

**UNIVERSITE PARIS 1 PANTHEON-SORBONNE**

**UFR 06 / SGEL**

**LICENCE DE GESTION ET ECONOMIE D'ENTREPRISE, Semestre 3**

**Partiel d'anglais appliqué à la gestion**

Date: 14 janvier 2012

Durée: 2 heures

Enseignant responsable: Jean-Toussaint Pindi, Maître de Conférences

Sujet rédigé en collaboration avec Caroline Peynaud, ATER

**No Documents allowed. Write your answers on the official sheets provided.**

**PART 1. Reading**

**A.** Read the text below entitled "*News Corp.'s MySpace to lay off 400 workers*" and address the ensuing vocabulary and comprehension exercises.

**News Corp.'s MySpace to lay off 400 workers**

The latest step in Rupert Murdoch's effort to turn around the fortunes of his digital businesses came Tuesday in the form of hefty layoffs at MySpace.

MySpace, the social networking site owned by News Corporation, the media conglomerate controlled by Mr Murdoch, said it was laying off roughly 400 employees, or nearly 30 percent of its staff. After layoffs, MySpace will have about 1,000 workers. The company said the layoffs were an attempt to return to a "start-up culture."

In a statement, Owen Van Natta, a former Facebook executive who became chief executive of MySpace in April, said: "Simply put, our staffing levels were bloated and hindered our ability to be an efficient and nimble team-oriented company. I understand these changes are painful for many. They are also necessary for the long-term health and culture of MySpace. Our intent is to return to an environment of innovation that is centered on our user and our product."

MySpace, which was acquired by News Corporation in 2005 for \$580 million, was once the pre-eminent social networking site. But more recently it has lost some luster to

Facebook, and at the same time has come up short of News Corporation's financial projections.

Until recently, MySpace still had an advantage over Facebook in the United States, although Facebook had more users globally. But recently, according to comScore, Facebook has matched MySpace in the United States, with about 70 million members.

MySpace's identity is closely associated with entertainment and music – a place where, for example, an upstart band would go to find a following. But Facebook has become the gathering place for users who want to share photos and connect with long-lost friends.

"Right now, MySpace has been attempting to compete to be the biggest social networking site," said Josh Bernoff, an analyst at Forrester Research. "I don't think that's been successful. If MySpace is about your entertainment life, Facebook is about your whole life."

Financially, MySpace is said to be profitable but has fallen short of expectations at a time when some of News Corporation's other

businesses, like newspapers and local television, have been a drain on the company's earnings.

Last year, Fox Interactive Media, the unit that includes MySpace, fell about 10 percent short of a \$1 billion revenue projection. In the latest quarter the company did not break out revenue for the unit, but did say that revenue at an operating division, of which Fox Interactive Media is a large component, decreased by \$254 million, or 35 percent. In the previous quarter, the unit had declines in both revenue and operating income.

In addition, News Corporation also cut jobs at the unit. "We are examining the operating structure of Fox Interactive Media and its role as a corporate umbrella for a number of our digital businesses", said Dan Berger, a spokesman for the unit. "In conjunction with the MySpace staff

Tim Arango, © 2009, *The New York Times* (Distributed by The New York Times Syndicate)

cuts this week, we reduced our corporate F.I.M staff and also assigned certain positions to specific business units" he added, referring to Fox International Media.

To revamp MySpace, Mr. Murdoch has lately engineered a series of management changes. In April, News Corporation appointed Jon Miller, the former chief executive of America Online, as the chief digital officer of the company, overseeing MySpace and the company's other Internet businesses – Photobucket, IGN Entertainment and the company's interest in Hulu, the online video partnership with NBC Universal. Mr Miller wasted little time in making changes. Just weeks later he pushed out Chris DeWolfe, one of the founders and then the chief executive of MySpace. Tom Anderson, another founder of the social networking site, has stayed on.

