

THE OPEN UNIVERSITY OF SRI LANKA

PROGRAMME IN PROFESSIONAL ENGLISH - LSC 2203

FINAL EXAMINATION - 2010/2011

PAPER I - READING AND COMPREHENSION

	ober 2011 - 12.00 noon	INDEX NO. CENTRE I.D. NO.	:
INSTRUCTIONS :	ANSWER ALL Q	UESTIONS.	
For Examiner's Use O	nly.		
Question No:	Marks Obtained		Maximum
1			20
2			30
3	<u></u>		<u>25</u>
Total			75
	Percentage	%	
Signature of Examiner	:	••••	·
Name	· :		



Answers should be written in your own words as far as possible. Marks will be deducted if complete sentences with irrelevant details are copied straight from the text

1. Given below are some extracts from the Establishment Code of the University Grants Commission. Read them and answer the questions that follow.

Public Advertisement of Vacancies

1.	17.5	vacancies should be advertised publicly in the press in respect of an
2		posts.
3 -	17:3:1	The Press advertisement should be confined to newspapers approved
4 .		by the Government to carry Government advertisements.
5	17:3:2	It should be brief, giving the designation of the vacant post, the date
6		of closing of applications and the designation and address of the
7	·	Officer from whom application forms and full particulars of the post
8		may be obtained, and to whom the application should be forwarded.
9	17:5	No member of the University Grants Commission should be cited as
0		a referee by an applicant to any post in the Commission or in any
1		Higher Educational Institution. Where a member of the Commission
2		has been cited as a referee, the officers inviting applications should
3		inform the applicant that he should nominate another suitable person
4		in place of the member of the Commission.

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15		<u>Promotions</u>	For Examiner's
			use only.
16	7:12	Promotions must be earned by satisfactory work and conduct and by	*************
17		the fulfillment of all the conditions stipulated in the scheme of	
18		recruitment such as passing an efficiency bar or qualifying	•••••
19		examination, obtaining the prescribed academic, professional or	*************
20		technical qualifications, contribution to research etc., or reaching a	•••••
21		prescribed point on the salary scale or prescribed period of service.	•••••
			••••••
22	8:	The effective date of an appointment or promotion will be the date	
23		specified in the letter of appointment, or the date on which the	
24		person first assumes the duties of his new post, whichever is the	***************************************
25		later, but in no case shall it be earlier than the date on which the post	
26		was created or on which it was rendered vacant.	
		·	
27	9:	The appointing authority shall not ante-date an appointment on the	
28		grounds that the person had been functioning in the post from a date	
29	•	prior to the date of his appointment.	
	Que	stions	
		·	
	1. Wha	at is the condition governing publishing of newspaper advertisements?	
		(02 marks)	
		,	

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2.	Briefly list the information that should be included in the advertisement.	For Examine
	One is done for you.	use only.
	(iii) From whom to obtain details regarding advertisement.	
	(iv)	
2	(03 marks)	
3.	What action should be taken if an applicant has cited a member of the Commission as a referee?	
	Confinission as a referee!	
• •	·	
	(02 marks)	
4.	What are the conditions necessary for promotion as specified in the Scheme	
•	of Recruitment with regard to examinations and qualifications?	
	·	
	(02 marks)	
	•	



5.	How i	s the effective date of appointment or promotion determined?	For Examiner's
			use only.
	•		

		(03 marks)	
6.	Evnla	in the meaning of the phrase ante-date?	
o.	DAPIG	in the meaning of the phase and	
		•	
	•		
		(02 in order)	***************************************
		(02 marks)	
7.		plete the following sentences with correct information from the	
-	passa	ge.	
	(i)	An applicant for a post	
		a member of the University Grants Commission as a referee.	
		(02 marks)	
	(ii)	An officer will be eligible for	
		if his is satisfactory and	
		he has fulfilled the conditions in the Scheme of Recruitment.	
		(02 marks)	
	(iii)	If a person on his salary	
		scale or a he is eligible	
		for promotion.	
		(02 marks)	



2. Read the following passage and answer the questions set on it.

(1)

(3)

(2) 7

One of the most important differences in management style between Japanese management and that in most other countries lies in the area of decision making. Westerners often find the Japanese method of making decisions to be extremely slow. However, most people do not realize that different thought processes and procedures go on during Japanese-style decision making.

