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MEMBERS AREA

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PASSAGE - 1

The history of direct marketing is long. Back in the 15th century, an Italian printer was selling books direct, almost as soon as printing itself had been introduced to Europe. He must have known something, because the company survives to this day. As early as the 18th century, the great writer and wit Dr. Johnson summed up in two sentences the principles that govern success in advertising and direct marketing. "Promise, much promise is the soul of an advertisement," he said. And when auctioning off Mrs. Thrale's brewery, he told potential buyers, "We are not here to sell off a parcel of vats and oilers, but to offer the potentiality of wealth beyond the dreams of avarice."

Once you study the results of tests, you learn how correct his thinking was. Firstly, advertising works best if you promise people something they want, not-as many imagine if you are clever, original or shocking. This is not theory: in 1985, the Ogilvy Centre for Research in San Francisco set out to discover whether people buy more goods as a result of the TV commercials they liked. The answer, not surprisingly, was that they did. But what did they like? "Emphatically not something original or clever, but something relevant," said the report.

Secondly, of course, people are attracted more by what something can do for you than what it is. If every marketing director in the world, whether engaged in direct or general marketing, acted upon these two principles, I believe our industry's effectiveness would dramatically improve overnight. Here are some other helpful theories and principles, some dating back to the early days of modern advertising.

As I have already explained, today's direct marketing has come about largely as a consequence of social and technological changes which echo those that occurred in the 19th century during the Industrial Revolution. At the time, the technology, which led to steam printing, for example, made both cheap newspapers and cheap mail order catalogues possible. Educational and economic changes created customers for the new mass-produced products-who could read the advertising that promoted them.

Soon, advertising started to produce its own trade organs. One in particular in America was called Printer's Ink, published by George R. Rowell, who also ran his own ad agency. He wrote over a century ago about advertising: "Come right down with the facts, boldly, firmly, unflinchingly. Say directly what it is, what it has done, what it will do. "Leave out all ifs. "Do not claim too much, but what you do claim must be without the smallest of weakness. "Do not say 'We are convinced that', or 'Surpassed by none'. Say flatly 'the best' or say nothing. "Do not refer to rivals. Ignore every person, place or thing except yourself, your address, and your article."

People could learn a lot from that even today. Much copy ignores the facts and doesn't tell what the product is, what it does, how it has performed. Much copy overclaims, boasts, or denigrates rival products -a waste of time, as the reader ends up believing nobody. Rowell's fame was eclipsed by that of John E. Powers, a man who made a mint selling sewing machines in England before going to America to write copy. Soon he was earning the astonishing sum of \$ 100 a day.

His secret weapon was the truth. He would have been a soulmate for the late American ad man, Charles E. Brower who observed, "Honesty is not only the best policy. Nowadays it is sufficiently rare to make you pleasantly conspicuous." (You may wonder what happened to honesty when you look at some ads. In Britain, for example, the railways ran a slogan, "We're getting there". It had to be withdrawn as it infuriated the average traveller, who was aware that many British trains arrived late. Advertisers squander prodigious sums saying what they would like to be the truth.)

Mr. Powers discovered that if you give people a reason to believe, they are more likely to be swayed by your arguments. The fact is, people are suspicious the more seductive the offer, the more suspicious they tend to be. Powers was so honest that one employer, John Wanamaker, founder of the great Chicago department store, fired him in exasperation for running copy like "We have a lot of rotten raincoats that we want to get rid of" or "The neckties are not as good as they look but they are good enough for 25 cents."

You may be asking: does this advertising archaeology have any relevance today? The answer is an emphatic yes. Even today, few advertisers appreciate the importance of giving a reason why.

If you are planning a sale, you will do much better if you give a reason for it., "Closing Down Sale" is more convincing than just "Sale". People think that if you are closing down, you really do have to sell off your stock cheaply. One shop in Soho had a "Closing Down Sale" for 20 years. And four or five years ago, the "Closing Down Sale" of a London department store was so successful they decided, to stay open and did, for a whole year. The most valuable single statement ever made about advertising is that it is "salesmanship in print". This was said originally by John E. Kennedy, the first copywriter with the American ad agency Lord & Thomas. As nobody else appreciated this fact at that time, it quickly became the world's largest ad agency.