## **B. Vocabulary (7 points)**

### **1. Briefly define or explain the meanings of the following concepts which are quoted in the text and which refer to different company types: (3 points)**

- a) social networking site (paragraph 2, line 1):
- b) corporation (paragraph 2, line 2):
- c) conglomerate (paragraph 2, line 3):
- d) start – up (paragraph 2, line 7):
- e) corporate umbrella (paragraph 9, line 4):
- f) partnership (last paragraph, line 10):

### **2. Find in the text a different way of saying the words or phrases below. Give the paragraph and line references of the words you have found. (1.5 points)**

- a) digital businesses (paragraph 1, line 2):
- b) layoffs (paragraph 1, last line):
- c) roughly (paragraph 2, line 4):
- d) staff (paragraph 2, line 5):
- e) earnings (paragraph 8, last line):
- f) lately (last paragraph, line 2):

3. Find a different way of saying the words or phrases below. Use phrases that are not in the text. (1.5 points)

- a) executive (paragraph 3, line 2):
- b) chief executive (officer) (paragraph 3, line 3):
- c) acquired (paragraph 4, line 1):
- d) projections (paragraph 4, last line):
- e) globally (paragraph 5, line 3):
- f) appointed (last paragraph, line 3):

4. Sort out the difference between the words in *italics*, which are underlined in the sentences below. (1 point)

a) MySpace, the social networking site *owned by* News Corporation, the media conglomerate *controlled by* Mr. Murdoch.

b) In the previous quarter, the unit had declines in both *revenue* and *operating income*.

**C. Comprehension (5.5 points)**

*Answer the questions in your own words; do not quote from the text. Give as many relevant details as possible.*

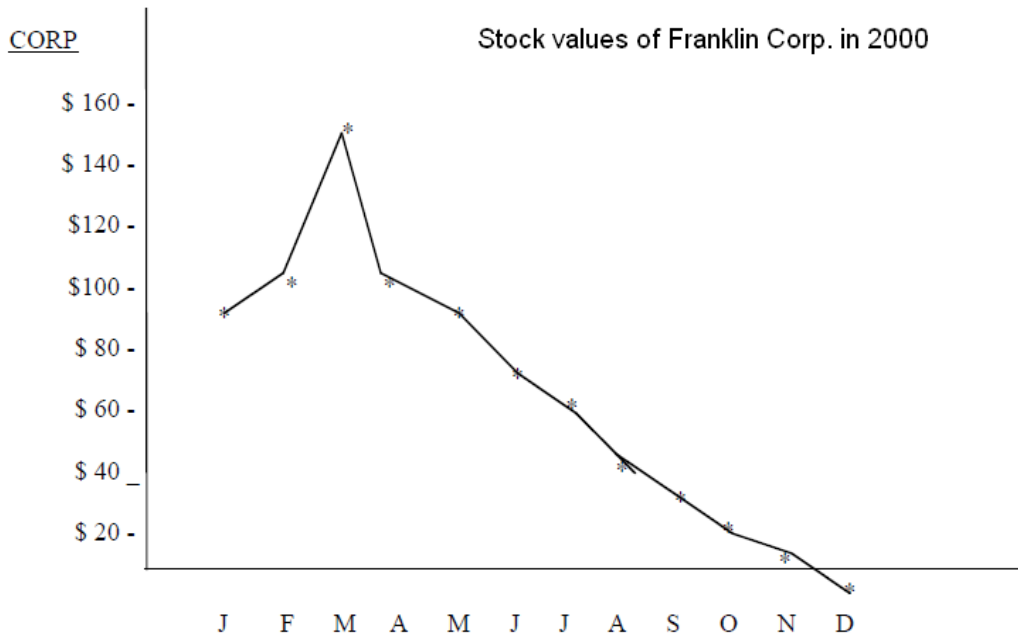
- 1) What are the causes of MySpace's economic problems?
- 2) What steps has Mr. Murdoch taken to redress the company's situation?
- 3) Are there any examples of corporate poaching in the text? What are they?
- 4) Which relationships can you establish between some of the companies, quoted in the text, which belong to the conglomerate? Please draw a tree diagram, if possible, to illustrate the relationships.
- 5) What can you say about the other companies also mentioned in the text but which do not belong to the conglomerate?

**PART 2: Grammar (2.5 points)**

***Describing trends.***

Look at the time-series graph below and use the following verbs in the correct tense to complete sentences describing market trends in the stock values of Franklin Corp. in the year 2000.

