

UNIVERSITE PARIS 1 PANTHEON – SORBONNE

Ecole de Management (UFR 06) & Département des Langues

LICENCE DE GESTION ET ECONOMIE D'ENTREPRISE, Semestre 2

Partiel d'anglais appliqué à la gestion

Enseignant responsable: J.T.Pindi

Date: 30 avril 2014

Maître de conférences

Durée: 2 heures

Sujet rédigé en collaboration avec monsieur J. Chiumia, Chargé de cours

No documents allowed. Write your answers on the official answer sheets provided

PART 1: READING

A. Read the text below carefully and answer the ensuing vocabulary and comprehension questions

The Co-op should once again embrace the movement for which it is named

Peter Hunt theguardian.com, Tuesday 25 March 2014

For the beleaguered group to set a fresh course it must reconnect with its members and re-establish trust and confidence

1. It is quite clear that recent events at the Co-operative Group have seriously eroded the relationship between management and the elected representatives of the membership. The resignation of chief executive Euan Sutherland, following the revelation of the scale and nature of his total remuneration package, carries a stark warning to the remaining group leadership, which now must reflect carefully on what it means for the future.
2. It was inevitable that new management would arrive with a new CEO, but the fact that they have no experience of the co-operative or mutual sector highlights the critical importance of maintaining strong relationships with the rest of the co-operative movement. There is scant evidence that this has been considered important. Indeed, the swift move to dramatically reduce funding for other co-op organisations will dismay long standing co-operators further, especially now that the hypocrisy of the executive pay policy has been laid bare.
3. The immediate response to this fresh crisis has been to accelerate the agenda for reforming the structure of the Co-op Group. No one doubts that governance changes are needed, and much has been said of the weakness of non-executives – though few have benefited more from this than the current executive team. However, rather than rushing headlong into irreversible changes, we should calmly reflect on the issues.
4. Eminent as Lord Myners, who is leading a review of the group, may be, *it is not credible to base its future governance on the views of one man*. Myners talked of "acute systemic weaknesses" that "have gravely damaged the organisation"; of "a series of costly strategic misjudgments"; and said that "elected directors have simply not been up to their task". But what has been presented as straight talking has been received as little more than

abusive to individuals who, for all their faults, have had the best interests of the Co-op as their guiding principle.

5. I reject the idea that there is no business experience on the group board – remember, the CEOs of some of our biggest co-ops are there – and I also reject as crass nonsense the suggestion that elected directors are only in it for the money. It does not help Myners' chances of bringing about real change to polarise views in this way.

6. So there are three immediate actions that should be taken to steady the ship and set a fresh course that will begin to build trust and confidence between the group leadership and its members. First, there is no place in a consumer owned co-operative business for unearned executive bonuses. How the 100% retention payments came to be requested by management, and then approved by the board, must be explained. Equally, no member of the current executive will carry the membership's confidence if they do not immediately declare that they will not accept such payments.

7. Second, an Eminent Co-operators Group should be established to help Lord Myners. The current leadership of the group should reconnect with the wider co-operative movement. The best way to do this is to establish a panel that can provide advice and support as the group goes through its reform process. Ideally, someone like former CEO Graham Melmoth or former chairman Keith Darwin, who have the credibility, experience and ability to provide candid advice to help steer the group to the next phase would chair it.

8. Third, the leadership should look to cool off areas of unnecessary conflict with members. The leading nature of a number of the questions in the public Have Your Say survey has caused widespread concern. The fact it was not confined to the group's millions of owners – its members – has further damaged its credibility. Those questions where controversy remains should now be put aside for calmer reflection.

9. The next few weeks will bring new challenges for the Co-operative Group. It can only succeed through this period if all of its members and managers pull in the same direction, and co-operate.

B. Vocabulary (5 points)

Find the word (or group of words) in the text that corresponds to each of the definitions below. Give the paragraph and line references.

