

I.) A vital factor in the success of any business is the right selection of its administrative staff. In this matter, the management has the inescapable function not only of making the right selection, but after having made it, also of providing the fullest scope for legitimate and individual advancement. A management which is so petty as to be jealous of the powers and the authority of the officers will naturally select staff of submissive type, docile men who are accustomed to obey without question. It would not take the risk of engaging the able and aggressive employees. A really good management will do the direct opposite. It will seek out men capable of evolving policies within their own sphere and will train them to rise to the highest position. In connection with most administrative bodies, management is self-perpetuating and responsible for its own succession. Even the most able management cannot foresee the future with certainty; its decisions, for the future, are at the best intelligent guesses. What it must do is to make available the enterprise to the men who will be capable of taking decisions in the future and who are trained, qualified and tested in the present to do so. No management can rely on the constant supply of geniuses. It must so train its staff that, during the normal times, the enterprise is capable of being run effectively by men of not much more than average ability and with a robust sense of purpose.

Write a summary of the given passage in your own language, in not more than 100 words. Suggest a suitable title for it and justify your choice.

II.) Many conflicts of this world are believed to be the result of misunderstandings. But where better to begin the process of understanding than in the well springs of communication-of language, of speech? Unless we understand what another is saying, how can we approach even the fringes of consensus? Even where people speak the same language, great difficulties of semantics still often arise. How much more then in the case of people ruled by fears and suspicions of other people who speak an alien tongue?

Each language has grown out of the deep cultural aspirations of a people. By understanding the language we begin to understand how they think and more significantly, how they feel. Out of such understanding will come a greater measure of mutual respect, and out of this respect, greater love, and out of such love, and such love alone will come a lasting peace.

There are many occasions in the modern world which provides opportunities for greater contact with foreigners. In the past, when travel was extremely hazardous, and nearly impossible, people hardly ever heard another language spoken. In this age of jet transport, and highly organised tourism, it is impossible not to hear several languages regularly. Movements of people in search of employment across the globe, for short and long terms, expose themselves and their families to quite diverse ethnic groups and cultures. They thus absorb quite naturally at least some of the basic elements of speech in those countries.

The United Nations and myriad service organisations have done immeasurable good in bringing together nations of the world. There are also many "friendship societies" which enable people who wish to appreciate another culture to do so in a most congenial manner. Foreign missions of most countries, except perhaps the Chinese and some East European Countries hold classes to teach their language to people of host countries. International schools are also great nurseries of international friendship.

At the school where my wife teaches, the Overseas Children School just outside Colombo, children of about 35 nations attend, and it is always a deeply moving sight to see them on United Nations Day or on their big occasions, carrying the flags of their nations. It represents an El Dorado in microcosm, a brave vision of peace in the future.

My wife recalls that when the US-Libyan confrontation was at its peak, she saw a Libyan diplomat's daughter walk hand in hand with an American child. They had a language in common indeed. Unless we become as little children in the matter of learning one another's language, we will not enter the kingdom of a heaven of harmony on earth.

Q1. Why was travel 'extremely hazardous' and 'nearly impossible' in the past?

Q2. What has lead to more people being exposed to diverse ethnic cultures?

Q3. What are "friendship societies"? How do they carry out their objective?

Q4. What is meant by "El Dorado in microcosm"?