

**BUSINESS COMMUNICATION I**  
**BCC 1370**



**COMMON PROGRAMME**  
**COURSE MANUAL**

**YEAR 1, SEMESTER 1**  
**FEBRUARY 2024**

**FACULTY OF MANAGEMENT STUDIES AND COMMERCE**  
**UNIVERSITY OF SRI JAYEWARDENEPURA**

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## UNIT 1

## GETTING TO KNOW EACH OTHER

**Ice-Breaker**

1. Get into pairs and get to know your partner. Then, introduce your partner to the class.

Ask questions like: What is your name?

Where are you from?

How many members are there in your family?

What is your favourite colour?

How do you travel to the university?

Do you like this university?

Questions are the most important part in a conversation as they keep the conversation going. It is also vital in finding out or extracting information from the other person. In English there are **4 main types of questions**.

1. General or Yes/No Questions

These questions can be answered with a simple 'yes' or 'no' response.

- Do you like this lecture?
- Can I go out, please?
- Are you sleepy?

2. Wh - questions

The question words **who, what, where, when, why, how, how many**, etc., are used in these types of questions as the answer is specific:

Question	Response
• How many students are there in this class?	45 students
• Whose class is this?	This is Mr. Perera's class
• Where is your book/assignment?	I am still reading/doing it

### 3. Multiple choice questions

In these types of questions there are several options for the answers.

Question	Response
Do you like this university or not?	I like this university
Do you like this lecture?	Yes, I like this lecture
Are we going to the lecture or to the canteen?	We are going to the lecture

### 4. Tag questions

In these types of questions there are short additions to sentences, asking for agreement and confirmation.

There are two parts to this question formation.

- After a positive/ affirmative statement, we use the negative interrogative:

Question	Response
▪ The lecture will start soon, won't it?	Yes, it will start soon

- After a negative statement, we use the ordinary interrogative:

Question	Response
▪ The lecturer hasn't come to the lecture, has she/he?	No, he/she hasn't

In general, all these 4 types of questions can be used in extracting information, asking for opinions and in day-to-day life activities. However, the difference is in the context/situation and the audience/people that we ask the question. These differences make the questions formal or informal.

## 2. Greetings

The following greetings are commonly used in English. Discuss whether they are formal or informal and fill in the table below. Add any more greetings that you know to the table.

Hi!	How do you do?	What's up?	Hello!
How's it going?	How are you doing?	How are things today?	How
are you?	Good morning, where are you going		

### Activity 1

You have been selected to the Faculty of Management Studies and Commerce. After about a month you meet one of your friends from the village who is senior to you. Greet him/her. Using the question forms that you learnt, find out information about your senior.

Example: What is your department?

Who is the Head of your Department?

80% attendance is compulsory, isn't it?

In pairs act out the following scenarios

- You meet your friend who has been overseas for a long time.
- You meet the lecturer who teaches English to you in the university.

Formal	Informal

### 2.1 Leave Taking

The following greetings are commonly used in English when ending a conversation. Discuss whether they are formal or informal and fill in the table below. Add any more forms of greetings that you know to the table

I've got to go now. See you later.	I'll take your leave.	I'd better go.
Goodbye then.	See you.	Bye.
		See you tomorrow sir/madam.



## UNIT 2

# PARAGRAPH WRITING

### Learning Objectives

At the end of the lesson the students will be able to:

- Identify characteristics of a good paragraph
- Identify and formulate a topic sentence, supporting sentences and a concluding sentence
- Write a well-organized paragraph



Work on the following questions:

1. What is a sentence?
2. What is a paragraph?
3. What are the characteristics of a paragraph?
4. What are the important facts we need to know when we are writing a paragraph?

Read the following paragraphs and identify the differences in the two paragraphs

- My mother is a busy person. She works ten hours a day. She leaves the house early in the morning and comes back late at night. Sometimes she works during the weekend. She has no free time to enjoy herself.
- My mother is a busy person. She likes to eat chocolates. My name is Chandana Perera and I am from Kandy. My mother goes to work by car. She likes to travel in the weekend and her favorite hobby is painting.

It is clear that the first paragraph is more organized than the second one. The first paragraph does not deviate from the main focus which is about 'how busy the mother is'. However, the second paragraph is not focused on one fact but talks about many things.

After reading the above paragraphs it is clear that a well-organized paragraph should focus on one point. Which means, it should be **coherent, structured and focused** which are some of the main characteristics of a paragraph.

By following the structure of writing a paragraph these characteristics can be achieved. Especially, focus can be attained by writing a **topic sentence** for your paragraph, which would guide you to focus your thoughts on the main point.



## 2.1 Topic Sentence

The topic sentence is the most important sentence in a paragraph as it controls the whole paragraph and introduces the idea to the reader. Thus, it usually appears at the beginning of a paragraph.

### Activity 1

What is the main idea of the following paragraphs?

1. Trees are useful to us in many ways. They provide us oxygen, purify air while storing carbon. They also stabilize the soil, contribute in climate change. They provide us wood, food and make the environment cool by giving us shade/shelter. We can't explain the usefulness of trees in our life... So SAVE TREES!

Main Idea:

.....

2. Pollution is the addition of unwanted substances into the environment that can damage our Earth. There are 4 main types of pollution; water pollution, air pollution, soil pollution, and noise pollution. All kinds of pollution are a result of careless activities by man. No matter which form of infection it is, it has dangerous impacts on our environment.

Main Idea:

.....

3. DIMO Lanka said it closed its head office located at Jethawana Road, Colombo 14, today as a precautionary measure to contain the possibility of spreading COVID-19 among staffers. Speaking to Mirror Business, DIMO Lanka Chairman Ranjith Pandithage said the decision was taken following the spike in COVID-19 positive cases reported in the Gampaha district. "We have opted to close the head office and have instructed our staff to work-from-home. Some of our employees have relatives in the Gampaha district, therefore as a precautionary measure we decide to halt all physical operations at our head office," Pandithage said. He stressed that no DIMO employee has been tested positive for COVID-19.

Adapted from <http://www.dailymirror.lk/business/DIMO-Lanka-head-office-closed/215-197405>

Main Idea:

.....

4. Our formal definition of an organization is a social entity that is goal directed and deliberately structured. Social entity means being made up of two or more people. Goal directed means designed to achieve some outcome, such as make a profit (Wal-Mart), win pay increases for members (AFL-CIO), meet spiritual needs (United Methodist Church), or provide social satisfaction (college sorority). Deliberately structured means that tasks are divided and responsibility for their performance is assigned to organization members. This definition applies to all organizations, including both profit and nonprofit. Small, offbeat, and nonprofit organizations are more numerous than large, visible corporations—and just as important to society.

Adapted from Daft, Richard. (2010) Management. Ninth Edition. South-Western, Cengage Learning

Main Idea:

.....



### How did you know/identify the main idea?

When we read the paragraphs we understand that the paragraph talks about **one main idea**.

Therefore, it is clear that a paragraph revolves around one main idea. When we write a paragraph this main idea is expressed through the **topic sentence**.

### For example:

**There are three reasons why Canada is one of the best countries in the world.** First, Canada has an excellent health care system. All Canadians have access to medical services at a reasonable price. Second, Canada has a high standard of education. Students are taught by well-trained teachers and are encouraged to continue studying at university. Finally, Canada's cities are clean and efficiently managed. Canadian cities have many parks and lots of space for people to live. As a result, Canada is a desirable place to live.

**Activity 2**

Write a topic sentence for each of the following paragraphs.

1.

.....  
Top managers are responsible for developing the organization's strategy and being an agent for its vision and mission. A second set of managers includes functional, team, and general managers. Functional managers are responsible for the efficiency and effectiveness of an area, such as accounting or marketing. Supervisory or team managers are responsible for coordinating a subgroup of a particular function or a team composed of members from different parts of the organization.

2.

.....  
Time is significant, and it must not be wasted. One can always do much in a little time; hence so much to accomplish. Time management is especially essential for students, as they have to study various subjects in a limited period. One, who knows how to manage time properly, can manage all of the responsibilities effectively enough, and such people utilize the maximum of their time and achieve success in their life. Time management is a skill that could make life beautiful and work wonders if practiced daily.

3.

.....  
The computer has greatly developed, with more modern updates and advancements. The speed, as well as the accuracy of each computer, is classified. The computer has several functions other than processing and storing data. It helps control the machine, organize the business, sell services and products, and definitely for academic purposes. The computer has found its way in our daily lives with its great usefulness.

4.

.....

In the late 1800s, a young engineer, Frederick Winslow Taylor (1856–1915), proposed that workers “could be retooled like machines, their physical and mental gears recalibrated for better productivity.” Taylor insisted that improving productivity meant that management itself would have to change and, further, that the manner of change could be determined only by scientific study; hence, the label scientific management emerged. Taylor suggested that decisions based on rules of thumb and tradition be replaced with precise procedures developed after careful study of individual situations.

*Adapted from Daft, Richard. (2010) Management. Ninth Edition. South-Western, Cengage Learning*

## 2.2 Supporting Sentences

After writing the topic sentence, we need to support the idea presented in the topic sentence. Finding out what you should write for your supporting sentence is important as it would make you lose **focus**.

In order to understand what should be written for the supporting sentences turn your topic sentence to a general question using **what, how, why, where, who and when**. This will help you to focus and organize your paragraph.

### Activity 3

Add supporting sentences to the following topic sentences.

1. Sigiriya is one of Asia’s major archaeological sites, as well as being listed by UNESCO as a World Heritage Site.

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2. Advertising is an effective method of selling a product.

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3. There are a number of factors that contribute to the success of an organization.

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4. A good leader motivates his/her team to achieve positive results

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5. Individuals bring a number of differences to work, especially when there are different personalities.