Every time you plan or review anything, ask yourself, "Is this good salesmanship?" Direct marketing is so intimately concerned with salesmanship that you might imagine it is almost impossible to forget this fact. However, there are many alluring sirens lying in wait to seduce you as you make your plans or review your objectives, and they congregate particularly densely during agency presentations. You will be amazed how quickly you can be persuaded you really ought to be "building prestige" or "letting people know what we are doing" or "developing awareness". The minute you hear phrases like this, start worrying. Your plans are almost certainly threatened. Sound the alarm and get back to salesmanship.

I don't mean that you shouldn't be letting people know what you are doing, or that you shouldn't be building prestige or developing awareness-all these are very desirable. But never forget the ultimate objective: you want to make a sale, to persuade somebody to do what you want. James Webb Young, a famous creative director in the early days of J. Walter Thompson, theorised that the purpose of advertising was to build into the product an added value beyond its physical constituents. This value derives from the constellation of qualities, which together make up the brand image. One of the great names in packaged goods is Heinz. Probably its most famous product is baked beans. Other companies obviously make baked beans, but none as successfully. Much of this has to do with the power of the Heinz brand. Indeed, one of my colleagues, who advertised for a competitor, recounts that they used to conduct regular blind taste tests to find out how their product compared with Heinz. Their product used to be preferred by consumers in the ratio of 2 : 1. The minute the brands were revealed, the very name Heinz changed consumers' perceptions. They preferred the Heinz product.

Jim Kobs, in 'Profitable Direct Marketing', tells the story of Montgomery Ward, the American Catalogue Company which wished to launch an automobile club. They tested the power of their brand name by doing identical communications to similar target audiences. The only difference was, one file of prospects were told this was the Montgomery Ward Autoclub, to the others the name was not revealed. The 100-year old company had a fine brand image. The name doubled response. It is because of the importance of the brand that the word image has emerged from the world of advertising and become general currency. Indeed, if one were able to calculate the money squandered as a result of that word, the sum would be colossal. How many times, for instance, do corporations imagine that the solution to some endemic problem like lousy products or second-rate service will be simply to have a new "corporate image" created at vast expense by some specialist in this arcane art. Your brand and its image or personality result from what you are, what you do, far more than what you say about what you are and what you do. The way you have dealt with your customers, the products sold, the value you have offered will do more for your brand and its image than anything else.

What is more, the consistency with which you behave and speak is of extreme importance. Wiser heads than mine have commented in the past that one mediocre ad campaign running consistently for 20 years will do you infinitely more good than 20 brilliant campaigns introduced at yearly intervals. This is often demonstrated in research where people are asked which campaigns they remember. They tend to remember campaigns, which have run for a long time, despite the fact that in some cases they may not have run for many years. The moral is that once a brand image is established in the minds of the public, it is very difficult to shift the public's perception of that particular brand. Some advertisers are so obsessed with the importance of the brand that they devote nearly all their efforts to registering the brand name, to the point of not even asking people to try or buy the product or service. But the image is not the name alone.

Every communication you make affects the image your public has of you and your product. An excellent exposition of this point was made by Jeremy Bullmore, a former chairman of J. Walter Thompson in England. He showed a picture of a sign on a country road drawn in chalk on a rough piece of board. Scrawled capitals said, "Fresh eggs". The style and setting of the communication were perfect for the message and the product. An image of bucolic wholesomeness was projected.

Then he showed the same sign in the same rustic setting. The message had been changed -though not the style of the lettering -to "Flying lessons". The audience roared with laughter. The point was made -who would want to learn to fly from people in such a place, exhibiting such a sign? Your brand image is primarily an emotional construct. Emotion is probably always more powerful in swaying people than reason, but people like to be able to rationalise their choices. This is where awareness of another theory, the USP, can be helpful.

