responsible for himself. Unity in doing things together were valued in the past and now unity of mind with diversity in activity is accepted. It is possible for them to lead to selfishness. A change might occur and after some time they will come together and appreciate each other's talents.

2.9 Two men are working in an office. The officer is actually very busy with great load of work. There are two men employed in a hospital. They are putting their things here and there. They are not at all bothering about things in order and so the place is conjusted. In the past they never had communication and now they want to have better communications. Now they are taking personal responsibility to finish their own work. But in the past they never finished their own work. There is a need for more staff. This situation will lead them to do the work properly if they will be provided with more staff to finish up the other work.

2.10 A few men are wirting together They are people of one community with the same matter. There is a great change in the world around due to the advance in Science, Medicine, etc. Some things they can manage without God. The people around doesn't

structured pattern of life. So there is a need for change among these men. So they come together and discussed. One is a progressive type. The others are of different characters and so some are confused, some are afraid, some are learning their company and the others are anxious about future. There will be more self knowledge and there is need for help. Some might leave their company.

2.11 Two men sits together and discusses about life. The future is vague for them. One seems to be afraid of what is going to happen and the other is very anxious. Both are trying to understand what is happening in their community. In the past they had structural pattern of life and that was thought to be the best way of following Jesus Christ. Now, because of the changes outside the members of their community started changing. They are in need of understanding the necessity of change of their life, patterns, relationship, dedication, etc. They need some help and then they will understand and so they will dedicate themselves freely to God and fellow-men and this will be shown in their life. The community will make themselves Christ's family.

2.12 Here is a man who is worried and frustrated. The changes in his community made him like this. In the past he believed in a structured way of life, business minded. Actually that was only superficial and no effort was put personally to make the life more efficient. But now there is too much change around us. People expect to change. Some members were so progressive and so they made plans together to change. Changes are occurring within. But the conservative man is afraid. He will get disappointed if he doesn't get help and there is need for moderation, not progressive or conservative. If this happens their life will be successful.

2.13 This is a situation of father and son. The son has grown up and is going out to work. He is asking his father's advice. In the past the son was very obedient but it seems now he wants to make his own decision. He is unlikely to listen to his father's advice and going to go his own way. The father is slightly sad on looking his son but he will have to settle for it because there is no alternative for them.

2.14 There was a group of engineers who were unemployed. They applied for a jobs in an organisation and they thought that they would be given good work. But in the organisation they were treated like novices with everyone lecturing to them without allowing them to touch any thing. They were disappointed and they started looking for another job.

2.15 A group of revolutionaries are working to overthrow the established s established sub. Two people had been sent to kill a leading man of the government but they were unsuccessful and in the process one of them got killed. The other revolutionary has return easily, feel very sad. He is being comforted by others and they are planning on the next course of action. However it is unlikely that they will succeed.

2.16 There was a person who was totally devoted to the organisation. He wanted that it should grow and prosper. He suggested an expansion plan and he was made in charge of the same. He successfully completed and he is lücking very satisfied. Next day production is going to start and he will hear the humming of machines and output coming out. He is very pleased that he did the job well and will be able to handle more complicated jobs in future.

2.17 The lecherous boss has just called his secretary. The boss is incompetent and does not have any work in the office and therefore he keeps busy with his secretary. The man will soon be thrown out of the organisation because it is unhealthy that such activities should go on in the organisation. The secretary will also be thrown out the same way.

2.18 Once upon a time there was a man called Robison. He was very intelligent and hardworking. He was of helping nature. But one thing which he could not do was to cheat. The place he was working was full of crooks. Therefore one day he was thrown out and declared insane. He felt very bad but his adversaries were so powerful that he could not do anything. Therefore he left all work and became a devote of Jesus.

2.19 A young man after finishing his studies is not seriously thinking of getting employment. His aged father who will be retiring soon is worried so one day he decides to talk to his son. The young man naturally objects to this.

The father tells him that he cannot go on relying on his old father. Soon father will be retired and they are not so rich that they can live without any regular income coming on. So he advises his son to seriously look at for jobs. This leads to a little argument and son is not happy at his father's remarks.

Old man tries to impress upon his son that self-reliance is much better than relying on somebody else--in this case his father--for his daily needs.

It may be thus seen this young may quarrel with his father and leave the home.

2.20 A man employed as an officer in a firm is doing his daily work. However he had a quarrel at home with his wife and so he just cannot concentrate on his work. He is physically present at office but mentally at home.

just now he is recapitulating the whole case as it happened in the morning. He wonders whether what he did and said was worth it. He had to do it sometime but whether today—a working day, was the correct time.

He is thinking what his wife will be doing and thinking at home. How she will receive him in the evening when he goes home. What he should do when he reaches home.

He is really worried whether this will lead to any serious trouble. He is finding ways and means to settle it with love and affection.

2.21 A Chairman of a Company calls the meeting of the Directors to discuss the business of the company. He has discussed the management's new strategy and the meeting is just over. Some of the members are leaving the room while some are discussing a point or two among themselves. The various departmental heads will be taking the action as per the new strategy and the business is likely to improve.

2.22 John is working in the Accounts department. He is generally slow and not methodical. He often makes a mistake and has to sit after office hours to balance the accounts. Today again he has made a mistake. His account book does not tally. His friends who used to help him in the beginning are now fed up with his lethargy so they no longer sit with him to help. Poor John he is struggling alone in the office. He is trying his level best to find the mistake. He is likely to continue like this unless he is more careful and methodical. He goes home tired after a long day's work. He keeps awake at night trying to find his mistakes. So he is tired the next day and is liable to make more mistakes. If he continues like this he is likely to lose his job. He will have to change his habits.

2.23 Ramu went fishing with his father. Both loved fishing and sea food. But today they had no luck. After trying for some hours they could not get any catch. So they decided to rest for a while on the bridge. Ramu is a bit disheartened but his father is trying to cheer him up. He seems to tell Ramu that every day is not a Sunday. He cannot expect good catch every time he goes fishing. He is trying to explain to Ramu that some goes in every day life. You cannot be a winner always. Some time you have to lose and you should know and learn how to lose with a smiling face. This will certainly teach Ramu a very good lesson of life and he will learn to lose only to try again.