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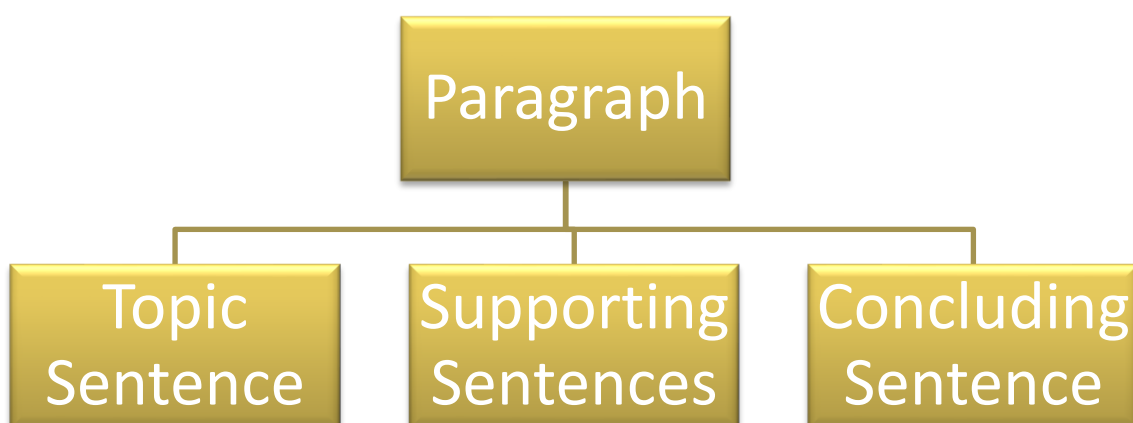
### 2.3 Concluding Sentence

This is the final sentence of the paragraph which concludes the paragraph and summarizes the main idea of the paragraph. Accordingly, this sentence, can restate the topic sentence in other words.

For example:

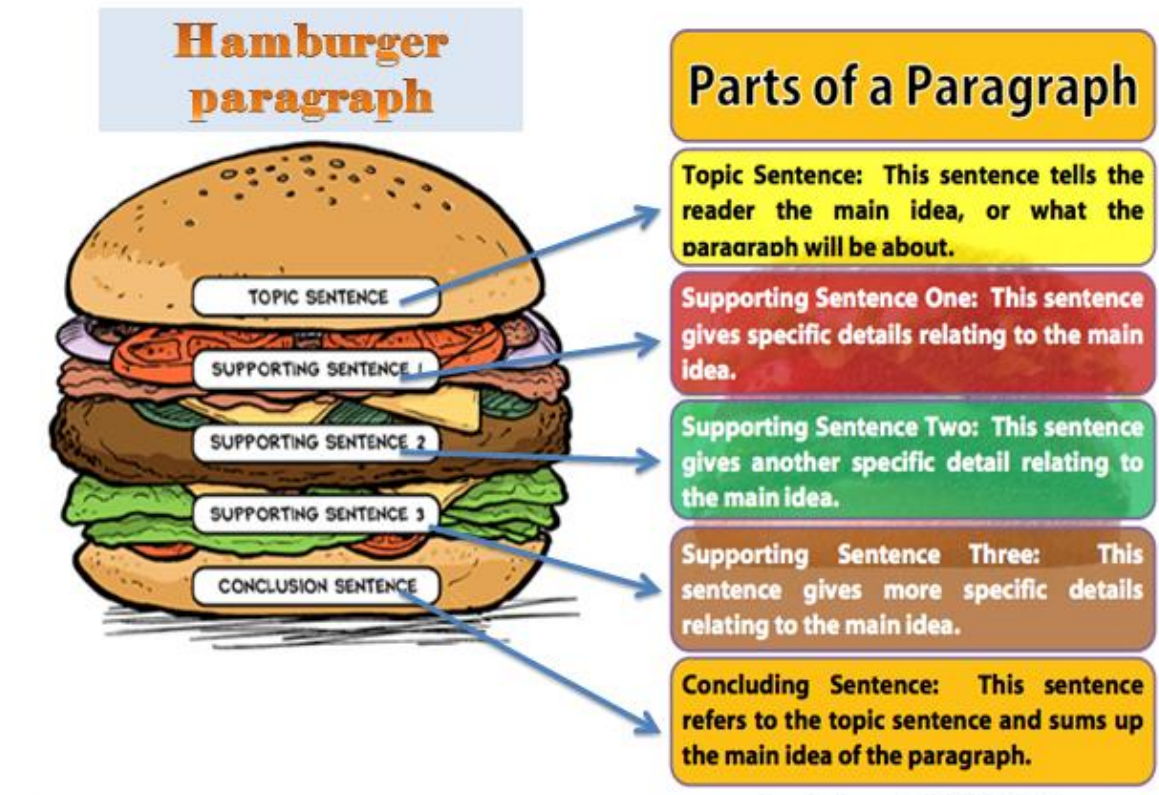
Walking is an ideal exercise. It is easier than many other sports. It is also more convenient than any other activities, as a person can do it almost any time or place. Finally, walking is usually done outside, which helps people feel happy and less stressed. **Everyone who wants regular exercise should try walking.**

The following graph explains the main components of a paragraph.



## FUN FACT

When you are writing a paragraph think of a hamburger



Adapted from <https://www.siue.edu/~tkohler/Writing%2520a%2520Paragraph.html>

When organizing a paragraph, the following strategies can be used according to the controlling idea of the paragraph

- **Narration:** Tell a story. Go chronologically, from start to finish.
- **Description:** Provide specific details about what something looks, smells, tastes, sounds, or feels like. Organize spatially, in order of appearance, or by topic.
- **Process:** Explain how something works, step by step. Perhaps follow a sequence—first, second, third.
- **Classification:** Separate into groups or explain the various parts of a topic.
- **Illustration:** Give examples and explain how those examples prove your point.

Adapted from <https://writingcenter.unc.edu/tips-and-tools/paragraphs/>

Write a paragraph on the following topics, which would get you started with focusing on one main idea.

1. Your first day in the university
2. My favourite book/movie
3. Your daily routine
4. My favourite personality
5. Social media is important for the youth generation



Now let us move on to the next level. Write a paragraph on the following topics.

1. Management education is important to the society
2. Smoking is injurious to health.
3. State universities in Sri Lanka
4. Team work is essential for a manager

## 2.4 Transition Words

Transition words is essential not only between section and paragraph, but also they are vital with in a paragraph. These help for the **smooth flow** of the paragraph and to organize the ideas in a logical and a rational manner.

They can be categorized as follows

<b>Addition</b>	<b>Emphasis</b>	<b>Order</b>	<b>Contrast</b>
Along with	Undoubtedly	Following	Unlike
Moreover	Especially	Previously	Nevertheless
Furthermore	Clearly	Subsequently	Despite
Also	It is evident	Frist, second, final	In contrast (to)
As well	Importantly	Firstly, secondly, finally	Contrary to
Beside	Absolutely	Last but not least	Where as
In addition	Indeed	Frist and fore most	Alternatively



Result	Illustration	Comparison	Summary
As a consequence (of)	Such as	Similarly	Briefly
As a result of	In this case	Equally	In short
Thus	For example	Likewise	In conclusion
Hence	For instance	Just as	To summarize
Consequently	Including	Compare to	Altogether
Due to		In the same way	To sum up/conclude
Therefore			In summary

Adapted from <https://www.pinterest.com/pin/608126755912834776/>

#### Activity 4

Using the above table fill in the blanks of the following paragraphs:

- This perspective contains three subfields, each with a slightly different emphasis: scientific management, bureaucratic organizations, and administrative principles.

Scientific management \_\_\_\_\_ scientifically determined jobs and management practices as the way to improve efficiency and labor productivity.

A systematic approach developed in Europe that looked at the organization as a whole is the bureaucratic organizations approach, a subfield within the classical perspective.

\_\_\_\_\_ major subfield within the classical perspective is known as the administrative principles approach. \_\_\_\_\_ scientific management focused on the productivity of the individual worker, the administrative principles approach focused on the total organization. The contributors to this approach included Henri Fayol, Mary Parker Follett, and Chester I. Barnard.
- Today's successful companies are continually innovating. \_\_\_\_\_, Johnson & Johnson Pharmaceuticals uses biosimulation software from Entelos that compiles all known information about a disease \_\_\_\_\_ diabetes or asthma and runs extensive virtual tests of new drug candidates.

3. Three critical innovation strategies for changing products and technologies have already been discussed. The \_\_\_\_\_ strategy, exploration, involves designing the organization to encourage creativity and the initiation of new ideas. The strategy of cooperation refers to creating conditions and systems to facilitate internal and external coordination and knowledge sharing. \_\_\_\_\_, entrepreneurship means that managers put in place processes and structures to ensure that new ideas are carried forward for acceptance and implementation.

Adapted from Daft, Richard. (2010) Management. Ninth Edition. South-Western, Cengage Learning

## UNIT 3

# BUSINESS CORRESPONDENCE

### 3.1 – Email Writing

#### Learning Objectives:

- At the end of the lesson students will understand the importance of email communication
- Students will be familiar with email jargon
- Students will be able to write effective emails



Electronic Mail or simply email is quite familiar to students as well as workers. In the business environment emails are an essential part of day-to-day communication. Therefore, as future professionals you need to know how to write professional and casual emails that accurately convey your intentions.

The advantages of emails are:

- **High speed send / receive cycle** – An email is delivered instantly, from your office to anywhere in the world. No other method of delivery can provide this service. Timely buying and selling decisions can be made in an instant.
- **Direct input and retrieval from keyboard** - You can manage all your correspondence on screen and so can your customers. Your email can be answered, revised, stored, and sent to others using the computer screen and the keyboard, without wasting reams of paper.
- **Virtually instant communication** - The subject line in an email makes it easy to prioritize messages, which requires you to scan all your messages and look for those that require immediate attention.
- **Simultaneous circulation to a pre-selected group.**
- **Convenience** - Other files (Word, Excel, and PDF) and documents can be attached to email messages.
- **Economical** - Compared to telephone calls, faxes, or overnight courier service, email is less expensive.

- **Transmission is Secure and Reliable** - The level of security in transmitting email messages is very high. Email is private. Often telephone and fax messages are not. If the address information is correct, rarely does an email go astray. Fax machines can be out of order or out of paper and this prevents an important message from being delivered in a timely manner.

Simply because of these reasons emails have had an explosive growth in the recent past. But it doesn't mean that email hasn't got disadvantages; it has – such as virus infection and hacking.

### Activity 1

Read the following email and answer the questions.

<b>To:</b> <a href="mailto:Saman@gmail.com">Saman@gmail.com</a> , <a href="mailto:Nimali@yahoo.com">Nimali@yahoo.com</a> ,
<b>CC:</b> <a href="mailto:CEO@gmail.com">CEO@gmail.com</a> , <a href="mailto:Director@yahoo.com">Director@yahoo.com</a>
<b>BCC:</b>
<b>Subject:</b> Annual General Meeting
<p>Dear Sir/ Madam</p> <p>The Annual General Meeting of the ABC Company will be held on,</p> <ul style="list-style-type: none"> <li>• Date : 25<sup>th</sup> February 2024</li> <li>• Time : 10.00 a.m. onwards</li> <li>• Venue : Board Room</li> </ul> <p>Your participation in the meeting is highly appreciated. Please bring the Progress Reports of your departments when you come for the meeting.</p> <p>Thank You</p> <p>Suren De Silva Secretary</p>

1. Who is sending the email?
2. Who is/are the receiver/s of the email?
3. What is the purpose of the email?
4. What actions are required from the receivers?

