



Concours STIC/GIC/A2GP session 2017

Composition : **Anglais 2**

Durée : **2 Heures**



Institut National Polytechnique
Félix Houphouët – Boigny
SERVICE DES CONCOURS

Industrial Relations

(1) If you compare **a Japanese firm and a British one** in the same industry, what is the most obvious difference apart from the fact that one's market share may be rising, and the other falling? Contrary to what many British industrialists may say, it is not that one takes a long-term view and that the other is hostage to a short-term City of London. Nor is it that one government has **an industrial policy** and **the other** does not. The crucial difference lies in **efficiency and productivity**. And among the biggest determinants of that, are the attitude of the firm's employees and how they are treated.

(2) A Japanese worker, whether in an office or a factory, basically believes **he is a member of the same team as his company's boss**. He may like it or hate it, but he sees that there are returns from cooperation.

(3) **Japanese companies** are rigidly **hierarchical** ones in which every individual knows his place, but there is only **one** hierarchy, not two in even three separate ones as in Britain. And though status is important, it is not accentuated by symbols such as clothing, parking places or dining rooms...

(4) **Many of the symbols of division** between classes have been dismantled. Hundreds of firms have got rid of their ranks of corporate dining rooms and substituted one modern, single-status canteen. **Regular briefings** are being held to **tell workers** what is going on, and **besuited** managers are more likely to be seen on the shop floor.

(5) Before, there were **seven manual unions and three staff ones** and complete secrecy (and hence suspicion) about how much different groups were paid. What has emerged is **a single grading structure** for the entire company with no secrecy about pay or conditions.

(6) For all these and other undoubted improvements, there is a long way to go before British industrial relations meet the Japanese standard. A divide remains. Partly this is because **plenty of firms have retained their status symbols and remain suspicious of giving out information to the lower orders**. Chiefly it is that a new attitude among both managers and workers must be proved before it is believed. Much to their surprise for instance, **ordinary British workers** seem rather to like working **in Japanese-owned factories** in Britain. They do not have to sing **a company song** or feel silly doing morning exercises, nor are they brainwashed. They are treated as part of a team, generally a successful one. But so far there are about **30,000** such converts. Japanese methods and firms are only just arriving.

(7) There will be more, **later** about the lessons from the Japanese. For the moment the point is that the best hope for sustained growth in productivity lies with **management**: whether it can succeed in the long-term task of putting trust and a sense of teamwork in place of the old mistrust and us-versus-them. **Most of the improvements in productivity** so far have come from **the side of the employee and this union**. **Before focusing on the managers**, however, it is worth **taking** a hard look at the trade unions. They too have **a lot of improving** to do.

Adapted from *the Economist*

I. Production (30 points)

Ask a question on each of the 30 underlined words or phrases in the text including the title and the text source.

	Words or phrases	Related questions
A	Industrial relations	
B	a Japanese firm and a British one:	
C	an industrial policy	
D	the other	
E	efficiency and productivity	
F	a Japanese worker	
G	he is a member of the same team as his company's boss	
H	Japanese companies	
I	hierarchical	
J	one	
K	many of the symbols of division	
L	regular briefings:	
M	tell	
N	workers:	
O	besuited	
P	seven manual unions and three staff ones	
Q	a single grading structure	
R	plenty of firms have retained their status symbols and remain suspicious of giving out information to the lower orders:	
S	ordinary British workers	
t	in Japanese-owned factories	
u	a company song	
v	30,000	
w	later	
x	management	
y	most of the improvements in productivity:	
z	the side of the employee and this union:	
aa	before focusing on the managers	
bb	taking	
cc	Economist	

II. Multiple Choice Question Exercise (10 points)

Fill in the gaps with the appropriate linking word from the three proposals a), b) and c). Underline your words, do not rewrite them.