2.24 A company is sending one of its officers abroad for training. He is on his way. This is the first time he is flying and his first trip abroad. During the long hours of flying he is thinking of his family and friends he has left behind. He wonders what this new country is like. He has read a lot about it and knows quite a few things about this country people and the training course. But now he will be actually experiencing them. How he will fit there. What he will do after going back home. He is visualising a better prospect after this training which will mean better life for him and his family. Also a better status as foreign returned and foreign trained among his family and friends.

2.25 It seems to be struggle between a father and a son and son seems to be not obeying the father in connection with advice given by his father and son is threatening to walk away from the house and father is trying to reason him and it looks as if the matter cannot be solved between them unless some intervention is possible by another member of the family. In such a situation father and son both should be reasonable to each other in their own interests.

2.26 A young boy is thinking about his future and making castles in the air. It seems he has got lot of property which he seems to have inherited like a big house and a car and he is watching through the window of his house thinking about his future as to how he should take life, style of his life and alike. He may be thinking about marrying a nice girl and have a family and a prosperous life. How will he bring up his children etc. put them in good schools, give them good education and make them obedient etc. he may also be thinking.

2.27 This seems to be the situation of a meeting of Board of Directors, wherein disagreement seems to be there and heated discussion is taking place and even some members of the board are walking out. There is disagreement between them and each one is trying to press his point and reason others but the situation is not leading to anywhere and the result will be that it will be that it will mean waste of time, money and labour.

All members listen to the chief of the board and abide by his decision and behave properly. Without which there will be no law and order and rules adopted.

2.28 This is the situation in an office where only one honest clerk is doing his work and others are absent from their seat. This situation has been led by no proper control by the supervisors and no control over the staff and staff are in the habit of not working full time and not doing their job properly and fully and in future it will lead to chaos and work will be not up to date and not efficient. For future it is imperative that strict control is maintained by supervisors over their staff and not absence permitted and work kept upto date **and in an upto date manner.**

2.29 This situation is that the boy has runaway from the house and father has gone to fetch him and reason him and explain to him that what he has done is wrong and he has done in a fit of a moment. Actually the boy had run away as he has disagreements with the father. The boy is finding himself in a difficult situation without necessities of life, the father can leave him alone forget about him, but parental affection does not allow him to do so and in his never ending effort he is trying to reason the boy so that the future of the family can be peaceful and secure and there is happiness in the family.

2.30 This is the story of a man who is now mature and settled in life. This has been led because in his young life he must have listened to his elders and educated properly and come out of school/college with distinction and found a good job where also he must have worked hard and honestly and must be enthusiastic, must have obeyed his elders etc. In the office he has risen to the position of the boss and is enjoying the fruits of his honest labour and has reached to top of his office position and age and is now thinking about the future of his family and that how now future generation will and should be and that how he should spend his retired life.



Set 2Scoring Key

2.1	AI, BI
2.2	Nil
2.3	BI
2.4	BI, BIV, CI, CII
2.5	BIV, DII, DIV
2.6	DI
2.7	BIII
2.8	BIV
2.9	BII, DII
2.10	BII, CI, CII
2.11	BII, CII, DIV
2.12	BII, CI, CII
2.13	AI, AIV, BII, CI
2.14	CI
2.15	AIII, CI, CIII, DIII, DIV
2.16	BI, DIV
2.17	CIII
2.18	CI
2.19	AIII
2.20	CI, DII, DIV
2.21	DIV
2.22	CII, DIII
2.24	Nil
2.25	AIII
2.26	DIV
2.27	CIII, DII
2.28	Nil
2.29	AIII
2.30	DIV

Practice StoriesSet 3

3.1 The story of an officer and his secretary. He is asking his secretary why he is absent in the office. The reason was that he was sick but the manager got annoyed by that answer because he has already taken sick leaves, what is being allowed. He does not believe in his reasoning, so he asks his secretary to not to say excuses and escape from his work. Next time if this happens he will be out of his job.

3.2 Most of the time the typist is quite land calm in his office doing whatever work is asked by his officer. There was no spare time for him to go out or to be with his friends. He was a very faithful typist honestly did the work what ever is asked by his officer taking most of his leisure time. Time passed, years passed. You will never be seen anywhere and with anyone except with his papers and typewriter and the four walls.

3.3 Tom is a college boy. He always like to entertain people of his own group. His friends always liked him very much. As the days passed he found only .....to be with his friends and asked the money with them. He backed from classes. Went home late at night. When the result came Tom's name was not in the list.

3.4 There were two gentlemen working in the same office. After their hard work they always made some time to meet and talk together in a calm place relating their work experiences. This helped them to be better friends and better co-workers. So they could avoid lots of misunderstanding in their working area.

3.5 Tom and Milo were good friends but there were many things in Tom which Milo find strange. One day he called Tom and asked the reason for why he is so sad these days. Milo said he was having a crucial problem with his parents. When Tom can only help, the reason for being sad is no one understands him at home and in the town. Tom has real patience to listen his past experiences and why he chose that girl. So he offered him all help possible and he was happy to see his friend over come his sadness through his effort.

3.6 Man and his servant can't find the car keys. Thinks the servant may have them, after cleaning the car. Servant says he hasn't got them. Man insists that he was the last person to see them, starts getting annoyed. Servant insists he hasn't, get defensive, and finally ends up insisting that he should not be blamed, he gave them back after cleaning the car.

This will go on for a few minutes, the keys will be located, and it will be over.

3.7 A film set scene from a Hindi film patriotic variety. Film hero giving typical heroic speech about how each individual must do his bit for God and the Motherland. He will point out each man in the group individually and give him a patriotic plati-tuchious pep-talk (audience will cheer at the nice sentiment). Individuals in the group will be shown working at double efficiency after the momentous realisation that production is patriotism. Output of the factory (in the movie) will increase, breakage, spoilage, and absence decrease.

