

CA



THE INSTITUTE OF
CHARTERED ACCOUNTANTS
OF SRI LANKA

SUGGESTED SOLUTIONS

SE1- Communication and People Skills

February 2019

Section I: Reading

Answer 1

- | | |
|----------------|-----------------|
| i. information | vi. trustworthy |
| ii. assessing | vii. managing |
| iii. reports | viii. available |
| iv. means | ix. regulation |
| v. ethical | x. come |

Answer 2

- | | |
|----------------------------------|--------------------------------|
| i. liked – like | vi. high – highest |
| ii. have – has | vii. problem – problems |
| iii. reflect – reflecting | viii. at – in |
| iv. evidences – evidence | ix. are – is |
| v. growing – growth | x. been – be |

Answer 3

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. A reaction that has never been seen before.
- ii. To provide potential investors information on the merits of investing in the Sri Lankan capital market.
- iii. The endorsements of the Sri Lankan capital market by Mr. Ruchir Sharma, Head of Emerging Markets of Morgan Stanley Investment Management, and Mr. Michael O’Hanlon, Senior Advisor at TPG Capital.
- iv. By establishing that the social and political atmosphere in Sri Lanka is conducive to investors/investments
- v. Emerging markets are conducive to changes more than the established ones. (Rigidly tiered may mean excessive regulations, state and private monopolies or dysfunctional bureaucracies.)
- vi. The success of the political leadership in turning the economy around.
- vii. So that investors can bring the banks and the other financial regulators forward. (*Bringing forward* may mean updating regulatory bodies to meet needs of the investors or encouraging them to create a regulatory environment conducive to investors or investments.)

- viii. **Answers need to consist of an opinion and a supporting reason;** sample answers can be: “Yes, because the enthusiasm of the investors described in the passage shows they need little encouragement to start investing in Sri Lanka.” **OR** “No, as the content of presentations/speeches of Sri Lankan officials suggest investors are attracted to a destination not only due to its political stability but also due to other factors such as a regulatory framework conducive to investment and steady economic growth.”

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 the feedback many leaders receive is unhelpful as a result of being infrequent, unclear, or unrelated to specific behaviors.
- ii. Clear performance targets and data measuring how close or far they are from reaching them.
- iii. By being curious, rewarding candor, and showing vulnerability.
- iv. By providing several specific areas on which feedback could be requested and example questions which are customized for the said areas.
- v. Positive feedback targets a specific behaviour, tells us what we don't need to work on and increases our motivation to focus on our behaviours, whereas praise tells us that someone is happy with us, thinks we are performing well. However, praise does not give us enough information to understand what we are doing effectively so that we can repeat the same behaviour.
- vi. proactive
- vii. consequences
- viii. worrisome
- ix. appreciate

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.

- i. There needs to be an introduction to the overall picture of the graph.
Sample introduction: The graph shows the yearly intake for four degree programs for five years starting from 2014. In general, the overall intake figures indicate all but one program improving their intake in 2018 compared to their figures in 2014.
- ii. The intake figures for *Bsc in Accounting* show a steady increase all but one of the five years and it remained the program with the highest intake in all five years.
- iii. Although the intake for *MSc in Accounting* saw a slight decrease in 2015, from 2016 onwards a gradual increase was recorded.
- iv. *MPhil in Accounting* is the only program that recorded a decline in intake figures in 2018 compared to those in 2014.
- v. After a 100%/ considerable increase in intake figures in 2015, the intake figures remained the same for the program, *PhD in Accounting*.
- vi. In 2016 and 2017 both *MPhil in Accounting* and *PhD in Accounting* recorded identical intake figures.
- vii. The intake figures of each program in 2016 and 2017 are identical for all but one of the degree programs.
- viii. The intake figures for *Bsc in Accounting* remained the same in 2016 and 2017.

	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;	3 demonstrates a reasonable range of vocabulary and structures; may be

	about five salient points of the graph are mentioned		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 intake figures of the same program 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 program, candidates may use the individual intake 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 email:

- The purpose of the financial reports
- Mention the key content to be included in the reports (information about assets, liabilities, equity, revenue, expenses, profits or losses)
- The deadline for submitting the reports.

From: md@avant-garde.com
To: hod_acc@avant-garde.com
CC: Board of Directors
Subject: Financial Reports for Shareholders' Meeting

Dear Mr Kularathne,

As you already know our annual shareholders' meeting is scheduled for 1 March 2019 and we are required to provide financial reports pertaining to the company's finances to the shareholders.

The reports should elaborate on current status of our assets, liabilities, equity, revenue, expenses, profits or losses. Please make sure the reports are detailed and compressive so that our shareholders end up with a clear view of where we are headed in the coming year.

Since the financial reports are to be printed along with other supplementary documents prepared for the meeting, it is important that they are ready by 10 February.

Thank you for your cooperation in this regard.

