



ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ

ΥΠΟΥΡΓΕΙΟ ΕΞΩΤΕΡΙΚΩΝ

**Ειδικός Γραπτός Διαγωνισμός για θέσεις Ακολούθου, Εξωτερικές Υπηρεσίες της
Δημοκρατίας**

Επίσημη Εφημερίδα της Δημοκρατίας

Αρ. 5156, ημερομηνίας 16.11.2018

ΕΝΟΤΗΤΑ ΣΤ: ΑΓΓΛΙΚΗ ΓΛΩΣΣΑ

Ημερομηνία: 11 Δεκεμβρίου 2019

Διάρκεια: 3 ώρες (15:30-18:30)

ΕΝΟΤΗΤΑ ΣΤ: ΑΓΓΛΙΚΗ ΓΛΩΣΣΑ (100 μονάδες)

Answer all questions.

Part I -Essay (50 points)

November 9, 2019 marked the 30th anniversary of the fall of the Berlin Wall. Discuss the significance of this historic event and its impact on Europe and the world affairs. (1000 words maximum)

Part II- Reading Comprehension (20 points)

Answer all questions.

Leader, *The Economist*, 2 November 2019

The MBA, disrupted

We have obtained a copy of a recent letter to a business dean

Dear Dean Whiteboard,

On behalf of the trustees of the Gordon Gekko Business School, I write with a helicopter view on our beloved institution. There is good news and bad. First, congratulations are in order. Under your leadership, GorGeBS has again been named by *The Economist* as one of the world's top 100 business schools.

The bad news is that our best-of-breed status is in jeopardy because the very business model of our school faces tectonic challenges. Demand is plunging. Our MBA applications are down by a quarter. Across America, applications to business schools have fallen for five years in a row. Even at Harvard, they are down this year by about 6%.

One reason is a drop in international applicants, many of whom are put off by America's anti-immigration policies. But before you rush to blame all those law graduates staffing up government departments, the bigger factor is that we are charging too much. Our MBA costs nearly twice as much as it did a decade ago, but nobody believes we are delivering twice as much value.

We are also failing to grapple with technological disruption. The time I spent getting my MBA on our leafy campus by the fountainhead of the River Rand constituted two of the best years of my life. Even so, I am beginning to think that your dogged defense of a

bricks-and-mortar strategy is wrong-headed. Online business education can deliver world-class thought leadership, too.

Worse, the relevance of our curriculum is being challenged. The students roaming our hallowed halls today are not the red-blooded, Darwinian capitalists who used to strive for business degrees. They are in a very different mind space, demanding that we go beyond our traditional teachings on the primacy of share-holder value to embrace stakeholder value.

Going forward, we need three priorities. First, to get costs under control. The soup-to-nuts cost of an MBA at Stanford is \$232,000 – out of our ballpark. The five-star accommodation, gourmet cuisine and other perks on our campus are way over the top. So are some of our packages, even if we haven't got quite as carried away as Columbia Business School, which, it was recently revealed, paid over \$420,000 a year to a professor teaching three classes a year and \$330,000 to untenured junior faculty.

But that is low-hanging fruit. We also should embrace technology. Some schools offer hybrid degrees, mixing the soft skills learned on campus with the convenience of digital delivery. Boston University's Questrom School of Business has gone the whole hog and now offers its full MBA online for just \$24,000. If we do not adapt it will eat our lunch. And we need to get better at teaching technology. Our curriculum ought to drill down on the technical skills employers want, to deal with artificial intelligence and data analytics. No wonder firms themselves are stepping up. Accenture alone spends \$1bn training staff in-house; the Silicon Valley giants spend even more. Those investments are cannibalising executive education, our cash cow.

The trickiest challenge is dealing with the backlash against capitalism. As future CEOs, our charges must manage the conflicting demands placed on firms by myriad interested parties while still fulfilling their fiduciary duties to shareholders. The curriculum can no longer rely on one-dimensional case studies. We need to be better at playing back the trade-offs facing bosses navigating a 3D environment.

The threat is existential. In the past five years, nearly a tenth of the full-time MBA programmes in America have disappeared. From Florida to Iowa, business schools have stopped offering the degree altogether. If we are to survive, never mind elevate GorGeBS to the top of the rankings, we need to start thinking outside the box and spearhead the next management revolution.

Let's touch base offline soon.