1. salary and other benefits:
2. user-owned and user-controlled business that distributes benefits on the basis of use:
3. makes something more visible or prominent:
4. management in office at present:
5. permanent modifications:
6. establish a new mode of action:
7. governing body of an organization:
8. committee appointed to judge or to counsel:

9. people composing an association:

10. work toward a common goal:

C. Comprehension (5 points)

*Say whether the following statements are **true (T)** or **False (F)**. Justify your answer with a quote from the text by giving paragraph and line(s) numbers.*

1. Mr Euan Sutherland has decided to leave the Co-op Group because he was not well paid
2. The new team lacks knowledge of co-ops.
3. It is thought that modification of management practices at the Co-op Group is not necessary.
4. Lord Myners is examining the causes of the Co-op Group's problems.
5. Lord Myners has observed that the elected executives of the Co-op Group are not fit for the job.
6. The author of the article agrees with Lord Myners' assessment that the co-op's executives are only interested in money.
7. The new management must give up their claims for bonuses if they want to be on good terms with co-op members.
8. The author thinks that collaboration between executives and membership is essential for the success of reforms.
9. The author also thinks that Lord Myners, if left alone, should be able to restore confidence in the co-op group during the reform process.
10. The success of reforms at the co-operative group depends entirely on the skills of the new management.

PART 2: GRAMMAR (5 points)

Put the verb in brackets into the gerund (-ing form) or the infinitive with or without 'to'

1. I pretended _____ (be) sick so I didn't have to go to class.
2. A management involves _____ (negotiate) with everyone in the firm.
3. Do you recall _____ (see) her at the meeting last week?
4. We arranged _____ (meet) at four but at four thirty she still hadn't arrived.
5. I hate _____ (wait) for an appointment.
6. We hope _____ (visit) Amsterdam next month.
7. Workers tend _____ (take) long weekends during the month of May.
8. They have offered _____ (send) a replacement.

9. Would you mind _____ (tell) her straightaway?

10. I avoid _____ (travel) during the rush hour.

PART 4: Essay writing (5 points)

In a minimum of 200 words give your opinion on the relevance of the statement that “*it is not credible to base its future governance on the views of one man*” in the context of company management in general and, in particular, with regard to co-op management. Please provide a word count at the end of your essay.

Key to answers and guidelines for marking

PART 1: READING

B. Vocabulary (5 points)

Answers

1. remuneration package (paragraph 1, line 4)
2. cooperative (paragraph 2, line 2)
3. highlights (paragraph 2, line 2)
4. current executive team(paragraph 3, line 4)
5. irreversible changes (paragraph 3, line 5)
6. set a fresh course (paragraph 6, line 2)
7. board (paragraph 6, line 5)
8. panel (paragraph 7, line 3)
9. members (paragraph 8, line 2)
10. pull in the same direction (paragraph 9, line 2)

Marking

Half a mark for a correct answer with correct paragraph and line references. *Quarter of a mark* for a correct answer without any paragraph and line references. Nothing to be awarded otherwise

C. Comprehension (5 points)

Answers

1. False: He resigned “following the revelation of the scale and nature of his total remuneration package” (paragraph 1, lines 3 – 4)
2. True: They have no experience in the co-operative or mutual sector (paragraph 2, line 2)
3. False: governance changes are needed. (paragraph 3, line 2)
4. True: Lord Myners is leading a review of the group. (paragraph 4, line 1)
5. True: elected directors have simply not been up to their task (paragraph 4, lines 4 – 5)

6. False: I also reject as cross nonsense the suggestion that elected directors are only in it for the money. (paragraph 5, lines 2 – 3)

7. True: No member of the current executive will carry the membership confidence if they do not immediately declare that they will not accept such payments. (paragraph 6, lines 6 – 7)

8. True: The current leadership of the group should reconnect with the wider co-operative movement. (paragraph 7, lines 2 – 3)

9. False: He thinks, “the best way to do this is to establish a panel that can provide advice and support as the group goes through its reform process. (paragraph 7, lines 3 – 4)

10. False: The Co-operative Group can only succeed through this period if all of its members and managers pull in the same direction and cooperate. (paragraph 9, lines 1 – 3)

Marking

Half a mark for a correct answer with a right quote coupled with correct paragraph and line references. *Quarter of a mark* in the following cases: a) a correct answer with a right quote but without any paragraph and line references; b) a correct answer with a wrong quote; c) a correct answer without any quote. Nothing to be awarded otherwise.

PART 2: GRAMMAR (5 points)

Answers:

- 1) to be 2) negotiating 3) seeing 4) to meet 5) waiting 6) to visit
7) to take 8) to send 9) telling 10) travelling

Marking:

Half a mark for a correct answer. Nothing to be awarded otherwise.

PART 3: ESSAY WRITING (5 points)

Marking

Number of words ----- /0.5

English ----- /2

(Grammar, use of specialized vocabulary)

Structure of the essay ----- /1

(Introduction, development, conclusion)

Content ----- /1.5

(Quality of arguments, presence and relevance of examples)