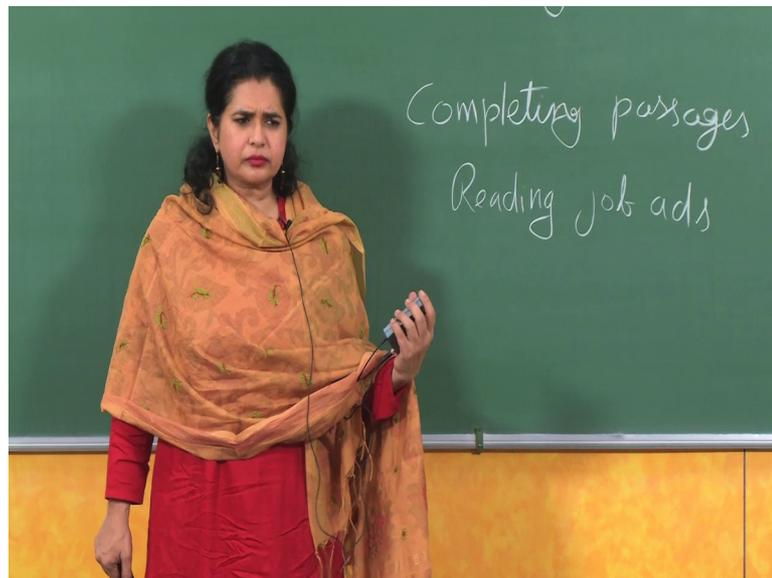


**Business English Communication**  
**Prof. Aysha Iqbal Viswamohan**  
**Department of Humanities & Social Sciences**  
**Indian Institute of Technology, Madras**

**Lecture - 04**  
**Reading Comprehension**

Welcome back friends. So, we continue with our reading; Reading for Business English.

(Refer Slide Time: 00:20)



You might recall that in the last couple of classes, we have been doing a variety of passages and reading exercises in order to hone our skills, improve our skills of reading for business purposes. I also told you in your last class that business English is different from any other kind of English because of the kind of jargon and language it uses business English [FL].

For example, if you look at another course like technical communication; then you will be using more of technical jargon in this kind of course, you will be using more of business kind of language [FL] that is what I would call in Hindi. So, this is what we have been doing so far; apart from doing more passages, conventional kinds of passage that we have been doing. So, that is something we will do again; a few examples of those kinds of a exercises as well; along with passages that require filling in the appropriate words.

So, completing passages and also reading job ads or AdWords and how to identify specific information. So, let us get going and let us start with the first passage.

(Refer Slide Time: 02:18)

### Passage 1

He's packing his bags -- again. December 2012, when he turns 75, is the third scheduled retirement for Ratan Tata. The Tata Group has been at this inflection point twice earlier, and stepped back both times. In 2002, when Tata was to retire at 65, the Tata Sons board promptly redesignated him non-executive chairman, which meant he could continue for another five years. Three years later, the board upped the retirement age of non-executive directors to 75. The message is clear: Ratan Tata is indispensable. And it's not just the board that feels that way. There were loud cries of support from shareholders at the Tata Steel AGM in August, held soon after the announcement that Tata Sons had created a panel to find Tata's successor. "We can't lose our *ratan* (jewel)," said one shareholder, while others asked him to stay on as chairman emeritus.

Whether or not he acknowledges it openly, Tata must be feeling vindicated by this public recognition of his worth. When he took over as Tata Group chairman on March 25, 1991, critics were loud and unrestrained in their disapproval and scepticism. Ratan Tata was considered to have gained his position purely on the strength of his surname; he was incompetent, raged opponents both within and outside Bombay House, and he didn't possess an iota of the charisma of his uncle and predecessor, JRD Tata. Nearly 20 years later, Ratan Tata has achieved almost everything on his 1991 agenda. At Rs 3.46 lakh crore (Rs 3.46 trillion), Tata Group revenue is 40 times the 1991 level, while net profit has gone up four times.