## Things to consider in writing emails

Email is not just a quick, easy, and relatively cheap way to keep in touch with family and friends, it has also become an essential tool in business, and an efficient mode of communication in day-to-day life.

Therefore, this lesson will discuss email writing under three sections:

- Email Basics
- Email Structure
- Language used in email

### Email Basics

- ▶ Every time you write something you should have a reader or audience in mind.
- ▶ You must adapt the content, tone and language of your email to the situation (context) and intended audience of your communication.
- ▶ When composing your email, do not assume that the receiver will understand your language. You should always focus your writing to assist your readers.
- ▶ Make sure you know who your reader is before you start to write - the way you would write to a friend or colleague would be different from the way you would write to a supervisor.
- ▶ Even though email is quick and easy to use, sometimes another form of communication might be more suitable. Think about your message and the purpose it is meant to achieve. If a phone call would be better, don't use email.
- ▶ It would be better to think of an alternative to email when: your message is personal or confidential and the news you have is bad.

### Structure of Emails:

- ▶ A successful email has a good beginning.
- ▶ It tells the readers why you have written the email, so they are persuaded to keep reading.
- ▶ It is concise and to the point.
- ▶ It gives the most important information first.
- ▶ If it is a long email, the subject line or the first paragraph should give an overview of the entire message, so it holds the reader's attention.

Let's look at the following example:

<b>To</b>	<b><a href="mailto:Himesh@gmail.com">Himesh@gmail.com</a>, <a href="mailto:Surendra@hotmail.com">Surendra@hotmail.com</a>, 8+</b>
<b>CC</b>	
<b>Subject</b>	Email Viruses
<p><b>Dear All,</b></p> <p><b>ABC is a large university. All staff and students are on the email system. There have been occasions when an email virus has been sent out to students and employees. Many were not sure how to respond to this problem. Some employees forwarded these emails to others and the virus spread. The university now has a policy in place to prevent the spread of such viruses in the future. All staff and students should notify a Technical Services Officer immediately if they suspect they have received a virus.</b></p> <p><b>Technical Services Unit</b></p>	

Adapted from: [https://www.academia.edu/37449172/Business\\_English\\_Writing\\_Workplace1](https://www.academia.edu/37449172/Business_English_Writing_Workplace1)

The above example has problems with the beginning such as,

- ▶ too much unnecessary information
- ▶ the important information comes at the end.

The same email can be written in a more concise way as shown below.

<b>To</b>	<b><a href="mailto:Himesh@gmail.com">Himesh@gmail.com</a>, <a href="mailto:Surendra@hotmail.com">Surendra@hotmail.com</a>, 8+</b>
<b>CC</b>	
<b>Subject</b>	Email Viruses
<p><b>Dear All,</b></p> <p><b>All staff are advised to contact a Technical Services Officer immediately on suspicion of an email virus. Early awareness and detection should prevent future problems.</b></p> <p><b>Technical Services Unit</b></p>	

Adapted from: [https://www.academia.edu/37449172/Business\\_English\\_Writing\\_Workplace1](https://www.academia.edu/37449172/Business_English_Writing_Workplace1)

The second email is better because,

- ▶ It tells the reader the purpose of the email in the first sentence.
- ▶ There is no unnecessary information.
- ▶ It is short, concise (brief) and to the point.

Therefore, clear, concise and polite writing is important for successful communication in the workplace.

**Thus, the essential email writing tips are:**

- ▶ Use short and simple sentences
- ▶ Use clear language
- ▶ Avoid unnecessary repetition
- ▶ Use strong verbs
  - Gave permission to == permitted
  - Reached an agreement == agreed
  - Take into consideration == consider
- ▶ Use bullet points

*“If you have written a message in anger, leave it in your outbox for at least an hour. Then go back and look at it again. If you feel the same way and want to send it, do so.”*

Shirley Taylor

### **What emails should NOT have**

#### **1. Wrong time and date**

It can be very confusing if your computer doesn't have the correct time and date set. Help to keep track of your messages, and help everyone else too, by setting the time and date correctly.

#### **2. Unclear subject line**

Readers with huge inboxes will not open your email unless you compose a SMART subject line.

Specific  
Meaningful  
Appropriate  
Relevant  
Thoughtful

*“What you put in your subject line can often mean the difference between whether your message should read right now, today, tomorrow, next and never!”*

Shirley Taylor

3. **Greeting** - Many people dislike receiving messages without courtesies. There are two main reasons for a greeting.
  1. It is courteous
  2. It confirms to the reader that the message is for them and not for someone else.

#### 4. Poor formatting

The message becomes so confused when it is very long. Messages can be misleading if you do not separate paragraphs. Format your messages attractively and put a blank space between paragraphs and it will help you and your reader.

#### 5. Vague messages

Sometimes the messages people receive are vague and they don't know the purpose of the message and what they are required to do. Therefore, take your time and write your message carefully so the reader understands the reason for the message. Check your email to make sure it is reader-friendly. Write your message according to the 3 Rs:

**Reader** —————> **Response** —————> **Results**

#### 6. Unfriendly tone

Tone is very important. Emotions are very difficult to convey in written messages. In emails we have to convey our emotions through words. If you are not careful with the tone, your reader will misunderstand and get offended. Then you will perhaps lose your important business contacts.

*"Your credibility could be ruined with one swift click of the 'send' button."*  
Shirley Taylor

#### 7. Grammar, spelling and punctuation

Messages with poor grammar, spelling and punctuation will result in giving a bad image of you to your audience. If you write your message all in capital letters it will give the reader the idea that you are SHOUTING at them. And when you are writing all in simple letters, it will tell your reader that you are a lazy person who doesn't bother about your message.



## 8. Immediate reply

If you cannot reply immediately, then send a quick note informing that you will send a reply soon with a ‘carefully considered’ response.

### Language focus

In business communication, there are three things that create the first impression of you, in your customer’s mind.

1. Body language
2. Words
3. Tone

But when it comes to emails, you know that you don’t have the benefit of body language. All you have are words and tone. You have to learn how to use these two, to create your own email body language.

### Activity 2

#### Pair Work

It is important to look at the email jargon because most of these terms imply a hidden meaning. Can you suggest what the following jargon means?

CC - .....

BCC - .....

Spam - .....

Mailbox - .....

Ping - .....

Draft - .....

Bounce - .....

### Editing your emails

When editing your email, you need to think about three things.

- ▶ Remove unnecessary conjunctions (eg: and, but)
- ▶ Remove unnecessary words - words that do not add to your main point(s)
- ▶ Remove unnecessary punctuation (eg, commas)

## Original Message

I am writing to tell you that the final accounts for the Siyatha Project are due on November 01, 2020 and we hope that all accounts will be finalized and returned to our office by then and because of this you probably realise that internal mail will be slow, so please get them in as soon as possible.

## Edited Message

~~I am writing to tell you that~~ The final accounts for the Siyatha Project are due on November 01, 2020.  
~~and~~ We hope ~~that~~ all accounts will be finalized and returned to our office by then. ~~and because of this~~  
~~you probably realise that~~ Internal mail will be slow, ~~so~~ please get them in as soon as possible.

**Final :** The final accounts for the Siyatha Project are due on November 01, 2020. We hope all accounts will be finalized and returned to our office by then. Internal mail will be slow, please get them in as soon as possible.

### Activity 3

Write an email to the British Council to inquire about the available English courses, duration of the courses, course fees and commencement. Use the format and the space given below.

To -
CC -
BCC -
Subject -
<div>Dear .....</div> <div>..... ..... .....  ..... ..... ..... ..... .....</div> <div>Thank You .....(Your Name)</div>

## Activity 4

You are the Registrar of the BIIT University. You want to book the Reception Hall of Hotel Araliya for a Conference. Write an email to the Hotel Manager ([Araliya@gmail.com](mailto:Araliya@gmail.com)) and ask about the availability of the hall, prices and facilities. Use the format and space given below.

To -
CC -
BCC -
Subject -
Dear .....  ..... ..... ..... ..... .....  ..... ..... ..... ..... .....  .....
Thank You.  .....(Your Name)

## UNIT 3.2 – Memo Writing

### Learning Objectives:

- Discuss the purpose and format of a memo.
- Understand effective strategies for business memos.
- Write effective memos in the business environment



Memos or Memorandum are written forms of communication used only for **internal communication, within the organization**. The primary purpose of a memo is often to inform, but it occasionally includes an element of persuasion or a call to action.

### Important points to remember:

1. They are written on official memo forms, not on ordinary paper.
2. They can be used to communicate short messages, but there are informal reports that use the memo format.
3. They can be used to send messages / information from a senior person to a subordinate, between colleagues of equal rank or from a junior person to a senior staff member.
4. They are very effective and useful because...
  - they can make sure that people understand something clearly
  - they can make sure that a number of people receive exactly the same information
  - they can give written confirmation of arrangements made orally (This can prevent misunderstandings.)
  - they can be proof that a message has been given
  - they can act as a record of progress for a project.
5. A memo should be brief and to the point. Usually no abbreviations are used.

6. A memo may require someone to do something or merely give information. If action is required, this should be clearly stated.

### Format of a memo:

Memos are distinguished by a header that includes TO, FROM, DATE and SUBJECT lines. Other lines, such as CC or BCC, may be added as needed. Many organizations have their own guidelines and formats for writing memos.

### Memos generally contain six parts.

<b>TO:</b>	tells who the memo is addressed to. You might address a memo to one person or to an entire staff. (Eg: All Staff). When you are addressing a specific person in a memo, use the person's full name and title. (Eg: Asiri De Silva, Manager)
<b>FROM:</b>	gives your name or the names of the authors of the memo. This line could include several people or be your department's name.
<b>DATE:</b>	tells the date that the memo was written, the date on which the memo is distributed.
<b>SUBJECT:</b>	tells the topic of the memo. Try to be specific.
<b>CC (optional)</b>	as in business letters, sometimes this is used to list the names of people who should receive the memo, but are not named as recipients of the memo.
<b>BODY:</b>	<p><b>First Sentence:</b> Reason for the memo</p> <p><b>Second Sentence - Main Body:</b> Any instructions or information</p> <p><b>Closing Sentence</b> What is required of the reader (Eg: confirmation, answers or feedback / what they should bring)</p> <p>Sender's Name./ Job title</p>

Adapted from: <https://www.toppr.com/guides/business-correspondence-and-reporting/official-communication/memos/>

### Types of Memos

There are four types of memos, each with its own organizational format: Information, Problem-solving, Persuasion, and Internal memo proposal.

