Concours Grande École de l'ISCAE (Institut supérieur de commerce et d'administration des entreprises), Maroc

Session 2022, filière ECS

Culture générale en langue anglaise

Ce que traite le sujet

- Reading comprehension (questions 1 à 22)
- Vocabulary (questions 23 à 40)
- Structure and grammar (questions 41 à 60)

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READING COMPREHENSION

I. Directions: Each of the following two passages will be accompanied by relevant questions (1-18). After reading each passage, answer the corresponding questions based ONLY on information given or implied in the text. Then, on your answer sheet, tick the letter of the answer you have chosen.

PASSAGE 1:

The rise of the Massive Online Open Course, or MOOC, has generated heated debate over the future direction of higher education. Some sceptics maintain that a MOOC is at best an extension of established models of online learning and at worst nothing but an overhyped fad that can never offer an acceptable substitute for the kind of face-to-face education offered by a traditional university. On the other hand, some of America's top universities—including Harvard, MIT, and Stanford—are actively promoting MOOCs, and a number of investors are sold on the proposition that MOOCs will permanently transform the landscape of higher education. *"I think this could be big the way Google was,"* says John Doerr, one of Silicon Valley's most successful venture capitalists and a major investor in Coursera, a for-profit MOOC provider with close ties to Stanford University.

So just what is a MOOC? Unlike a typical online course in which a university charges tuition, limits enrolment to assure some degree of student-faculty interaction, and gives credit to students who complete the course, a MOOC is tuition free, open to anyone with an internet connection, and does not offer university credit.

1. The passage implies that:

A. For-profit MOOC providers are already converging on a single business strategy.
B. MOOCs offered by non-profit providers generally have larger enrolments than MOOCs offered by for-profit providers.
C. MOOCs offered by for-profit providers generally have higher attrition rates than MOOCs offered by non-profit providers.
D. Students in a MOOC may not have the opportunity to interact with the course instructors.

2. The sceptics described in the first paragraph would most likely agree:

A. With the assertion that traditional universities have greatly underestimated the extent to which MOOCs will transform higher education.
B. That the critics of MOOCs have exaggerated the amount of attrition that occurs in these courses.
C. That the emergence of MOOCs signifies a radical change from earlier approaches to online education.
D. That the emergence of MOOCs will not lead to drastic changes in ways of teaching and learning at traditional universities.

3. According to the passage, *Coursera* may attempt to generate revenue through all of the following EXCEPT:

A. Providing personalized assessments to students who want to demonstrate certain competencies.
B. Collecting tuition from students who desire university credit.
C. Allowing employers access to a database of students with relevant qualifications.
D. Allowing other companies to advertise on Coursera's course platform.

4. The passage quotes a prediction made by venture capitalist John Doerr. This prediction depends on which of the following assumptions?

A. In the future MOOC providers will begin to limit course enrolments.
B. *Coursera* is currently the only for-profit MOOC provider.
C. *Coursera's* contract with the University of Michigan is not typical of its agreements with other universities.
D. Attrition rates in future MOOCs will not make it impossible for a MOOC provider to earn a profit.

5. The author's attitude toward MOOCs is best described as:

A. Cautious appraisal.
B. Resigned acceptance.
C. Dismissive scepticism.
D. Definite optimism

PASSAGE 2:

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organising, staffing, controlling, and problem-solving. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. This distinction is absolutely crucial for our purposes here: Successful transformation is 70 to 90 per cent leadership and only 10 to 30 per cent management. Yet, for historical reasons, many organizations today don't have much leadership. And almost everyone thinks about the problems here as one of managing change.

For most of this century, as we created thousands and thousands of large organizations for the first time in human history, we didn't have enough good managers to keep all those bureaucracies functioning. So many companies and universities developed management programmes, and hundreds and thousands of people were encouraged to learn management on the job. And they did. But, people were taught little about leadership. To some degree, management was emphasized because it's easier to teach than leadership. But even more so, management was the main item on the twentieth-century agenda because that's what was needed. For every entrepreneur or business builder who was a leader, we needed hundreds of managers to run their ever growing enterprises.

Unfortunately for us today, this emphasis on management has often been institutionalized in corporate cultures that discourage employees from learning how to lead. Ironically, past success is usually the key ingredient in producing this outcome. The syndrome, as I have observed it on many occasions, goes like this: success creates some degree of market dominance, which in turn produces much growth. After a while keeping the ever larger organization under control becomes the primary challenge. So attention turns inward, and managerial competencies are **nurtured**. With a strong emphasis on management but not on leadership, bureaucracy and an inward focus take over. But with continued success, the result mostly of market dominance, the problem often goes unaddressed and an unhealthy arrogance begins to evolve. All of these characteristics then make any transformation effort much more difficult.