(Extract from "Ratan Tata - India's Coolest Business Tycoon." Success Story. Accessed September 12, 2017. <https://successstory.com/people/ratan-naval-tata>)

Look at this one; passage one, He is packing his bags; again December 2012, when he turns 75, is the third scheduled retirement for Ratan Tata. The Tata group has been at this inflection point twice earlier, and he stepped back both times. In 2002, when Tata was to retire at 65, the Tata Sons board promptly redesignated him non-executive chairman, which meant he could continue for another five years.

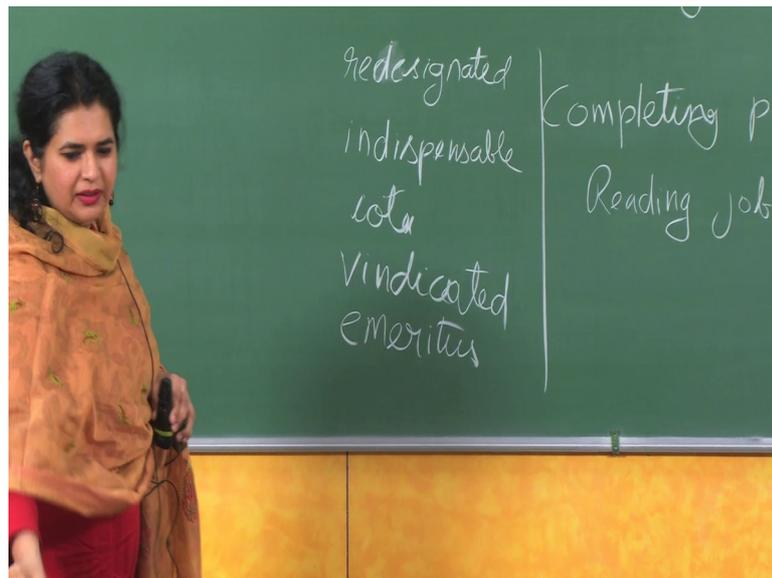
Three years later, the board upped the retirement age of non-executive directors to 75. The message is clear; Ratan Tata is indispensable and it is not just the board that feels that way. There were loud cries of support from shareholders and the Tata Steel AGM; that is Annual General Meeting in August, held soon after the announcement that Tata Sons has created a panel to find Tata's successor.

We cannot lose our Ratan; jewels said one shareholder, while others asked him to stay on as chairman emeritus. Whether or not he acknowledges it openly, Tata must be feeling vindicated by this public recognition of his worth. When he took over as Tata Group chairman on March 25, 1991, critics were loud and unrestrained in the disapproval and skepticism. Ratan Tata was considered to have gained his position purely on the strength of his surname; he was incompetent, raged opponents both within and outside Bombay

House and he did not possess an iota of the charisma of his uncle and predecessor, JRD Tata.

Nearly 20 years later, Ratan Tata has achieved almost everything on his 1991 agenda. At rupees 3.46 lakh of crore, Tata Group revenue is 40 times the 1991 level, while net profit has gone up four times; look at some of the difficult words here.

(Refer Slide Time: 04:50)



Redesignated, indispensable; these are not only helpful words to know and to improve your vocabulary, but they may also act as queues in order to understand reading passages; iota, vindicated, emeritus; look at the words here, try to find out the meanings of these words. There are excellent books available in the market on learning business English; both Cambridge university, as well perhaps you can look up Mcmillan or also Oxford. These universities have excellent materials available on business English and business vocabulary; also a variety of other exercise also, but these publishing groups also publish dictionaries of business English.

So, perhaps if not dictionaries then text books on improving vocabulary of business English, you can look up look these and look at these words also which are very common words, but in case you do not know; you will have to. Of course, it pays to enrich your vocabulary and these are the words that you should know; that we just found in this particular passage.