Westerners tend to make major decisions at the top, in board meetings, among department heads (high-level managers). They then "pass the word" down to lower-level managers and others to implement and carry out the decisions. The Japanese do the opposite. Their system, commonly known as *ringi*, is the corporate version of "government by consensus." With *ringi*, decisions are not made "on high" and given to lower-level employees to be implemented. Rather, they are proposed from below and move upward. In this process, the decision receives additional input and approvals after much discussion through all levels of the company.

For decisions that are not very major, approvals can be given by various individuals (or by groups). But when any decision is of great importance, the Japanese look for broad <u>consensus</u>. *Ringi* should be seen as a "process" rather than a system. It gives management the choice of a broad selection of practical choices. Often, the person who initiates an idea is a section chief. He proposes an idea (which may have been suggested to him by one of his workers). He gets his section members to research it; they all discuss it. When satisfied, he passes it up to the higher levels of management.

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,(A)	24	Even junior members take part in all this deliberation. It is considered part	For Examiner's
ب د ب	25	of their training. It is also a way to develop company motivation. The idea	use only.
	26	is considered all the way up until it reaches the president. If he approves it,	
	27	it will have been seen and considered by almost everyone who could be in	
	28	any way involved in the final implementation.	
	-		
(5)	29	One of the major benefits of ringi is that it avoids the possibility of any one	• •
	30	person being "personally responsible" for a decision. When responsibility is	***************************************
٠	31	spread out to many people, no one "loses face" (is embarrassed).	******************
			••••••••••
(6)	32	Actually, the delay that happens before a decision is made may not be as	
	33	great as it sometimes appears when compared with Western systems. Where	
	34	the Western "top-down" approach to decision making is used, the original	• • • • • • • • • • • • • • • • • • • •
	35	plan or agreement is frequently made relatively quickly at the top in the	
	36	boardroom. However, delays of weeks or months may follow while lower-	
	37	level employees first learn about the decision and are then persuaded to	
	38	support it. Both steps are necessary before a plan can actually be	*****
	39	implemented. When lower-level employees have not participated in making	
	40	the decision, misunderstandings, disagreement, or other delays frequently	
	41	occur.	
[7]	42	In Japan, in contrast, once the decision is finally made, all relevant staff	
Ĺ	43	members understand it thoroughly. They are familiar with it because they	
142,551	44	were involved with it in the early stages. So, although it may take a long	
	45	time to arrive at the decision, once approval has been given, they can	
	46	implement it rapidly and smoothly. The final time difference between the	
	47	two systems, therefore, may not be as far apart as it can sometimes seem.	
8)	48	The idea of creating a consensus that incorporates everyone in the	
	49	organisation is at the heart of Japanese business philosophy and methods.	
			,



43.	Questions		For Examine
			use only.
•	Underline the correct answer.		
1.	The difference between the Japanese style of management	and the Western	************
	style lies in its	•	**************
	(i) processes and procedures		
	(ii) decision making process		
	(iii) time-consuming process		
	(iv) arrival at quick decisions		
		(02 marks)	
2	'ringi' is a system where the decisions are initiated at		<i>i</i> :-
	(i) a lower level		
	(ii) a high level	l	
	(iii) middle levels of a company		
	(iv) board meetings		
		(02 marks)	
3.	Is this statement 'True' or 'False'?		
	"The Ringi process is followed in making all types of decision	ions".	
		(01mark)	
	Support your answer with a statement from the passage.		
		ı	
		(02 marks)	
			•