1. In a British firm there are 2 or 3 separate hierarchies, ----- in a Japanese firm there is only one.
 - a) contrary to
 - b) unless
 - c) whereas

2. ----- surprising it may appear, ordinary British workers seem to like working in Japanese firms in Britain.
 - a) although
 - b) no matter how
 - c) provided

3. The Japanese system ----- it emphasizes one hierarchy, also allows for a team spirit
 - a) while
 - b) however
 - c) in order to

4. Regular briefings are being held ----- inform workers about the firm's strategy.
 - a) despite
 - b) however
 - c) so as to

5. ----- the reasons, British industry is clearly in for bad times.
 - a) whereas
 - b) unlike
 - c) whatever

6. ----- no great progress has been made, trade unionists are hopeful.
 - a) so long as
 - b) besides
 - c) although

7. In Japanese companies, status is important, ----- it is not accentuated by symbols such as clothing, parking places and dining rooms
 - a) unlike
 - b) provided
 - c) however

8. ----- their differences, both countries can benefit from their relations.
 - a) whether
 - b) yet
 - c) in spite of

9. ----- their Japanese counterparts. British workers mistrust executives.

- a) unlike
- b) provided
- c) while

10. In the 1970s ----- were there manual unions and staff once but also complete secrecy about how much many different groups were paid.

- a) though
- b) unless
- c) not only

II. Written production (15 points)

Say whether these sentences are true or false. Put a cross in the correct box in front of your choice.

N°	SENTENCES	T	F
01	They will miss the test unless they come on time.		
02	He speaks good English whereas he always refuses to perform in class.		
03	Although the weather is fine outside he refuses to stay home.		
04	No matter how intelligent he is he will always pass his exam if he does not come to school		
05	While old workers enjoy their retirement, the younger have just begun their career.		
06	In spite of her courage she should make more effort to become competent in Business.		
07	Not only she speaks good English but she also remains respectful.		
08	British workers favor hierarchy contrary to their Japanese counterparts.		
09	Japanese workers will be happy when they will see the results of their companies in Britain at Milton Keynes.		
10	John has worked in one of such British-based Japanese companies for ten years before moving to British Telecom in 2014. When did he began working there then?		
11	John and his spouse are still working there and he is the best paid of the two.		
12	When will she move from there? She will when their daughter will arrive from France.		
13	Diana has worked long time ago and she has retired now.		
14	Her son Brian has been working there too for just three years and will retire at 60 years old.		
15	Do you mind to stop this discussion and talk about something else please?		



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(2) A Japanese worker, whether in an office or a factory, basically believes **he is a member of the same team as his company's boss**. He may like it or hate it, but he sees that there are returns from cooperation.

(3) **Japanese companies** are rigidly **hierarchical** ones in which every individual knows his place, but there is only **one** hierarchy, not two in even three separate ones as in Britain. And though status is important, it is not accentuated by symbols such as clothing, parking places or dining rooms...

(4) **Many of the symbols of division** between classes have been dismantled. Hundreds of firms have got rid of their ranks of corporate dining rooms and substituted one modern, single-status canteen. **Regular briefings** are being held to **tell workers** what is going on, and **besuited** managers are more likely to be seen on the shop floor.

(5) Before, there were **seven manual unions and three staff ones** and complete secrecy (and hence suspicion) about how much different groups were paid. What has emerged is **a single grading structure** for the entire company with no secrecy about pay or conditions.

(6) For all these and other undoubted improvements, there is a long way to go before British industrial relations meet the Japanese standard. A divide remains. Partly this is because **plenty of firms have retained their status symbols and remain suspicious of giving out information to the lower orders**. Chiefly it is that a new attitude among both managers and workers must be proved before it is believed. Much to their surprise for instance, **ordinary British workers** seem rather to like working **in Japanese-owned factories** in Britain. They do not have to sing **a company song** or feel silly doing morning exercises, nor are they brainwashed. They are treated as part of a team, generally a successful one. But so far there are about **30,000** such converts. Japanese methods and firms are only just arriving.

(7) There will be more, **later** about the lessons from the Japanese. For the moment the point is that the best hope for sustained growth in productivity lies with **management**: whether it can succeed in the long-term task of putting trust and a sense of teamwork in place of the old mistrust and us-versus-them. **Most of the improvements in productivity** so far have come from **the side of the employee and this union**. **Before focusing on the managers**, however, it is worth **taking** a hard look at the trade unions. They too have **a lot of improving** to do.