### **Information Memo**

- used to deliver or request information or assistance
- first paragraph provides main idea
- second paragraph expands on the details
- third paragraph outlines the action required

### **Problem-solving Memo**

- suggests a specific action to improve a situation
- first paragraph states the problem
- second paragraph analyzes the problem
- third paragraph makes a recommendation
- when making a recommendation, include not only the positive details but also the drawbacks and provide a possible solution.

### **Persuasion Memo**

- used to encourage the reader to undertake an action he or she doesn't have to take
- first paragraph introduces the idea with an agreeable point
- second paragraph states the benefit(s) to the reader
- third paragraph outlines the action required and ends with a call to action

### **Internal Memo Proposal (Usually more than a single page)**

- used to convey suggestions to the management
- first paragraph states reason for writing
- second paragraph outlines present situation and states writer's proposal
- third paragraph describes advantage(s)
- fourth paragraph mentions disadvantage(s) and how to address them.
- fifth paragraph ends with a call to action

Although there are many types of memos, they all share a common format in most of the organizations. The key is to convey the information / message precisely and accurately.

### Activity 1

Look at the sample memo and answer the questions.

#### MEMORANDUM

**To** : All Staff  
**Date** : 10<sup>th</sup> February, 2024  
**From** : Staff Welfare Division  
**Subject** : Staff Canteen Closed Next Month

The Staff Canteen will be under construction and closed to all staff from the 1<sup>st</sup> to 30<sup>th</sup> March. The canteen will reopen on the 2<sup>nd</sup> of April 2024.

As our company continues to grow, we feel it is necessary to provide more dining space for the staff members. During this period tables and chairs are arranged in the area outside the canteen for your convenience. We apologize for any inconvenience this may cause you.

The details will be informed shortly. You can contact the Welfare Secretary, if you have any queries regarding the remodel.

Thank you for your corporation.

Staff Welfare Division

1. Who is sending the Memo / To whom?.....
2. What is the purpose of the Memo?.....
3. Which paragraph / sentences highlight the purpose? .....
4. What is the purpose of the 2<sup>nd</sup> paragraph? .....
5. What are the things mentioned in the 3<sup>rd</sup> paragraph of the Memo?.....

**Example 1****MEMO**

To: All Employees  
From: Registrar  
Date: 10<sup>th</sup> March, 2024  
Subject: Vehicle Parking concerns

Thank you for letting us know about your parking lot concerns at Monday's meeting. I wanted to let you know of three possible solutions to the parking crisis we have been experiencing due to the construction underway at the main parking lot. Here are three places you can park:

1. Temple Road on the north side of the main Administrative building
2. Spaces behind the main parking lot
3. The Medical Faculty parking lot near the Medical Faculty building (after 3 p.m. and on weekends only)

With these added options, you should be able to find parking spots till we finish constructing the main parking area.

Thank you for your corporation, and please let me know if you have any concerns.

Registrar

**APPROACH TO WRITING MEMOS;**

There is more than one approach to writing memos. Most common approach is to dive right in-giving your most important information first. Then, you follow up with the details and it is the most effective approach, too. Below are some examples of this approach - notice the most important information is in the first sentence of the memo.

**Example:**

1. The office will be open the day after Christmas. Therefore, all staff need to.....
2. Because of the damage the fire caused to the lower level of the building, all employees in first-floor offices temporarily will use the computers in the training room to do their work.



3. We need more janitorial staff to clean up the new Administrative building. We have called quotations from reputed.....

**The exceptions to include the main idea first are when:**

- you are giving bad news.
- when readers are likely to be uncertain.
- when you are in disagreement with your superiors.

In the above cases, it will work to your advantage to use a more persuasive tactic by first stating the problem and then presenting points that support your recommendation. When done properly, this method can lead readers to your desired conclusion before you even tell them what it is.

**Activity 2**

The subject line of a memo should be very brief. It should cover the precise topic of the whole memo and be easily understood. Which of the following are good subject headings? Discuss with your partner.

- a. A reminder to all staff to arrive punctually
- b. Reply to your memo
- c. Safety precautions- new regulations
- d. Office party and new salary scales
- e. Information about the Christmas Party
- f. Thanking you for your letter
- g. Staff requirements-proposed meeting

- Human Resource Manager
- Thank you for your corporation
- Board of Directors
- I suggest Wednesday 28<sup>th</sup> May at 10.30 a.m. Please let my secretary know if this is convenient.
- Appointment of New Staff
- Can you please attend a meeting to discuss applications for the post of Office Manager?
- Bring all the necessary documents.
- 15<sup>th</sup> May 2024

[illegible]

**Activity 4**

- a) As the Secretary of the Welfare Society of your organization write a memo to all staff informing of the annual trip which is scheduled for next week. Mention all the necessary details. (Time, Date, Departure, Destination/s, things to bring and activities)
- b) You are the Chief Technical Officer of the IT Department of the company. Your department is planning to upgrade the computer network system next week. Write a Memo and inform the staff members of the other departments to save their documents and possible breakdown of internet connection.

## UNIT 3.3 - Letter Writing

### LETTERS OF INQUIRY

#### Learning Objectives

After studying this lesson, you will be able to :

- Identify the parts of a business letter
- Understand the importance of letters of inquiry
- Type/write a letter of inquiry



#### Basics of a Business Letter

A business letter is a formal document sent from one company to another or from a company to its clients, employees, and stakeholders. Business letters are used for professional correspondence between individuals, as well. Although email has taken over as the most common form of correspondence, business letters are still used for many important, serious types of correspondence (Eg: Letters of Inquiry, Letters of Complaint, Reference Letters).

When writing an effective business letter,

- the writer must follow the recognized rules for layout and language
- the reader will appreciate letters that are free of typos and grammatical errors.

#### What to include in a Business Letter:

- Make the purpose of your letter clear by using simple, yet accurate language.
- Keep the opening paragraph brief. You can start with, “I am writing in reference to...” and then continue, by communicating only what you need to say.
- The next paragraph(s) should include information that gives your reader a full understanding of your objective(s) but avoid unnecessary sentences and long words. Keep it short to sustain their attention.

## Format of a business letter

- When writing business letters, you must pay special attention to the format and font used.
- The most common layout of a business letter is known as **Block Format**.
- Using this format, the entire letter is **left justified and single spaced** except for a double space between paragraphs.
- The generally accepted font is **Times New Roman, size 12**, although other fonts such as Arial may be used.
- Generally, **open punctuation** is used. For this style, punctuation is left out in the sender's / receiver's address as well as after the salutation and the closing.

## Sections of a Business Letter

Each section of your letter should observe the appropriate format, starting with your contact information and that of your recipient's, salutation, the body of the letter, closing, and your signature.

**Sender's address – Company Name and Address** (NOT the name and job title)

**Date** - The date on which you are writing the letter

**Receiver's address** - Receiver's name and title (if locatable) /Name of the company and address

**Salutation** – Dear Madam / Sir  
Dear Mr. / Ms. / Dr.

**Underline heading / subject** – Use capital letters for the first letter of each main word  
Eg: Application for the Post of Management Trainee  
Requesting for a Quotation of .....

**Body of the letter** – Use single-spaced lines with an added space between each paragraph,

- after the salutation, and above the closing.
- Left justify (entire letter against the left margin).
- Do not indent
- Use at least three paragraphs
  - First paragraph - Introduction and reason for writing
  - Following paragraphs - Explain the reason in details and background information
  - Last paragraph – Summarize your reasons and clearly mention what you want the recipient to do

*Thank you*

**The complimentary close - If Dear Madam / Sir – Yours faithfully**

**- If Dear Mr. xx / Ms. xx/ - Yours sincerely**

<b>The signature</b>	-	}	<i>Your handwritten signature</i>
<b>The sender's name and title</b>	-		<i>Typed full name</i>
			<i>Title</i>

(Write your signature just beneath your closing and leave four single spaces between your closing and your typed full name, title)

**Enclosure** – Attachments/Annexures

- For Eg:
1. Curriculum Vitae (CV)
  2. Copy of the Degree Certificate
  3. Medical Certificate

Attachments mentioned in the 'Enclosure' section **MUST** be attached in the same order that is mentioned.

Adapted from <https://www.thebalancecareers.com/how-to-format-a-business-letter-2062540>

## Types of Letters

- Letters of Inquiry
- Letters of Request
- Letters of Complaint
- Letters of Apology
- Letters of Appreciation
- Cover Letters

### Letter of Inquiry

A letter of inquiry is sent to a person or a company when we need more information about a product or service which is offered by that person or company. A letter of inquiry is generally written as a response to an advertisement. The language used when writing a letter of inquiry and the tone of the letter must be polite.

### Important phrases to be included

If you are writing in response to a newspaper advertisement or a television/radio commercial, or an advertisement you saw on social media, refer to it in your letter. You could use one of the following expressions:

- With reference to your advertisement in the Daily Mirror 3<sup>rd</sup> of October, 2020, .....
- This is regarding your advertisement in the Sunday Times 4<sup>th</sup> of October, 2020, .....

The following phrases can be used to inquire for more information regarding the product/service advertised:

- This is to request information about .....
- I would like to know ....., please
- Could you please send me information about .....
- Could you please send me the catalogue...

Given below are some useful phrases to end a letter of inquiry:

- I look forward to hearing from you.
- An early reply would be appreciated / I look forward to hearing from you at your earliest convenience.

### Tips for writing a Letter of Inquiry

- Start your letter by mentioning who you are, and stating your status or position.
- You must mention clearly, what it is that you are inquiring about and what you would like the recipient of your letter to do. Your inquiry must be clear and specific.
- Explain briefly, the purpose of your letter or what you hope to achieve.

- Include the date by which you need the information / services, etc. that you are requesting, and mention that you are waiting for the reader's response.
- Thank the person for his/her time.

### Activity 1

**Work in pairs. Fill the body of the letter (paragraphs 1, 2, and 3) in the format given below from what you have already learnt**

Return Address Line 1 : Sender's Address
<b>Letter Head</b>
<b>Date ( Day, Month, Year) 2</b>
<b>Mr./Mrs./Ms./Dr. Full name of recipient.3</b>
<b>Title/Position of Recipient</b>
<b>Company Name</b>
<b>Address Line 1</b>
Dear Ms./Mrs./Mr. Last Name: 4 SALUTATION
Subject: Title of Subject 5
Body Paragraph 1 . . . . .
. . . . .
. . . . .
Body Paragraph 2 . . . . .
. . . . .
. . . . .
Body Paragraph 3 . . . . .
. . . . .
. . . . . 6
Complementary Close (Sincerely...) 7 If Dear Sir / Madam – Yours faithfully If Dear Nimal – Yours sincerely
Signature 8
Your Name (Printed) 9
Your Title
Enclosures (2) 10



**Activity 2**

Let's watch this video.

