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СОВЕРШЕНСТВОВАНИЕ ИНОЯЗЫЧНОЙ КОММУНИКАТИВНОЙ КОМПЕТЕНЦИИ

ИНТЕГРАЦИОННЫЕ ПРОЦЕССЫ В ПРОФЕССИОНАЛЬНОМ ОБРАЗОВАНИИ

УЧЕБНО-МЕТОДИЧЕСКОЕ ПОСОБИЕ

СОВЕРШЕНСТВОВАНИЕ ИНОЯЗЫЧНОЙ КОММУНИКАТИВНОЙ КОМПЕТЕНЦИИ: ИНТЕГРАЦИОННЫЕ ПРОЦЕССЫ В ПРОФЕССИОНАЛЬНОМ ОБРАЗОВАНИИ

Учебно-методическое пособие

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А 64   **Совершенствование иноязычной коммуникативной компетенции**: **интеграционные процессы в профессиональном образовании**: учебно-методическое пособие / авт.-сост. Н.Н. Осипова. Нижневартовск: изд-во НВГУ, 2022. 72 с.

Данное учебно-методическое пособие предназначено для студентов вузов, обучающихся по направлениям подготовки 09.03.01 «Информатика и вычислительная техника», 09.03.02 «Информационные системы и технологии» и нацелено на совершенствование иноязычной коммуникативной компетенции для решения коммуникативных задач в повседневной и профессиональной деятельности.

Может быть использовано для аудиторной и внеаудиторной самостоятельной работы студентов любых специальностей, а также для широкого круга лиц, занимающихся изучением английского языка.

ВВЕДЕНИЕ

Данное учебно-методическое пособие предназначено для студентов вузов, обучающихся по направлению подготовки 09.03.01 «Информатика и вычислительная техника», 09.03.02 «Информационные системы и технологии» и составлено с учетом требований Федерального государственного образовательного стандарта высшего образования.

В современных условиях учебная деятельность студента должна быть организована таким образом, чтобы он мог овладеть не только суммой знаний и умений, но и стать активным участником познавательной деятельности. Предлагаемое пособие предназначено для дальнейшего совершенствования как уровня владения иностранным языком (английским) в рамках дисциплины «Иностранный язык» в учреждениях высшего образования, так и всего образовательного процесса в высшем образовании при подготовке будущих специалистов. Пособие является дополненным и переработанным изданием учебно-методической разработки «Проблемные задания для обучения аудированию на иностранном языке (на материале английского языка)».

Пособие нацелено на совершенствование универсальных компетенций, необходимых для выпускников бакалавриата, а также на повышение уровня владения иностранным языком путем формирования и развития иноязычной коммуникативной компетенции студентов для решения коммуникативных задач в повседневной и профессиональной деятельности при восприятии иноязычной информации в частности и общении на иностранном языке (английском) в целом.

Предлагаемое пособие включает в себя проблемные задания для обучения иноязычному аудированию как повседневной, так и профессиональной направленности.

Содержание учебно-методического пособия соотносится с требованием формирования универсальных компетенций современных специалистов, владеющих не только профессиональными знаниями и умениями, но и поисковыми творческими умениями ставить, решать, проверять решение проблемы в повседневной, профессиональной и деловой сферах общения на иностранном (английском) языке.

Необходимо отметить, что тексты для аудирования, в большей степени, ориентированы на специальности «Информатика и вычислительная техника» и «Информационные системы и технологии», но могут быть использованы студентами других специальностей как на аудиторных занятиях, так и самостоятельно в рамках учебной программы по иностранному языку в соответствии с требованиями Федерального государственного образовательного стандарта высшего образования.

Учебно-методическое пособие снабжено аудио- и видеозаписями. В связи с этим следует

обратить внимание на то, что знаком обозначены проблемные задания,

сопровождаемые звуковым рядом; знаком обозначены проблемные задания, сопровождаемые не только звуковым, но и видеорядом.

Для сохранения аутентичности тексты были взяты из британских и американских интернет-источников, а также из британских учебников.

Структура пособия включает введение, методические рекомендации для преподавателей и студентов, три содержательных блока: "General English", "Professional English", "Business English", ключи к каждому блоку, аудиоскрипты, литературу.

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ

ДЛЯ ПРЕПОДАВАТЕЛЕЙ И СТУДЕНТОВ

В соответствии с требованиями Федерального государственного образовательного стандарта высшего образования в процессе освоения дисциплины «Иностранный язык» должны формироваться и развиваться *универсальные компетенции* студентов.

Программа дисциплины «Иностранный язык» включает *четыре* традиционно выделяемых *содержательных блока*: «Иностранный язык для общих целей», «Иностранный язык для академических целей», «Иностранный язык для специальных/профессиональных целей» и «Иностранный язык для делового общения» [1].