4	In yo	For Examiner's						
	goes	use only.						
			,					
		(03 marks)						
5.	Nam	e two benefits the company and employees derive from the 'Ringi'						
-,	proce							
	ргоос	· ·						
	Gί		***************************************					
	(i)	,	***************************************					
			••••••					
	(ii)		••••••					
•			***************************************					
		(03 marks)						
6.	Unde	erline the correct answer.	***************************************					
	Whic	ch one of these is not a feature of 'Ringi'?	*************					
	(i)	The suggestions from the lower ranks finally go up to the president.						
	(ii)	Only some of the employees are involved in decision making.						
	(iii)	No one person is responsible for a decision.						
	(iv)	It makes the final implementation easier.						
		(02 marks)						
7.	Unde	erline the correct answer.						
	In the	In the Western system when decisions are made quickly at the top						
	(i)	very little time passes before the decision is implemented.						
	(ii)	lower level employees learn about the decision immediately.						
	(iii)	delays may occur in implementing the decision.						
	(iv)	lower level employees support the decision without any hesitation.						
		(02 marks)	,					
		(02 marks)						

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8.	Explain the term 'top-down' approach as used in the	passage.	For Examine
		,	use only.
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	- 현실	(02 marks)	
9.	What are the two steps referred to as 'both steps' in li	ne 38?	***************

	(i)		

	(ii)		
		(03 marks)	************
10.	Although Japanese decision making is a long pro	ocess, implementation is	***********
	quicker. What is the reason for this?		
		·	

			<i>t</i> -
			Q
•		(03 marks)	
11.	In your opinion which of the two systems of dec	cision making has more	
	advantages. Give a reason for your answer.		
	•		
		(03 marks)	

		•			
12.	Give	the meanings of the following words.		1	For Examiner's
v.		•			use only.
	(i)	consensus in paragraph 3 line 18.			***************
	4.5				
	(ii)	relevant in paragraph 7 line 42.			*************

			<u></u>		•••••
,			(02 marks)		************
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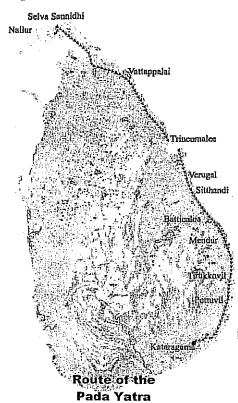
For Examine

use only.

Read the following passage and answer the questions that follow.

Among Sri Lanka's living traditions, few are as well-known or as poorly understood as the Kataragama Pada Yatra or foot pilgrimage. Starting from the island's far North and arriving nearly two months later at the Kataragama shrine in the island's remote southeastern jungle, this traditional foot pilgrimage or Pada Yatra is not a peace or protest march, but a ritual Hindu tradition. Its participants are mainly ordinary people.

3.



There are almost no records of the Pada Yatra written in the pilgrims' own words,

although the British government agents kept <u>exhaustive</u> records of the colonial government's efforts to discourage a practice considered to be unhealthy and unproductive. <u>They</u> often complained of the pilgrims' tendency to die <u>en route</u> or during the Esala festival, and used this argument to restrict the issue of tickets to a tiny quota of legal pilgrims in the late 19th Century.

Earlier in the 16th Century, so many Islamic religious dignitaries crossed over from India via Jaffna to Kataragama that the Portuguese colonial authorities feared an invasion. They ordered the old Jaffna pilgrimage route, to be sealed off and later it fell into relative disuse.

A long trek lies before those who start from the far North. Nearly two months before the great Esala festival in Kataragama, pilgrims gather at sacred sites like Nagadeepa, Nallur or Selva Sannithi. Then with a loud chorus of *Haro Hara!* they proceed as onlookers cheer.