<https://www.youtube.com/watch?v=iQY2I9-IDmI>

**Letter of Inquiry Sample for a product**

I am writing to inquire about the availability of [range of products] which you have advertised on your official [website] and I'm very interested in buying one.

I would like if you could send me the price of one unit as well as discounts on bulk orders. Also could you please let me know the warranty period for this range of products? Further it would be helpful to know the details of your after sales service.

I appreciate if you can send me samples so I can test them before taking a decision in the coming few days. If you require any clarifications, please contact me on the telephone number 07X-XXX XXXX or via email xxxx@gmail.com

I look forward to hearing from you soon.

**Activity 3**

**Go through the above sample and divide the following samples into paragraphs**

**1. Letter of Inquiry: Sample for a product**

My name is [X] and I am contacting you on behalf of [company name]. I would like to inquire about one of your products, [product name]. I would like to have an idea about the different models, features, and options. Also please let me know about the available colours, prices, bulk order discounts, warranty, delivery, and credit payment option. I appreciate if you could also provide information on the other alternatives that might also suit our needs. I look forward to your response.

**2. Letter of Inquiry: Sample for a product**

I am very interested to learn more about your products especially the [product name]. [List your requirements and what exactly you expect from the product]. I would appreciate if you could send me information about the same including prices, colours, availability, delivery, and discounts. Also, I would like to inquire about the possibility of a trial period before making any commitments. Please get back to me with all required information. Thank you very much.

**3. Letter of Inquiry: Sample for a service**

My name is [X] and I am the [production manager] at [company name]. I would like to inquire about the exact type of services that your company provides. As I understood from your [website/brochure], you specialize in [.....]. We are specifically looking for [your requirement goes here] and would like to know how you can help us in achieving our target. If

you need additional information regarding our requirements, please contact me. I also welcome a meeting to discuss a potential association with you. I look forward to your positive response at your earliest.

#### **4. Letter of Inquiry: Sample for a service**

My name is [X] and I'm the [production manager] at [company name]. I came across your organization while searching for companies that provide [service type or name]. We are in the process of [extending our infrastructure, improving our services, etc...] and would like to explore a possible cooperation with you. [Explain in details your requirements and what you expect from them]. I appreciate if you could share with me your past experience in similar projects and explain how you can possibly help us in achieving this goal. Please feel free to contact me if you have further questions. I look forward to doing business with your company.

#### **Given below are sample letters of inquiry.**

The following letters inquire about job vacancies from potential employers.

##### **Letter of Inquiry: Sample for a job**

I would like to know whether your company is in need of a professional and highly motivated [software engineer]. I would be very interested in a position that allows me to showcase my skills and abilities and make use of my substantial experience.

I have a sense of creativity and a strong drive for innovative ideas. I am very disciplined and well organized, but at the same time I can quickly identify situations that require unorthodox and out of the box thinking.

I am confident that I will be a great addition to your team. I would love to discuss my vision and possible contribution in a job interview.

I look forward to meeting you.

##### **Letter of Inquiry: Sample for a job**

I am writing to inquire about job vacancies in your esteemed company in the capacity of [Assistant Accountant]. I am very motivated and ambitious and looking for a chance to contribute to the company through my experience and skills.

I hold a [B.Sc. degree] in [Management] from [University name] and have worked for more than [five] years as an [Assistant Accountant]. [List additional qualifications. Talk about your past achievements, accomplishments, and your plans for your future employer].

I believe I can make a difference and induce momentum into your team. I am confident of my abilities and I can already visualize my contribution to the success of your organization. You can contact me on 07X-XXX XXXX.

Hope to meet you soon.

### **Letter of Inquiry: Sample for a job**

I'm looking for career opportunities in the field of [marketing] and I would like to know if you have a job vacancy for a [marketing specialist]. I am an energetic, hardworking, committed, and dedicated professional with excellent organization and communication skills. Highlights of my skills and qualifications include:

Qualification 1

Qualification 2

Qualification 3

Qualification 4

I am interested to discuss my capabilities in a job or phone interview and explain how you can benefit from my services. You can contact me on 07X-XXX XXXX or xxx@gmail.com.

Thank you and hope to meet you soon.

## **ACTIVITIES**

**Write letters of inquiry for the situations given below.**

1. You are Anushka Subasinghe, a final year undergraduate of the Department of Fine Arts, Faculty of Humanities, University of Kelaniya. You want to be a photographer. Write a letter to the President of the Photo-Journalists' Association situated at the YMBS Building in Fort, asking for information about the courses they conduct, admission procedure, eligibility criteria and other necessary details.
2. You are Mr. J. Fernando from the Foreign Ministry. You have been selected to follow a training programme in Germany. You want information about the German Languages courses offered by the German Cultural Institute, 97, Gregory's Road, Colombo 7. Write a letter to the Director of the Institute, inquiring about the courses they offer and other relevant information.
3. Your company has requested that you work from home for the next three months and have asked you to update your knowledge on computer graphics. Write a letter to the Director of Wijeya Graphics (Pvt.) Ltd., 35, W.A.D.Ramanayaka Mawatha, Colombo

- 2, inquiring about their short-term courses in computer graphics, and asking for all the necessary details.
4. You have just finished your exams at the Faculty of Management Studies and Commerce and you would like to improve your English skills. Write a letter to the Secretary, Academy of English Language and Literature, 102, Galle Road, Colombo 4, inquiring about the details of their courses.
  5. You are doing a research project. You want to collect data from undergraduates at the Jaffna University. You need to stay in Jaffna for 5 days. Write a letter to the Manager of a hotel in Jaffna, inquiring about details such as accommodation, charges and other facilities.
  6. As a health conscious person, you want to follow a yoga class. You live in Maharagama. You saw an advertisement in the Sunday Times newspaper on a yoga class in Nawinna. Write a letter to the organizers inquiring about the duration of the course and other relevant details.

## UNIT 4

# TELEPHONE ETIQUETTE

**Learning Objectives**

- Understand the importance of a business telephone call
- Identify the characteristics of a good business telephone conversation
- Practice and develop business telephoning skills

**Introduction**

This lesson on telephoning teaches students the importance of having a successful business telephone conversation. Students learn the most basic, but the most important techniques needed to handle phone calls from the beginning to the very end.

Why do you think a telephone call that you take / receive is important?

**Activity 1**

**Discuss with your partner and write the similarities and differences between a face-to-face conversation and a telephone conversation.**

**Language used in a telephone conversation**

It is important to use proper telephone language. Although your voice tone is important, the words and phrases you use also convey a message. Therefore, you must be aware of the language you use in a telephone conversation to create a positive impression about you on the caller.

**Making a good first impression with an effective, efficient greeting**

*Good morning/afternoon/evening, ABC Enterprises, Taniya Madubashini speaking.*

*Good morning/afternoon/evening.*

*Good morning, how may I help you?*

**Asking for the caller's name**

*May I know who's calling, please?*

*Could I take your name, please?*

*May I know your name please?*

**Introducing yourself**

*Hello, Dimuth Kariyawasam speaking.*

*Good morning. This is Dimuth Kariyawasam speaking.*

*Hello, this is / I am Dimuth Kariyawasam from AB Brothers Ltd.*

**Asking for someone**

*Could I speak to Mr. Damith Gunawardhana, please?*

*I'd like to speak to Mr. Damith Gunawardhana, please.*

*Could you put me through to Mr. Damith Gunawardhana, please?*

*Could I speak to someone who ...*

**Explaining absence**

*I'm afraid Mr. Rathnayake isn't in at the moment.*

*I'm sorry, he's in a meeting at the moment.*

*I'm afraid he's on another line at the moment.*

In such an occasion, it is also important to indicate when the person will be available.

*Eg: I'm afraid Mr. Rathnayake isn't in at the moment, but I do expect him back at 3:00 p.m."*

**Keeping someone on hold**

- Before you put a caller on hold make sure to get the caller's permission.

- Speak to the caller periodically to ensure that you are still working on the matter and that the caller has not been forgotten.
- Finally thank the caller for his or her patience and then provide the necessary information or transfer the call to someone who can help them.

Example 1:

**Caller:** *I'd like to speak with Ms. Kumarasinghe please.*

**Reply 1:** *Ms. Kumarasinghe is not available right now. Would you like to hold please?*

**Reply 2:** *I'm sorry, Ms. Kumarasinghe is not available right now. Would you like her to call you back please?*

Example 2:

**Caller:** *I am interested in paying off my account balance. Can you tell me what it is please?*

**Reply:** *Yes, absolutely. Could you please hold the line while I search for your information on the computer?*

**Below are more examples on how to keep someone on hold**

*Could you hold the line, please?*

*Hold the line, please.*

*One moment, please. I'll see if Mr. Fernando is available.*

*Just a moment, please / Just a second, please* - Give an honest answer about how long it will take you to complete whatever you are doing and tell the caller what you are doing.

### **Taking a message**

It is crucial to deliver the message to the person it is intended for, as soon as possible and to maintain confidentiality with all messages.

A good phone message includes:

- Name of person for whom the message was left
- Caller's name (get the correct spelling), company or department. and number
- Date and time
- Message
- Action to be taken (i.e., "Please call," "Will call back," or "URGENT")

**Below are some phrases that can be used when taking a message through the phone.**

*Can I take a message please?*

*Would you like to leave a message please?*

*Can I give him/her a message please?*

*I'll tell Mr. Joseph that you called.*

*I'll ask Mr. Joseph to call you as soon as possible.*

### **Transferring calls**

There can be various reasons to transfer a call from being directed to the wrong person to speak to someone that can better handle their needs. It is important to give a reason as to why the call has to be transferred. Keep the caller informed throughout the transfer process and provide all the necessary information.

*Eg: Mr. Rathnayake, I am going to transfer you over to Ms. Kumarasinghe in the Training Department. She will be able to help you. Her direct number is 540-444-1212 in case you get disconnected.*

*Please hold the line. I'm going to connect you to... ..*

*Please hold the line. I will put you through to... ..*

### **Ending a call**

*Is there anything else I can help you with? or*

*Thank you for calling, have a pleasant day.*

### **Problem callers/customers**

Callers have an expectation of how they would like to be treated and if you fail to



meet that expectation, they become agitated. There are a few steps that can be taken when dealing with a distressed caller.