3.8 Bad news. The Government has just insisted that 25% of production must be of the cheaper variety and be sold at a controlled price. How can a profit margin be maintained? Everyone is stamped. It's going to affect their performance relative to the other plants. Much celebration going on, net many ideas generated.

Solution is found later (This particular meeting doesn't solve everything). Some costs, thought to be fixed, can be cut. Helps matters slightly, so that production is not quite so good as before, but not as bad as expected.

3.9 Another clip from the same movie. Hero stands serviv surveying his beloved factory. His sweetheart has left him. In the interval during which he was away, (holiday in the hills with aforementioned sweetheart) his deputy's mismanagement has led to a strike. He bursts into song accompanied by invisible band.

Suddenly workers march in through the door and provide chorus. The machines are started, and clank in time to the music. Scene ends with crescendo of praise to the Motherland, and doubled production to make up for the strike.

3.10 Secretary has just entered. Boss has been blown up by bossus' boss, and is about to tell her all about what happened, how unfair the whole thing is, and what the hell, the slogs and those—at Head Office never appreciate, etc. after he has cooled down, they return to work on the report she just brought in.

3.11 Scene from a modern play—based on the Bible (Same genre as Godspell, JCS, etc) The modern Jesus sits at a table in a small cafe and preaches to the disciples—who are college students. Probably telling a parable. May also be the last supper. Photograph taken by press photographer, in insufficient lighting, to head a review of the play (play is being staged in Bombay, by college and post college young crowd).

3.12 An old man (seems to be father) had some argument with a young man (likely to be his son). Son is going away from the room and which has upset the old man (father) and he is pleading with his son to understand his point of view. Son seems to listening to his father's pleading but is not likely to agree and will go away.

3.13 A young man is in love with a young girl and is absorbed in looking into his picture imagining the pleasure and happiness he gets with her association. Watching her picture gives him inspiration and joy. He is dreaming of marrying her as this will bring pleasure to his life and get married.

3.14 A meeting is taking place inside a room in which number of people had serious argument and having not reached to any decisions are relaxing to provide break and give opportunity to assimilate their thoughts on the basis of arguments put forward by various groups. The mood seems to be cheerful and on start of proceeding of the meeting they are likely to find common ground for agreement.

3.15 In an office premises a clerk has been asked to work late to finish urgent work. He looks tired out after completing the work and collecting or bunching the finished work. He seems to be apprehensive of working alone in the premises of the office. His attitude is of resentment and in future he will oppose such situation as he feels this may be a punishment for him.

3.16 Father has been looking for his son and found him in the field sitting on fence absorbed in looking into nature's beauty. He is asking questions to his son and telling him why he has been looking for him. Son is not liking the disruption and is not in a mood to listen to his request and there may be some argument later on. Father realises this and so he is talking very lightly and laughing at the same time and may not take offence for his son's attitude.

3.17 A younger man has come from outside and is relaxing in a room waiting for somebody. To pass time he started reading a book which has influenced his thought to such an extent that unknowingly he has stopped reading the book and is in deep in thought. What he has read seems to have reminded him about his past experiences and he is reviewing his actions and behaviour in the light of what he has just read. He is likely to remain in this position for sometime unless disturbed.

3.18 The situation appears to be in the office of a Principal, who seems to be explaining some points or aspects of the behaviour or may be attitudes of the junior individual. The junior individual appears antagonistic and the principal appears extremely patient and understanding. The dialogue between the two appears to continue and will continue for some while because of the non-co-operative attitude of the junior individual however I do believe that better sense will prevail and that the principal will eventually get his way and may be even be successful in chiding the youngster.

3.19 Life is not a bed of roses--it appears that four young man--Ashok seems disillusioned with life--his hope, ambitions and aspirations seem to be way out in the fields. He dreams of what life could be if things happened if he planned them--however reading that they are not so he reflects both for the present, future and as he sits there his old framed photograph of his old football days--when he was captain and things went exactly as he wanted them too. He wonder why they are not so now. He feel he is second to none and now that he has reached life is difficult he plans a now with newer and more realistic conditions--making life with a new just and ambition more with the situation.

3.20 The principal of the college has taken unilateral action is suspending the secretary of the college students union and so the incident--has called a meeting of the various office bearers of the union to decide what their course of action should

be —the secretary was a very extroversial one and unfortunately did not have the complete backing of all members of the executive body of the union. Therefore they felt that it was a blessing in disguise that he had been suspended and would therefore be out of the way. However some thought it was unjust and that the action was unjustified and that the principal was undermining the power of the student body.

After much deliberations it was decided to go to the principal and ask him to take back the secretary.

3.21 There was going to be an exhibition in the USA and the GOI had asked for various models for the official Indian pavilion. Mr. Kapoor had just returned after his specialisation in exhibition and town planning and thought may be he could submit a plan and thereby get known and make a name for himself. So day after day, after every evening he would sit late into the night bring all the knowledge he had learned to put in to paper a plan of a pavilion.

Many designs came and went and many found their own way to the bottom of the waste paper basket but at the end after many months of hard labour Mr. Kapoor had on his table a design that he was sure would win him the first prize and the .....of actually going to the site and see his model going up in real life brick by brick

3.22 In the northern districts of Punjab there was a farmer who lived with his son and cultivated a large area of land. They undercock variety of crop every year and with the use of modern methods there were able to improve upon the production of their land every year.

Now Mr. Kochar used to send his son to a boarding school and since his lad was a youngster did not trouble him with the main problems involved in drawing an efficient and profitable set up.

However, now his son had finished his high school and before he joined college his father takes him for a trip around the farm—shows him the poultry, the dung, the vegetable patch the etc. and asks him what he would like to do and only then decide on his future course of study as he felt one must plan and programme his life—one must learn the methods and tools that would help him in his later life as with modern technique he could run a more efficient and profitable set up.