(Refer Slide Time: 06:50)

### Answer the following questions

- 1) What are some of the instances that prove that Ratan Tata is crucial to the company?
  - a) Because of his uncle
  - b) Because of the name and brand that he embodies
  - c) Due measures were taken to prevent his retirement

So, let us look at the questions here now; what are some of the instances that prove that Ratan Tata is crucial to the company? A; because of his uncle, b; Because of the name and brand that he embodies, c; due measures were taken to prevent his retirement; so what would be your response?

(Refer Slide Time: 07:10)

- 2) Ratan Tata is so \_\_\_\_\_ to the company that he is called the \_\_\_\_\_ of the company.
- 3) Find a word in the passage that means the same as 'inept'.
- 4) True or False?  
When Ratan Tata first took over as the chairman of the company in 1991, he was positively received.

And look at the second question; Ratan Tata is so dash to the company that he is called the dash of the company. Third; find a word in the passage; that means, the same as inept

and then last one true or false; when Ratan Tata first took over as the chairman of the company in 1991, he was positively received and let us discuss the answers first.

So, which is the best answer? The best answer for the first question is c; due measures for take into prevent his retirement that is clearly stated, the keyword in the question is instance. So, give the instance that he is extremely crucial to the company; so due measures were taken into prevent his retirement; including hiking the retirement age.

The answer to the second question is indispensable; we have given here, this is one of the important words here; indispensable someone who without home; you cannot survive; air is indispensable to live; so that important, that crucial. And Ratan is a hindi word; which means jewel, so Ratan Tata true to his name is indeed a jewel for his company. Third inept is equivalent to incompetent; it means not good enough, not a skilled enough, not competent enough and the last one is false.

His position is a chairman was not received positively at all, there were allegation of nepotism that is also stated quite clearly in the passage. Let us look at the second exercise now.

(Refer Slide Time: 09:23)

### Passage 2

Facebook's internal research shows that exposing users to voting reminders that include pictures or names of friends also makes them more likely to vote. Algorithmic shifts that prioritize showing these kinds of messages to certain groups of voters and suppressing them from others could theoretically be used to help a particular candidate. Currently, however, candidates can't manipulate the algorithm – they only have access to Facebook's public organizing and advertising tools. They can create fan pages, pay to promote posts, use Facebook ads to recruit fans, recruit members for their email lists, and deploy apps that supporters can use to engage their friends.

And while shifts in Facebook's algorithms can hurt the organic reach of posts by candidate pages, theoretically these changes are deployed without the intent to harm or benefit specific campaigns. The algorithm makes Facebook different from other media – we don't see a customized TV feed or hear different radio songs based on what we've liked before. This algorithm has long been a black box for people outside of the company. Now, it's time for the platform to explain how it influences what political content gets spread on the network. Advertising is another area where Facebook needs to radically increase transparency. While candidates must disclose their spending on required campaign finance filings, they can avoid reporting their exact Facebook spending amounts by hiring a firm to run the ads and paying for them as part of their overall consulting fee.

(Extract from: Haenschen, Katherine. "If Mark Zuckerberg runs for president, will Facebook help him win?" Katherine Haenschen." The Guardian. September 09, 2017. Accessed September 12, 2017. <https://www.theguardian.com/commentisfree/2017/sep/09/mark-zuckerberg-president-facebook-algorithm>)

Second passage; Facebook's internal research shows that exposing users to voting reminders that include pictures or names of friends also makes them more likely to vote. Algorithmic shifts that prioritize showing these kinds of messages to certain groups of

voters and suppressing them from others could theoretically be used to help a particular candidate. Currently; however, candidates cannot manipulate the algorithm; they only have access to Facebook's public organizing and advertising tools.

They can create fan pages, pay to promote posts, use Facebook ads to recruit fans, recruit members for their email lists and deploy apps that supporters can use to engage their friends. And while shifts in Facebook's algorithms can hurt the organic reach of posts by candidate pages, theoretically these changes are deployed without the intent to harm or benefit specific campaigns. The algorithm makes Facebook different from other media; we do not see a customized TV feed or hear different radio songs based on what we have liked before. This algorithm has long been a black box for people outside of the company.