- Do not overreact.
- Listen completely to the complaint. Only when they are finished should you comment.
- If the call is long-distance you might offer to call them back to avoid phone charges. This can have an immediate positive impact.
- Be positive, honest, and helpful.
- A sincere voice will have a calming effect on the caller.

### **Sample phrases**

*We really do appreciate this feedback, Mrs Perera...*

*Thank you Sir/Madam for your patience/understanding*

*May I arrange for an update call, at a time most convenient for you?*

It is not appropriate to refer to a matter or inquiry as, “Your problem” or “Your complaint.” Instead, try using better phrasing and identifying it as something along the lines of, “Your question,” “Your concern,” or, “This situation.” When you do not have the knowledge or expertise to handle a caller’s situation, never reply with remarks like, “I can’t do that” or, “that’s not my job.” Instead, try a more helpful approach by outlining what actions and steps you are capable of taking to aid their situation.

Eg: *“While I’m not able to establish policy on this matter, I will speak to my manager about your concern.”*

Adapted from:

<https://officeskills.org/basic-phone-skills.html>

<https://speakSpeak.com/resources/general-english-vocabulary/telephone-language>

<https://info.umkc.edu/hr/wp-content/uploads/2017/04/Telephone-Etiquette.pdf>

## Activity 2

Here are some tips you need to remember in *Business Phone Etiquette* but they are all mixed. Find the appropriate topic for each description.

Alert, Pleasant, Natural, Distinctive, Expressive

..... (A)  
Speak directly into the phone; use a normal tone of voice, the louder you are, the louder everyone else becomes.

.....(B)  
Talk at moderate rate and volume, but vary your voice tone.

..... (C)  
Put a smile in your voice; the other person can hear it

.....(D)  
Show that you are wide awake, ready to engage in conversation

.....(E)  
Use simple, straightforward language; avoid technical terms/slang

## Activity 3

Use the words given in the box below and complete the sentences:

get, called, try, again, please, someone, message, line, back, speak

1. Could I speak to ...**someone**..... in the Marketing Department, please?
2. Could you please ask Mr. Gomas to call me .....**back**.....?
3. Could I please speak to Mr. Roshan Gomas, ...**please**.....?
4. Could I leave a .....**speak**..... for Ms. Kavindi Rathnayake?
5. Could you please tell him that I...**called**.....for an urgent matter?
6. Could you please tell her that I'll call **again**..... tomorrow?
7. Could you hold the .....**line**....., please?
8. Could you please **try**.....again? I'm afraid it's a rather bad line.
9. Could you.....**speakup**..... speak up? It's a terrible line and I can hardly hear you.
10. Could you repeat the date please? I didn't quite .....**get**..... it.

**Activity 4**

**Complete these responses using the words in the given box, then match them to the questions above.**

*see, soon, like, wait, hear, inform, anyone, ask, back, certainly*

1. Yes, I'll tell him as ..... as he gets back.
2. Just a moment, I'll ..... if he's in his office.
3. Yes, of course. I'll .....him to call you as soon as he gets back.
4. Yes, ..... It's Tuesday, the 4<sup>th</sup> of July.
5. Certainly. I'll see if there's .....there.
6. Yes, sure. I'll ..... her.
7. Is the line clear? Can you ..... me now?
8. OK. I will call you back .....
9. Yes, no problem. I'll .....
10. Yes, of course. What would you .....me to tell her?

**Activity 5**

**Following are some examples of inappropriate usages in business telephone conversations. Rewrite them in a way that would make them formal.**

1. Hello .... Hello.... I want to talk to Malini Perera.  
.....
2. Hello? What? I can't hear, lot of noise..... speak louder.....  
.....
3. Hey are you the Secretary? I want to give a message to your Finance Manager.  
.....
4. Who are you? This isn't a good time for me, I can't talk right now.  
.....
5. This is Royal Institute why?  
.....

**Activity 6**

**You will hear a section of a telephone conversation. Listen to the conversation and fill in the blanks.**

JUDY: Good morning. Total Insurance. Judy speaking, how may I help you?

MICHAEL: I recently shipped my belongings from overseas back here to Australia and I took out insurance with your company. Some items were damaged during the move so I need to make a claim. What do I have to do?

JUDY: Okay, well first I need to get a few details about this. Can you give me your name please?

MICHAEL: Yes. It's .....

JUDY: Okay. And your address please?

MICHAEL: My old address or my current one?

JUDY: Your current one.

MICHAEL: It's 24 Manly Street, Milperra near Sydney.

JUDY: What was the suburb, sorry?

MICHAEL: Milperra. M-I-L-P-E-R-R-A.

JUDY: Right. Now who was the ..... Mr. Alexander?

MICHAEL: You mean the company we used?

JUDY: Yes, the company who packed everything up at the point of origin.

MICHAEL: Oh, it was....er.....

JUDY: Okay...where were the goods shipped from?

MICHAEL: China, but the ship came via Singapore and was there for about a week.

JUDY: Don't worry, all of that information will be in the documentation. Now, the dates. Do you know when the ship arrived?

MICHAEL: It left on the 11<sup>th</sup> of October and got to Sydney on the .....

JUDY: Okay. I need one more thing. There's a reference number. It should be in the top right-hand corner of the pink form they gave you.

MICHAEL: Let me have a look. I have so many papers. Yes, here it is. It's 601 ACK.

JUDY: Thanks.

**Activity 7**

**Get into pairs and act out the following situations.**

1.

(a) You have an appointment tomorrow with Dr. Roshan Rathnayake at 8.00 am. Call his office and try to reschedule your appointment to next week. You are free next week on Thursday and Friday in the mornings.

(b) You are the receptionist at Dr. Roshan Rathnayake office. Dr. Rathnayake, is busy all this week. Next week he is free on Wednesday afternoon (3.00 pm -5.00 pm) and next Friday morning (8.00am - 10.00am). You will soon receive a phone call.

2.

(a) You need a teacher to teach Business English in your company. You have decided to phone a person named “Kasun”, whose name you found in an advertisement in a local newspaper. Call Kasun. Ask about: his experience, pricing, availability, teaching style, etc. Try to decide if you want to hire him.

(b) Your name is Kasun. You are an English teacher but you have no experience. You need students. Your phone will ring soon.

3.

(a) You want to go on a trip this weekend with your University friends. First, decide where you want to go. Then, phone a travel agent to reserve a hotel.

Also: ask for recommendations of things to do there.

(b) You are a travel agent. Try to sell a travel package to a customer that contacts you.

4.

(a) You’d like to recruit Ramesh, a senior accountant, for a position at your company. Call and ask if he is satisfied with his job. Try to get him to have lunch with you to discuss your offer.

(b) You are Ramesh, a senior accountant. You have been with your company for 15 years. Your phone will ring soon.

5.

(a) You have just moved to a new home. You would like to have Internet access in your home, so you need to call an Internet Service Provider (ISP). Prepare a list of questions to ask the salesperson of an ISP.

Call Speedy Internet and ask your questions. If you feel that their offer is suitable, sign up for the service.

Your personal information is: Muditha Bandara No.307, Galle Road, Colombo 03. Your telephone number is 416-778-5566.

(b) You are a salesperson for Speedy Internet Services. Prepare a list of 5-8 points about the Internet service you provide that you can tell callers (packages, prices, installation fees, equipment costs, etc.).

Answer the phone with a professional greeting. Answer the caller's questions. Get the customer to sign-up for the service.

6. An undergraduate of the Faculty of Management Studies and Commerce wants to interview a CEO of a leading multinational company in Sri Lanka for his research. When he calls the office, he is put through to the Personal Assistant as the CEO is abroad. The undergraduate tries to get an appointment to interview the CEO.

Adapted from:

<https://www.englishcurrent.com/roleplays/roleplay-cards2-telephone/www.salisbury.edu/careerservices/facstaff/OfficeEtiquette/Telephone.html>  
[www.getintoenglish.com/wp-content/uploads/2010/10/Phrases-for-Telephoning.pdf](http://www.getintoenglish.com/wp-content/uploads/2010/10/Phrases-for-Telephoning.pdf)

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## UNIT 5

# READING PRACTICE

**Learning Objectives:**

- To understand different reading techniques
- To explore and practice different reading skills for academic purposes

**Discuss with your friend:**

- What do you read most often?
- How do you like to read- on the screen or on print?
- How can reading help you to get good grades at the university?



### 5.1. Speed Reading Techniques

There are two rapid reading techniques:

- Skimming
- Scanning

These two reading techniques use rapid eye movement and keywords to move quickly through the text for slightly different purposes.

Skimming is reading rapidly in order to get a general overview of the material and it tells you what general information is within a section.

Scanning is reading rapidly in order to find specific facts. It helps to locate a particular fact within a text.

### Activity 1

- ❖ Given below are steps in skimming and scanning. Based on the above description can you name the two columns?

Scanning .....	skimming .....
i. Read the Title. ii. Read the first paragraph completely. iii. If there are subheadings, read each one. iv. Read the first sentence of each remaining paragraph. v. Run through the text and look for answers to the questions <b>who, what, when, where, how</b> and <b>why</b> vi. Read the final paragraph completely.	<ul style="list-style-type: none"> <li>• Keep in mind at all times what it is you are searching for.</li> <li>• Anticipate in what form the information is likely to appear. e.g. numbers, proper nouns etc.</li> <li>• Analyze the organization of the content before starting to scan.</li> <li>• Let your eyes run rapidly over several lines of print at a time.</li> <li>• When you find the sentence that has the information, read the complete sentence.</li> </ul>

### Activity 2

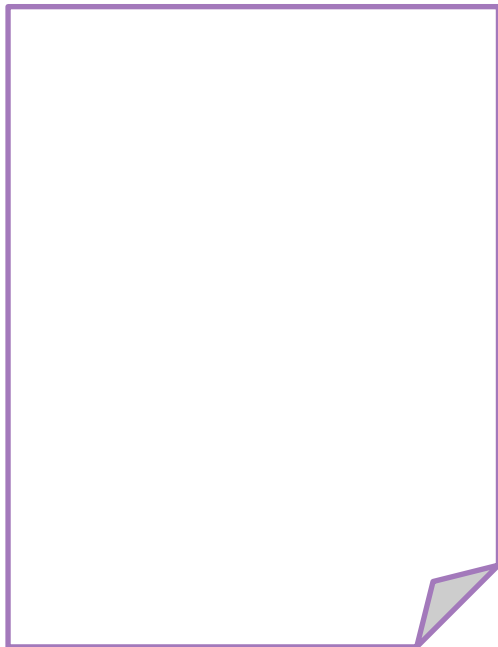
- ❖ Given below are some tips that you can use when selecting important and/or relevant books/articles to read. Can you identify whether they are relevant to skimming or scanning techniques?