3.23 Mr. Singh is on his way back from a general sales conference where he has met the various other sales managers of the parent organisation in London. As he returns via AI, in a flight destined to Delhi he reflects about the proceedings at the conference. He wonders why the other managers are able to perform better than him—and he dislikes this many thought so he tries to read but he cannot. He realises that may be he is unable to meet the results achieved by his fellow managers may be because of his own **incomptence.**

Therefore he resolves that he would train his junior in order that they do not have to go through the same ordeal, so that they are aware of the modern techniques in order to achieve better results. So on return Mr. Singh calls his juniors and outlines a complete comprehensive training programme for them over a period of time this he advises them is essential and therefore compulsory for them to participate in.

3.24 A bank manager had a son who was a real spenthrift. Father was really annoyed at the son and reprimanded. The son could not take the reprimand and he left home and wandered around. Before leaving the home he had collected whatever he could get hold on, so that he can live a happy life which he thought he can. But unfortunately he lost everything in a train accident and only his life was saved. When he was alone, tired and torn out he thought of his own home life and he repented for not obeying his father and made up his mind to return to his father and live under obedience a happy life.

3.25 A boy of 19 was searching for a job for about 2 months. Finally he got a menial job which was far below from his **dagnity.** Circumstances forced him to accept the job. But finding himself unable to do it satisfactorily he left the job, disguised himself and started to earn his life by begging from door to door. He met on his begging tour a companion who was almost the

3.26 A particular officer had a secretary who was a very clever chap. He was very fast in his work and especially in typing. The officer was very pleased with him and appointed him as his assistant so that he can leave him an important business and make himself little more free. When the secretary became the assistant he was not the same as he thought.

Practice StoriesSet 4

4.1 The scene is in a Bengali family as apparent from the father's dress. The son has been behaving wrongly or not applying himself to studies or career planning. The father of the son is advising or admonishing his son in his study. The son does not look convinced and probably will continue the pursuit of the path he had been following. It is also possible that the methods used by the son in their business are not proper or inadequate.

4.2 The person in the story is an artist, sitting in his studio. The desk near a large window permitting a lot of sunlight in the studio. On the desk there is a drawing board with a drawing paper mounted on it. In front of the desk a small photograph of a couple. The artist is engrossed in thought as to how he should reproduce the photograph on the drawing paper. Outside from the window one could see some houses and trees and this scene is causing a bit of distraction and hence the artist has not yet put his pencil on the drawing board. He will soon make out a large sketch for the photograph.

4.3 A meeting was called of young political party members on an urgent and controversial matter. During the meeting heated debate took place and most members could not see eye to eye. Some in anger turned their backs to the conference table. Another young member stood up and tried to make his point forcefully. An elderly member of the group tries to explain to the candidates sitting at the table his view points. The meeting will break up with no agreement on the points of discussion.

4.4 This is evident from the shirt the clerk is wearing which has epuletts on the shoulders. It is an army administrative office. Except for one of the clerks all have gone home. It is past this office closing time since the waste paper basket are full of discarded papers. The only clerk remaining behind is either working on a special/secret assignment or has not been able to complete the given assignment during the normal office hours.

4.5 Father wanted to have an intimate talk to his son. As per his suggestion both of them walk into the open fields. The son and father have good understanding. The son sits on the wooden fencing of the farm and is intently listening to the advice being given by his father. The son seem happy and enthusiastic of the advice and seems eager to follow it. Father seems satisfied at the easy achievement.



4.6 The person is travelling in air craft. He is a young air force officer, in fairly high position. He is wearing his great coat as probably the air craft is too cold or perhaps he is engrossed in thoughts of strategies to use at the negotiating meeting scheduled for obtaining more airplanes for the air force. From his ease of poise he seems pretty confident of achieving the task thought it needs all his concentration. His mission will be a success.

4.7 The day has come to a close—a hard working day. John has closed up his typewriter and is preparing to go home. It is obvious that it is well past the normal working hours because all the other desks are vacant.

Though John may have been the last to leave, the Proprietor Mr. Sheikh comes out and is seen asking John for the letter that he feels was due to be ready by then. John explaining that he has not had a moments rest though the day and, in fact, has worked beyond the rest of the staff.

Payment of overtime in this firm is probably not made as it does not appear to be a large or established firm.

Read in connection with text after 4 pages.

The more sensitive you are, the more efficacious, you can be.

4.8 Andrews is a draughtsman designer. He sits at his window pondering on the problem before him. He processes in the mind the various manufacturing operations that go in to the product he has in mind.

He is oblivious to the game and people on the green before him. The room appears airy, but probably could have been designed better.

Light from the window beats inwards on to his eyes which is certainly not the best lighting arrangement. Dependent on the room, we could turn the table around still permitting Andrews to look out or contemplate.

4.9 We have a conference in progress which appears to have determined into a squabble. More than one person is speaking at the same time with anger writ large on their face.

It also appears that this squabble is not of any great portent as is dealing with earth-shaking decisions because one of the participants has left the table and is moving out.

The others in the picture appear to have nothing much to offer by way of discussion and are probably juniors to the others addressing them.

The discussion is probably on the working of the company since a large no. of people are involved (the belonging to a particular category of staff e.g. salesmen).

4.10 Here again the gentleman is working when all the others have left. It is probably the meal break as the light coming in through the windows is quite considerable. The absence of shadow detail in the picture indicates the lighting of the room is good as otherwise the light from the windows would cast shadows.

However, from the number of scraps of paper in the waste paper basket it appears the gentleman is working on a draft and revising. He does not appear an inefficient worker because his table and surroundings are neat and tidy.

Probably the gentleman in the table ahead also has a draft to handle because his basket is also filled with papers. However, he has left in this particular instance.

However, probably a break would help the gentleman with some clarity to gather his ideas.

4.11 The boy is sitting on a fence morose and dejected. He appears in good health and this cannot account for his attitude.

A person passing by, who knows the boy quite well, comes up to him and questions him as to why he so sits when the open fields around beckon.

The fields however are empty so it's probably a working day and a school day. However, the man does not directly ask why the boy has not gone to school though he would like to know and probably offer help as he does not appear to be someone who would encourage truancy.

The incident

4.12 A military man sits in his cabin on a ship reminiscing. He has probably recuperating from a sickness contracted overseas as he does not appear in topping health and even in the comparative shelter of an air conditioned cabin wears his great coat.

