

UNIVERSITE PARIS 1 PANTHEON – SORBONNE
UFR 06 / SGEL
LICENCE DE GESTION ET ECONOMIE D'ENTREPRISE , Semestre 4

Partiel d'anglais appliqué à la gestion

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Maître de conférences

Date: 4 juin 2010
Durée: 2 heures

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

PART I: Reading

*A. Read the text below entitled **In hiring for the top spot, Europeans are going global** and address the ensuing comprehension questions and vocabulary exercises.*

In hiring for the top spot, Europeans are going global

When José Luis Duran came from Spain in 1994 to work at Carrefour, the big French retailer, he spoke no French. “It was total immersion from the first day”, he said, “It was shocking, but you learn fast.” A decade later, Carrefour named Mr. Duran, then 41, chief executive. He was the first foreigner to hold that title. More than half a century after the first steps toward European economic union, European companies are breaking down the barrier that reserved their top spots for a native. As pressure grows on European businesses to go global, they are seeing the advantage in hiring executives who know the environment of international business, and who have experience with integrating employees and with regional responsiveness to products across different cultures. And as capital itself becomes global, European companies increasingly thirsty for private capital are recruiting managers for their performance rather than their nationality, a signal to investors that a company means business.

Mr. Duran’s remarkable rise at Carrefour is not an isolated case. In 2005, Unilever named a Frenchman to run the huge English-Dutch MNE, its first CEO to be neither English nor Dutch. One year earlier, the Italian Gucci Group, which is controlled by the French Pinault family, hired a Dutchman from Unilever as CEO. In Europe’s largest economies, the national stock exchange is looking more international. In Britain, for example, 34 of the 100 companies on the FTSE 100 index now have CEOs who are not British. While a decade ago, the list would have included many CEOs from English-speaking countries like the United States, Australia or Ireland, now in addition to 15 Americans, there are 3 Frenchmen, a Swede, a Spaniard, and Indian and a Kazak. In France, 7 of the 40 companies on the CAC 40 index have non-French CEOs, compared with one decade ago; in Germany, 5 of the 30 DAX index companies are run by foreigners, compared with none 10 years ago. Experts say that such diversification has just begun and will be a niche for the future.

The hunt for cross-cultural managers comes at a crucial time. As traditional markets in Europe and the U.S. grow more slowly, European companies are facing increased competition from globalization. Companies have responded aggressively, and global experience is often valued as an

asset above cost-cutting skill. “I call it the tropicalization of Carrefour”, said Mr. Duran, the son of a Spanish father and German mother who grew up in Madrid speaking Spanish and German.

American companies have hired a wave of foreign-born CEOs in recent years. But the bigger cultural barriers can actually be within Europe, where language and work customs vary by country. “Upper level management skill tends to be linked to the general cultural identity of firms”, said Junko Takagi, an expert on management and diversity at the Essec business school outside of Paris. “For the time being, few firms do not have a national identity attached to them.”

Still, a global perspective is certainly something Dutch executives carry in their portfolio. Of the 26 years that Robert Polet, 52, a Dutchman and the CEO of Gucci Group, spent at Unilever, most were spent far from the headquarters, in Germany, Malaysia, Belgium and elsewhere. So in 2004, when the Pinault family acquired Gucci for \$8bn and set out to find a CEO, they chose Mr. Polet. Gucci had Italian roots, a French owner, corporate headquarters in London and markets across the globe. “The culture gap I found when I came”, Mr. Polet said, “was distinctly Anglo-Saxon and influenced by my predecessor, Mr. De Sole, whose education was American”. Mr. Polet flew to Mr. De Sole’s home in the U.S. for 2 days to understand his personality. “I found that Gucci was neither French, nor Italian, nor American, but it was so in a mix of natural and historical tensions that it was probably good to be a Dutchman,” Mr. Polet said with a laugh, “That’s a bit what the Dutch people do”.

(Adapted from: John Tagliabue © 2008 The New York Times , distributed by The New York Times Syndicate)

B. Comprehension

Answer the following questions in your own words using complete sentences. Do not copy sentences from the text *(2.5 points or half a point for each correct answer)*

1. How does Mr. Duran’s appointment as CEO reflect a change in the traditional recruitment policy of European MNEs?
2. Where are the specific overseas operations of Gucci Group situated, according to the text?
3. What type of top executives did companies listed on the FTSE 100 index typically have in the past?
4. How can the appointment of a new category of top managers affect the operations of European MNEs?
5. What do you understand by “regional responsiveness”? (paragraph 1, line 8).

C. Vocabulary

I. **Find** a term in the text that relates to the following definitions. Give the paragraph and line references of the term you have identified. *(2.5 points or a quarter of a point for each correct answer)*

1. Wealth in the form of property owned by a person or company. _____.
2. A company that sells products in small units directly to the final consumer. _____.

3. A strategy that aims at moving into new markets, usually but not always, by buying companies in different fields. _____.
4. Production of goods and services of a homogeneous type and quality on a worldwide basis. _____.
5. A company which is headquartered in one country but has operations in others. _____.
6. Something that could be either tangible (property) or intangible (skill or strength) and is considered as a beneficial resource. _____.
7. Economic, social or political contexts that impact a company's operations. _____.
8. A small but profitable marketing segment. _____.
9. Bought or took control of (another company). _____.
10. The fact of having people of different ethnic groups or cultures in a company. _____.

II. **Make** a sentence of your own with each of the 10 terms you have identified.

(5 points or half a point for each correct term identified and used in a correctly written sentence)

PART II: Grammar

A. Noun Formation *(2.5 points or a quarter of a point for each correct answer)*

Complete the following sentences using the appropriate NOUN form derived from the correct verb in the list below. The nouns you have formed may be used more than once, but not all the verbs in the list will be used.