Arrogant managers can over-evaluate their current performance and competitive position, listen poorly, and learn slowly. Inwardly focused employees can have difficulty seeing the very forces that present threats and opportunities. Bureaucratic cultures can **smother** those who want to respond to shifting conditions. And the lack of leadership leaves no force inside these organisations to break out of the morass.

6. Why, according to the author, is a distinction between management and leadership crucial?

A. Organisations are pursuing the strategy of status quo.
B. In today's context, organisations need leaders much more than managers in transforming them.
C. Organisations are facing problems of not getting good managers.
D. Leaders are reactive whereas managers are proactive.

7. Why did companies and universities develop programmes to prepare managers in such a large number?

A. Organisations did not want to spend their scarce resources in training managers.
B. Organisations wanted to create communication network through trained managers.
C. A large number of organisations were created and they needed managers in good number.
D. Companies and universities wanted to generate funds through these programmes.

8. Which of the following statements is NOT TRUE in the context of the passage?

A. Pressure on managers comes mostly from within.
B. Leadership centres on carrying out important functions such as planning and problem-solving.
C. Leadership produces change and has the potential to establish direction.
D. Managers believe that they are the best and that their idiosyncratic traditions are superior.

9. Which of the following is NOT the characteristic of bureaucratic culture?

A. Employees clearly see the forces that present threats and opportunities.
B. Prevalence of unhealthy arrogance.
C. Managerial competencies are nurtured.
D. Managers listen poorly and learn slowly.

10. Which of the following is SIMILAR in meaning to the word SMOTHER as used in the passage?

A. instigate
B. criticise
C. encourage
D. suppress

11. How has the author defined management?

A. It refers to creating a vision to help direct the change effort.
B. Creating better performance through customer orientation.
C. It is the system of aligning people with the direction it has taken.
D. It is the process of adapting organisations to changing circumstances.

12. Management education was emphasized in the management programmes because:

A. Strategies for producing change was the main focus of organisations
B. Motivating employees was thought to be done by managers
C. Establishing direction was the main focus of organisations
D. Management was the main item of agenda in organisations

13. What is the historical reason for many organisations not having leadership?

A. Leaders allow too much complacency in organisations
B. Leaders lack managerial skills and organisations need managers
C. A view that leaders are born, they are not made
D. None of the above

14. In the passage, management is equated with

A. Organisational vision
B. Bureaucracy
C. Leadership
D. Managerial training

15. What, according to the author, is leadership?

A. Inspiring people to realise the vision
B. Carrying out the crucial functions of management
C. Planning the future and budgeting resources of the organisation
D. Process which keeps the system of people and technology running smoothly

16. Which of the following characteristics helps organisations in their transformation efforts?

A. Bureaucratic and inward-looking approach
B. Failing to acknowledge the value of customers and shareholders
C. Emphasis on leadership but not on management
D. None of the above

17. Which of the following is SIMILAR in the meaning of the word NURTURED as used in the passage?

A. Thwarted
B. Surfaced
C. Developed
D. Created

18. Why were people taught little about leadership in management programmes?

A. Focus of these programmes was on developing managers.
B. Leadership was considered only a political phenomenon.
C. Enough study material was not available to facilitate teaching of leadership.
D. Teachers were busy in understanding the phenomenon of leadership.

II. Directions: For each of the following questions (19-22), analyse the argument or situation and pick the best possible answer choice (A), (B), (C) or (D). Then, on your answer sheet, tick the letter of the answer you have chosen.

19. Twelve months ago the Deedsville City Council launched an anti-littering campaign calling for all residents to do their part to help beautify the city. Since that time the amount of litter collected in Deedsville has fallen by more than 40%. Clearly, the campaign has persuaded many people to refrain from littering. Which of the following, if true, would most weaken the conclusion above?

A. As a result of budget constraints during the last twelve months, the City Council retrenched a number of cleaners who had been assigned to litter collection duty.

B. The amount of trash collected from public rubbish bins around Deedsville has significantly increased during the last twelve months.

C. In an effort to establish a reputation for good corporate citizenship, a number of private businesses in Deedsville underwrote the cost of the City Council's anti-littering campaign.

D. Polls indicate that some residents in Deedsville believe that a tree-planting campaign is a more promising way to beautify the city than is an anti-littering campaign.