*climb, drop, gain, hit bottom, jump, peak, plummet, plunge, rise, rocket*



1. Between February and March, the stock values of Franklin Corp. ....to \$150.
2. Between January and February, Franklin Corp's stock values .....by about \$15.
3. From February to March, the stock values. ....about \$60.
4. Between May and July, the stock values.....from \$90 to \$70.
5. From March to April, the stock values ..... from \$150 to \$100.
6. From January to February, the stock values .....by \$10.
7. Between March and April, Franklin Corp.'s stock values .....
8. Between November and December, the stock values of Franklin Corp.....
9. In March, the stock values ..... at \$150.
10. From January to March, Franklin Corp.'s stock values.....from \$90 to \$150.

### **Part 3. Writing (5 points)**

Look at the organization chart below. In a minimum of 150 words and a maximum of 250, describe the job positions, the roles played by each person in the organization and the relationships that exist between one person and another. Write in continuous paragraphs and give as many details as you can. Use each of the expressions or verbs below to help you make correct sentences.

Please show your word count at the end of the essay. You will be marked on both your ability to report information accurately and to write English correctly.

*deal with, concern with, report to, responsible for, responsible to, supervise, manage, oversee, in charge of, handle*

QuickTime™ et un  
décompresseur  
sont requis pour visionner cette image.

*Note: CEO= Chief Executive Officer*

*SVP= Senior Vice-President*

*VP= Vice-President*



## Key to answers and guidelines for marking

### Vocabulary (7 points)

1. Briefly define or explain the meanings of the following concepts which are quoted in the text and which refer to different company types: (3 points)

#### Answers

a) *social networking site*: an Internet company providing a service that enables people and their families and friends to communicate easily on -line in order to exchange information and create alliances.

b) *corporation*: a very large firm.

c) *conglomerate*: a very large, usually diversified firm which is run as a single business but which is made of several firms acquired through mergers and takeovers supplying diverse goods and/or services.

d) *start up*: a new, usually small business that is just beginning its operations, especially in a sector where new technologies are used.

e) *corporate umbrella*: a large organization, which includes several small ones; *umbrella organization*.

f) *partnership*: a type of unlimited business but in the text, it simply means a relationship of two or more entities conducting business for mutual benefit.

#### Marking

Half a mark for an answer, which is thoroughly and correctly written. Quarter of a mark for anything intelligible, which is close to the correct answer. Nothing to be awarded for a blank or a wrong answer.

2. Find in the text a different way of saying the words or phrases below. Give the paragraph and line references of the words you have found. (1.5 points)

#### Answers

a) Internet businesses (last paragraph, line 7)

b) staff cuts (last but one paragraph, line 6)

c) nearly *or* about (paragraph 2, lines 4 & 6)

d) employees *or* workers (paragraph 2, lines 4 & 6)

e) revenue (paragraph 9, lines 3, 5 & 9) *or* income (paragraph 9, last line)

f) recently (paragraph 5, lines 1 & 4)

#### Marking

Quarter of a mark for a correct answer. Nothing for a blank or a wrong answer.

3. Find a different way of saying the words or phrases below. Use phrases that are not in the text. (1.5 points)

Answers

- a) director, senior manager
- b) managing director
- c) taken over, bought out, absorbed
- d) forecasts
- e) in the world, worldwide, all over the world
- f) named

Marking

Quarter of a mark for a correct answer. Nothing to be awarded for a blank or a wrong answer.

4. Sort out the difference between the words in *italics*, which are underlined in the sentences below. (1 point)

Answers

- a) *Owned by* suggests a 100 % proprietorship whereas *controlled by* implies majority control of the shares, in other words at least 51% ownership of the firm's share capital. So, to return to the text, we can say that MySpace belongs exclusively and solely to News Corporation of which, Mr. Murdoch is the majority – but not the sole-shareholder.
- b) *Revenue* refers to the total amount of money received by the company for goods sold or services provided during a certain time period. It's another word for *earnings* or *income*. *Operating income*, on the other hand, refers to the profit made by the company before deduction of interest payments and income taxes. Another phrase for it is *operating profit*.

Marking

Quarter of a mark for each correctly defined or explained of the four concepts. Nothing to be awarded for any skipped or erroneously defined concept.

Comprehension (5.5 points)

Answer the questions in your own words; do not quote from the text. Give as many relevant details as possible.

