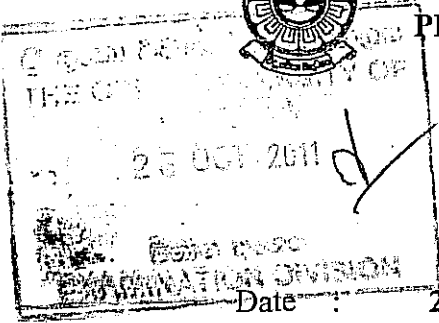




THE OPEN UNIVERSITY OF SRI LANKA
PROGRAMME IN PROFESSIONAL ENGLISH – LSC 2203
FINAL EXAMINATION – 2010/2011
PAPER I – READING AND COMPREHENSION



Date : 22nd October 2011

Time : 9.30 a.m. - 12.00 noon

INDEX NO.	:
CENTRE	:
I.D. NO.	:

INSTRUCTIONS : ANSWER ALL QUESTIONS.

For Examiner's Use Only.

Question No:	Marks Obtained	Maximum
1	20
2	30
3	<u>25</u>
Total	<u>75</u>

Percentage %

Signature of Examiner :

Name :

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

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(1) 1 One of the most important differences in management style between
 2 Japanese management and that in most other countries lies in the area of
 3 decision making. Westerners often find the Japanese method of making
 4 decisions to be extremely slow. However, most people do not realize that
 5 different thought processes and procedures go on during Japanese-style
 6 decision making.

.....

(2) 7 Westerners tend to make major decisions at the top, in board meetings,
 8 among department heads (high-level managers). They then "pass the word"
 9 down to lower-level managers and others to implement and carry out the
 10 decisions. The Japanese do the opposite. Their system, commonly known as
 11 *ringi*, is the corporate version of "government by consensus." With *ringi*,
 12 decisions are not made "on high" and given to lower-level employees to be
 13 implemented. Rather, they are proposed from below and move upward. In
 14 this process, the decision receives additional input and approvals after much
 15 discussion through all levels of the company.

.....

(3) 16 For decisions that are not very major, approvals can be given by various
 17 individuals (or by groups). But when any decision is of great importance,
 18 the Japanese look for broad consensus. *Ringi* should be seen as a "process"
 19 rather than a system. It gives management the choice of a broad selection of
 20 practical choices. Often, the person who initiates an idea is a section chief.
 21 He proposes an idea (which may have been suggested to him by one of his
 22 workers). He gets his section members to research it; they all discuss it.
 23 When satisfied, he passes it up to the higher levels of management.

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use only.

8. Explain the term 'top-down' approach as used in the passage.

(02 marks)

9. What are the two steps referred to as 'both steps' in line 38?

(i)

(ii)

(03 marks)

10. Although Japanese decision making is a long process, implementation is quicker. What is the reason for this?

(03 marks)

11. In your opinion which of the two systems of decision making has more advantages. Give a reason for your answer.

(03 marks)