20. People who regularly use sunscreen are more likely to be diagnosed with melanoma skin cancer than are people who do not use sunscreen. Therefore, the use of sunscreen is a cause of melanoma. The questionable pattern of reasoning above is most similar to which of the following?

A. Melanoma skin cancer can be caused by Ultraviolet A radiation. Therefore, melanoma skin cancer cannot be caused by Ultraviolet B radiation.

B. Water-resistant sunscreen is more likely to be used by athletes playing outdoor sports in hot weather conditions than by members of the general public. Consequently, most buyers of water-resistant sunscreen are athletes.

C. Because some individuals are genetically inclined to obesity and obesity can result in type 2 diabetes, any individual who is genetically inclined to obesity will inevitably suffer from type 2 diabetes.

D Reliance on blood pressure medication increases the risk of a heart attack, because those who take such medication are more likely to suffer a heart attack than are those who do not.

21. Diet food companies claim that their low-calorie foods help consumers to lose weight. Such claims are not simply groundless but turn the truth upside down. It is well-known that most consumers of low-calorie foods have a body mass index (BMI) greater than 25 and so are classified as overweight. Far from offering a weight-loss solution, diet foods are actually a cause of weight gain. Which of the following, if true, most strengthens the argument above?

A. In some cases, those who are severely overweight can reduce their BMI to a level within the normal range after continuing with a steady diet of low-calorie foods over a period of not less than six months.

B. Some world-class athletes have a BMI greater than 25; these athletes are not overweight but have exceptional muscle mass.

C. Diet foods provide better nutritional value and contain fewer calories than the average fast-food meal purchased by an individual whose BMI exceeds 25.

D. Overweight people who switch from regular foods to low-calorie foods sometimes eat additional portions of the low-calorie foods, thereby increasing caloric intake.

22. Despite the fact that credit card transactions enhance consumer liquidity, they are properly excluded from a conventional definition of money supply, because credit card use creates a liability that must be repaid. Which of the following must be assumed in order to draw the conclusion above?

A. Whenever a credit card creates a liability that must be repaid, repayment must be made with some kind of conventional money.

B. Any transaction that creates an obligation to repay a debt should not be included in a conventional definition of money supply.

C. Methods of payment that enhance consumer liquidity benefit consumers and merchants even if such methods are excluded from a conventional definition of money supply.

D. Because credit card use creates a liability, it creates an offsetting asset that should also be excluded from a conventional definition of money supply.

VOCABULARY

I. Directions: Beneath each sentence (from 23 to 30) you will see four words or phrases marked (A), (B), (C), (D). Choose the one correct word or phrase. Then, on your answer sheet, tick the letter of the answer you have chosen.

23. Select the most appropriate word that can replace the underlined word without changing the meaning of the sentence: '*Nowadays, most children have a tendency to **belittle** the legitimate concerns of their parents*"

A. Disparage **B. Applaud** **C. Reduce** **D. Begrudge**

24. '*Nostalgia is to anticipation as _____ is to_____*'.

Which one the following options maintains a similar logical relation in the above sentence.

A. past, future **B. future, present** **C. future, past** **D. present, past**

25. Fill in the blank with the most appropriate word out of the four alternatives suggested below :

'Ensure your life is a _____of knowledge and wisdom.

A. rogue **B. petulance** **C. guild** **D. orating**

26. *'Oasis is to sand as island is to_____ '.*

Which one of the following options maintains a similar logical relation in the above sentence?

A. fountain **B. water** **C. stone** **D. land**

27. ' A _____ investigation can sometimes yield new facts, but typically organized ones are more successful'.

A. meandering **B. timely** **C. consistent** **D. systematic**

28. The search engine's business model_____ around the fulcrum of trust.
A. revolves **B. plays** **C. sinks** **D. bursts**

29. Choose the right alternative to make it a meaningful sentence: *'Though she is _____by nature but she does not like that any stranger should_____ on her privacy'.*
A. lugubrious / lonely **B. garrulous / meddle** **C. salubrious / interfere** **D. gregarious / intrude**

30. *'Going by the_____ that many hands make light work, the school_____ involved all the students in the task'.* The words that best fill the blanks in the above sentence are:
A. principle / principal **B. principal / principle** **C. principle / principle** **D. principal /principal**

II. Directions: The following sentences (31-40) consist of a word which is underlined and written in bold letters. Each of them is followed by four words marked (A), (B), (C), (D). Choose the one word which is closest to the OPPOSITE in meaning of the bold word. Then, on your answer sheet, tick the letter of the answer you have chosen.