Best wishes,
S M Silva
Managing Director
Avant-garde Motors PLC

Answer 7

SUMMARY WRITING (120 – 130 words)

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

- Although perfectionism leads to efficient and high-quality work, it may also cause stress related psychological disorders.
- Perfectionism can be sub-divided into excellence-seeking perfectionism and failure-avoiding perfectionism.
- The former is characterized by the expectation of very high standards from oneself and others and the latter by a constant fear of failure.
- While both these types may manifest in one person, one would be stronger than the other.
- Being more of an excellence-seeking perfectionist is deemed less harmful and more beneficial than being more of a failure-avoiding perfectionist after weighing both good and ill effects of the two types.
- There is no clear relation between performance and perfectionism since it seems that pros and cons of perfectionism cancel each other out.

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:

Although perfectionism lead to efficient and high-quality work, it may also cause stress related psychological disorders. Perfectionism can be sub-divided into excellence-seeking perfectionism and failure-avoiding perfectionism. The former is characterized by the expectation of very high standards from oneself and others and the latter by a constant fear of failure. While both these types may manifest in one person, one would be stronger than the other. As such, being more of an excellence-seeking perfectionist is deemed less harmful and more beneficial than being more of a failure-avoiding perfectionist after weighing both good and ill effects of the two types. However, there is no clear relation between performance and perfectionism since it seems that pros and cons of perfectionism cancel each other out. (120 words)

Important: In order to score the full mark in CONTENT POINTS section, the candidate must reach at least 3 marks (the maximum of Band 3) in STYLE section and vice versa. Candidates are penalized for not using their **own words**.

**Any other sensible content point other than the above-mentioned ones can also be marked right.

	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 Customer Complaints on a Drop in the Quality of the Services Provided by Panopticon Security PLC

Introduction

Panopticon Security PLC is a provider of security services in Sri Lanka. Currently, the company provides security services to both commercial and residential establishments. The company has recently received several complaints from its customers regarding a drop in the quality of the security services provided by its employees. The aim of this report is to ascertain the validity of these complaints and make recommendations to rectify the situation. This report was commissioned by the Board of Directors of Panopticon Security PLC.

Methodology/Data Collection/Procedure

For the purpose of compiling this report, data was gathered through document reviews, interviews and a questionnaire. A team headed by the HR manager reviewed the complaints made by the customers. The duty rosters for the concerning establishments were scrutinized. Customers who lodged the complaints and security personnel assigned to those establishments were interviewed. A questionnaire was distributed to all security personnel employed by the company to determine how widespread the issues were. With the data gathered from these tools, an extended analysis was conducted to investigate the circumstances surrounding the complaints.

Findings

The investigation revealed that the complaints were valid and there was indeed a deterioration of the services rendered by our personnel during the last three months.

The initial analysis revealed that the main cause of this deterioration was higher than usual employee turnover recorded in the last three months. As a result of the departure of many seasoned members of the staff, relatively young and inexperienced new recruits had to be dispatched to the concerning premises. This has led to an overall deterioration of the quality of our security service.

As per the findings, the high employee turnover was the result of our competitors poaching our seasoned staff with more lucrative remuneration packages. Over the last few years, many new companies that provide security services have been set up and they are willing to pay a premium for workers with ample experience. Our organization has failed to keep up with remuneration packages offered by such competitors resulting in a high employee turnover for several consecutive quarters.

Conclusion

Considering the importance of retaining our experienced workers for our profit margins it is recommended that the remuneration packages of our employees be updated to reflect the current industry standards. Similarly, the new recruits need to be subjected to an expedited training as an immediate measure to remedy the situation.

Section I: Listening

Answer 09

IMPORTANT: Candidates cannot underline two or more answers.

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

Answer 10

IMPORTANT: Candidates' answers do not have to be the exact words found in the text. Alternatives are suggested in the answer key. Any expression that is equivalent to the suggested answer should be considered right.

- I. bouts /moments
- II. energy
- III. safe
- IV. quality/standard
- V. when
- VI. bring
- VII. boosts/improves
- VIII. positive
- IX. tested
- X. faith



Notice of Disclaimer

The answers given are entirely by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) and you accept the answers on an "as is" basis.

They are not intended as "Model answers", but rather as suggested solutions.

The answers have two fundamental purposes, namely:

1. to provide a detailed example of a suggested solution to an examination question; and
2. to assist students with their research into the subject and to further their understanding and appreciation of the subject.

The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) makes no warranties with respect to the suggested solutions and as such there should be no reason for you to bring any grievance against the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka). However, if you do bring any action, claim, suit, threat or demand against the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka), and you do not substantially prevail, you shall pay the Institute of Chartered Accountants of Sri Lanka's (CA Sri Lanka's) entire legal fees and costs attached to such action. In the same token, if the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) is forced to take legal action to enforce this right or any of its rights described herein or under the laws of Sri Lanka, you will pay the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) legal fees and costs.

© 2013 by the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka).

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission of the Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka).