Для развития иноязычной коммуникативной компетенции [6] в целом и обучения аудированию [4] в частности нами выделены три содержательных блока: "General English" («Общий английский», который включает в себя «Иностранный язык для общих целей» и «Иностранный язык для академических целей»), "Professional English" («Профессиональный английский»), "Business English" («Деловой английский»).

Каждый блок содержит аудио- или видеозаписи и проблемные задания, соответствующие одной из пяти моделей проблемных ситуаций: 1) поведенческая модель; 2) гештальт-модель; 3) вероятностная модель; 4) информационная модель [2; 3]; 5) модель вариативного типа.

Ниже приведены примеры проблемных заданий содержательного блока "Business English" согласно вышеназванным моделям:

I. ***Поведенческая модель*** (главное условие, вызывающее проблему – препятствие на пути к цели; способ решения проблемы – преодоление препятствия, обходной путь).

You are driving your car and listening to the radio. One of the radio stations is broadcasting a businesssman's elevator pitch. You are getting interested in it and would like to turn up the volume but instead you have changed the radio channel and everything you can hear is broadcast interference and a lot of noise. Guess what information you have missed because of noise. Listen to Nick Jenkin's elevator pitch again and compare your variant with the given one. *(Вы едете в машине и слушаете радио. Одна из радиостанций предлагает слушателям рекламную речь бизнесмена. Вы заинтересовались ею и захотели прибавить звук, но вместо этого сменили канал. Все что Вы слышите – это радиопомехи и шум. Догадайтесь о содержании информационного куска на который наложился шум и радиопомехи. Прослушайте рекламную речь Ника Дженкина вновь и сравните Ваш вариант и прозвучавший).*

Elevator Pitch

We operate a website that allows users to select and personalise greeting cards, which we print and send within 24 hours. Users can choose from more than 650 cards and can customise the captions on the cover as well as the greeting.

I have an MBA and previous experience setting up business in the former Soviet Union. There are 12 people at Moonpig.

Our competitive advantage *is that you can buy something from the Internet that's actually better than you can buy in a shop. We have a $750 000 digital printing system. Our running costs are low and we make a profit $1.20 on each card sold, a margin of 60%.*

Our potential market is enormous. 92% of the British population buy an average of 12 cards each a year. The greetings card business is worth more than $1 billion a year in the UK alone and $10 billion worldwide.

At the moment we have 15 000 users and more people are registing each month. Turnover is increasing by 50% a month and we are expecting to be profitable within six months.

We are looking for between $2 million and 3 million of investment to finance marketing in the UK and the US. Our direct mail campaigns are proving very successful, and we are talking to venture capitalists in the US about setting up a website there.

* Курсивом выделена информация, на которую наложен шум и помехи.

Внимание: Для создания *поведенческой модели* в обучении аудированию рекомендуется использовать видео материалы. Необходимо учитывать, что поведенческая модель, как подчеркивал А.М. Матюшкин, может переходить в информационную модель (или гештальт-модель).

II. *Гештальт-модель* (главное условие, вызывающее проблему – деструктурированность условий и предмета мышления; способ решения проблемы – создание «хорошей структуры», понимание).

Nick Jenkin phoned the Investment Hour and presented his business idea but the investment analyst changed the order of the sentences. Listen to Nick again and try to put the sentences in the correct order. *(Ник Дженкин позвонил в компанию Investment Hour и рассказал о своей бизнес идее, но аналитик по инвестициям нарушил порядок представления рекламной речи Ника. Послушайте рекламную речь Ника еще раз и попытайтесь расставить предложения в правильном порядке).*

A. I have an MBA and previous experience setting up business in the former Soviet Union.

B. We operate a website that allows users to personalise, print and send greeting cards within 24 hours.

C. At the moment we have 15 000 users and more people are registing each month.

D. Our potential market is enormous. 92% of the British population buy an average of 12 cards each a year.

E. We are looking for between $2 million and 3 million of investment to finance marketing in the UK and the US.

F. Our competitive advantage is that you can buy something from the Internet that's actually better than you can buy in a shop.

* Ключи: Правильная последовательность предложений:

1 – B, 2 – A, 3 – F, 4 – D, 5 – C, 6 – E.

III. *Вероятностная модель* (главное условие, вызывающее проблему – «препятствие» выражено в альтернативе; способ решения проблемы – выбор адекватного действия).