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Look at the reference also and look at some of the difficult words here manipulation, algorithm, organic, customized, transparency. So, these are the words that you should know and if you can make them part of your everyday lexicon then it is going to add a lot of value to your speaking abilities.

(Refer Slide Time: 12:05)

- 1) Identify what the passage is about and jot down the key points of the text
- 2) Potential candidates avoid showing their Facebook financial dealing by seeking the help of a third party. True or False?
- 3) Find a word from the passage that means 'reveal'.

Now let us look at the questions based on that; look at the first question, identify what the passage is about and jot down the key points of the text; a tricky question you have to jot down the key points of the text. The second question; potential candidates avoid showing their Facebook financial dealing by seeking the help of a third party; true or false? And third; find a word from the passage; that means, reveal.

(Refer Slide Time: 12:32)

- 4) How does the algorithm make Facebook different from other media?
  - a) It is online
  - b) Prioritisation of messages and personalised feeds.
  - c) There is no transparency to it

Look at the fourth question also; how does the algorithm make Facebook different from other media? A; it is online, b prioritization of messages and personalized feeds and c;

there is no transparency to it. We will discuss the answers now. So, what is the passage about? The passage is about how Facebook can influence elections.

So, election, algorithm, advertisement; these are the keywords here. The second statement is true; it is clearly stated that certain point in the passage, they can avoid reporting their exact feedback spending amounts by hiring a firm to run the ads; so therefore it is true. And reveal is disclosed, so the answer to the third question; reveal disclose. Fourth is b; remember privatization of messages and personalized feeds that is the answer to that; option c is not correct. We are already told that Facebook does have some amount of transparency to it.

(Refer Slide Time: 13:57)

### Complete the Passage below using the words given

Maintain	System	Growth	Research	Risen
Competitors	Report	Market	Patterns	Share

Demeyer Associates, a market a) \_\_\_\_\_ organisation has prepared an independent b) \_\_\_\_\_ for us. Touchline's sales are good in the UK c) \_\_\_\_\_. Each European country has a separate distribution d) \_\_\_\_\_ and different purchasing e) \_\_\_\_\_. As a result of TV coverage, Europe is a f) \_\_\_\_\_ market for American sporting equipment. In four years, sales of our products have g) \_\_\_\_\_ dramatically in the UK. This is because our US h) \_\_\_\_\_ are not interested in the market yet. When US producers show a real interest in Europe, Touchline Trading may not be able to i) \_\_\_\_\_ its market j) \_\_\_\_\_ in the UK.

(Extract from : Menzies, Peter. "Case 1." In *Business English*, 11. London: Linguaphone Institute Limited, 1997)

Let us move on to the next exercise; complete the passage below using the words given. Maintain, System, Growth, Research, Risen, Competitors, Report, Market, Patterns, Share; so not necessarily in this order. Demeyer Associates, a market dash organization has prepared an independent dash for us. Touchline's sales are good in the UK. Each European country has a separate distribution and different purchasing.

As a result of TV coverage, Europe is dash market for American sporting equipment. In four years, sales of our products have dash dramatically in the UK. This is because our US dash or not interested in the market yet. When US producers show a real interest in Europe, Touchline Trading may not be able to dash its market in the UK; look at the reference also and fill in the blanks using these words. I will give you a moment.

(Refer Slide Time: 15:09)

**Check your answer: Complete the words below using the words given**

Maintain	System	Growth	Research	Risen
Competitors	Report	Market	Patterns	Share

Demeyer Associates, a market a) research organisation has prepared an independent b) report for us. Touchline's sales are good in the UK c) market. Each European country has a separate distribution d) system and different purchasing e) patterns. In four years, sales of our products have g) risen dramatically in the UK. This is because our US h) competitors are not interested in the market yet. When US producers show a real interest in Europe, Touchline Trading may not be able to i) maintain its market j) growth in the UK.