He speculates that he has not done anything really worthwhile as there are no service medals on the coat and wonders what the future holds for him back home as probably he may not come at again.

He has no regrets for what has happened but only fear that he may not prove adequate for the days ahead as he is no longer young and resilient-- noted from the spectacles used for reading but removed for long sight use.

4.13 Some misunderstanding between father and son. Father is trying to make him understand his views. The son seems to be not agreeing to father's idea. Father is trying to motivate his son to follow his instructions. Son may quit the house.

4.14 A young man is looking at a photograph of his relatives and thinking about them. Perhaps the photo may be of his parents. He is thinking of their achievements in life.

4.15 A discussion being held in a conference room. They are perhaps trying to find a solution to a problem which they are facing. One person has walked off the conference perhaps due to disagreement. The conference seems to go on well.

4.16 The Office Superintendent has come. He finds none of his staff has come to work. He is imagining the reason for the absence of his staff. The absence of the staff may be due to a strike or dislocation of traffic.

4.17 Two friends are discussing about the problems of their village. The man sitting is listening to the other. He is not pleased with the ideas of the other man.

4.18 A man is a passenger in a flight. Perhaps he is going on leave to meet his family. He is thinking of the time he will land and of excitement of meeting his family members or he is returning from leave to join duty.

4.19 Son appears to have fared not well in the examinations and his progress report was not viewed with concern by the father. He entered his study room and is having a chat with him about it. Son is listening obediently and promises to do better. As he is quite repentant of his lapses and feels sincerely to improve, he is bound to succeed.

4.20 A young executive of a company comes home after a strenuous work. He hears a child's cry from the compound comes near the window to have a look at what has happened to his son what was playing outside. Nothing serious has happened. The cry came during the play.

4.21 Society Managing Committee Meeting: There was a serious complaint made to the Secretary of the society by the watchman that he was slapped on the face by one of the members. The incident took place as the car the member was driving has hit against gate, as the watchman had not opened it fully. The secretary called for an emergency managing committee meeting and reported to the members the complaint made by the watchman asked for guidance for further action. It was decided to call the member to be present at the Committee meeting for interrogation. A request was therefore made to the member concerned to attend a Committee meeting. During the Committee meeting, arguments arose and the member concerned got angry and staged a walk out.

4.22 Young Ram had just got an appointment as a clerk in a small company. He had graduated three years back and could not get a job anywhere. Now he has got a job he was very excited. He started working hard and was determined to complete the work given to him the same day. He would stay overtime and complete his work rather than postpone it for the next day. This approach got him its reward and he started climbing the ladder fast.

4.23 Ram was a good sportman and was especially determined to make his son a good athlete. The son, however, had no inclination for sports and rather do some story reading at house than wastes his time on the track. The father used to take him to the park and ask him to practice running. But after one attempt, he would languidly sit idle for rest. Ram gets upset and gives lectures.

4.24 Ram was a thriving businessman having his headquarters at Bombay. He has to go to Delhi several times, for meeting government people, to get import license. Normally he travels by air. While flying he tries to take his files and do work but he could never concentrate. Invariably, the papers rest on his lap, he goes for a nap or think about the strategem he has to plan while talking with the government people, how much bribe he has to offer etc.

4.25 Dr. Babar was a Doctor. He had established his practice which had grown in leaps and bounds. He had a clinic-cum-hospital and he was a **happy** man.

He had a son, the only son Humayun and he was a very intelligent and so to say an ideal son. He was growing fast and Dr Babar expected his son to take up to medicine and follow him in business and for this purpose he was following up his studies closely.

Humayun did not have a liking for medicine but had inclination to engineering. Dr. father asked him but in vain. Dr. Babar felt all his investments of no use. He tried to explain and did his best.

But Humayun declined and against his father's will followed engineering and became a well established Electronic Engineer. He did a lot of inventions and became famous and won awards.

4.26 Hari was a man born in a village. But being an intelligent man he worked his way hard and did his education. He then followed his education abroad and after the education got a job where he was nicely rewarded for his hardwork.

He wanted to come back to India. He had photos of his family members and every now and then when he was nostalgic looked at his photo which made him homesick.

But a job at the same salary was impossible in India. He could not expect the same standard of living in India and had to continue abroad. He could only look at the photographs and satisfy himself. This was a happy and bad affair he had to put up with.

4.27 The firm was owned by all the family members and after the death of their father it was left to them to follow up the business. All matters were regularly discussed at a meeting across a table in the house and all decisions were taken by majority.

When the days of shortage came, one member thought of cornering the goods in the market and then selling at premium at appropriate time. But the oldest lady in the family pointed out that though they may make large profits this way, their names would be spoilt for all years to come. She also told them of the new thought wave, the socialistic way where they should be satisfied with what normal profit that they get and set an example to all the others.

This proved true. All people talked of the work during scarcity done by this firm and subsequently their sales picked up. What they had not made in scarcity days they got by normal profit, good name and large sales.

4.28 The strike was on. All workers and clerical staff went on strike, but Arvind who aspired for an officers job could not join them. He could not think of going on strike and could not afford to lose even a week's pay, leave aside a month's pay. He came up from a poor family, worked his way hard and in spite of his wish to learn more and be a doctor or engineer, had to go for B.A.

In spite of the strike he went to his office and did the job risking his life, his popularity with his colleagues and since the work was more he had to do all their work without expecting overtime.

After the strike was over he became an officer and later by his sweet nature won over his colleagues confidence as also of his supervisors. Hard and conscience work won him the popularity and success.

4.29 Kisan was born in a village. His father had been a farmer. Still he learned and also helped his father. He was having a lot of imaginations for his future life. He once went to a big city and saw the life there. He then thought of the pleasures in the city life. He also fell in love with a girl.

The girl's father also liked this ambitious boy. But when heard of his family history he came to the village with him and informed him that he would do farming in a modern way, help develop his village, come up in life and still marry his daughter. This was very important in these days in the socialistic pattern. He agreed to this as per reasoning of his future father in law and he succeeds.

