

READING COMPREHENSION BASED GENERAL ENGLISH PRACTICE QUESTIONS AND ANSWERS PDF WITH EXPLANATION

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DIRECTIONS:

Read the following passages carefully and answer the questions given below them. Certain words are given in bold to help you to locate them while answering some of the questions.

PASSAGE

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organising, staffing, controlling, and problem-solving. Leadership is a set of processes that creates organizations in the first place or **adapts** them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. This distinction is absolutely crucial for our purposes here: Successful transformation is 70 to 90 per cent leadership and only 10 to 30 per cent management. Yet for historical reasons, many organizations today don't have much leadership. And almost everyone thinks about the problems here as one of managing change.

For most of this century, as we created thousands and thousands of large organizations for the first time in human history, we didn't have enough good managers to keep all those bureaucracies functioning. So many companies and universities developed management programmes, and hundreds and thousands of people were encouraged to learn management on the job. And they did. But, people were taught little about leadership. To some degree, management was emphasized because it's easier to teach than leadership. But even more so, management was the main item on the twentieth-century agenda because that's what was needed. For every entrepreneur or business builder who was a leader, we needed hundreds of managers to run their ever growing enterprises.

Unfortunately for us today, this emphasis on management has often been institutionalized in corporate cultures that discourage employees from learning how to lead. Ironically, past success is usually the key ingredient in producing this outcome. The syndrome, as I have observed it on many occasions, goes like this: success creates some degree of market dominance, which in turn produces much growth. After a while keeping the ever larger organization under control becomes the primary challenge. So attention turns inward, and managerial competencies are nurtured. With a strong emphasis on management but not on leadership, bureaucracy and an inward focus take over. But with continued success, the result mostly of market dominance, the problem often goes unaddressed and an unhealthy arrogance begins to evolve. All of these characteristics then make any transformation effort much more difficult.

Arrogant managers can over-evaluate their current performance and competitive position, listen poorly, and learn slowly. Inwardly focused employees can have difficulty seeing the very forces that present threats and opportunities. Bureaucratic cultures can **smother** those who want to respond to shifting conditions. And the lack of leadership leaves no force inside these organisations to break out of the morass.

Q1. Why, according to the author, is a distinction between management and leadership crucial?

- a) Organisations are pursuing the strategy of status quo.
- b) In today's context, organisations need leaders much more than managers in transforming them.
- c) Organisations are facing problems of not getting good managers.
- d) Leaders are reactive whereas managers are proactive.
- e) None of these

Q2. Why did companies and universities develop programmes to prepare managers in such a large number?

- a) Organisations did not want spend their scarce resources in training managers.
- b) Organisations wanted to create communication network through trained managers.
- c) A large number of organisations were created and they needed managers in good number.
- d) Companies and universities wanted to generate funds through these programmes.
- e) None of these

Q3. Which of the following statements is **NOT TRUE** in the context of the passage?

- a) Pressure on managers comes mostly from within.
- b) Leadership centres on carrying out important functions such as planning and problemsolving.
- c) Leadership produces change and has the potential to establish direction.
- d) Bureaucratic culture can smother those who want to respond to changing conditions.

e) Managers believe that they are the best and that their idiosyncratic traditions are superior.

Q4. Which of the following is **not** the characteristic of bureaucratic culture?

- a) Employees clearly see the forces that present threats and opportunities.
- b) Prevalence of unhealthy arrogance.
- c) Managerial competencies are nurtured.
- d) Managers listen poorly and learn slowly.
- e) Managers tend to stifle initiative and innovation. Stifle = to suppress or control something

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Q5. Which of the following is **SIMILAR** in meaning to the word **SMOTHER** as used in the passage?

- a) instigate
- b) criticise
- c) encourage
- d) suppress
- e) attack

Q6. How has the author defined management?

- a) It refers to creating a vision to help direct the change effort.
 - b) Creating better performance through customer orientation.
 - c) It is the system of aligning people with the direction it has taken.
 - d) It is the process of adapting organisations to changing circumstances.
 - e) None of these
-

Q7. Management education was emphasized in the management programmes because

- a) strategies for producing change was the main focus of organisations
 - b) organisations wanted to create powerful guiding coalition
 - c) motivating employees was thought to be done by managers
 - d) establishing direction was the main focus of organisations
 - e) management was the main item of agenda in organisations
-

Q8. What is the historical reason for many organisations not having leadership?