(Extract from : Menzies, Peter. "Case 1." In *Business English*, 11. London: Linguaphone Institute Limited, 1997)

Here is your answer; Demeyer associates, a market research organization has prepared an independent report for us. Touchline's sales are good in the UK market. Each European country has a separate distribution system and different purchasing patterns. In four years, sales of our products have risen dramatically in the UK. This is because our US competitors are not interested in the market yet. When US producers show a real interest in Europe, Touchline Trading may not be able to maintain its market growth in the UK, this is your solved exercise.

Let us move on to the next one; before we move on to the next slide, we are going to do how to read job advertisement.

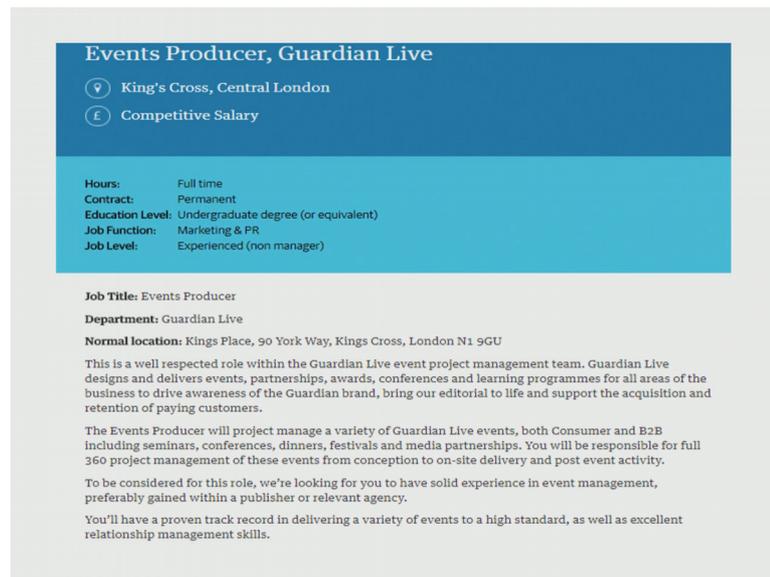
(Refer Slide Time: 16:09)



So, job advertisement one of the first quality is it should be short, concise, precise to the point this is not a test of creative writing; an advertisement is a creative writing, but this is not you have to be straight forward, but it should also be extremely informative, you should know what you are or who you are looking for. So, instead of beating around the bush; you should advertise for the correct position and look for the correct person; right kind of a person. It is also important to include crucial details; such as profile that is a company profile as well as the job profile.

Job profile means what are you expected to do in that capacity in that company or in that organization. People who write job advertisements should also mention salary and the requirements; what are the requirements of the job perhaps there is a qualification needed. Those things should be very clear. For an advertisement of a thing, notice important things like product, description, uniqueness and most of the time also the cost; the price of that thing or the object. So, we advertise either for looking for the right kind of a person for a job; for a specific job or we advertise for an object or a thing or a product.

(Refer Slide Time: 18:07)



**Events Producer, Guardian Live**

📍 King's Cross, Central London  
💰 Competitive Salary

**Hours:** Full time  
**Contract:** Permanent  
**Education Level:** Undergraduate degree (or equivalent)  
**Job Function:** Marketing & PR  
**Job Level:** Experienced (non manager)

**Job Title:** Events Producer  
**Department:** Guardian Live  
**Normal location:** Kings Place, 90 York Way, Kings Cross, London N1 9GU

This is a well respected role within the Guardian Live event project management team. Guardian Live designs and delivers events, partnerships, awards, conferences and learning programmes for all areas of the business to drive awareness of the Guardian brand, bring our editorial to life and support the acquisition and retention of paying customers.