After listening to Nick' elevator pitch, Joy Day, the investment analyst, made some sketches of his verdict on Moonpig, but he feels doubts about some information. Listen to Nick, choose and circle the corrrect information. *(Прослушав рекламную речь Ника, Джон Дей сделал наброски своего заключения относительно компании Moonpig, но он сомневается в том, что записал некоторые данные правильно. Прослушайте рекламную речь Ника, выберите и обведите в кружок правильный вариант информации).*

Jon Day's Verdict on Moonpig

There are two types of Internet business models that I like – ones that solve an existing problem, such as Tesco.com, which delivers bulky grocery items to my door, and those that could not exist without the Internet, such as the E-Bay auction site. Moonpig has the elements of *the second/both*. It offers a convenient way *to buy/to select and buy* greeting cards without going to a shop.

While investigating Moonpig I ordered a few cards and found their running costs to be *low/high* and the service to be user-friendly and the personalisation of cards a unique selling point.

At the moment they have *50,000/15,000* users and more and more people are registering each week/each month.

They are looking for $2 million or $3 million of *investment/loan* to finance marketing in *the UK and the US/western Europe and Russia* but I think to reach their target of 750,000 customers would cost $10 million.

* Подчеркнутые слова, выделенные курсивом, являются верным вариантом.

IV. ***Информационная модель*** (главное условие, вызывающее проблему – несоответствие наличных и требуемых знаний; способ решения проблемы – достижение новых знаний, необходимой информации).

After listening to Nick's elevator pitch, Joy Day, the investment analyst, wrote a report but he missed some information. Listen to Nick, find out the missed information and make notes. *(Прослушав рекламную речь Ника, Джон Дей, аналитик по инвестициям, написал отчет, но он упустил часть информации. Прослушайте сообщение, найти пропущенную информацию и запишите ее).*

They operate a website that allows users to select and personalise greeting cards, which they print and send within 24 hours. Users can choose from more than 650 cards and can customise the captions on the cover as well as the greeting.

Nick Jenkin has an MBA and previous experience setting up business in the former Soviet Union. There are 12 people at Moonpig.

The competitive advantage of Moonpig is that you can buy something from the Internet that's actually better than you can buy in a shop. They have a $750 000 digital printing system. Their running costs are low and they make a profit $1.20 on each card sold, a margin of 60%.

Their potential market is enormous. 92% of the British population buy an average of 12 cards each a year. The greetings card business is worth more than $1 billion a year in the UK alone and $10 billion worldwide.

At the moment they have 15 000 users and more people are registing each month. Turnover is increasing by 50% a month and they are expecting to be profitable within six months.

They are looking for between \$2 million and 3 million of investment to finance marketing in the UK and the US. Their direct mail campaigns are proving very successful, and they are talking to venture capitalists in the US about setting up a website there.

* Курсивом выделена пропущенная аналитиком информация.

V. *Модель вариативного типа* (главное условие, вызывающее проблему и способ решения проблемы включают характеристики четырех предыдущих моделей).

Joy Day, a technology analyst at netinvest.org. invites businessmen to make their elevator pitch according to the following plan.

Listen to Nick' elevator pitch, find out the point he has spoken about but that is not mentioned in the plan and put this item in a proper place of the plan. *(Джон Дей, аналитик по инвестициям компании netinvest.org. приглашает бизнесменов представить свою рекламную речь согласно плану. Прослушайте рекламную речь Ника, найдите информацию, о которой говорится в речи, но она не обозначена в плане и вставьте эту информацию в соответствующую часть плана).*

Present your business idea in 60 seconds or less according to the following plan:

A. The sphere of your activity.

B. Your previous experience.

C. Your future potential/ potential market.

D. Your success.

E. The amount of money you need.

Ключи: Пропущенный пункт – F. Your competitive advantage.

Правильная последовательность: 1 – A, 2 – B, 3 – F, 4 – C, 5 – D, 6 – E.

Внимание: В реальной действительности в практике преподавания могут формулироваться проблемные задания, на основе которых одновременно создаются более одной модели проблемных ситуаций – модель вариативного типа. В данном примере вариативная модель представлена информационной моделью + гештальт-моделью.

При работе с проблемными заданиями для обучения аудированию, представленными в данном пособии, ***преподавателю*** рекомендуется придерживаться следующего алгоритма действий:

1) предъявление проблемного задания;

2) предъявление аудио- или видеозаписи (2 раза);

3) предоставление времени на выполнение задания;

4) проверка выполнения задания.

Проверка выполнения заданий может осуществляться как в письменной форме в виде теста, так и в устной в процессе совместного обсуждения правильности ответов, а также в форме самоконтроля по ключам.

Для успешной работы с проблемными заданиями для развития иноязычной коммуникативной компетенции в целом, и обучения аудированию в частности *студентам* предлагаются следующие общие рекомендации:

1. Внимательно прочитайте задание и информацию, с которой вам придется работать.