- a) Leaders are weak in carrying out traditional functions of management
 - b) Leaders allow too much complacency in organisations
 - c) Leaders lack managerial skills and organisations need managers
 - d) A view that leaders are born, they are not made
 - e) None of these
-

Q9. In the passage, management is equated with

- a) Organisational vision
 - b) Bureaucracy
 - c) Leadership
 - d) Organisation
 - e) Managerial training
-

Q10. Why does the attention of large organisations turn inward?

- a) Their success creates market dominance.
- b) They want to project their predictability.
- c) They have to keep themselves under control.
- d) Their managers become arrogant.

e) None of these

Q11. Which of the following is **SIMILAR** in the meaning of the word **NURTURED** as used in the passage?

- a) thwarted
 - b) surfaced
 - c) developed
 - d) created
 - e) halted
-

Q12. What, according to the author, is leadership?

- a) Inspiring people to realise the vision
- b) Carrying out the crucial functions of management
- c) Planning the future and budgeting resources of the organisation
- d) Process which keeps the system of people and technology running smoothly
- e) None of these

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Q13. Which of the following characteristics helps organisations in their transformation efforts?

- a) Bureaucratic and inward-looking approach
 - b) Failing to acknowledge the value of customers and shareholders
 - c) A strong and dogmatic culture
 - d) Emphasis on leadership but not on management
 - e) None of these
-

Q14. Why were people taught little about leadership in management programmes?

- a) Focus of these programmes was on developing managers.
 - b) Leadership was considered only a political phenomenon.
 - c) Enough study material was not available to facilitate teaching of leadership.
 - d) Teachers were busy in understanding the phenomenon of leadership.
 - e) None of these
-

Q15. Which of the following statements is/are definitely **true** in the context of the passage?

- A. Bureaucracy fosters strong and arrogant culture.
- B. Leadership competencies are nurtured in large-size organisations.
- C. Successful transformation in organisations is 70 to 90 per cent leadership.

- a) Only B and C
 - b) Only B
 - c) Only A and C
 - d) Only A and B
 - e) Only C
-

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Answers to the above questions :

Q1. Answer: (b)

Q2. Answer: (c)

Q3. Answer: (b)

As given in the passage, planning and problem-solving are the most important aspects of the management, and not of the leadership.

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SYNONYMS ANTONYMS SPELLING TEST CLOZE TEST

IDIOMS & PHRASES ONE WORD SUBSTITUTION COMMON ERRORS

ACTIVE & PASSIVE VOICE DIRECT & INDIRECT SPEECH

FILL IN THE BLANKS SINGLE FILLERS SENTENCES IMPROVEMENT

READING COMPREHENSION FILL IN THE BLANKS MULTIPLE FILLERS

FILL IN THE BLANKS DOUBLE FILLERS VOCABULARY TEST NOUN PRONOUN

VERBS ADJECTIVES ADVERBS PREPOSITION

Q4. Answer: (a)

“Inwardly focussed employees can have difficulty seeing the very forces that present threat and opportunities.” This sentence of the last paragraph makes option (a) wrong.

Q5. Answer: (d)

Bureaucratic culture is against any transformation; so it suppresses those who want to bring any change in organisations. Note: The meaning of the word ‘smother’ as mentioned in the passage is ‘to prevent something from developing or being noticed’; ‘to suppress or stifling something’.

Hence the words ‘smother’ and ‘suppress’ are synonymous.

Q6. Answer: (a)

Planning can be defined as ‘creating a vision’, which is an important aspect of management.

Q7. Answer: (e)

Q8. Answer: (e)

For most of this century, as a large number of organisations were created for the first time in human history, emphasis was given on management and leadership was overlooked.

Q9. Answer: (b)

Managers are also bureaucrats.

Q10. Answer: (c)

Q11. Answer: (c)

The meaning of the word 'nurtured' as mentioned in the passage is 'to help the development of something'.

Hence the words 'nurtured' and 'developed' are synonymous.

Q12. Answer: (a)

Q13. Answer: (e)

Q14. Answer: (a)

Q15. Answer: (c)

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