31. They approached the stranger **warily**.
A. suspiciously B. carefully C. cautiously D. carelessly

32. He glanced through the letter **perfunctorily**.
A. nicely B. ceremoniously C. carefully D. particularly

33. He produced **cogent** reasons for the change of policy.
A. flimsy B. unconvincing C. improper D. simple

34. There is not a trace of **vanity** in her behaviour.
A. humility B. selflessness C. modesty D. dignity

35. At his success in the examination he felt **elated**.
A. exultant B. dejected C. resting D. jubilant

36. The minister was accused of indulging in **nepotism.**
A. hatred B. impartiality C. condemnation D. indifference

37. Some of the needs of a modern man are surely **dispensable.**
A. desirable B. acceptable C. relevant D. essential

38. Her dress was too **slovenly** for that kind of interview.
A. gaudy B. tidy C. formal D. old fashioned

39. The booking-clerk looked very **grumpy.**
A. surly B. pleasant C. efficient D. honest

40. They made a **profligate** use of scarce resources.
A. proper B. extravagant C. effective D. thrifty

STRUCTURE & GRAMMAR

I. Directions: Fill in the blanks in the paragraph (41-49) using the words and phrases below (A), (B), (C) and (D).
Then, on your answer sheet, tick the letter of the answer you have chosen.

"I have been looking for this office since I arrived at the station. It (41)_____ be in the main street. I (42)_____ me a hotel, please." "Certainly, sir. But you (43)_____ so far. If you'd turned left at the station, you (44)_____ it straightaway. Now, (45)_____ see if we can find you something suitable?" "I only want a room for one night but I can not stand sleeping in (46)_____ rooms." "All the hotels here are near the main road. You (47)_____ come home with me, sir. You'll be more comfortable. In fact, when you (48)_____ my wife's cooking, you'll realize you (49)_____ have come to a better place."

41. A. should B. has to C. ought D. must have

42. A. would like finding B. would like you to find
C. would like that you find D. am wanting you to find

43. A. did not need to walk B needn't have walked
C. must not have walked D. were not to walk

44. A. would have found B. had found
C. should have found D. would find

45. A. let's to B. are we going to C. will we D. shall we

46. A. noisy B. agreeable C. nice D. delightful

47. A. had better B. would better C. had rather D. would rather

48. A. will be tasting B. shall taste C. taste D. will taste

49. A. can not B. might C. may not D. couldn't

II. Directions: Choose the one best answer (A), (B), (C), (D) in the sentences below that best fills the gap (50-60). Then, on your answer sheet, tick the letter of the answer you have chosen.

50. The failure so far to produce evidence of life on any planet but _____ has given continued strength to the belief in the uniqueness of Earth.
A. us B. their C. our D. ours

51. He _____ that the forests _____ to their natural inhabitants, that is, to all varieties of living things.
A. suggests / be returned B. suggested / to be returned
C. has suggested / to have been returned D. would have suggested / return

52. With the help of satellite images, the Indonesian government _____ that it is the timber companies which _____ the mass destruction of their rain forests.
A. will show / would have caused B. has shown / are causing
C. would have shown / had caused D. shows / had been causing

53. By the late 1980s, a surge of prosperity _____ across southeast Asia, but in some countries of the region the economic structure _____ sufficiently to the benefit from this trend.
A. would sweep / could not have developed B. has swept / was not developed
C. could have swept / was not developing D. was sweeping / had not developed

54. The ridicule that _____ upon him by leading scientists of the day _____ to the novelty of his thinking.

A. was heaped / testifies
B. has been heaped / testified
C. is being heaped / would testify
D. had heaped / has testified

55. When I _____ as a fully licensed geneticist in 96, I thought I knew everything there was _____ about genetics.

A. had been graduated / to be known
B. was graduated / to have known
C. graduated / to know
D. have graduated / to have been known

56. Perhaps these people are _____ ignorant to realize _____ serious a threat these fertilizers are to their health.

A. more / than
B. too / just how
C. not only / but also
D. as much / as

57. It looks _____ the hiring committee isn't impressed by his qualifications, and I don't think the manager of the company is, _____.

A. like / also
B. so that / as well
C. as if / either
D. just as / neither

58. I sent an e-mail to everyone in the department, asking for articles for this special issue but _____ there has been no response.

A. until then
B. even later
C. so far
D. so long

59. If he _____ the conditions of the insurance policy carefully, he _____ that it did not cover such eventualities.

A. has read / realised
B. had read / would have realised
C. reading / realises
D. were reading / had realised

60. Ever since the advent of industrialisation, social scientists _____ the term "the masses" to "the people".

A. have preferred
B. will have preferred
C. had preferred
D. would prefer

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