4.30 Mr. Panjabi had all the time he wanted to be a pilot. He had a rich father in a big business he persuaded him to become a business man. With a great reluctance he did join his father and later on had to go on travelling in India and abroad for business. He had to fly a number of times. As he flew he imagined himself to be a pilot. Often he visited the pilots cockpit and made friends with them and what he could not do in his life he enjoyed vicariously. He enjoyed the time he was on and off the plane than anything else in the world.

Scoring

4.1	A II
4.2	D IV
4.3	C III, D III
4.4	Nil
4.5	A I, B I
4.6	D IV
4.7	Nil
4.8	D IV
4.9	C III
4.10	Nil
4.11	C I
4.12	C II
4.13	A III, D II
4.14	Nil
4.15	D II
4.16	Nil
4.17	Nil
4.18	Nil
4.19	A I
4.20	Nil
4.21	C III
4.22	D IV
4.23	A III
4.24	D IV
4.25	A III, A IV, B IV
4.26	B II
4.27	Nil
4.28	A III
4.29	Nil
4.30	A I, B II

Practice StoriesSet 5

5.1 The picture depicts a father and son interaction. The son has before him various alternatives about what he wants to become in life. He has just graduated from school and on this occasion the father is first congratulating him and then giving him some advice. It is not a one way top-down advice. The son in fact is discussing with his father the ~~waits~~ merits and demerits of several alternatives.

I suppose, after this interaction, the son will finally make his decision the father does not want to do this for him--the final decision is the son's--the father can only point out a few things about the alternatives in addition to raising a few alternatives themselves. The son will feel happy that he's been helped and assisted yet he himself has made the final decision.

5.2 The company has inducted ~~there~~ three engineers as a part of its recruitment programme. This is the first day of their joining. As a part of their induction they are being made familiar with the workshop. The Sardarji who is the foreman will be giving them guidance for possible the next 3 months or so that they will spend on the shop floor. Since this is the first day, the Asst. works manager has come along and is explaining to the three men a few things about the machine which is just one in a many. From tomorrow onwards, the three men will actually start using their hands and will operate the machines. They are ambitious and would like to move up from Asst. Engineers to Sr. Engineers and then ~~more~~ up to possibly works managers levels. They look quite engrossed and want to make a good job of their training.

5.3 There was a strike sometime back in the college canteen--the cook and waiters have struck work. Ramanathan (in glasses) and his colleagues were rather perturbed since it was nearly 3 days since the strike started. Therefore, Ram (as his friends call him) is discussing his friends what could be done about the situation. Discussion has gone on for quite some time and some of his friends are thinking about what course of action to take. Narendra at the head of the table is just on the verge of a crucial point which he is thinking over before suggesting the alternative like the students themselves taking runs to prepare some snacks during the lunch. It will possibly be agreed upon. Meanwhile possibly some will negotiate for end of strike.



5.4 It was a hard day's work. Mr. Mistry, the work manager, was earlier rather worried because the generator had broken down. But due to the efforts of his maintenance team, the work had got done and the shop had resumed work. Now, as he is about to leave for home, he takes the last look at the workshop. The workers had left sometime back. He is happy that everything fine so that tomorrow work can be recommenced for the next order which was quite challenging and which had been accepted by sales on the assurance from him that his men were capable of doing the complex job inside of the stipulated date of delivery.

5.5 Its now 10:30 in the morning. Mr. Mohandas the General Manager did not have a very comfortable drive to the office--in fact he just made it by the starting time deadline that is 10:30. His secretary Miss Menozies has just entered his room and is waiting for instruction. Mr. Mohandas is telling her that since he is to attend a top level meeting with the MD in another 10 minutes he would be unavailable for possibly the next one hour or so. After this time he would deal with the mail and also attend to the meeting with the production and marketing personnel. The MD has called the divisional GM's to his office and Mohandas is the GM in Bombay, the Head Office.

5.6 Francis DeFello is the senior ad-man of the creative Mtg services. Just this evening, Mr. Chopra of Indian Fashions (IF) had come over and has asked him to design the right copy for the fashion show which IF was sponsoring. Francis has designed many a item before. Right now, since this is the fashion season, he wants to design something which is really beautiful and unique. The copy is meant for the National Dailies as well as the magazines--black and white for the dailies and four coloured for the magazines. He's imagining the sun set at Mahabalipuram and he is trying to figure out what colours will go with the orange of setting sun. Soon he'll have solved his problem and may be he'll be ready with 3 or 4 advertisement copies which Chopra will see early next week.

5.7 Here sits a great artist who has been sitting to become a writer of great repute. At present he is thinking of the particular novel which he is writing and thinking how effective it could be. He knows that if he does not write what he imagines, that is if he cannot put to words what he wants to his purpose is not served at the same time. The novel will not succeed if it is not in with its readers. Hence he is restricting his need to make money from the thing he is writing.

He wants to write a story that is full of interest but at the same time, his goal is not so easy. He is thinking of talking to some great writers in the future so as to see what their views about certain things are.

5.8 Here stand an ambitious executive who really wants to make it to the top. He has planned a new strategy to complete the new product which has come into the view of the new lady executive who has just joined. His goal is to regain the market share of his product, at the same time he knows that if the strategy is not right it might be futile. The new product is good and therefore it is difficult to complete it. He knows that he is in this now of challenging situation for the first time and therefore is not too sure of himself, though he thinks he is right. He feels that this strategies is going to succeed but he knows that his feelings have not always been right.

5.9 This is the picture of a chief engineer production. He has been thinking of introducing the Kranss' system of production planning and control. This he feels would give them a production planning. He is helping his workers about the new and innovative method that is about to be introduced. He knows that he has well prepared from books and from consultants, the methodology. But at the same time he knows that without his workers cooperation he cannot succeed. Moreover no man he says is perfect and so he has to be very careful. Here again, the chief engineer looks very much confident of his success in the new enterprise. But still he doesn't take things for granted because he is determined to make this a success and so feel that he should put in the maximum effort possible.