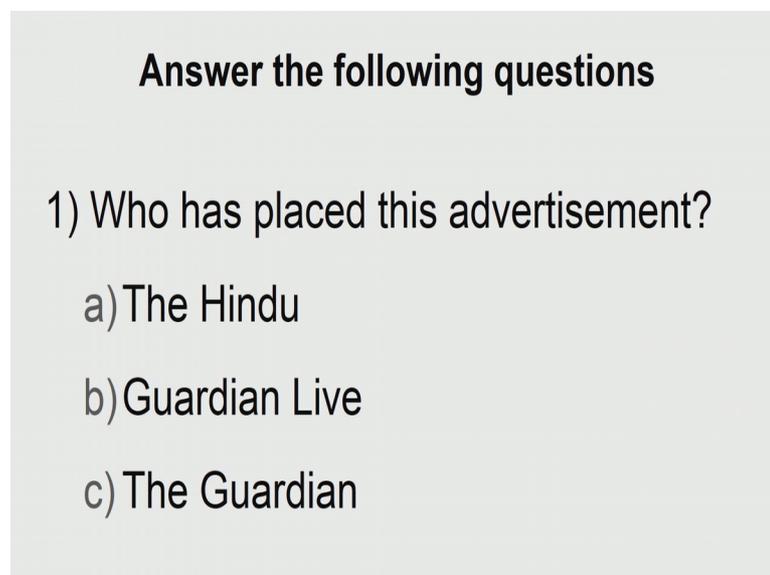
The Events Producer will project manage a variety of Guardian Live events, both Consumer and B2B including seminars, conferences, dinners, festivals and media partnerships. You will be responsible for full 360 project management of these events from conception to on-site delivery and post event activity.

To be considered for this role, we're looking for you to have solid experience in event management, preferably gained within a publisher or relevant agency.

You'll have a proven track record in delivering a variety of events to a high standard, as well as excellent relationship management skills.

Let us look at this advertisement; Events Producer, Guardian Live, Hours, Contract, Education level, Job Function, Job Level. Please look at this advertisement carefully; job title, department, normal location. Please go through this advertisement carefully.

(Refer Slide Time: 18:37)



**Answer the following questions**

1) Who has placed this advertisement?

- a) The Hindu
- b) Guardian Live
- c) The Guardian

And here are your questions first; who has placed this advertisement? A; The Hindu, b Guardian Live; c; The Guardian.

(Refer Slide Time: 18:46)

2) What job is being offered?

- a) Social media manager
- b) Content writer
- c) Events producer

Next question; what job is being offered? A; Social media manager, b; content writer, c; Events Producer.

(Refer Slide Time: 18:56)

3) What is the education level required for this job?

- a) Higher secondary school education
- b) Undergraduate college education
- c) Undergraduate college education or equivalent

Number 3; what is the education level required for this job? A; Higher secondary school education, b; undergraduate college education, c; undergraduate college education or equivalent.

(Refer Slide Time: 19:09)

**Answers**

3) What is the education level required for this job?

1) B Guardian Live

a) Higher secondary school education

2) C. Events producer

b) Undergraduate college education

3) C. Undergraduate college education or

c) Undergraduate college education or equivalent

Extract from: "Events Producer, Guardian Live job with GUARDIAN NEWS AND MEDIA | Guardian Jobs." The Guardian, September 12, 2017. Accessed September 12, 2017. <https://jobs.theguardian.com/job/6583605/events-producer-guardian-live/?LinkSource=PremiumListing>)

So, the answers are the first one is quite clear it is b; Guardian Live is given right at the top, you cannot miss it. And answer to the second question is also very clear; it is given at two places; if I remember correctly; c, events producer. And the third one is c undergraduate college education or equivalent. This was a fairly simple task, things only get complicated very often in business English; you might face reading an advertisement and it could be tricky.