Adapted from *the Economist*

I. Production (30 points)

Ask a question on each of the 30 underlined words or phrases in the text including the title and the text source.

	Words or phrases	Related questions
A	Industrial relations	What is the title of this text?
B	a Japanese firm and a British one:	What do you compare?
C	an industrial policy	What does one government have?
D	the other	Who does not have a policy?
E	efficiency and productivity	Where does the crucial difference lie?
F	a Japanese worker	Who believes he is a member of the same team as his boss?
G	he is a member of the same team as his company's boss	What does a Japanese worker basically believe?
H	Japanese companies	What are rigidly hierarchical?
I	hierarchical	How are Japanese companies?
J	one	How many hierarchies are there in British companies?
K	many of the symbols of division	What have been dismantled?
L	regular briefings:	What are being held?
M	tell	Why are regular meetings being held?
N	workers:	Who are regular meetings held to tell what is going on?
O	besuited	What kind of managers are more likely to be seen on the shop floor?
P	seven manual unions and three staff ones	What were there before?
Q	a single grading structure	What has emerged?
R	plenty of firms have retained their status symbols and remain suspicious of giving out information to the lower orders:	Why does a divide partly remain?
S	ordinary British workers	Who seem rather to like working in Japanese firms?
t	in Japanese-owned factories	Where do British workers seem like to work?
u	a company song	Where do British workers seem likely to work?
v	30,000	How many such converts are there about so far?
w	later	When will there be more about the Japanese?
x	management	What/who does sustained productivity in growth lie with?
y	most of the improvements in productivity:	What have come?
z	the side of the employee and this union:	Where have most of the improvements in productivity come from?
aa	before focusing on the managers	When is it worth taking a hard look at the trade?
bb	taking	What is it worth doing?
cc	Economist	Where does this text come from? / Where was this text taken from? / What is the origin of this text?/Where is the text from?

II. Multiple Choice Question Exercise (10 points)

Fill in the gaps with the appropriate linking word from the three proposals a), b) and c). Underline your words, do not rewrite them.

- In a British firm there are 2 or 3 separate hierarchies, ----- in a Japanese firm there is only one.
a) whereas
- surprising it may appear, ordinary British workers seem to like working in Japanese firms in Britain.
a) no matter how
- The Japanese system ----- it emphasizes one hierarchy, also allows for a team spirit
a) While
- Regular briefings are being held ----- inform workers about the firm's strategy.
a) so as to

5. ----- the reasons, British industry is clearly in for bad times.
a) whatever
6. ----- no great progress has been made, trade unionists are hopeful.
a) although
7. In Japanese companies, status is important, ----- it is not accentuated by symbols such as clothing, parking places and dining rooms
a) however
8. ----- their differences, both countries can benefit from their relations.
a) in spite of
9. ----- their Japanese counterparts. British workers mistrust executives.
a) unlike
10. In the 1970s ----- were there manual unions and staff once but also complete secrecy about how much many different groups were paid.
a) not only

III. Written production (15 points)

Say whether these sentences are correct or not. Put a cross in the box in front of a sentence to make your choice.

N°	SENTENCES	T	F
1	They will miss the test unless they come on time.	X	
2	He speaks good English whereas he always refuses to perform in class.	X	
3	Although the weather is fine outside he refuses to stay home.		X
4	No matter how intelligent he is he will always pass his exam if he does not come to school		X
5	While old workers enjoy their retirement, the younger have just begun their career.		X
6	In spite of her courage she should make more effort to become competent in Business.	X	
7	Not only she speaks good English but she also remains respectful.		X
8	British workers favor hierarchy contrary to their Japanese counterparts.	X	
9	Japanese workers will be happy when they will see the results of their companies in Britain at Milton Keynes.		X
10	John has worked in one of such British-based Japanese companies for ten years before moving to British Telecom in 2014. When did he began working there then?		X
11	John and his spouse are still working there and he is the best paid of the two.		X
12	When will she move from there? She will when their daughter will arrive from France.		X
13	Diana has worked long time ago and she has retired now.		X
14	Her son Brian has been working there too for just three years and will retire at 60 years old.	X	
15	Do you mind to stop this discussion and talk about something else please?		X