5.10 This is a group of young management students working in an organization. The leader of the group Mr. L is discussing with the group as to how to proceed with the task in hand so that they can do their best and achieve a big success. The group has been .... what the goal and objective of the project. What are the methodology or alternatives available and what are the difficulties they may be encountering. At this point the group leader raises the question whether they should consult their boss or go ahead without it. They are at present discussing this issue. They know that they have to do a very good job, for they are some other graduates from other place who are competing with them. They feel that the task in hand can be more very well but at the same time do not want to make a mistake, in case, so they decide to really thrash it out, looking at all pros and cons before going ahead.

5.11 The company's production plans have been completely upset and the executive standing in the working shop is desperately in search of that are alternative that would turn the company around. He knows that if in this one month, process is not set right here might be more trouble and hence knows his limitation in terms of time etc. He also knows that if he succeeds then he can really make up the organisation. He is trying with the idea of calling outside consultants he knows that he cannot do the job alone. He is apprehensive of the **afraid** this might have some effect on this plans. But at the same time he takes things as a challenge of feels confident of finding some way out, though he is not too sure of himself.

5.12 The school boy has just passed his schooling in high distinction. He is now discussing with his teacher plans. He wants to become an architect of real repute. He knows he has to work hard to reach there, and he may not do so otherwise. Money to him may be a problem, if he wants to take master's eventually from a foreign university unless he manages as scholarship at the same time he is not so sure how good his talents at going etc. or so he had decide to consult people before taking a decision. Though personally he feels that he can be architect of repute, he does not want to make a hasty decision and regret later.

5.13 I see a man, who is thinking about some thing deeply. He seems to be in a mood of seriousness and probably much disturbed. Think something serious could have occurred to him. He could have lost something/someone near and dear to him. In no mood I think he is plunged in sorrow. He is asking what to do. He seems to be a good person. Hence he will reconcile it. But I think he is in fact trying to reconcile it. He wants something, probably someone's love some solar words, which will take him alright. I think here in fact who could share his sorrow and make him comfortable.

5.14 Here is M.D. of a company. Who is very impatient. You know he wanted something to be done. Which was not done by his secretary. Enters Sarala his good looking secretary (She is a bit afraid, having a paper at her book). She comes inside. M.D. asks her what is the matter Sarala? What happened to you. You are generally good. Sarala replies, Sir, yesterday my mother was not well. Hence I had to go home. Please pardon me Sir, I was not in my good moods.

That is why that mistake occurred. M.D. says would have told me your case. Doesn't matter Don't do such mistakes again. How your mother now. She is okay sir. Good now you can take some dictation and that work you do later. (Sarala takes down dictation and she goes back.)

5.15 Prakash, sincere man and would expect others to be sincere. He is a foreman in a company. His production manager Mr Ran has a good faith in him. But you know one day, Prakash did some wrong work in production. Ran got very angry. He fired Prakash. Other colleagues of Prakash got angry with the behaviour of their boss, because Prakash Singh, basically good. But Prakash realised his mistakes. He understood his boss. He took the advice in the right spirit. He told his friends also, it is only for his friends also, it is only for his good his boss scolded him. They also then became cool. Ran, was very happy later on coming to know the behaviour of Prakash. He in fact rewarded Prakash, so much a good understanding behaviour and hard working nature of Prakash.

5.16 Shah and his relatives, who are all partners in a company met in Prakash Shah's place, who is the senior man of all of them. What had happened was their business running at a loss, and Prakash Shah was much disturbed by that. Other people discuss the reasons for that. Heated arguments followed up. Generally this situation is not rosy. One fellow at that time points out now gentlemen all of you relax one can't turn out any thing by such acts. Let us think deeply and do some good business. After that all discuss over there issue coolly. What they should do? They realize that they have been doing was all farce. They all understand good professional handling of business and good for them as well as for business. They recruit a good man, from a leading management...

In fact they all worked harder and the business flourished. Moral is hard work along with good fact is helpful.

5.17 Somu is a worker in a factory. Very honest and a good man. As usual he comes to office that day also. It was lunch time, after food, he came back to factory early. He was not feeling well. The factory was empty. No worker was there. The same incident of the morning was haunting him. He thought for himself what I did, to that right suddenly he thought no I should have behaved like that with my wife after all she is also working hard for the family.

That evening when he went home as usual he was very happy to find his beautiful wife, happily welcoming him (forgetting the morning incident). He then gives her the flower had brought for her. Then they all go out for a happy evening outing.

5.18 Kumar is generally very good student usually topper in his class one day he feel ill during his exams. He felt extremely sad, because that is his final exam. He will be missing the proficiency prize next year. His father understood his mental agony. He tells Kumar don't worry. Son, you shouldn't be carried away by this. Don't worry this not the only year you are not going to study. You will have to do many more things in future. You will always be successful don't worry. Take rest. Kumar took rest the next day he finds that okay. With fever he goes and writes his exam which he felt he may not be able to write. Result comes Kumar is as usual first there is nothing like that. He straight goes to his father and fell on the feet and told him father your advice give me strength to write.

I wrote, I got first.

Father says, "Dear son, I know you spn."

5.19 The man is one of the many clerks in the organisation. He has family worries as well as job worries--mainly money oriented. He is deep in--thought right now, thinking of possible solutions to his problems, but see no light. In the past also he has become desperate looks as if he will commit some crime to earn the money soon in future. Even if this monetary worries are resolved he feels his non monetary family worries will not be solved. None at home understands him or his dilemma, and at the office he had been doing badly at his work. Therefore cannot get promotion. The chief cause for his debts and worries is his father who lost all money in gambling and died early leaving the burden of looking after the brother and sisters on him. Not married.

5.20 The man is the big boss of the girl who is his typist. She is relatively young and naive. She has been working for the Co., for only 3-4 months. All-going well with the work until one day. The boss calls her in and scolds her for the mistakes she has done in her typing. The poor girl is very upset. Suddenly the big boss spring on her. Some immoral suggestions of work after office hours by which he can condone her mistakes in typing which have apparently led to high trouble in the top management.

The girl is afraid and wants to run away from the boss. She is in dilemma of preserving her job on one hand and her moral on the other. Therefore she is taking away all the papers in hand.