(Refer Slide Time: 19:56)

**Fill in the blanks using the following words:**  
brand , re-orientate , account , key, volatile , juncture , exchange

Here at the Guardian, we believe the open..... of information, ideas and opinions has the power to change the world for the better. Our independent journalism holds power to .....across the globe and brings information that's suppressed into the public domain. We are at a fascinating .....in our history. Our audience has never been larger; our journalism never more successful; our .....never stronger. Yet the economics of the news business are incredibly .....with large digital platforms eroding the ad market for quality publishing. As we .....to focus on reader revenues in this period of unprecedented change, the relationships we build with .....partners will be core to our success.

(Source: <https://jobs.theguardian.com/job/6589681/data-partner-us/?LinkSource=PremiumListing>)

Next one please; look at this passage and again the exercise is complete the passage or the text. Here at the guardian, we believe in the open dash of information, ideas and opinions has the power to change the world for the better. Our independent journalism holds power to dash across the globe and brings information that is suppressed into the public domain. We are at a fascinating dash in our history. Our audience has never been larger; a journalism never more successful; our dash never stronger. Yet the economics of the news business are incredibly dash with large digital platforms eroding the ad market of quality publishing.

As we dash to focus on reader revenues in this period of unprecedented change, the relationships we build with dash partners will be core to your success. Please look at the source also, you are expected to fill in the passage using the words given here; not necessarily in the correct order; brand, re-orientate, account, key, volatile, juncture, exchange. If you feel that at this point that the vocabulary or the passages are getting tougher; please remember business English is tough, it is just like English for competitive exams; business English is always a little more difficult than let us say technical English.

(Refer Slide Time: 21:54)

### Answer

- Here at the Guardian, we believe the open exchange of information, ideas and opinions has the power to change the world for the better. Our independent journalism holds power to account across the globe and brings information that's suppressed into the public domain.
- We are at a fascinating juncture in our history. Our audience has never been larger; our journalism never more successful; our brand never stronger.
- Yet the economics of the news business are incredibly volatile with large digital platforms eroding the ad market for quality publishing.

So, please take a moment; look at the passage and try to fill in the words. Look at the answer; exercise has been done for you, Here at the Guardian, we believe the open exchange of information, ideas and opinions has the power to change the world for the

better. Our independent journalism holds power to account across the globe and brings information that is suppressed into the public domain.

We are at a fascinating juncture in our history. Our audiences has never been larger; our journalism never more successful; our brand never stronger. Yet the economics of the news business are incredibly volatile with large digital platforms eroding the ad market for quality publishing; that is your solved exercise.

(Refer Slide Time: 22:53)

**Fill in the blanks using the following words:**

brand , re-orientate , account , key, volatile , juncture , exchange

Here at the Guardian, we believe the open..... of information, ideas and opinions has the power to change the world for the better. Our independent journalism holds power to .....across the globe and brings information that's suppressed into the public domain. We are at a fascinating .....in our history. Our audience has never been larger; our journalism never more successful; our .....never stronger. Yet the economics of the news business are incredibly .....with large digital platforms eroding the ad market for quality publishing. As we .....to focus on reader revenues in this period of unprecedented change, the relationships we build with .....partners will be core to our success.

(Source: <https://jobs.theguardian.com/job/6589681/data-partner-us/?LinkSource=PremiumListing>)

Look at the words again here and see if you have done it correctly; let us go back to the passage open dash of information; so exchange of information, ideas.

Independent journalism holds power to? Power to change the world for the better; our independent journalism holds power to account across the globe and brings information that suppressed into the public domain. We are at a fascinating juncture in our history; see we often say we are at a fascinating point in history and juncture is nothing, but a point at a place.

Our audience has never been larger than the look at the rhythm of the sentence; our journalism never more successful, our brand never stronger. Yet the economics of the news business are incredibly volatile with large digital platform; see pay attention to the connective, linking word yet; it means there is a shift in idea all though we have very

strong, but the economics of the news business are incredibly volatile, so eroding the ad market for quality publishing.

In this question, there is just one issue the word re oriented that was given to you to fill in the blank, but we do not have an appropriate blank for that, you can also expect such kinds of questions, you might be given an extra word or two just so that you spend more time or you get confused to add to your confusion. So, it may be possible that you come across such kinds of exercises also; now let us look at this one.