2. Прослушайте всю запись до конца. Во время первого прослушивания постарайтесь записать информацию, по которой вы смогли бы вспомнить общее содержание обсуждаемой проблемы и 1-2 ключевых слова из высказывания. После первого прослушивания отметьте информацию, в которой вы уверены, а остальное пропустите.

3. Во время паузы после первого прослушивания подумайте какую информацию вы пропустили.

4. Во время второго прослушивания сконцентрируйте внимание на той информации, которая была пропущена в первый раз или в правильности которой есть сомнения. Записывайте ключевые слова, позволяющие обосновать правильность выбора ответа.

5. После двукратного прослушивания аудиозаписи или просмотра видеозаписи отметьте или запишите окончательный вариант ответа.

6. Проверьте правильность ответов по ключам или с преподавателем.

Освоение содержательных блоков, включенных в учебно-методическое пособие, осуществляется согласно учебному плану. Задания внутри блоков могут выполняться в любой последовательности.

Эффективность использования проблемных заданий для развития иноязычной коммуникативной компетенции подтверждается данными анкетных опросов, проведенных в Нижневартовском государственном университете.

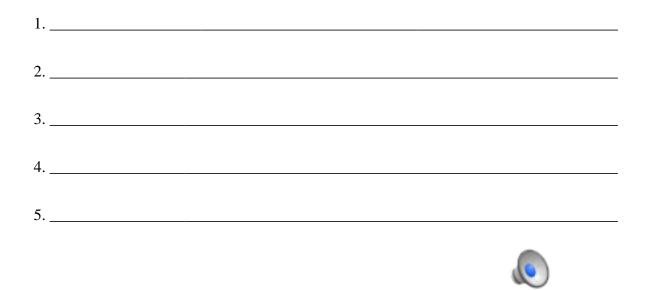<div align="right">С уважением, автор.</div>

A – 1.

What Do You Use the Internet for?

Model I (поведенческая модель). *You are watching a TV program where the advantages and disadvantages of the Internet are being discussed. Four people are talking about main reasons for using the Internet but you have to leave the room for a while. Guess what information you have missed. Listen to the speakers again and compare your version with the sounding one.*

1. _____

2. _____

3. _____

4. _____

5. _____

From First Certificate Masterclass. Oxford University Press, 2004

A – 2.

Are Smartphone Apps Encouraging Young Smokers?

Model II (гештальт-модель). *Some students of Information Technology Department have been invited to a seminar devoted to smartphone apps. At the entrance of the conference-hall they are given the program of the seminar. Listen to the speakers and find out if the items of the program are in the correct order. If not, correct their order in the program.*

Seminar program

Topic: *Smartphone Apps Are Encouraging Young Smokers*

Registration: from 9 am till 9.45 am

Start: 10 am

End: 3 pm

Location: University Conference Hall

Issues to be covered include:

A. The example of pro-smoking apps. ____

B. Tobacco companies avoiding a worldwide ban on advertising

tobacco products. ____

C. The violence of Health Organization Framework Convention on Tobacco. ____

D. The findings of Australian researchers: the apps included games, social

utilities and advertisements for tobacco products. ____

E. The misleading names of some apps. ____

F. The number of people having smartphones. ____

G. Android apps simulation of smoking. ____

…

Thank you for participating

A – 3.

Is There New Language Policy in UK schools?

Model III (вероятностная модель). *One of your groupmates heard some news about a new language policy in UK schools. The speaker compared nowadays language policy and that of 2014. Your groupmate was interested in some facts of the language policy of 2014 and made notes in order to present the information in class. And now you are listening to the same information on the radio. Listen to the reporter and find out if the statements your groupmate has prepared are true (T) or false (F).*

1	The curriculum in UK schools will include Mandarin as well as French and German.	T/F
2	Britain's Prime Minister is planning to increase the number of students studying Chinese in British schools in the next three years.	T/F
3	David Cameron is going to provide financial support to schools where students start learning Mandarin.	T/F
4	The Prime Minister believes that educational ties will help China to enter the British market.	T/F
5	David Cameron is sure that the UK has the largest economy in the world.	T/F
6	The Prime Minister claims that China will become the world's biggest economy.	T/F
7	David Cameron emphasizes the importance of learning French and German.	T/F
8	The British Council and the Chinese office are going to sign an agreement to double the number of Chinese language teachers in UK schools.	T/F
9	The British Council considers Mandarin as one of the most important languages for the British to study to improve their job prospects.	T/F

https://clck.ru/33Hm9R

A – 4.

Are Tablet Computers Most Wanted Gift This Holiday?