The USP formula was developed by Rosser Reeves, an ex-copywriter who became head of the Ted Bates agency in New York. To establish your USP, you compare your product or service with your competitors. Then you determine one feature you have which no one else can offer. This is your USP. A 1987 issue of Marketing Week, the British trade paper, gave a wonderful example of how little the average marketing executive understands the phrases he deploys with such gay inconsequence. The subject was "Store credit cards". A bank executive said, "The wholepoint of a Marks & Spencer, Boots, Dixons or even Fortnum & Mason card is to bring people into the store -and to provide a bit of a USP." How a credit card can be a USP when the same facility is offered by any number of retailers is difficult to comprehend. It reminds one of people who refer to things as being "rather" unique or "fairly" unique. Here are some typical USPs: "Cleans your breath while it cleans your teeth." Colgate toothpaste. "The too good to hurry mint." Murraymints. "There's more for your life at Sears." Sears Roebuck. "It ain't fancy but it's good." Horn & Hardarts. "The mint with the hole." Polo Mints. "It takes a tough man to make a tender chicken." Perdue Chicken. And finally, another gentleman in the chicken business. "It's finger licking' good.," Colonel Sanders. One of the problems with the USP is that you sometimes have to rely upon some pretty trivial points of difference to arrive at your proposition-as you can see from the list above. And although for simple products, a good USP may often supply a successful selling idea, it is difficult to arrive at one for complex services such as American Express or The Consumers Association.

However, comparing yourself against your competition to discover what USP may exist is a great aid to clear thinking. For example, I was able to improve results for Oldhams's Kathie Webber Cookery Club by writing a headline which was simply a personal way of expressing a USP: "My cookery cards mean you control your weight without giving up luscious food you love to eat." This did well in UK, and even in France, home of gastronomy. Moreover, subsequent approaches to selling this product revolved around this thought.

1. *The writer by profession is most likely :*
 - (1) an author
 - (2) a marketing and an advertising professional.
 - (3) an HR professional
 - (4) historian.
2. *Which of the following is true according to the passage?*
 - (1) Advertising is all about deception.
 - (2) Advertising is salesmanship in print.
 - (3) Direct Marketing and Advertising are unrelated.
 - (4) A good strategy is to have an ad campaign that changes very often.
3. *A USP is:*
 - (1) a successful selling idea.
 - (2) the one thing that is best about your product.
 - (3) the one thing that differentiates between your product and other similar products.
 - (4) None of the above.
4. *What can be correctly concluded from the passage ?*
 - (1) Consumers are more attracted by what "something could do for them" than what "something is"
 - (2) The reader disbelieves claims that sound too good to be true.
 - (3) Consistency scores a point with the consumers.
 - (4) All of the above.
5. *What is 'image'? It;*
 - (1) is the personality of the brand resulting from what it is and what it does.
 - (2) is the external superficiality associated with a brand.
 - (3) is the all that the manufacturers claim a brand to be.
 - (4) is the way a brand is perceived by the public.
6. *Power's philosophy in advertising can be best termed as :*
 - (1) Flexible.
 - (2) Rigid.
 - (3) Multi-faceted.
 - (4) None of the above.
7. *In the context of the passage, it would be safe to come to which of the following conclusions ?*
 - (1) The world of advertising and direct marketing is the world of trickery and cheating.
 - (2) Successful advertising needs a comprehensive knowledge of human psychology.
 - (3) All successful advertising rotates around only a few basic principles.
 - (4) None of the above.
8. *The passage is, at best, an extract from :*
 - (1) an article regarding the dangers involved in open advertising in today's fiercely competitive times.
 - (2) a write up on evolution of advertising and salesmanship.
 - (3) the proceedings of board meeting, discussing the promotional strategies of a launch of a product.
 - (4) None of the above.
9. *Who of the following gave the statement "promise, much promise is the soul of an advertisement", in the passage ?*
 - (1) George R. Rowell
 - (2) John.F.Powers
 - (3) John.E.Power
 - (4) Dr. Johnson
10. *According to the passage, the awareness of USP is useful in :*
 - (1) comparing one's product or service with those of the competitors.
 - (2) enabling people to rationalise their choices even though they would be swayed more by emotion than by reason.
 - (3) determining one feature which the competitors do not have.
 - (4) All of the above.

PASSAGE - 2

Some years back, in a typewriter manufacturing and financing company, a review of performance showed a drastic difference between the performances of two units, both working in a similar environment. Branch A had the best performance in terms of sales and Branch B had an excellent collection record, though it was not in the same league as Branch A in terms of sales.