1) *What are the causes of MySpace's economic problems?*

The causes of MySpace's economic problems are both structural and operational. The first is overmanning. MySpace used to be a small company, but it now has more and more staff, a situation that makes it increasingly difficult for the company to be agile, innovative and efficient. The other reason is the loss of the competitive advantage it had over Facebook, especially on the American market. As a matter of fact, Facebook is now doing so well that it



has overtaken MySpace in terms of market share both in America and in the world, according to an independent Internet Marketing Research company. For these two reasons MySpace, although still profitable, has failed to achieve both the financial objective and the strategic objective of becoming the world's biggest social networking site, it was assigned.

2) *What steps has Mr. Murdoch taken to redress the company's situation?*

The main step Mr. Murdoch has taken is to restructure both MySpace, and Fox Interactive Media, its umbrella organization. He has decided to cut jobs in both companies, on the one hand and to operate boardroom changes in various units of the corporation as a whole, on the other. The aim is to return to a start-up culture of innovation, centered on the company's user and product.

3) *Are there any examples of corporate poaching in the text? What are they?*

Yes, there are. Mr. Owen Van Natta used to work for Facebook as a director at but has been lured away by MySpace, a direct competitor and promoted as the company's Chief Executive Officer. The second example is about Mr. Jon Miller, who used to be the Chief Executive Officer of America Online, another Internet company. He has been poached by News Corporation and appointed by Mr. Murdoch as the new Chief Digital Officer in charge of supervising the operations of several Internet companies that belong to the corporation. A super CEO, so to speak.

4) *Which relationships can you establish between some of the companies, quoted in the text, which belong to the conglomerate? Please draw a tree diagram, if possible, to illustrate the relationships.*

News Corporation is the parent company. It has several companies or subsidiaries that include newspapers, a local television and Fox Interactive Media, the company that controls all the smaller businesses of the conglomerate, which operate in the Internet sector. These include 3 sister companies quoted in the text: MySpace, Photobucket and IGN Entertainment. There is also an online video business concern based in Hulu, which is owned in conjunction with NBC Universal, a partner of the conglomerate.

These relationships can be illustrated in a tree diagram (see separate page).

5) *What can you say about the other companies also mentioned in the text but which do not belong to the conglomerate?*

Apart from NBC Universal, the partner of the conglomerate mentioned above, 3 other companies are quoted in the text. The first is *Facebook*, MySpace's main competitor. The second is *comScore* and the third is *Forrester Research*. They are both independent Market Research companies.

### Marking

You can award **0**, **0.25**, **0.5**, **0.75** or **a full mark** per answer depending on how satisfied you are with the form and content of the answer. A bonus of **0.5 point** is to be awarded to students who additionally illustrate the relationships with a tree diagram in answer 4.

### **Grammar (2.5 points)**

#### Answers

1. jumped *or* rocketed
2. rose *or* climbed
3. gained
4. dropped
5. plunged *or* plummeted
6. climbed *or* rose
7. plummeted *or* plunged
8. hit bottom
9. peaked
10. rocketed *or* jumped

#### Marking

Quarter of a mark for a correct choice. Nothing to be awarded, if otherwise.

### **Writing (1+4= 5 points)**

#### Marking

- First, please award **1 point** as a bonus for requisite length. Nothing to be awarded, nor any penalty point to be deducted for inadequate or excess length.

- Then, please read, correct and comment the whole description and score as follows:

**0.5 point** = Very little substance. Poor reporting of the relationships and poor English.

**1 point** = Attempt to describe part of the organogram. Frequent spelling, vocabulary and grammar mistakes. No fluency of expression.

**2 points** = Good attempt to describe the organization chart and to report on the relationships. All the job positions are covered. Some regular spelling, vocabulary or grammar mistakes. Problems with the writing style.

**3 points** = Good substance or description of the organization chart. All the job positions are covered and the relationships fully explored. Very few spelling, vocabulary or grammar mistakes and a good writing style.

**4 points** = Perfect description. High level English including fluency of expression and a very good writing style. Perfect spelling and good lexical and grammatical choices. No mistakes at all.

- Finally, please add the score to the bonus point, if any, and award the overall mark of the section.