(Refer Slide Time: 24:59)

**Read the following job posting:**

•INDIAN &KERALA ETHNIC FOOD COOK

Restaurant: Ocean Queen

Location: 243-7181 XYZ street Ontario

Salary:\$15.00 / Hour for 35 Hours / Week  
Vacancies:2 Vacancy  
Employment groups:Newcomers to Canada ,  
Terms of employment:Permanent, Full time

Start date:As soon as possible

Languages: English, Malayalam  
Education: Other trades certificate or diploma  
Experience: 3 years or more  
Specific Skills: Prepare and cook complete meals or individual dishes and foods, Plan menus, determine size of food portions, estimate food requirements and costs, and monitor and order supplies, Inspect kitchens and food service areas, Train staff in preparation, cooking and handling of food, Supervise kitchen staff and helpers, Maintain inventory and records of food, supplies and equipment, Clean kitchen and work areas, Organize and manage buffets and banquets

Work Setting:Restaurant /food court  
Apply by email: oceanpalate@gmail.com (647) 722-4681 info@oceanpalate.com

(Source: <http://classifieds.torontosun.com/toronto/restauranthotel/indian-kerala-ethnic-food-cook/C6FBC84B165e11426Ejo1F049815>)

Read the following job posting; Indian and Kerala Ethnic Food Cook; restaurant, Ocean Queen location so and so Ontario; salary this much, hours for 35 hours per week, vacancies; 2 vacancy, employment groups; newcomers to Canada, terms of employment; permanent, full time; start date as soon as possible, languages English, Malayalam; education; other trade certificate or diploma, experience 3 years or more.

Specific skills; prepare and cook complete meals or individual dishes and foods, plan menus, determine size of food portions, estimate food requirements and cost and monitor and order supplies. Inspect kitchens and food services service areas, train staff in preparation, cooking and handling of food, supervise kitchen staff and helpers, maintain inventory and records of food, supplies and equipment, clean kitchen and work areas, organize and manage buffets and banquets.

Work setting; restaurant food court; apply by email at this given email address and this is the number etcetera, etcetera so and so this is source I have given at the bottom. We just spoke about the characteristics of a typical job advertisement. Please see if this advertisement fulfills all the necessary characteristics of a good advertisement. So, we know who is being ask for, we know the salary the number of hours, we know the qualifications, we know the work profile its extremely well articulated, we also know the language that the person is required; it is a permanent vacancy, we also know that there is a certain kind of experience that this job posting requires.

It also has a good title Indian and Kerala ethnic food cook and the restaurant name also is mentioned; Ocean Queen; where is the work setting? So, it is a restaurant or food court and then apply by email and the telephone numbers. So, otherwise who is the person? Who is the person who is interested in applying for the job; the prospective candidates? Where is he going to send his resume or express his interest? How is he going to do that? So, these details given at the bottom are extremely relevant.

(Refer Slide Time: 27:57)

**Note that a good job ad has**

- Job Title
- Be Specific About the Role
- Offer Challenges, Not Rewards
- Tell Them About Your Company
- Give Short Description
- Provide a Phone Number for Enquiries

So, please look at these points note; that a good job ad has, job title; it should be specific about the role; the profile, it offers challenges, it does not offer rewards. You should tell them about the company, it is a restaurant and it have not yet in this particular advertisement; in the description of the restaurant is not very detailed, but then we know that it is in Indian ethnic kind of restaurant and also with emphasis on Kerala cuisine.

And other short description; phone number for enquiry; so all these details are given in this advertisement, it is an authentic ad which actually appeared in one of the Canadian newspapers. So, that is what we have done today, we have seen some passages; we have seen some complete; the passage kind of exercises and we have seen what are job advertisement and how to look for a specific details in job advertisement.

Thank you very much. And when we meet in our last class for this particular week, we will do one more reading exercise.