Model III (вероятностная модель). *Speaking about the most popular gifts for Christmas the reporter uses the latest research of the Consumer Electronics Association. Listen to the reporter, choose and circle the correct variant in each statement below.*

1. Seventy-six percent of customers *are ready/are not ready* to spend money and buy at least one technology product.

2. The Americans have been queueing up *to buy the electronic devices in a sale / to get the newest and coolest electronic devices.*

3. *Smartphones / Tablet computers* are the most popular products this year.

4. According to CNET.com *there is difference / there is no difference* between the Apple iPad Mini and Google Nexus 7.

5. Elman Chacon, with the electronics store Best Buy, has mentioned *one more hot product / some hot products.*

6. For staying competitive Best Buy has *the perfect choice of electronic products / the perfect match promise.*

7. The perfect match promise means if you buy a certain device and you find it cheaper within 30 days *the store takes their product back / the store matches price for you.*

A – 5.

Have You Ever Worked as a Volunteer?

Model IV (информационная модель). *Volunteering is in-demand and very popular nowadays. You would like to take part in volunteering, so you've decided to visit a Volunteer Center to talk to its members and listen to their stories. One girl is ready to share her experience of doing voluntary work. Listen to her and find out the information to fill in the table form provided.*

Volunteer Experience
Name:
Year of study:
Education:
Voluntary experience and Responsibilities:
Benefits of Volunteering:

https://clck.ru/33HmAb

A – 6.

Are You Satisfied with the Course You Are Doing?

Model IV (информационная модель). *You have been invited to a meeting with second-year students of your university. They are talking about their first year at university. Listen to them and choose the idea from the list (A-F) what each student says about the course they took. There is one extra idea which has not been mentioned by the students.*

Student 1 _____	**A.** I had to face some criticism when I chose a subject to study.
Student 2 _____	**B.** I was able to change an earlier decision about my studies.
Student 3 _____	**C.** I'm pleased that I'm able to combine studying with a job.
Student 4 _____	**D.** I had to be careful when choosing which college to study at.
Student 5 _____	**E.** I had to give up a good job to concentrate on my studies.
	F. I'm happy to have an active social life while at college.

https://clck.ru/33HmBB

A – 7.

Are You Ready to Take Part in Student Exchange Programmes?

Model III (вероятностная модель). *Participating in a student exchange programme it is necessary to take into consideration some problems organizers and participants may face with. Listen to the expert of student exchange programmes who will speak about these problems and choose the right option to complete each sentence. Then share your options with your groupmates.*

1. International student programmes …
a) … have never faced with a problem of criticisms.
b) … have faced a number of criticisms.

2. The expert's aim is to discuss different situations which international students …
a) … should avoid.
b) … can come up with.

3. The speaker has mentioned …
a) … three groups of international students.
b) … four groups of international students.

4. Completing the whole of international students' studies abroad can be a political sensitive issue in the host countries because …
a) … international students take the limited university placements away from local students.

b) … some natives fear that international students would take the limited university placements away from local students.

5. *Erasmus students are criticized …*

a) … only for preferring parties to classes.

b) … for poor language skills and missing classes.

6. *Erasmus students in turn criticize their lecturers for …*

a) … not being helpful in explaining the coursework to them.

b) … not getting interested in students' learning process.

7. *The independent students who arrange their own period of study abroad …*

a) … can't benefit fully from their time in the foreign culture.

b) … have difficulties while preparing to study abroad but they usually benefit fully from their time in the foreign culture.

8. *International students have some difficulties which may lead to the problem of plagiarism because …*

a) … they have language problems and they do not understand properly the regulations concerning coursework and assessment.

b) … they don't want to work hard.

From English for Academic Mobility, 2013

A – 8.

How Will the Internet Impact on Schooling of the Future?

Model V (модель вариативного типа: вероятностная + гештальт-модель). *While the lecturer is speaking about the Internet impact on schooling of the future the students are making notes about the advantages and disadvantages of the Internet. Only one student has put the information in the correct order. Listen to the speaker and find out and tick the right variant. (A, B or C).*

A	B	C
1. Freeing teachers from paperwork.	1. Learning and administration will be paper-free.	1. Learning and administration will be paper-free.
2. Pupils will have access to a world of learning.	2. The resources will be greater than any school can provide.	2. Pupils will have access to a world of learning.

3. The resources will be greater than any school can provide.	3. Pupils will have access to a world of learning.	3. The resources will be greater than any school can provide.
4. E-mail will allow pupils to communicate easily all over the world.	4. E-mail will allow pupils to communicate easily all over the world.	4. IT skills will equip pupils for an IT- based future.
5. IT skills will equip pupils for an IT- based future.	5. IT skills will equip pupils for an IT- based future.	5. E-mail will allow pupils to communicate easily all over the world.
6. Administration and learning will be paper-free.	6. Freeing teachers from paperwork.	6. Freeing teachers from paperwork.