License / Customize / Harmonize / Commercialize / Market / Advertise / Specialize / Invest / Globalize / Commercialize / Merge / Cannibalize / Distribute / Diversify / Position / Centralize /

1. _____ refers to contracts in which a foreign licensor provides a local licensee with access to one or a set of technologies in exchange for financial compensation.
2. Direct _____ is a way to target consumers by distributing products, information and promotional benefits.
3. Catalogue marketing, electronic media and door-to-door leafleting are _____ techniques.
4. A _____ may relate to the use of a patent for a product or process, copyright, trademarks or know-how.
5. The _____ costs of the means of production and services are sometimes high.
6. Most customers cannot afford the luxury of product _____.
7. In a takeover, if _____ of shareholder value is not equal, the acquiring firm will have controlling interest.
8. GM and Chrysler may be combined in a _____ to help salvage the US car industry.
9. Suppliers got funds for their _____ by borrowing money from banks and financial institutions.
10. Brand _____ requires differentiating one's brands from those of a competitor.

II. Noun combinations *(2.5 points or a quarter of a point for each correct answer)*

Complete the letter using the following noun combinations:

enrolment form *conference timetable* *leather industry* *Footwear Trade Fair*
conference date *Exhibition Centre* *design specialists* *Conference Organiser*
export opportunities *Industry Training Board*

Dear Sir/ Madam

We are pleased to invite you to the 12th _____ (1) to be held at the National _____ (2) from 6-13 June.

This annual event, organised by Boot and Shoe _____ (3) brings together _____ (4) manufacturers and retailers involved in the _____ (5), both at home and abroad. It is therefore the ideal moment to learn more about _____ (6).

Please find the _____ (7) on the enclosed document. A reminder will be sent nearer the _____ (8). In the meantime you are invited to complete the _____ (9) and send it back by 30 April. In the event of over-enrolment your place will be assured.

Luang Pang

_____ (10)

PART III: Writing *(5 points)*

Read the following statement and write an essay of 300 words (minimum) in which you agree or disagree with what is said. In your response you must discuss aspects of both centralization/decentralization and cite at least one specific example from the business world today to defend your answer. Count and write down the number of words used in your essay.

“Centralization can lead to the not invented here syndrome where managers in one country are slow to introduce products that have been successful in others, or fail to fully support advertising campaigns that have been conceived elsewhere.”

Good luck

Key to answers and guidelines for marking

Drawing on the course syllabus for semester 4, this exam paper aims at assessing student ability to:

- 1) process standard business newspaper text (5 points)
- 2) remember and use specialist vocabulary studied in class (5 points)
- 3) write correct English sentences both in isolation and in context (10 points)

Part I. B : Comprehension

Answers (2.5 points)

1. MNEs are looking for more cross-cultural managers today. Ten years ago executives were sought for their nationality, not for their international business experience.
2. Gucci Group has overseas operations in: Germany, Malaysia, Belgium and elsewhere.
3. In the past, the typical top executives of companies listed on the FTSE 100 index were nationals of English-speaking countries like the US, Australia or Ireland.
4. Language and work customs can be a big cultural barrier in European MNEs.
5. The ability to react or make decisions locally, according to the local environment.

Marking

- half a mark (0.5 point) for each answer deemed correct in terms of both content and form
- a quarter of a mark (0.25 point) can be awarded if you are satisfied with the content but less so with the way it is expressed
- nothing to be awarded if the answer is unreadable
- nothing to be awarded either if the answer is wrong albeit written in correct English.

Part I. C: Vocabulary

I. Answers (2.5 points)

1. capital (paragraph 1, line 9)
2. retailer (paragraph 1, line 1)
3. diversification (paragraph 2, last line)
4. globalization (paragraph 3, line 3)
5. MNE (paragraph 2, line 2)
6. asset (paragraph 3, line 4)
7. environment (paragraph 1, line 7)
8. niche (paragraph 2, last line)
9. acquired (paragraph 5, line 4)
10. diversity (paragraph 4, line 4)

Marking

The student must be able to retrieve the sought word in the text and not invent one. For this reason, s/he is expected to give the paragraph and line references.

A quarter of a mark (0.25 point) is to be awarded for each correct answer (i.e word and text reference).

Nothing to be awarded otherwise.

II. Sentence construction (5 points)

Marking

– 0.5 point for each correct word used in a correctly written sentence.

However, please check first if the term / concept around which the student is making a sentence is the one expected. If yes, then award half a mark for any well-formed sentence. Nothing to be awarded if otherwise.

Part II. Grammar

A. Noun formation

Answers (2.5 points)

1. licensing
2. marketing
3. advertising
4. licence
5. harmonization
6. customization
7. distribution
8. merger
9. investment
10. positioning

B. Noun combinations

Answers (2.5 points)

1. Footwear Trade Fair
2. Exhibition Centre
3. Industry Training Board
4. design specialists
5. leather industry
6. export opportunities
7. conference timetable

8. conference date
9. enrolment form
10. Conference Organiser

Marking

A quarter of a mark (0.25 point) for each correct answer in both sections. Nothing to be awarded otherwise.

Part III: Writing (5 points)

Marking

- 1 point to be systematically awarded to a student who has written a minimum of 300 words
- 1 point to be systematically withheld for inadequate length or if the student has failed to count the number words s-he has written
- up to 2 points for satisfactory substance: some sense in what the student has written, whether or not you agree with his/her stance
- up to 1 point for writing in good English, i.e good lexical and grammatical choices
- up to 1 point for good cohesion and coherence