

CA



THE INSTITUTE OF
CHARTERED ACCOUNTANTS
OF SRI LANKA

SUGGESTED SOLUTIONS

SE1- Communication and People Skills

July 2019

Section I: Reading

Answer 1

- | | |
|---------------|---------------|
| i. represents | vi. direct |
| ii. retail | vii. doing |
| iii. company | viii. freight |
| iv. engaged | ix. realizing |
| v. shop | x. generate |

Answer 2

- | | |
|-----------------------------------|---|
| i. on – at | vi. that – which |
| ii. grow – grew | vii. most – more |
| iii. invest – investors | viii. communicate – communicates |
| iv. documenting – document | ix. being – be |
| v. title – titled | x. most – more |

Answer 3

NOTE:

Serious errors in grammar & punctuation: *wrong verb forms, serious tense errors, serious errors of sentence structure, especially in writing subordinate clauses, omission or obvious misuse of prepositions, wholesale misunderstanding over the meanings of words used, serious errors of agreement, errors in punctuation*

Minor errors in grammar & punctuation: *mis-spellings of a minor nature (depends how badly it can affect the meaning in the context it is used), minor errors of punctuation (an instance of the missing second comma in parenthetical phrases or clauses, missing commas after conjunctive adverbs and so on)*

- i. To support or strengthen the tourist industry
- ii. Because the exchange rate of the rupee was being the heavily managed/controlled by the state/government.
- iii. The economy would weaken due the loss of foreign exchange eared through tourism and require additional financial support from IMF.
- iv. In mid-May.
- v. Anchoring macroeconomic stability and completing the reform agenda.
- vi. Revamping the tax system, strengthening social safety net programs and transitioning to central bank inflation targeting.
- vii. By striking a good balance between advancing revenue-based fiscal consolidation and refinancing needs while making space for macro critical capital and social spending and business friendly tax measures.

Answer 4

NOTE:

Serious errors in grammar & punctuation: *wrong verb forms, serious tense errors, serious errors of sentence structure, especially in writing subordinate clauses, omission or obvious misuse of prepositions, wholesale misunderstanding over the meanings of words used, serious errors of agreement, errors in punctuation*

Minor errors in grammar & punctuation: *mis-spellings of a minor nature (depends how badly it can affect the meaning in the context it is used), minor errors of punctuation (an instance of the missing second comma in parenthetical phrases or clauses, missing commas after conjunctive adverbs and so on)*

- i. Because visionary leaders set the direction of the strategic change, convince others the value of the change and inspire them to embrace the change.
- ii. They inspire their teams and create strategic alignment within them enabling successful strategy execution.
- iii. It increases the shared understanding of strategy within everyone/every team in the organization and increases the everyone's/ every team's commitment to strategy execution.
- iv. When managers of all levels are strategically aligned, their visionary leadership enables successful strategy execution within the institution whereas when managers of all levels are not strategically aligned, their visionary leadership hinders successful strategy execution within the institution.
- v. By creating strategic alignment among all managers before strategy execution efforts begin.
- vi. widespread
- vii. confusion
- viii. disengages
- ix. persuaded

Section II: Writing

Answer 5

The following are **only some** of the salient points that students may include in the graph description and the same points can be expressed in various ways. You are advised to use the given points only as a guide.

- i. There needs to be an introduction to the overall picture of the graph.
Sample introduction: The graph shows the annual overall turnover of four banks for five years starting from 2014. In general, all but one bank witnessed fluctuation in their overall turnover figures.
- ii. The turnover figures of *Bank of Asia* show a steady increase of revenue throughout the five years.
- iii. Despite a setback in 2016, the turnover of *Europa Bank* has remained stable during the last two years.
- iv. *Pan American Bank* is the only bank to record a lower turnover in 2018 compared to its turnover in 2014.
- v. *African Alliance* has seen a steady increase in its turnover rate from 2014 to 2017.
- vi. 2017 seems to be a good year for all four banks as all of them show an increase in turnover compared to the year before (2016).
- vii. Only *Bank of Asia* and *Pan American Bank* have managed to reach the 300 billion mark in revenue during the last five years.
- viii. *Europa Bank* has consistently recorded the lowest turnover among the five banks throughout the last five years.