The managers of both branches were called in to meet the CEO of the company and the revelations were startling. The manager of Branch A did not bother about collection but went into the market with only one aim: sales. The manager of Branch B had the aim to have no bad debts and/or delayed collection. His thinking was that sales was of no consequence, if he couldn't realise the money from the sale. That notion is only partially true, but he lost sight of the fact that, overall if you keep increasing sales, even if a certain percentage turns bad, the company was much better off than not selling machines. Why did this happen? One, the manager had a mental model that was different; two his mental model made him assume a different measure for performance; and three, at the operational level, the method, the manager was to follow, was not communicated to him. How is this connected to bureaucracy? The manager of Branch B is ineffective and inefficient too, with respect to the parameters required for success. This illustration helps in understanding the different iterations in which the bureaucracy creeps into any organisation.

The problem of bureaucracy comes in when an organisation moves from an entrepreneurial/project-based set up to a strategic set up. The point at which the shift occurs, if not managed properly, sows the seeds for bureaucracy. In any enterprise; bureaucracy, as we interpret it now, is not the idea at all. When the shift to a strategic form takes place, the system (and the systems within) becomes larger. Naturally commitments to and on behalf of the organisation are formalised and the formalisation of internal responses follows. Therefore, the blueprint for the organisation and the actual functioning of the organisation move away from each other.

Any organisation has a philosophy that reflects its ideals; a cultural environment, in which it operates, that provides its goals; it requires policies that provides missions; and requires strategies to convert its missions to programmes. Programmes, in turn, require tactics and logistics. The policies are the key to operation essentially because they guide 'action'. All these translate into an Institutional System in a formal form. This institutional system is based on Models, Measures, and Methods. Within the Institutional System, the 3Ms are not distributed equally among the different elements except at the policy level; At higher levels, there is a skew towards models and at the lower levels, there is a skew towards methods. The policy level is where there is some sort of equal concern about models, measures and methods. And therefore, the key.

The actual 'action' part of the operation begins at the strategy level and this is where the most chaotic variable comes in: People. People are given responsibilities to perform certain tasks that make a job. The formal 'giving' of authority and responsibility to a person would give the person a 'position' or 'office'. And, with the position comes the job. When a person is given a position and he takes up the job, he also assumes a 'role'. It is in the nature of human beings to assume roles. A role, to be sustained, needs meaning and choice. Unfortunately for a lot of people, they sustain a role and then search for a meaning. For most of these people, power becomes a meaning. They create this by establishing territorial control, which could be in the form of interpretation of rules, making sanctions, or simply by playing safe within the boundaries.

People depend on power as a meaning when there is a threat to the physical self, that is, survival, in the broader sense. This threat, in time, envelopes both the core self and the phenomenal self. The core self is the self-concept a person has of oneself, in Freudian terms known as the 'ego'. For instance, "I am well suited for this job." The phenomenal self is the extended self. For instance, "This is my wife. This is my car." Power could be a strength against this fear. How does one extend power? A person searches for a domain/territory, which he can call his own. He creates his interpretation of policies. Eventually, his mental model goes against those originally created. Fragmentation of boundaries in territory makes a person lose sight of the whole system and his/ her place in the system.

Organisations generally start off with an entrepreneur at the helm or at least with a team of committed people. At this stage in the organisation's evolution, there is a close relationship between the people in it. Systems are designed and put in place with the top man's or the team's mental models in consideration. A few instances of 'not-following-the rules' is accepted and there is no really fixed way of handling things. When new people come in to the organisation or when some of the original members leave it, there is a voluntary and deliberate effort to indoctrinate that person to the ways of the organisation. In some cases, the entry of a new member or the exit of another member may actually change the way the organisation handles issues.

Although a natural hierarchy would exist, the hierarchy is not a hindrance to management. The hierarchy exists as an inclusive network or in a workgroup form. Most of the work, especially in a project-oriented organisation, is done through teams. People in a young organisation also tend to have a higher level of shared values and are highly aware of the mission they work towards. Transactions / communication are mostly informal in nature. Also, at the inception stage, roles are easily assumed and such roles are understood quite well by everyone in the organisation. Because of the awareness of the mission and shared values, the model necessitated by the philosophy of the company and the model assumed by a person —while assuming a role—are congruent, and therefore, makes the role more effective. Also, in the early stages of the organisation, recognition is something very important and it takes the form of 'recognition' itself, that is, an acknowledgment, a credit, a word of praise. What happens over a period of time is that models change. Models are affected by the way in which the model-maker thinks. This, in turn, is affected by the environment. Organisation philosophies almost never change. But, goals change (or, at least, need to change). Policies need to reflect the changes in goals; Strategies need to change to achieve its missions. Model-building or model-making for the organisation takes place at the place of least action. Down the line, changes in models reflect the changing environment.