From Basic English for Computing. Oxford University Press, 2002

PROFESSIONAL ENGLISH

A – 9.

Do You Know How Many UK Engineers Are Women?

Model I (поведенческая модель). *You go on a business trip in your car and listen to the radio. The radio station broadcasts the news referred to gender problems in engineering. Unfortunately, during your trip there are areas without radio coverage, so you haven't heard some information. Guess what information you have missed and fill in the gaps. Listen to the news again and compare your variant with the sounding one. Correct your variant if necessary.*

A new report says_____. This is the lowest figure of all European countries. Vince Cable, the UK Business Secretary, told reporters that this would be an "enormous problem for years to come". He said one of the biggest areas that needed more women was in computer science. _____, so Mr Cable did not understand why there were so few female computer engineers. He suggested that many companies had a "psychological barrier" against women becoming engineers. He said: "Half of all state schools _____ a single girl doing physics. We are only tapping half the population".
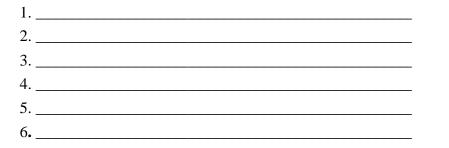
The British government _____. Mr Cable said at the launch: "Engineering has _____ industry. It is important that we act now to ensure businesses have access to the skills they require to enable them to grow". A spokesman for Siemens UK said Britain needed to "help young people _____to a rewarding career". The campaign website said it would "showcase all the exciting businesses and industries…that rely on the work of creative engineers".

https://clck.ru/33HmBy

A – 10.

Will Future Smart Devices Extend Our Senses?

Model I (поведенческая модель). *Imagine that we are at a conference devoted to smart devices that will extend human senses. The speaker has prepared a video presentation referred to the issue but unfortunately there is no sound. Watch the video and guess what senses are being discussed in the presentation and try to put them down in the order they are presented in the video.*

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

https://clck.ru/32oEWL

A – 11.

Do You Do Enough for Your Internet Security?

Model II (гештальт-модель). *Robert Schifreen, a former hacker turned a security consultant, and the BBC's Jon Sopel discuss criminals who are aware that we are increasingly "living our lives online" and who are taking advantage of that. Listen to the conversation between these two people and put the information in the order it is mentioned in the dialogue.*

a) The number of viruses is discovered every year. –

b) The corporations aren't doing enough for their security. –

c) People do a lot of things online. –

d) Robert Schifreen names those he hacked. –

e) The question you have to ask yourself about hackers. –

f) Malware and phishing attacks. –

http://www.bbc.co.uk

A – 12.

Could Navigation App Help Predict Traffic Conditions?

Model III (вероятностная модель). *Nowadays commuters all over the world spend a lot of time stuck in traffic. The United State scientists have developed a navigation app that can help solve traffic problems. Listen to the reporter and choose the right variant to complete each sentence.*

1. ...is in the first place with the worst traffic in the USA.

a) San Francisco.…

b) Los Angeles…

c) Washington, D.C…

2. Professor Cyrus Shahabi …

a) … is never late because he uses a navigation system.

b) … is always late even using a navigation system.

c) … doesn't know anything about traffic jams.

3. The program will predict traffic conditions …

a) … after the driver leaves the house.

b) … before the driver leaves the house.

c) … in the way other navigation systems can do.

4. ClearPath system …

a) … just responds to current traffic conditions.

b) … will give drivers the fastest route.

c) … responds to current traffic conditions and gives drivers the fastest route.

5. ClearPath app will be launched…

a) … in the USA and overseas.

b) … only in Los Angeles.

c) … only in the USA.

A – 13.

What Actions Does the USA Take Against Cyber Theft Threat?

Model IV (информационная модель). With the development of the Internet cyber thefts and espionage are increasing. A group of university undergraduates of IT department was invited to a lecture about actions against cyber theft threat taken by the USA. The students were given the theses of the speech but occasionally the staff responsible for the theses had typed some information incorrectly. Listen to the speaker, find out the wrong information and correct it.