	INTRODUCTION (2)		
2	An introduction containing a description of the data and the duration presented in the graph and an accurate general statement about the figures is given.		
1	An introduction with a partially accurate general statement or without a general statement is given		
0	No introduction is given.		
	CONTENT POINTS/ SALIENT POINTS (4)		APPROPRIATE USE OF LANGUAGE, GRAMMAR AND VOCABULARY (4)
4	content developed well with almost all trends and patterns recorded; about six salient/content points are found in the description	4	demonstrates a wide range of vocabulary and structures; the language is mostly accurate and flowing freely and naturally; very sound and enterprising
3	content mostly relevant with several trends and patterns recorded; about five salient points of the graph are mentioned	3	demonstrates a reasonable range of vocabulary and structures; may be fairly free of errors, or more enterprising and fluent but less accurate

2	content is free of serious irrelevancies even some main trends and patterns are not recorded; about three to four salient points of the graph are mentioned	2	sufficient accuracy and command of vocabulary and structures to convey meaning clearly despite frequent errors
1	content may be partially irrelevant with many trends and patterns not recorded; only one or two salient points of the graph are mentioned; no introduction is present.	1	Insufficiently accurate to convey meaning clearly and consistently; limited range of vocabulary and structures; possibly, there are some unidiomatic direct translation from Sinhala or Tamil and inappropriate use of learned material
0	content may be seriously deficient and totally irrelevant; no evidence to show that the content belongs to the genre of graph description; no introduction is present	0	contains serious basic errors which hinder/ impede communication; probably only a few phrases are correct

IMPORTANT: When considering the number of salient points, the turnover figures of the same bank for the five years need to be counted as one salient point even if the candidates have worded them as two separate sentences. In making general statements about more than one bank, candidates may use the individual turnover figures for a year in isolation. In such cases, such statements need to be regarded as one salient point.

Answer 6

Candidates are expected to include the three undermentioned points in their letter:

- The purpose of the letter
- Mention the nature and scope of the promotional campaign you have in mind including its budget (whether you are planning to have an ad campaign, prepare slogans, design promotional material, etc.)
- A date and time for a meeting with the design team for a preliminary discussion.

Format:

Content:

Language:

Sample:

Cat Care Corner Inc.
No 255
Galle Road
Rathmalana

01 May 2019

Ms. Tania Peters
Managing Director
Ignis Advertising PLC
Colombo 04

Dear Ms Peters

Promotional Campaign for Paw Treats

I am excited to inform you that we are planning to introduce a new line of cat food, Paw Treats, to the Sri Lankan market early next year. Following our longstanding partnership, we would like you to undertake the promotional campaign for this line of products.

We are planning to introduce Paw Treats to our clientele through our island wide distribution network in January and we expect to launch a television ad campaign to coincide with it. We require your services to design and produce both print and digital promotional material. We have allocated a budget of Rs 100,000,00. 00 for the entire endeavour.

I would like to meet your design team at your earliest so that we can lay the groundwork for the campaign. It would be wonderful if we could have this meeting early next week.

Yours sincerely

M. Hameed
Marketing Manager
Cat Care Corner Inc.

Answer 7

SUMMARY WRITING (120 – 130 words)

The following are **some of the content points** the candidate could come up with:

- Emotional control is a must for maintaining successful personal and professional relationships.
- When dealing with an emotionally charged situation, the first step is to acknowledge our emotions and be responsible for them.
- The second step is to identify how biased we are in representing the people and situations that triggered the powerful emotions in us.
- The third step is to get rid of the biases and look at the people and situations involved in an objective light.
- Whenever we start looking at the triggers of strong emotion, we need to ask why they were triggers in the first place.
- Most of the strong emotional triggers are the result of early life trauma and seeing them for what they are helps us to deal with difficult situations at present.

The summary is marked for **content points** and **style**, which contains USE OF ENGLISH, USE OF ONE'S OWN LANGUAGE and ORGANISING SKILLS.

SAMPLE SUMMARY:

Emotional control is a must for maintaining successful personal and professional relationships. When dealing with an emotionally charged situation, the first step is to acknowledge our emotions and be responsible for them. Thereafter, we need to identify how biased we are in representing the people and situations that triggered the powerful emotions in us. Next, we have to get rid of these biases and look at the people and situations involved in an objective light. Whenever we start looking at the triggers of strong emotion, we need to ask why they were triggers in the first place. Most of the strong emotional triggers are the result of early life trauma and seeing them for what they are helps us to deal with difficult situations at present. (126 words)

