

SECTION A: COMPREHENSION**QUESTION 1: READING FOR MEANING AND UNDERSTANDING**

- 1.1 Traditionally, diversity was seen in terms of race, religion and gender. Currently, many other criteria such as personality, skills, age, cognitive style, education and background are considered.
[Award 2 marks only if the distinction between the TWO aspects is provided.] (2)
- 1.2 Each individual brings distinctive talents and skills to benefit the organisation./ All employees complement one another in an enabling work environment. (2)
- 1.3 In the single-line paragraph, the writer directs the reader's attention to the focal point of the article – the advantages of diversity.
[Accept valid alternative responses.] (2)
- 1.4 The employer is challenged to evolve, as he adapts to the transformed work environment. He is well-positioned to accommodate the entire workforce, for example, scheduling staff rosters around religious holidays, thus increasing productivity. (3)
- 1.5 The writer uses emotive diction to convey the contrast between the notion concerning diversity and the actual implementation thereof. Phrases with positive connotations, e.g. 'feel-good images', 'effortless synergy' and 'fantastically delicious mix of ingredients', highlight the idealistic perception of diversity. However, he cautions that in practice, it could be an 'operational nightmare'.
[Credit reference to the repetition of the word 'however' as a stylistic device.] (3)
- 1.6 The phrase 'hidden biases' refers to the personal prejudices that cloud employers' judgement. Personal biases prevent managers from making informed decisions. The writer draws the reader's attention to the detrimental effect of not embracing diversity in the workplace. Managers need to focus on skills needed rather than on personal characteristics. Both the business and the employer will experience negative consequences, as personal and professional growth will be stunted.
[Award 3 marks only if a valid comment is included.] (3)
- 1.7 'Conflicting ideas' are viewed positively since the healthy exchange of opposing ideas will prevent 'tunnel vision'. All the team members will also feel as though they have contributed to the development of the organisation. Preconceived ideas undermine objective decision-making. Employees also have a responsibility to recognise and accept individual differences. (3)

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Ian Pickup



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