- Read the *table of contents* or *chapter overview* to learn the main divisions of ideas.
- Glance through the main headings in each chapter just to see a word or two. Read the *headings of charts and tables*.
- Read the entire *introductory paragraph* and then the *first and last sentence* only of each following paragraph. For each paragraph, read only the first few words of each sentence or to locate the main idea.
- Identify your keywords before reading.

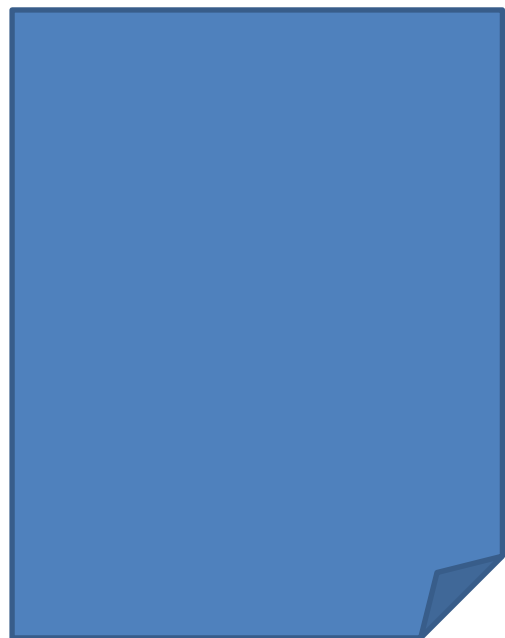


- e. Stop and quickly read the sentences containing *keywords* indicated in boldface or italics.
- f. It's usually easier to look for one key word at a time.
- g. When you think you have found something significant, stop to read the entire sentence to make sure. Then go on the same way. Resist the temptation to stop to read details you don't need.
- h. Read *chapter summaries* when provided.
- i. When you locate a keyword, read the surrounding text carefully to see if it is relevant.

Skimming



Scanning



Based on the above diagram and what you have learned so far about skimming and scanning, what should you do first when you want to select reading material for some reason, skimming or scanning? .....

Adapted from:

[http://www.butte.edu/departments/cas/tipsheets/readingstrategies/skimming\\_scanning.html](http://www.butte.edu/departments/cas/tipsheets/readingstrategies/skimming_scanning.html)

### Activity 3

- ❖ **Given below are brief descriptions of the main sections in a book on Management. Skim through the descriptions and select the appropriate title for each section from the following list given in brackets.**

(Organizing, Introduction to Management, Controlling, The Environment of Management, Planning, Leading)

Section	Description	Title
One	Introduces the world of management, including the nature of management, issues related to today's chaotic environment, historical perspectives on management, and technology-driven workplace.	
Two	Examines the environments of management and organizations. This section includes material on the business environment and corporate culture, the global environment, ethics and social responsibility, and the environment of small business and entrepreneurship.	
Three	Presents three chapters on planning, including organizational goal setting and planning, strategy formulation and execution, and the decision-making process.	
Four	Focuses on organizing processes. These chapters describe dimensions of structural design, the design alternatives that managers can use to achieve strategic objectives, structural designs for promoting innovation and change, the design and the use of human resource function, and how the	

	approach to managing diverse employees is significant to the organizing function.	
Five	Devotes to leadership. The section begins with a chapter on understanding individual behavior, including self-awareness and self-understanding. This foundation paves the way for subsequent discussions of leadership, motivation of employees, communication, and team management.	
Six	Describes the controlling function of management, including the basic principles of total quality management (TQM), the design of control systems, and the difference between hierarchical and decentralized control.	

Adapted from: Daft, R. L. (2014). *New Era of Management*. Delhi: Cengage learning India private limited.

#### Activity 4

❖ **The following passage is an extract from a short article on *Coalitional Management*. Skim through the passage and write the main idea of each paragraph in the space given below.**

- I. Powerful, motivating goals that unite people are typically established not by a single manager, but by developing a coalition. *Coalitional Management* involves building an alliance of people who support a manager's goals and can influence other people to accept and work toward them. Being an effective coalitional manager involves three key steps.

Main Idea:

.....

- II. Building a coalition requires talking to many people both inside and outside the organization. Coalitional managers solicit the views of employees and key customers. They

talk to other managers all across the organization to get a sense of what people care about and learn what challenges and opportunities they face. A manager can learn who believes in and supports a particular direction and goals, and who is opposed to them and the reasons for opposition.

Main Idea:

.....

- III. Good managers don't let conflicts over goals simmer and detract from goal accomplishment or hurt the organization. At Toyota, for example, the recent recall crisis exposed a longstanding internal conflict between managers who wanted to pursue goals of faster growth and higher profit margins and those who believed that rapid growth would strain the company's ability to ensure quality and reliability. Each side is baling the other for the recent problems, but it is the failures of managers to unite toward a shared goal that is largely to blame.

Main Idea:

.....

- IV. A final step is to break down barriers and get people to cooperate and collaborate across departments, divisions and levels. When Collin Powell was Chairman of the U.S. Joint Chiefs of Staff, he regularly brought together the heads of the Army, Air Force, Navy, and Marines so they could understand one another's viewpoints and come together around key goals. Cross-enterprise understanding and cooperation is essential so that the entire organization will be aligned toward accomplishing desired goals.

Main Idea:

.....

Adapted from: Daft, R. L. (2014). New Era of Management. Delhi: Cengage learning India private limited.

### Activity 5

❖ **Scan through the following passage and write what the numbers given below refer to. The first one is done for you.**

Covid-19 is forcing businesses large and small world over to reimagine and reorder themselves, restructure their balance sheets and renegotiate terms with lenders, suppliers, and employees. It is not just about surviving this pandemic but growing a sustainable business.

According to a report filed by Echelon's sister news agency, Economy Next, Sri Lanka's apparel industry expected a \$1.5 billion loss in export earnings in the April-June quarter of 2020 due to Covid-19. Markets in North America which account for 65% of Sri Lankan clothing exports, and the EU with 25%, collapsed due to lockdowns and social distancing to contain the spread of Covid-19. Many fashion stores shuttered in these markets, letting go of staff in their thousands.

Fashion brands requested clothing manufacturers in Sri Lanka for steep discounts, to differ delivery or cancel orders. Brandix and MAS are Sri Lanka's two largest companies. China going into lockdown hit their supply chains during the early stages of the pandemic. When China began opening up, Western markets began to shut down as Covid-19 spread. It was a perfect storm, everyone in the industry called it.

With revenue disappearing, larger firms will eventually face the challenge of staying above water with 70% of costs being salaries and wages. Brandix announced pay cuts as high as 60% for executives with board members forgoing compensation. The DailyMirror newspaper said MAS was planning to shed 4% of its headcount on bleak revenue prospects post-COVID. In Sri Lanka, the apparel industry is without peers accounting for over half of the country's export income and employing 15% of the workforce. Some of the largest apparel companies are Sri Lanka's only global companies.

MAS and Brandix are the largest firms specializing in up-market clothing. They accounted for Sri Lanka's total clothing export earnings of \$5 billion in 2018. Being private companies, the revenues they claim could not be verified. MAS manufactures clothing for a range of brands including lingerie for Victoria's Secret and sportswear for Nike from over 30 factories in Sri Lanka, Bangladesh, India, Indonesia, Jordan, and Vietnam. It claims \$1.8 billion in group revenue annually.

Brandix, with reported annual revenue of \$1.2 billion, also has operations in India, Bangladesh, and Cambodia. Hirdaramani has factories in Ethiopia, Bangladesh, and Vietnam. So, when Covid-19 hit them hard, everyone in Sri Lanka started to worry in the early days of the lockdown.

\$1.5 billion	The expected loss in apparel export earnings in the April-June quarter of 2020 due to Covid-19
65%	
25%	
70%	
60%	
4%	
15%	
\$5 billion	
30	
\$1.8 billion	
\$1.2 billion	

### Activity 6

❖ Scan through the passage given below and find answers to the questions.

#### Innovative Way – Qi Lu, Microsoft

Qi Lu grew up in a rural village in China with no electricity or running water. Today, he is the president of Microsoft's Online Services division. How did he get **there**? Not from personal ambition, say former colleagues at Yahoo!. "He shunned the limelight", said Tim Cadogan, now CEO of OpenX, "but he was considered one of the stars."

Lu rose through the ranks at Yahoo!, and he got the job at Microsoft based not on aggressiveness and pursuit of personal advancement, but rather because of his sheer intellectual abilities and his commitment to go above and beyond the call of duty to accomplish organizational goals. Lu feels a strong sense of duty and loyalty, pouring his heart and souls into the mission rather than spending his energies promoting himself. On the last day of work at Yahoo!, a problem came up with a database. Rather than leaving the problem for others, Lu worked side by side with former employees to try to fix it. He finally left at midnight, when his network access was automatically cut off.

Adapted from: Daft, R. L. (2014). New Era of Management. Delhi: Cengage learning India private limited.

1. Where was Lu born?
2. According to the passage, where does he work now?
3. Based on the information given in the passage, is the following statement true or false?  
*Tim Cadogan works at Microsoft now with Lu*
4. Why did he get the job at Microsoft?
5. Name two qualities of Lu.

6. Why did he stay till late at work on his last day at Yahoo!?

## Contextual Clues

**Context Clues** are hints that the author gives to help define a difficult or unusual word. The clue may appear within the same sentence as the word to which it refers, or it may follow in a preceding sentence. There are at least four kinds of context clues that are quite common

### Activity 7

Match each contextual clue with the appropriate explanation.

<b>Synonym</b>	<p>The unknown word is explained within the sentence or in a sentence immediately preceding.</p> <p>The patient is so somnolent that <u>she requires medication to help her stay awake for more than a short time.</u></p>
<b>Antonym</b>	<p>Specific examples are used to define the term.</p> <p>Celestial bodies, <u>such as the sun, moon, and stars,</u> are governed by predictable laws.</p>
<b>Explanation</b>	<p>A word or group of words that has the opposite meaning reveals the meaning of an unknown term.</p> <p>Although some men are loquacious, <u>others hardly talk at all.</u></p>
<b>Example</b>	<p>A synonym, or word with the same meaning, is used in the sentence.</p> <p>My opponent's argument is fallacious, <u>misleading – plain wrong.</u></p>

### Activity 8

Read the following sentences and define the word in **bold** font, based on the contextual clue. Then identify which of the four types of clues is used.