The worst blow comes in with model-making at the strategic level. At the strategy level, the skewness is slightly more towards Methods than Models and Measures. However, this is also the place where most models go incongruent or grow out of context. Models handed down from the higher levels no longer fit the environment (external and internal), and, increasingly, the people at the strategy level —the action level —impose and follow “their” mental models rather than the organisational models. Organisational roles, therefore, affect the interpretation of organisational models and also the building of individual models.

What are roles? Role is the position a person occupies in a social system, as defined by the functions one performs in response to the expectations of the ‘significant’ members of the social system, and one’s own expectations from that position or office. While office / position is a relational and power-related concept, role is an obligational concept. Role is the integrated set of behaviours expected from a person occupying that office / position. With this in mind, one can realise that a role made up of expectations of ‘significant’ members is by and large acceptable but a role made up of expectations from the self is unacceptable. We could define a person in the former case is a role ‘taker’ and the one in the latter case is the role ‘maker’.

Returning to the original discussion, when the organisation is inchoate, most people within it are role ‘makers’, and this does not disturb them or their organisation simply because of the extent of shared values. Role making is a proactive process and should not be projected negatively. What does happen over a period of time, and when new people come into the organisation is that they tend to be role takers if they have not gone through the right inductive process. In this scenario, the role making process becomes dysfunctional: The absence of a proper set of expectations makes a person insecure and makes him search for his domain or territory —he becomes a role ‘taker’. This is where the “basic” problem is. Once a person becomes a role taker, and creates his own fiefdom, it becomes very difficult for him to interpret models as others in the organisation intend him to. Also, once the person has lost sight of the mission, the role becomes a hindrance to the job rather than help him learn and make him more effective.

Over a period of time, the awareness levels of the organisation philosophy and missions fall if the top management is not careful: the relevance of the Institutional System goes through a change, which in turn affects strategies thereby affecting responsibilities through roles. The nature of changes is startling. Informal communication is formalised. And once this happens, informal networks become concrete and formal systems; the natural hierarchy within teams become an imposed hierarchical structure; communications become strained. People, especially role makers, start seeing their roles as tasks, which they are definitely not. People start looking towards monetary awards/ incentives for recognition. And, as systems become older, it becomes very difficult for the organisation to change. The lack of change in the organisation, and the unwillingness of role makers in the organisation who are unwilling to change let bureaucracy creep in. And then it is the story of the proverbial camel during a storm who first wanted only to let his head inside his master’s tent and then...

11. *The passage analyses :*
 - (1) the reasons for organizational ineffectiveness.
 - (2) the issues related to organizational structures.
 - (3) the effect of organizational objectives on employee morale.
 - (4) how bureaucracy creeps into an organization.
12. *Which of the following is not a part of the process of decay in an organization ?*
 - (1) Improper management at the point of shift between setups weans away an entrepreneur from a strategic approach.
 - (2) Formalization of informal communication.
 - (3) Dysfunctional role making process.
 - (4) None of the above.
13. *Which is not true about organizational models ?*
 - (1) Models are affected by the way model makers think.
 - (2) Model making is best when performed at the strategic levels.
 - (3) Organizational roles and the environment affects models.
 - (4) Model building should take place at the place of least action.
14. *‘Role takers’ are :*
 - (1) people who create their own fiefdoms and who have a philosophy different from the one of the organization.
 - (2) new entrants into an organization who just follow the rule book.
 - (3) people who create their own niche in accordance with organizational objectives.
 - (4) None of the above.
15. *People depend on power for :*

(1) security	(2) meaning	(3) strength	(4) All of the above
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16. *A suitable title for the passage would be :*

(1) Analysis Of Organizational Decay	(2) Why Organizations Fail
(3) The Role And The Role Maker	(4) Employee Moral And Organizational Progress

17. *Which of the following would not go against the contents of the passage ?*
(1) Hierarchy impedes management.
(2) Hierarchy facilitates management.
(3) Management can take place without the existence of hierarchy
(4) Productivity is adversely affected if hierarchy in management is not well defined.
18. *Which of the following suits the requirements of an Institutional System ?*
(1) Models, Money and Men. (2) Measures, Material and Markets.
(3) Methods, Measures and Models. (4) Discipline, Models and Hierarchy.
19. *Which of the following statements is true, according to the passage ?*
(1) Organisation philosophies almost never change.
(2) Organisation philosophies change frequently.
(3) Organisation philosophies change unpredictably.
(4) Organisation philosophies never change unless the employees perseverantly demand it.
20. *What kind of a process is Role Making ?*
(1) Reactive (2) Defensive (3) Offensive (4) Proactive