Theses of the speech with wrong information	*Correct information*
The United States has announced a plan to fight the quickly growing threat from cyber spies and Internet attackers known as hackers.	
Mr Holder pointed out that working with various states and government agencies the Justice Department is not doing enough to find and bring to justice those involved in cyber theft and cyber espionage.	
The attorney general called for increased co-operation with public companies.	
He stressed the importance of keeping trade secrets as trade secret theft makes the companies suffer losses.	
The new policy also calls for strict imprisonment for those that target American trade secrets.	
The American information security company Mandiant published the findings of its investigation of cyber-attacks.	
The targets include both famous and non-famous companies in the United States.	
Mandiant states that Chinese hacking groups are responsible for all of the attacks.	
Hackers target to strike only companies and banks.	
Chinese hacking groups target to strike the United States as they want to find out American business secrets.	
China's Foreign Ministry spokesman Hong Lei made an apology for hackers attacks to the US government.	

A – 14.

Will Eye-Tracking Software Look at You?

Model V (модель вариативного типа: вероятностная модель + информационная модель). *Advertising new computer software, developers tell us about the ways it can be used. Listen to the speaker and decide if the statements below are True or False. Find out how many parts the information includes.*

a. Stores will use software to cut the amount of shoplifting by customers. T / F
b. The software will monitor what products you look at. T / F
c. Researchers say the software could be in wide use by 2030. T / F
d. Information from your eyes will alert staff when you will pay for goods. T / F
e. Eye-tracking could help reduce the number of cyclists hit by cars. T / F
f. Software now lets the eyes do things the computer mouse does. T / F
g. The technology has not yet been put to use with disabled people. T / F
h. A researcher suggested the software would not be that mainstream. T / F

The information includes_____ main areas of using the new technology.

A – 15.

Can AI Decode Brainwaves and Translate Them into Text?

Model IV (информационная модель). *You were invited to a lecture about a technological breakthrough in neuroscience. The professor asks you to make an abstract of his report providing you some prompts. Listen to the speaker and find out the information to fill in the gaps.*

Scientists may soon be able to interpret what someone is saying simply by 1) _____ as they speak. This revolutionary advance in neuroscience would help millions of people who suffer from 2) _____. The scientists developed a form of artificial intelligence that can decode brainwaves and translate them into text. 3) _____ take the brain activity created as a person speaks and translates it in real time into sentences on a screen. The scientists are from 4) _____. They say their algorithms have a 5) _____ translation accuracy rate but are working hard to improve on this.

The scientists say they are at 6) _____ of being able to machine- translate everything someone says. 7) _____ used in their experiments matched features of speech that were

22

repeated frequently to parts and shapes of the mouth. These included elements of English speech such as 8) _____. The experiments were limited to around 9) _____ sentences. The scientists said: "Although we should like the decoder to learn and exploit the regularities of the language, it remains to 10) _____ would be required to expand from our tiny languages to a more general form of English".

A – 16.

Can You Repair Your Smartphone Yourself?

Model II (гештальт-модель). *We are used to smartphones and can't imagine our life without them. The number of mobile devices has practically exceeded the human population. Every year, people buy billions of phones and every year they throw away millions of them because most phones are outdated or they need repairing, so people always want to swap a previous model of a good phone for the latest one. Being a student of IT department, you are interested in the problem and you have heard an IT news programme about Fairphone company and their enthusiastic ideas. While listening to the speaker you made some notes to share the information with your groupmates but the order of key issues is not correct. Search the programme on the Internet, listen to it and correct the order of the information.*

_____ a) Fairphone company was founded in 2013 with four basic principles.

_____ b) The company's mission is to motivate the tech industry to be more responsible.

_____ c) The Fairphone contains 40 percent recycled plastic.

_____ d) The presenter says everyone feels exasperated when a smartphone breaks.

_____ e) A Dutch engineer wanted to make the world's first ethical smartphone.

_____ f) The engineer wants to use no materials from conflict areas.

_____ g) Smartphones are on track to account for little greenhouse gas emissions by 2040.

_____ h) Many workers who produce technology are working in bad conditions.

A – 17.

Would You Like to Be a Videogame Designer?

Model IV (информационная модель). *You attended the meeting with Paul Osborne who was sharing his work experience as a videogame designer. Your task is to write an article for the IT students of your faculty. While making notes you missed some information. Luckily, you recorded Mr Osborne's speech. Listen to Paul again and find out the information to complete the sentences below.*

Paul says that people tend to think he's a game **1)** _____ rather than a designer. As a part of his education Paul did a course in **2)** _____ which significantly helped his career. In his first job, Mr Osborne was mostly designing **3)** _____. He worked with what is known as **4)** _____ in his first job.

Paul mentions a videogame titled **5)** _____ as the one he found most enjoyable to work on. The designer uses the word **6)** _____ to describe what multiplayers in a game can create for themselves. Mr Osborne says that getting the **7)** _____ right is one of the most challenging aspects of game design.

