



Institut National Polytechnique
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SERVICE DES CONCOURS

Concours CAE session 2013

Composition : **Anglais 1**

Durée : **3 Heures**

I. Reading. Read the text and answer the questions below.

KNOWLEDGE MANAGEMENT



Lina: Good evening. We have in our studio Peter Jay, a consultant with BAC. Peter, you've ended your article on Knowledge Management in *The Business Echo* by saying that some psychological and motivational barriers have to be overcome for the KM process to be working. Can you expand on that?

Peter: Well., if the first step is to install a flexible, easy-to-operate IT system, the second is to have people willing to pour in whatever knowledge they have. That's the snag. The human factor is central as usual. You know the saying: "knowledge is source of power", "it's my territory, my fiefdom"! Individualism and competition for promotion can be strong. Ultimately people wonder: "What benefit do I draw from sharing my experience with other consultants? What's in it for me?" Management has to create conditions for a transaction, a "win-win" deal to take place.

10 **L.:** What are the conditions required then?

P.: Well, to overcome this natural uncooperative attitude, research has shown that at least three conditions have to be met. First, the more satisfaction someone draws from the contribution, the more likely he or she is to take action, in particular through personal recognition. People live for recognition, it's perhaps the most important motivator. Second, the clearer the impact of one's contribution, the greater the willingness to make an effort. This is what some people call "personal legacy". Their contribution has to be visible. People need to be remembered for their participation. Third, better business performance and success should be felt to be linked directly to knowledge sharing.

L.: What incentives can be set by management then?

P.: Some will change their assessment and incentive systems by requiring a minimum level of contributions before one is considered for promotion or pay rise. Others show the number of "hits" by readers of the site, that's recognition, or even offer stock options. But the whole working environment has to be in coherence with the general culture of the company or else you are not going to achieve the results expected. Hence... some disappointment at times.

Questions:

1. What prevents knowledge management from working?
2. What are the steps to take in KM?
3. Explain the saying "knowledge is source of power".
4. Give two arguments explaining the reluctance to share.

II. Language Practice

1. Explain these words or phrases from the text:

- a) a flexible, easy-to-operate IT system (line 4)
- b) that's the snag (line 5)
- c) a "win-win" deal (line 9)
- d) personal legacy (line 15)
- e) incentives (line 18)
- f) at times (line 23)

2. **Gap-filling. Fill in the gaps with the following verbs:**

concerned with, reacted to, relying on, depends on, benefited from, arising from, part with

1. Some companies are _____ knowledge creation to foster innovation. 2. Benefits _____ knowledge management can be huge. 3. The K manager is _____ the kind of knowledge that determines actions and results. 4. The R&D department _____ the recently set up knowledge interchange. 5. Some employees have _____ the new process very negatively and refused to _____ their know-how. 6. The way they use information _____ their personality and organisation culture.

III. Translate into English.

1. D'après une enquête, 457 des directeurs interrogés pensent que les décisions importantes sont retardées par suite de surinformation et qu'Internet est en cause. 2. Le roulement de personnel étant important, l'expérience accumulée par les ingénieurs est perdue pour l'entreprise. 3. Aussi s'agit-il d'apprendre à gérer et valoriser toutes les connaissances qui circulent à l'intérieur. 4. Une équipe est chargée de coordonner la gestion du capital intellectuel et de faire profiter les autres divisions des meilleures pratiques. 5. Il ne suffit pas de mettre en place une base de données et un réseau Intranet performant.

IV. Multiple Choice Questions. Choose the most appropriate answer.

1. The General Manager never ____ with anything new.
a) is agree b) agrees c) is agreeing d) agreeing
2. The customer complained ____ the manager ____ the food.
a) on/about b) with/on c) at/for d) to/about
3. The workers were not numerous at the meeting because only ____ of them ____ informed.
a) most/are b) more/was c) a few/had been d) a little/were
4. The students' bus had broken down therefore they came to school ____.
a) by feet b) on foot c) at foot d) on feet
5. ____ to your phone call, I have cancelled the consignment of your goods.
a) Further b) After c) Beyond d) Over
6. Import trade and export trade are the components of ____ trade.
a) inland b) domestic c) foreign d) front
7. In a free market economy it is difficult to control a ____ situation.
a) competing b) competitive c) competitor d) competed
8. The Board members ____ the CEO's pay package.
a) objecting b) objected c) objected to d) object
9. Chief Executive Officers earn ____ \$13 m per annum.

- a) on average b) in average c) averagly d) over all
10. A recession may be the cause of ____ company results.
a) poor b) good c) worsen d) badden
11. The shareholder ____ has dropped ____ 10 % this year.
a) rise/of b) raise/with c) return/by d) retain/over
12. This year the country's balance of trade is a ____ one.
a) plant b) surplus c) deficitary d) gift
13. New ____ rules have just been established.
a) accounts b) accountant c) booked d) accounting
14. Knowledge is an ____ capital.
a) intellect b) intelligence c) intelligent d) intellectual
15. Our company exports ____ rice.
a) less and less b) fewer and fewer c) few and few d) minus and minus
16. We sell twice ____ goods as our competitors.
a) as much b) more c) as many d) as well
17. An overdraft is a ____ finance.
a) short-term b) medium-term c) long-term d) no-term
18. There is so much work here! I ____ resign.
a) could b) did c) do d) had
19. Would you prefer cash payment or payment by ____?
a) temperament b) instalments c) implements d) increments
20. Training ____ be provided to executive managers.
a) have b) were c) for d) should
21. I don't want to get up early tomorrow but I ____.
a) do b) did c) have to d) have
22. The marketing manager said that he ____ the conference if he had been informed.
a) would have attended b) would attend c) should attend d) will attend

V. Production. Write an application letter.

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