1. The girl who used to be very **vociferous** doesn't talk much anymore.
2. **Pedagogical** institutions, including high schools, kindergartens, and colleges, require community support to function efficiently.
3. He was so **parsimonious** that he refused to give his own sons the few rupees they needed to buy pencils for school. It truly hurt him to part with his money.
4. His **pertinacity**, or stubbornness, is the cause of most of his trouble.

5. Rather than be involved in **clandestine** meetings, they did everything quite openly.
6. **Ecclesiastics**, such as priests, ministers, and pastors, should set models of behaviour for their congregants.
7. The girl was **churlish** – rude, sullen and absolutely ill-mannered.

### Activity 9

Read the following case study on a *no-show consultant* of a company called “International Consulting” and answer the questions.

#### The No-Show Consultant

Jeffrey Moses was facing one of the toughest decisions of his short career as a manager with International Consulting. Andrew Carpenter, one of his best consultants, was clearly in trouble, and his problems were affecting his work. International Consulting designs, installs, and implements complex back-office software systems for companies all over the world. About half the consultants work out of the main office, while the rest, including Carpenter, work **primarily** from home.

This Monday morning, Moses has gotten an **irate** call from a major New York client saying Carpenter never showed up at the company’s headquarters, where the client had been expecting his new computer system to go live for the first time. In calling around to other customers on the East Coast trying to **locate** the missing consultant, Moses heard other stories. Carpenter had also missed some other appointments – all on Monday mornings- but no one had felt the need to report it because he had called to reschedule. In addition, he practically came to blows with an employee who challenged him about the capabilities of the new system, and he **inexplicably** walked out of one customer’s office in the middle of the day, without a word to anyone. Another client reported that the last time he saw Carpenter, he appeared to have a serious hangover. Most of the clients liked Carpenter, but they were concerned his behavior was increasingly **erratic**. One client suggested that she would prefer to work with someone else. As for the major New York customer, he preferred that Andrew rather than a new consultant finish the project, but he also demanded that International Consulting **eat** half the \$250,000 consultant’s fee.

After Moses finally located Carpenter by calling his next-door neighbor, Carpenter confessed that he’d had a “lost weekend” and been too drunk to get on the plane. He then told Moses that his wife had left and taken their two-year old son with her. He admitted that he had been drinking a little more than usual lately, but insisted that he was getting himself under control and promised no more problems. “I’m really not an alcoholic or anything,” he said. “I’ve just



been upset about Brenda leaving, and I let it get out of hand this weekend”. Moses told Carpenter that if he would get to New York and complete the project, all would be forgiven. Now, however, he wondered whether he should really just let things slide. Moses talked to Carpenter’s team leader about the situation and was told that the leader was aware of his recent problems but thought everything would smooth itself over. “Consultants with his knowledge, level of skill, and willingness to travel are hard to find. He’s well liked among all the customers; he’ll get his act together.” However, when Moses discussed the problem with Carolyn Walter, vice president of operations, she argued that Carpenter should be **dismissed**. “You’re under no obligation to keep him just because you said you would,” she pointed out. “This was a major screw-up, and it’s perfectly legal to **fire** someone for absenteeism. Your calls to customers should make it clear to you that this situation was not a onetime thing. Get rid of him now before things get worse. If you think eating half that \$250,000 fee hurts now, just think what could happen if this behavior continues.”

Adapted from: Daft, R. L. (2014). New Era of Management. Delhi: Cengage learning India private limited.

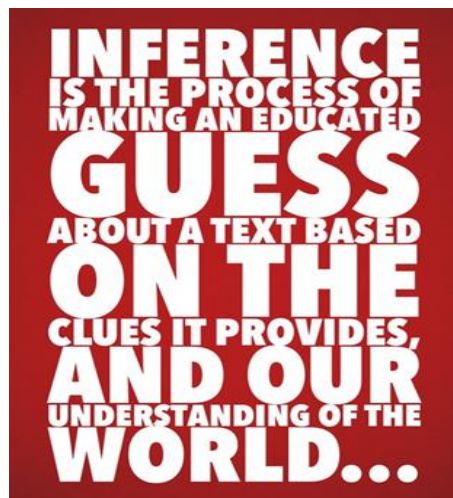
1. Explain the meaning of the following words as they appear in the passage given above.
  - a. primarily -
  - b. irate -
  - c. locate -
  - d. inexplicably -
  - e. erratic -
  - f. eat -
  - g. dismissed -
  - h. fire -
  
2. Make sentences using the following phrases to bring out their meaning as they appear in the passage.
  - a. show up -
  - b. come to blows -
  - c. get out of hand -
  - d. let (things) slide -
  - e. get (his) act together -
  - f. get rid of (him) -

# Inferring Information

## Activity 10

### ❖ Listen and fill in the blanks.

To infer information from a text we must use ....., along with ....., to draw ..... It involves ..... and we are required to ....., as the answer will not be stated explicitly.



### ❖ *Guess Who???*

Draw a symbol to represent yourself and give it to your lecturer. The lecturer will show the pictures and ask you to guess who it is.

*Can you identify your classmates?*



## Activity 11

### ❖ What do you infer from the following situations?

1. A man ran after the bus that was leaving the bus-stop, waving his briefcase wildly.

**Inference:**

2. “If Maya died, I wouldn’t go to her funeral.” said Maya’s friend.

**Inference:**

3. You're driving on the highway, listening to the radio, and a police officer pulls you over.

**Inference:**

**Activity 12**

**Read the passages on the left and choose the most suitable option.**

**All About Camels**

Do you know what a ship of the desert is? It is a camel. These animals are good for carrying people and supplies across hot, dry deserts. Camels can go many days without getting thirsty. Camels can also go for a long time without food. They live off the fat in their humps when there is no food.

- A. Camels eat sand most of the time.
- B. Camels don't like to eat or drink.
- C. The desert has little food or water

**Be Careful About Customs**

You have to be careful about customs. Not everyone follows the same ones. For example, in Japan people remove their shoes before entering a temple. They don't let their socks touch the floor. Instead, they step directly onto a mat called a tatami. Many visitors don't know this custom. So sometimes they seem rude.

- A. People in Japan go barefoot most of the time.
- B. Foreigners might not remove shoes at a temple.
- C. People in Japan think shoes and socks are silly

**Numbers**

The earliest people didn't have numbers. They probably knew that there were more of some things than others. But people wanted to keep track of what they had. How many sheep did they have? How many spears? At first people made marks on a stick or wall to count things. Later they invented symbols for different amounts. We call these numbers.

- A. People invented numbers to keep records.
- B. People had too many things to count.
- C. People had no reason to count things.

### Animal Colours

Animals have different forms of protection. Often they look like their surroundings. This is called camouflage. Polar bears live in cold regions. Their white fur blends in with the snow. Lions are a tan colour much like the grasslands where they live. Some caterpillars are green during the summer months. In the fall they turn brown like the branches they live on.

- A. All animals are difficult to see.
- B. All animals change colours.
- C. Colour is a form of camouflage.

### Weaving

In many parts of the world, women make rugs and blankets on handlooms. They use yarn spun from cotton or wool. The yarn is dyed with natural plant colours. The designs that the women weave are age-old. Often the designs and colours have special meaning to a region or group of people.

- A. All rugs and blankets are woven by women.
- B. Weaving is a traditional art in many places.
- C. The weaving industry never uses new designs.

### Activity 13

- ❖ Read the following passage and answer the questions.

### Level 5 Leadership

A study conducted by Jim Collins and his research associates identified the critical importance of what Collins calls *Level 5 Leadership* in transforming companies from merely good to truly great organizations. As described in **his** book *Good to Great: Why Some Companies Make the Leap... and Others Don't*, Level 5 leadership refers to the highest level in a hierarchy of manager capabilities.

A key characteristic of Level 5 leaders is an almost complete lack of ego (humility) coupled with a fierce resolve to do what is best for the organization (will). Humility means being unpretentious and modest rather than arrogant and prideful. In contrast to the view of great leaders as larger-than-life personalities with strong egos and big ambitions, Level 5 leaders often seem shy and self-effacing. Although **they** accept full responsibility for mistakes, poor results, or failures, Level 5 leaders give credit for successes to other people. Level 5 leaders build organizations based on solid values that go far beyond just making money, with an

unwavering resolve to do whatever is needed to make the company successful over the long term.

Level 5 leaders like Qi Lu of Microsoft are extremely ambitious for their companies rather than for themselves. As another example, consider Darwin Smith, CEO of Kimberly-Clark from 1971-1991. Over those 20 years, Smith transformed Kimberly-Clark from a stodgy paper company with falling stock prices into the leading consumer paper products company in the world. The company generated cumulative stock returns that were 4.1 times greater than those of the stock market. Yet few people have ever heard of Smith. **He** shunned the spotlight and was never featured in splashy articles in *Fortune* magazine or the *Wall Street Journal*. He was ambitious for the company, not for himself.

This attitude becomes highly evident in the area of succession planning. Level 5 leaders develop a solid corps of leaders throughout the organization, so that when they leave, the company can continue to thrive and grow even stronger. Egocentric leaders, by contrast, often set their successors up for failure because it will be testament to their own greatness if the company doesn't perform well without **them**. Rather than building an organization around "a genius with thousand helpers", Level 5 leaders want everyone to develop to their fullest potential.

Adapted from: Daft, R. L. (2014). New Era of Management. Delhi: Cengage learning India private limited.

1. How does Collins refer to the Level 5 leadership in his book?
2. Write the main idea of paragraph 2 and 3.  
 Para. 2:  
 Para. 3:
3. List down the qualities of a Level 5 leader explained in para. 2.
4. What is the common characteristic of Lu and Smith according to the passage?
5. Are these statements True or False?
  - a. *Fortune* and *Wall Street Journal* are two magazines that do not have a large readership.
  - b. Egocentric leaders never build successful organizations.
  - c. Level 5 leadership assures the success of the organization by empowering the employees.
6. Explain the meaning of the following words/ phrases in your own words as they appear in the passage.
  - a. arrogant -
  - b. self-effacing -
  - c. stodgy -
  - d. shunned the spotlight -
  - e. thrive -
7. What do the following pronouns refer to?
  - a. his (para. 1 line 3) -

- b. they (para. 2 line 5) -
- c. he (para. 3 line 6) -
- d. them (para. 4 line 5) -