	CONTENT POINTS (5)		STYLE (5)
4-5	content developed well using many key ideas summarized; About six content points can be found	4-5	demonstrates a wide range of vocabulary and structures; the language is mostly accurate and flowing freely and naturally; very sound and enterprising; transitional words are used in a very successful way; use of own words is successfully done
3-4	content mostly relevant with several key ideas summarized; about four to five content points can be found	3-4	demonstrates a reasonable range of vocabulary and structures; may be fairly free of errors, or more enterprising and fluent but less accurate; transitional words are used in a fairly successful way; use of own words is rather evident
2-3	content is free of serious irrelevancies even though some key ideas are summarized; about three content points can be found	2-3	sufficient accuracy and command of vocabulary and structures to convey meaning clearly despite frequent errors; transitional words are attempted at in an average way; conscious use of own words is fairly attempted
1-2	content may be partially irrelevant with many key ideas not summarized; one to two content points are visible	1-2	Insufficiently accurate to convey meaning clearly and consistently; limited range of vocabulary and structures; possibly, there are some unidiomatic direct translation from Sinhala or Tamil and inappropriate use of learned material; transitional words are marginally used; lifting of lines is traceable
0-1	content may be seriously deficient and totally irrelevant; no evidence to show that the content belongs to the genre of summary writing—there is no evidence for any content points	0-1	contains serious basic errors which hinder/ impede communication; probably only a few phrases are correct; the entire summary consists of clauses copied directly from the passage.

Answer 8

STRUCTURE

Organization: how well the data is organized in a meaningful and logical manner to reflect the purpose of the report; how clearly the relationships between and within sections are established; whether the degree of sub-divisions is appropriate

headings: whether the headings provide a concise, informative and accurate reflection of the sections they head; whether the headings use parallel structure appropriately

CONTENT

introduction: whether the purpose of the report is clearly stated; how well the introduction provides background information for the reader to fully understand the report

body: whether all relevant data is presented; how well the data is presented; how well the commentary on the data picks out general trends and highlights significant details without concluding or recommending

conclusions: whether the conclusions are logically derived through sound reasoning from the evidence presented in the findings section; whether the conclusions provide a thorough and concise evaluation of the data in terms of the purpose of the report; whether the recommendations are convincing, a logical outcome of the findings and conclusions

LANGUAGE

clarity: whether ideas are expressed using short, simple, concrete words; whether there is a good mix of short and long sentences with a preference for the former; whether there is unity in sentences and paragraphs

conciseness: whether redundancy and wordy expressions are used; whether strong verbs and the active voice are preferred

coherence: whether relationships between ideas at all levels are clearly expressed through the use of linking words within sentences and paragraphs, as well as between paragraphs; whether parallel structure is used when necessary; whether the right emphasis is provided through the use of short sentences and the subordinating of less important ideas; whether charts and tables are integrated/referred to in the text

grammaticality: how accurately grammar is used; e.g. consistency in tenses; subject-verb agreement, use of articles 'a' and 'the'

The Report on the Feasibility of Investing in a Wind Turbine Farm in Hambantota

Introduction

Solaris Energy Pvt Ltd. is a renewable energy provider in Sri Lanka. Currently, the company operate two solar panel farms in Puttalam. The company is planning to expand its operations to wind energy production. The aim of this report is to ascertain the feasibility of investing in a wind turbine farm in Hambantota. This report was commissioned by the Board of Directors of Solaris Energy Pvt Ltd.

Methodology/Data Collection/Procedure

For the purpose of compiling this report, data was gathered through consulting experts, reviewing relevant documents and conducting interviews. A team of consultants with expertise in various aspects of wind energy production was commissioned to evaluate the technical, environmental and financial feasibility of establishing a wind farm in the proposed area. Governmental policy documents and legal requirements pertaining to wind energy production were reviewed. Key figures in the government whose purview is in the energy sector were interviewed to ascertain their willingness to support the project and subsequent requisitioning of land for the project. With the data gathered from these tools, an extended analysis was performed to ascertain the overall feasibility of the project.

Findings

The investigation revealed that investing in a wind farm is both feasible and profitable in the longer run.

The reports by the panel of experts indicate the technical, ecological and financial viability of the project. There are already several small-scale wind farms in operation in Sri Lanka indicating the availability of technical skills to construct and maintain such a facility. The environmental cost of wind farms is negligible compared to most other energy sources. The increasing demand for energy and the lack of state investments in new energy projects indicate the long-term profitability of the project.

The estimated cost of the project will be two billion rupees and according to the financial projections, the project is expected to cover its investment cost within five years. In addition, the government has already expressed interest in providing a land grant for the project.

Conclusion

Although this would be the company's first foray into wind energy production, the findings of the study suggest that risks involved are manageable and the returns, considerable. Therefore, considering the long-term profitability of the project and its potential to act as a stepping stone to the relatively untapped market of wind energy in Sri Lanka, the report recommends investing in the proposed project.

Answer 9

- i. c
- ii. b
- iii. c
- iv. c
- v. a

Answer 10

- i. flexibility
- ii. threatened/characterized
- iii. survival/continuing
- iv. quantifying/assessing
- v. evidence/proof
- vi. humility
- vii. overconfident/arrogant/haughty
- viii. ego
- ix. curious/interested/inquiring
- x. open



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2. to assist students with their research into the subject and to further their understanding and appreciation of the subject.

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