Detailed Solutions

1. **Ans.(2).** Throughout the passage, the author has focussed the entire discussion on marketing and advertising. Options (1), (3) and (4) are incorrect.
2. **Ans.(2).** The answer is option (2), since it is explicitly mentioned in the para 11. Options (1), (3) and (4) are therefore incorrect.
3. **Ans.(3).** The author states the meaning of USP in the third last para. The same meaning is brought out through option (3). Other options (1), (2) and (4) are not mentioned in the passage.
4. **Ans.(4).** Options (1), (2) and (3) can all be deduced from the passage. Hence option (4); their combination, is the perfect one.
5. **Ans.(1).** The tenth paragraph highlights on this. Option (1) aptly represents this and is the appropriate one. The remaining options (2), (3) and (4) are incorrect.
6. **Ans.(2).** Option (1) means 'adaptable'. Option (3) means 'having several faces', option (4) is incorrect. Therefore option (2) 'rigid' is the correct answer as it means 'stiff', 'inflexible'. Power's only weapon was honesty and he was even fired for being honest in his advertisement campaign.
7. **Ans.(2).** Option (2) is the right answer because the few principles, which guide, are nothing but the fruit of good judgement of human psyche. The remaining options are not correct.
8. **Ans.(2).** Option (2) is the most likely source of extract of the passage. Options (1) and (3) are not apt. Option (4) is wrong.
9. **Ans.(4).** Option (4) is the correct answer, as it is clearly stated in the 2nd para of the passage. All the other options (1), (2) and (3) do find a mention in the passage but these persons had not given this statement.
10. **Ans.(4).** Each of the options (1), (2) and (3) are present in the passage. The thirteenth paragraph throws light on them. Hence option (4), their combination, is the perfect one.
11. **Ans.(4).** Option (4) is mentioned in the last sentence of para 3. Options (1), (2) and (3) are too narrow for them to be become subject of an analysis.
12. **Ans.(4).** Options (1), (2) and (3) are all a part of the process of decay in an organisation and find a mention in the passage. Hence option (4) is the one to be ticked as the desired one.
13. **Ans.(2).** Para 9 clearly indicates that, it is a bad blow to the process when model building is carried out at strategic levels. Options (1), (3) and (4) are true according to paras 13 and 14. Option (2) falls out and is the one sought.
14. **Ans.(1).** The last three paras of the passage give a clear idea of the answer being option (1). The remaining options are not explicitly mentioned in the passage.
15. **Ans.(4).** Para 9 finds a description of dependence of people for power & the reasons for the same. Options (1), (2) and (3) together form the part of answer and hence, option (4) is the right answer.
16. **Ans.(1).** Option (1) best suits the passage whereas the remaining options are too narrow to be passed off as the title of the passage.
17. **Ans.(2).** The twelfth paragraph talks of hierarchy not hindering management. It means management becomes easy if there is a hierarchial set up. Option (2) best reflects this and is the chosen one. The remaining options are not what the passage states and are rejected.
18. **Ans.(3).** The 6th para of the passage throws light on the 3Ms within the Institutional System and their importance. All the other options (1), (2) and (4) do not find a mention in the passage.
19. **Ans.(1).** Option (1) is the correct answer as it is clearly mentioned in para 8 towards the end, 2nd line. All the other options are incorrect.
20. **Ans.(4).** Option (4) is the right answer and is mentioned in the second last para of the passage. Option (1) 'Reactive' means 'responsive', 'showing reaction'. Option (2) means 'protective' and option (3) means 'aggressive'. They are nowhere mentioned in the passage and are hence incorrect.

Answer Keys

11.(4)	12.(4)	13.(2)	14.(1)	15.(4)	16.(1)	17.(2)	18.(3)	19.(1)	20.(4)
1.(2)	2.(2)	3.(3)	4.(4)	5.(1)	6.(2)	7.(2)	8.(2)	9.(4)	10.(4)