



**CONCOURS POUR LE RECRUTEMENT
D'OFFICIERS DE PROTECTION DES REFUGIES ET APATRIDES
AU TITRE DE L'ANNEE 2007**

SESSION DES 20 ET 21 MARS 2007

**ÉPREUVE ÉCRITE D'ADMISSIBILITÉ
Épreuve n°3**

(au choix du candidat exprimé au moment de l'inscription)

Epreuve écrite de langue vivante étrangère consistant en la réponse à une ou plusieurs questions de compréhension d'un texte. Les questions ainsi que les réponses sont rédigées dans la langue de l'épreuve.

ANGLAIS

L'usage du dictionnaire n'est pas autorisé.

(Durée : 2 heures - coefficient 2)

Accidental Bosses Seize the Opportunities

From an article published by Glenn Rifkin, March 8, 2007, The New York Times

When Archie Williams, an entrepreneur in Boston, died in his bed on Thanksgiving Day in 2002, his youngest daughter, Elizabeth, recalls confronting feelings that went beyond grief.

Should she take over her father's company and give up her career, she wondered? At 38, she had been director of diversity at Blue Cross/Blue Shield of Massachusetts for two years, and the future seemed promising. Ten days earlier, Ms. Williams, a single mother, had just bought her first home.

"It came down to the fact that I was the only qualified person in the family to take over," she said. "If it wasn't me, it was close the doors."

Her father's company, Roxbury Technology, remade used toner cartridges for copying machines. Though her father started the company in 1994, it was still a fledgling operation with three employees and less than \$4 million in sales. Ms. Williams knew nothing about the business, she said, but she admired her father's devotion to building a business in the inner city.

Consultants and others who advise start-ups and track small businesses agree that accidental entrepreneurship is a tough undertaking. Recently, Apollonia Poilâne gained fame in France when at age 18 she took over Pain Poilâne, her family's renowned Paris-based bread business, after her parents were killed in a helicopter crash in 2002. Ms. Poilâne is a senior at Harvard running the \$18 million business from afar.

For many who face such unexpected opportunity, the task is daunting, the failure rate high. So many factors figure into the decision to pick up a business and run with it. The stability of the enterprise, the presence of trusted employees and advisers, and the financial well-being of the company are all crucial decision points. But in the case of the sudden death of a parent or spouse, these decisions are often supplanted by emotional concerns and burdens.

Ms. Williams reached out to her father's business associates, including Thomas G. Stemberg, founder and chairman of Staples, for advice. Within a few days, she decided to make the leap.

Her four years at the helm have been difficult, particularly because of health problems along the way. Yet Ms. Williams says she is convinced she made the right decision. Roxbury Technology has blossomed into an \$11.5 million company with 35 employees and a thriving business model. "I'm still amazed sometimes that this happened," she said. "I cried a lot of nights."

Mr. Stemberg said: "She had the combination of her dad's entrepreneurial genes and some business experience at great companies like Blue Cross/Blue Shield that give her business discipline. She's done a great job building the company."

An unexpected death is not the only catalyst for accidental entrepreneurs. Family obligations can lead to unexpected careers as well.

Richard Stim, a lawyer in San Francisco and author of "Whoops! I'm in Business," warns that getting into family businesses can wreck personal relationships. "You need to address financial issues in a businesslike way so you are not sitting around at Thanksgiving with relatives wondering where their money is," he said.

For Ms. Williams, her success has justified the faith her father had in her as she was starting her own career. "I found a letter he wrote to me when I was 22," she recalled. "He wrote: 'You don't see what I see in you. I'm building this business so you can take it over someday. I see you as a star.' I think he would be very proud of me."

1- Read the whole text very carefully ;

2- Questions:

a) Thriving ("*thriving business model*").

Give four equivalent verbs by using them in one sentence each; (2 points)

b) Why do you think Ms. Williams "*admired her father's devotion to building a business in the inner city*"? (4 points);

c) "*Ms. Williams says she is convinced she made the right decision*". Do you agree? (6 points);

d) In the case of businesses inherited what essential questions prospective business owners must answer when considering which direction to take? (8 points).