27	Prior to 1950 before a motorable road was extended up to Kataragama from	For Examiner's
28	Tissamaharama, the only way pilgrims could reach Kataragama was on foot	use only.
29	or by bullock cart. All that has changed and today Kataragama is easily	
30	reached by regular bus service directly from Colombo and other districts	
31	including the Eastern Province, where the Pada Yatra tradition flourishes.	
32	Pilgrims represent the full spectrum of society, however there are no lords	
33	or masters on the pilgrimage. Attired as mendicant-beggars, the pilgrims	
34	walk, eat and worship together in small bands. At night pilgrims camp out	
35	much as gypsies do or, for that matter, much as tradition says god	
36	Kataragama would walk and camp from one sacred site to another. Many	
37	still perform pindapāda - door-to-door ritual begging for paddy or coins, not	
38	for mere sustenance but consciously with a view to bless the donor	
39	families. The route carries them down the east coast as far as Pottuvil,	
40	where it turns inland to cross the 60 miles of jungle to reach Kataragama.	
41	The final stretch of the Yatra take the pilgrims through wild jungle teeming	
42	with elephants, deer, sambur, and boars. Typically the jungle claims the life	
43	of one or more pilgrims who die of fever, are attacked by wild animals or	
44	simply get lost.	
	Nowadaya the arest recipite of fact viloring walls from Retticalon and	
45	Nowadays the great majority of foot pilgrims walk from Batticaloa and Ampara districts, which are much closer to Kataragama than Trincomalee,	***************************************
46	Vavuniya or Jaffna districts, where only the most <u>fervent devotees</u> are	
47	prepared to walk for 40 days or more. Significantly, the Kataragama Pada	
48	Yatra attracts a few foreign pilgrims each year as well as Sri Lankan	
49 50	devotees, despite the hazards and hardships.	
30	devotees, despite the nazards and nardships.	
51	With the conclusion of the July festival the foot pilgrims return home, like	
52	everyone else. But no one who has experienced the pilgrimage is ever quite	
53	the same again. The Pada Yatra is not a mere walking exercise. It is a	
54	spiritual experience.	
	(Adapted from the Serendib)	

(1)

		00
	<u>Questions</u>	For Examine
		use only.
1.	Briefly state four facts about the Pada Yatra as mentioned in paragraph 1.	
	(ii)	
	((tv))	
•	(02 marks)	•••••
2 .	Underline the correct answer.	
	The British government agents kept records which	6
	(i) described the route of the Pada Yatra.	
	(ii) gave details of the participants.	
	(iii) showed the Pada Yatra as a productive exercise.	
	(iv) detail their attempts to prevent the Pada Yatra.	
	(02 marks)	
3.	Why did the British control the number of participants?	
		••••••
	(02 marks)	
4.	Why did the Portuguese seal the ancient Jaffna pilgrim route?	
		••••••
	•	1

(02 marks)



5.	(i)	When does the foot pilgrimage start?		For Examiner's
	v.			use only.
	-			
			(01 mark)	
	(ii)	Where do the pilgrims gather?		
			•	••••••
				••••••
		•	(01 mark)	•
6.	Wha	t difference in the mode of travel to Katarag	ama can be seen before and	
	after	1950.		
		*		
	Befo	re 1950		

	After	1950	······································	
			(02 marks)	
7.	Unde	erline the correct answer.		
	Whic	ch one of the following is not true of the pilg	rims on the Pada Yatra?	
	(i)	They are simply dressed.		
	(ii)	They camp in the open.		
	(iii)	They observe social distinctions.		
	(iv)	They bless those who gave them alms.		
		•	(02 marks)	
8.	Brief	ly state three difficulties faced by the pilgr	ims, when passing through	
	the ju	ingle.		
				•••••
	(i)			
	(ii)			
	(iii)			
			(03 marks)	

9.	Why are fervent devotees mentioned in line 47?	For Examine
		use only.
		, A
	(02 marks)	
10.	What do these words refer to?	
	(i) They in line 16.	

	(ii) Many in line 36.	
· · · · · · · · · · · · · · · · · · ·	(02 marks)	
11.	Explain the meanings of the following words.	
	(i) <u>exhaustive</u> in line 14.	
	(ii) <u>en route</u> in line 17.	
	(iii) <u>sustenance</u> in line 38.	
	(iv) <u>fervent</u> in line 47.	
-		
	(04 marks)	