In future the girl will give up the job because of continued harrasment from the boss despite good professional work. But anywhere she goes, such trouble will always be there.

5.21 The workers manager is firing a group of supervisors (in white apiors) while a blue coloured Surd is watching with satisfaction. In the past this Surd has been attempting to tell tales regarding the-three supervisors. to the Works Manager in order to take revenge because the supervisor had always seen him as a trouble maker and inefficient worker. Finally there comes a change for the Surd, with referance to some machine that has been out of order and hence has hold up work for a long time. The Works Manager comes into the trap set for him and fires the poor innocent supervisors who are surprised.

In the future however, the real story will come to light, the supervisor will frane the work and have him sanked. The Works Manager will then realise his error of judgement.

5.22 These young men have left their near and dear ones and have become actively involved in freedom fight for India's Independence. The story relates to pre-independence days. Among them the man sitting at the head of the table is very intelligent and acts as the brain behind the actions. The others deeply regard him as worthy of their cooperation. However certain environmental elements have upset this harmony. The atmosphere is charged with tension as new plans are coming up one of them is at the window, thoroughly disgusted with life. Wondering what he sacrificed for this struggle. But never does anyone of them regret the sacrifice. In failube all of them will die in the struggle, some will have been badly wounded, but they are brave and courageous hence will go on despite odds..

5.23 The man is an executive who has great ambitions in life. He has been well educated through scholarships mainly. Never had enough money since his family is poor. He has seen his father suffer for want of money but has also admired the principle on which his father worked and died. He has adopted the strict moral character form his father and has a fair desire to make it to the

top. Some day he plans to have his own business. Now after working hours he stays behind to work hard sacrifices present pleasures for the future. He is thinking pleasant of a girl who loves him, but he does not give her any time even after office hours.

In future, this man will achieve his ambitions but with a lot of disillusionments the girl will not wait for him. His principle will be tested and as he sticks to them in spite of hardships, his character will become stronger.

5.24 A God father is giving his son a sermon. The father is a man of principles. He acquired these through his hereditary. They are not all rich, but still stick to the end and honest way of earning a living. The young son goes to school and mixes with boys of difference riches and character. He commits a crime, a small one but is not ashamed to own up before his father before he is caught. The father is both happy as well as unhappy. He scolds the brave boy, but at the same time admires his courage. The positive reinforcement that the boy has got by owning up (he does not get punished) makes him believe in honesty and he promise to himself that he will never do so again.

In school, in future, he will be faced with many such situations of doubt and crime, but will think of his father's words and remain a good boy.

5.25 The man is thinking deeply. He has lit a cigarette.

It shows that he was troubled by some points and which he has managed to solve.

In the process he has become tired. Now he is relaxing.

But if his superiors, colleagues see him in this pose, they will feel that this man daydreams. It may become a bad point for him.

5.26 The boss has called his secretary to his office. The boss seems to be in uncertain mood. The secretary seems to be a bit perplexed. She has hidden papers behind her back.

It seems that the secretary has taken certain papers out of the boss's office without permission. Now boss is missing those papers. So he

had called the secretary to enquire. The girl is a bit surprised of being caught red-handed.

Boss may pardon the girl, because she is very efficient and has never done act like this.

5.27 This shows a union meeting room. The executive members of the union are discussing what to do on the 'bonus' issue. Two or three energetic members of the group seems to be busy with \$/L account of the company. They are calculating how much company can afford. What should they get from profit.

One or two members who are illiterate are looking at these people with interest.

The union president who is unfamiliar with rules of account seems to be uninterested.

He is worrying what his strategies should be. How can he get the maximum possible bonus.

It seems to be intending to ask unreasonable bonus.

5.28 It shows an engineer watching the functions of an automatic process line.

He is on night duty. He is supposed to supervise the night shift.

Being an automatic plant to produce an engineering good (say nuts) he is responsible to see that there is no down—time (break down time)

The engineer is very happy because whole night there had been no interruption of production.

It is around 5 a.m. now. This duty is going to finish at 6.00 a.m. And then he can go home and have a cup of tea with his wife and then go to sleep.

5.29 This picture shows a old father talking to his younger son.

The old man is a school teacher in a village. He has taken care of his son very well and see that he passes his matriculation examination very well.



The boy has done in his higher secondary examination very well. He has got admission in to a renowned medical college in Delhi.

His father is telling him what to do in future. The boy is listening with great care.

But the boy will not be able to keep up his performance in the medical college, because whole culture at Delhi will be different. All his beliefs, attitude and ~~circumstances~~ will undergo a change. When he will become a doctor, he too will join the streams of other doctors and will go on earning money.

5.30 The supervisors have been called by the shop superintendent.

The shop superintendent is explaining some thing to these supervisors.

It so happened that there was an job shop order for a complicated machinery.   
 had thought that the machine could be constructed.

Now work is about 90% finished but lagging behind schedule by two days.

The shop superintendent wants it to be finished on time. Hence he has called the supervisors. He is asking them to needle their workers a bit so that job may be finished on time.

It was a joke in India and Sardarji (a supervisor) is enjoying it most where South Indian supervisor are taking it seriously.

The job will finish on time.

Scoring Key

## Set 5

5.1	AI, BI, DIV
5.2	DII, DIV
5.3	AIII, DII, DIV
5.4	CI, DIV
5.5	Nil
5.6	BI, BIV, DIV
5.7	BII, CII, DIV
5.8	BII, CII, CIV
5.9	AI, CIV, DIV
5.10	BII, DIV
5.11	CII, CIV
5.12	BII, CII, CIV
5.13	BII, CI
5.14	AI, BII
5.15	AII, BIV, CIII
5.16	BIV, CI
5.17	CI
5.18	AI, CI
5.19	CI, CII, DII
5.20	AII, BI, BIII, CI, CIV
5.21	AII, CIII
5.22	CI, CIV, DII
5.23	BII, CIV, DIV
5.24	AI, CIV
5.25	DI
5.26	AII
5.27	DIV
5.28	DI
5.29	AI, DIII
5.30	BI