

- d) forms of government other than democracy give the educated minority greater scope for self-expression

QUESTION 11.**Passage****D.11-11) Passage 3**

It is undeniable that some very useful analogies can be drawn between the relational systems of computer mechanism and the relational systems of brain mechanism. The comparison does not depend upon any close resemblance between the actual mechanical links which occur in brains and computers; it depends on what the machines do. Furthermore, brains and computers can both be organized so as to solve problems. The mode of communication is very similar in both the cases, so much so that computers can now be designed to generate artificial human speech and even, by accident, to produce sequences of words which human beings recognize as poetry. The implication is not that machines are gradually assuming human forms, but that there is no sharp break of continuity between what is human, what is mechanical.

Computers have acquired a proven ability of performing many of the functions of the human brain because

- a) the brain of modern man is unable to discharge its functions properly on account of over-reliance on machines
- b) the sophisticated computer mechanism is on the verge of outstripping human mental faculties
- c) the process of organizing and communicating are similar in both cases
- d) the mechanics of the human brain have been introduced in the computer

QUESTION 12.**Passage****D.12-13) Passage 4**

Japan presents an interesting case study of how culture can influence competitive advantage. Some scholars have argued that the culture of modern Japan lowers the costs of doing business relative to the costs in most Western nations. Japan's emphasis on group affiliation, loyalty, reciprocal obligations, honesty, and education all boost the competitiveness of Japanese companies. The emphasis on group affiliation and loyalty encourage individuals to identify strongly with the companies in which they work. This tends to foster an ethic of hard work and cooperation between management and labour "for the good of the company." Similarly, reciprocal obligation and honesty help foster an atmosphere of trust between companies and their suppliers. This encourages them to enter into long-term relationships with each other to work on inventory reduction, quality control, and design - all of which have been lacking in West, where the relationship between a company and its suppliers tends to be a short-term one structured around competitive bidding rather than one based on long-term mutual commitments. In addition, the availability of a pool of highly skilled labor, particularly engineers, has helped Japanese enterprises develop cost-reducing, process innovations that have boosted their productivity. Thus, cultural factors may help explain the success enjoyed by