IVOR HANGOUT

1. There are a number of references to greed, which the author seems to believe is not aligned with the current climate. Give some examples from the text. (5 points)
2. Identify three reasons the author believes the MBA is losing its appeal. (5 points)
3. What does the author mean by “bricks-and-mortar strategy”? (5 points)
4. What are the problems with the MBA curriculum? (5 points)

Part III (10 points)

Explain the following terms.

- (a) Modus Vivendi
- (b) Inter alia
- (c) Persona non grata
- (d) Reciprocity
- (e) Erga omnes

Part IV (20 points)

Your task is to summarize in five (5) bullet points this article.

Article from The Economist, 30 November 2019

Nuclear Weapons Over Here

Turkey's incursion in Syria has put the spotlight on the continued presence of America's tactical nuclear arsenal in Europe.

Germany owns no nuclear weapons. It renounced the very idea when it reunified in 1990. But if war were to break out in Europe today, German pilots could clamber into German planes, take off from Büchel Air Base in Rhineland-Palatinate and drop nuclear bombs on Russian troops.

The Luftwaffe can do that thanks to NATO's nuclear-sharing scheme, under which America quietly stations nuclear bombs across five countries in Europe. The arrangement is decades old. But it has raised questions for some time – and clashes involving one of those nuclear hosts, Turkey, are making matters worse. As NATO leaders gather in London for a summit next week, Turkey's bombs will be on many minds.

In 1950 America moved its first bombs to Britain. In the subsequent decades it stashed a vast trove of nuclear weapons across Europe, numbering over 7,000 at their peak in 1971. Many were small devices known as tactical, or non-strategic, nuclear weapons. They were capable of exploding with yields of as little as a fraction of a kiloton – far smaller than the 15-kilotonne bomb dropped on Hiroshima. The smallest of them could fit into a backpack.

Today only about 150 remain. These are B61 free-fall bombs whose yield can be set anywhere from a third of a kiloton to more than 170. They remain in American custody in peacetime and could be released only by a presidential order – but European pilots still train to drop them. Italy and Turkey are thought to have the most, perhaps 60 to 70 each, with smaller numbers in Belgium, Germany and the Netherlands.

The bombs that most worry American officials are stored in vaults at Incirlik air base in southern Turkey, a few hours by road from the Syrian border. During a military coup in 1960 and a diplomatic spat in 1975, America considered removing the bombs. During

the failed coup against President Recep Tayyip Erdogan in 2016, Incirlik hosted the refueling tankers that allowed renegade F-16 fighter planes to threaten Istanbul and Ankara. Mr Erdogan's regime responded by cutting power to the base and arresting its commander.

That prompted alarm in Washington about the security of its weapons and the risk that they could become hostages in the strained relationship with Turkey. Senior officers were sent to Incirlik, only to conclude that the bombs did not need to be removed. The warheads can be armed only by a code, and the vaults are automatically sealed if power is cut off, giving American forces time to fight their way onto the base if required. Nevertheless, in recent years America has considered spiriting away the bombs and replacing them with dummies.

Nukes were taken out of Greece in 2001 and from Ramstein air base in Germany in 2005. Pulling bombs out of Incirlik would remove vulnerable targets and implicit leverage. But if done clumsily it could worsen the diplomatic crisis and even prompt Mr Erdogan to pursue a nuclear-weapons programme of his own, something he hinted at in September. It would also restart a fraught debate over the presence of B61s elsewhere in Europe.

Opposition to nuclear-sharing has been simmering in Germany, in particular. Although Angela Merkel, Germany's chancellor, has defended the practice, her coalition partners over the past decade have repeatedly asked for the bombs to be withdrawn. Keeping them is tricky for technical reasons too. Europe's current dual-capable aircraft (DCA) – those wired up to carry nukes as well as ordinary bombs – are approaching the ends of their lives. Belgium, Italy and the Netherlands are all buying America's F-35 as a replacement, but Germany ruled this out in January.

That was partly in deference to France, which wants to build its own next-generation warplane with Germany. The Luftwaffe could instead buy the F-18, an older American DCA. Or it could retrofit the European-built Typhoon to accommodate B61s. But as well as being expensive and time-consuming, that would expose European technology to American eyes. And neither plane is especially stealthy.

Nor is Incirlik the only cause for security concerns. In 2008 an American air-force review concluded that most European bases hosting weapons did not meet its standards. Support buildings, fencing, lighting and security systems were all deemed in need of repair. Two years later, peace activists entered a base in Belgium and roamed near its B61 vaults for an hour. [...]