

READING COMPREHENSION (10 marks)

SECTION A: Read the following text and answer the questions.

Does charisma matter? It seems to sometimes. Charismatic leaders can inspire and create excitement. Yet there are times or situations where it probably doesn't matter at all. Do you want a banker to have charisma? Some companies do fine without charismatic leaders and several do poorly with charismatic leaders. A researcher on the topic once concluded that "when conditions are uncertain, charismatic bosses spur subordinates on to work above and beyond the call of duty". People can easily be deluded into believing that charisma, in other words being "well-liked", is more important than ability in making a person a success. Although this philosophy has been exposed as flawed, it is still half a point. Just look at the great historical leaders who had the ability to draw others to them. Researchers say that having an infectious personality induces others to copy your body language and facial expressions. An obvious example is when someone smiles at you and you smile back. How you hold yourself influences your emotions. Typical attributes of charismatic people are that they feel emotions themselves quite strongly, they induce them in others, and they are impervious to the influences of other charismatic people. They also have a remarkable ability to distill complex ideas into simple messages by using symbols, analogies, metaphors and stories so that anyone can understand them. In addition, they relish risk and feel empty without it. While they are obviously great optimists, they are often rebels who fight convention. Charismatic leaders are pictured as organisational heroes or 'magic' leaders who can orchestrate turnarounds, launch new enterprises, and obtain extraordinary performance from organisational members. Of course, none of this is a guarantee that the mission will be correct, ethical or successful. [These leaders can be agents of destruction and this can lead to disastrous outcomes. Some even question whether charismatic leadership is preferable in an organisation to people being able to lead themselves. By taking the leader to be some kind of a hero, we may ignore that many of the key solutions to today's organisations are in ourselves and we should not depend on a 'hero' to rescue us. Moreover, recruitment consultants say charisma is not enough to con a good interviewer. Interviewing has progressed, and it is now easier to find out what a person has done. This means getting down to specifics, so it doesn't matter how much you buy into a wonderful personality if there is no justification for taking that person on.

Answer the following questions in your own words as possible: (15 marks)

1. According to the researcher, why is it not so good to have a charismatic leader in uncertain conditions? (3 marks)
2. What special ability do charismatic people have when they need to make themselves easily understood? (3 marks)
3. How are charismatic leaders perceived in a work situation? (3 marks)
4. In what ways is the author of the text sceptical about the great things charismatic people can do in companies? (3 marks)
5. Why do some people believe that charismatic leaders are probably unnecessary? (3 marks)

SECTION B: GRAMMAR (10 marks)

A/ Choose the correct answer in *italics*. (5 marks)

1. I'm going to start / I'm starting looking for a new job soon. *I'm going to start*
2. Don't worry. I'll answer / I'm going to answer / I'll want to answer the door. *I'll answer*
3. We can't come to your house-warming party because we had to / we'll visit / we're visiting my parents. *We'll visit*
4. I think it's going to rain / it's raining / it will rain soon. Just look at those black clouds. *It's raining*
5. What are you doing / will you do / have you done this weekend? Would you like to meet up? *What are you doing*

B/ Fill the gaps in this text with the appropriate article or leave the space blank. (5 marks)

- 1) One of (a) the most interesting specificities of (b) a Cameroon is its official bilingualism. (c) a bilingual citizen is (d) a advantage to the nation because he/she can communicate with (e) the people from different backgrounds. (f) the two official languages in Cameroon are French and English, that is why (g) the schools all over (h) a country teach (i) the young Cameroonians to be bilingual. Indeed, bilingualism is (j) a asset not to be neglected.

SECTION C VOCABULARY (5 marks)

Write out the correct words in bold italics (5 marks)

1. Maria doesn't like football or tennis. In fact, she's pretty uninterested / uneasy / anxious in sports in general. *uninterested*
2. Clive's very relieved / pleased / uneasy about making the presentation. *relieved*
3. The children got very excited / optimistic / confident when I told them we were going to Disneyland next holidays. *excited*
4. I'll get good marks; I'm always optimistic / annoyed / angry about tests. *optimistic*
5. We were relieved / uneasy / anxious when we heard that nobody had been hurt in the crash. *relieved*

SECTION D: WRITING (10 marks)

Write an essay on the following topic: The most unusual holiday I've ever had.