He says that those who want to be game designers need the **8)** _____ to have a vision and the **9)** _____ to articulate that vision to other people. Paul points out **10)** _____ as the most crucial quality any game designer should have.

https://clck.ru/33Hoer

A – 18.

What Are the Biggest Technology Trends Everyone Must Get Ready For?

Model IV (информационная модель). *You were privileged to take part in an online seminar devoted to the issue of the biggest technology trends that everyone must get ready for. While listening to the speaker you have to do the following:*

A. Name the technology trends in the order they are presented.

_____
_____
_____
_____
_____
_____

B. Find out the information to answer the question below.

Which tech trend (A) will lead to the following consequences (B)?	
A	**B**
1.	… more effective work of devices and their capabilities of assisting people with a broader range of tasks.
2.	…not wasting valuable resources storing data companies don't need and running algorithms that don't add ay value.
3.	… removing ultimate control of an organization, company or process from one central part of ownership, using decentralized networking built around consensus and encryption.
4.	… producing entirely new images, sounds, or information that has never existed before.
5.	… building capacity for collaborative remote working, training, onboarding and project management.
6.	… opening up a range of possibilities that are almost unlimited, as it means that any characteristic of a living organism that is inherited can theoretically be changed.

https://clck.ru/32oEkZ

BUSINESS ENGLISH

A – 19.

What Are the Reasons for Global Migration?

Model I (поведенческая модель). *The labour market is changing nowadays. One of the hottest issues being discussed today is global migration. You're listening to a podcast devoted to the problem while getting ready to leave for university / work. Unfortunately, there are some problems with the Internet and you have to stop listening to the discussion because of power outage. Look at the sentences below and guess what information you have missed. Then, listen to the speakers again and compare your variants with the sounding ones.*

1. Global migration is _____ around the world and particularly those who are moving abroad to look for new work.

2. According to the study conducted by the Organisation for Economic Co-operation and Development, people are forced to emigrate for all kinds of reasons:
   a) to join other members of their families;
   b) to escape a war in their own country;
   c) _____;
   d) to find work.

3. People who leave the country to find work are called economic migrants. They have to move to other countries to get a job and earn more money because their profession or area of work they specialize in may not be needed where they live or the pay may not be very good but their skills _____.

4. The situation when skilled people are leaving to work in richer countries is called/characterized by _____.

5. It is known that people in healthcare often move to the UK or Australia. There is a need for chefs in Belgium and there is a demand for psychologists in Norway. Such countries as _____ are on the lookout for electronic engineers.

6. Unfortunately, qualified people sometimes have to take on jobs where they are overqualified. They often have to _____.

7. There is one more challenge for migrants. It is _____.

8. Leaving their families and going abroad, migrants often have disappointed expectations such as _____.

9. According to the UN report, the country that has the largest number of immigrants as a percentage of its national population is _____.

https://clck.ru/32oEnk

A – 20.

What Unusual Ways of Getting a Job Do You Know?

Model I (поведенческая модель). *Attending seminars for job-seekers you were told some stories about unusual ways of getting a job. One story impressed you most but unfortunately you couldn't hear all the details of the story. Guess what information you have missed and put it into the gaps. Then listen to the speaker, compare your variant with the sounding one and correct it if necessary.*

A French man who was unemployed tried a new way to get a job. He put his _____ on a giant billboard. The billboard was next to a very busy _____. It was four metres long and three metres high. There was a photo of the man wearing a _____ hat. There was _____on the billboard that said: "Trilingual operations manager seeks position in _____ and leisure". About 70,000 people a day could see the _____from their car. Jobseeker Laurent Le Bret, 41, said: "All I want for Christmas is _____". His idea worked. A holiday resort contacted and interviewed him. He started his new position as an operations manager _____ after he put _____on the billboard.

Mr Le Bret had help from_____. He was going to pay to _____ on the billboard. However, the advertising company decided to give him the space for _____. Mr Le Bret saved 2,000 euros (about $2,700) because he did not have to _____. The advertising company is called Pisoni Publicité. The company's CEO spoke to the France 24 _____. He said: "We thought it was an interesting idea. When people come up with ideas like this we are always keen to _____. We're very happy to prove that what we do works, and that Mr Le Bret is back at work". Many people _____ Mr Le Bret after he got his job. They want to _____the same thing. There are 3.3 million _____ people in France.

A – 21.

What Should Be Done for Recruiting New Staff?

Model III (вероятностная модель). *Doing an internship, you were invited to the HR department to make notes of a recruiting plan while Suzanne, a personnel manager, and Kevin, her assistant, would be discussing the issue of recruiting new staff for a new factory. You have to listen to them and tick the main ideas (A, B or C) of the plan answering the questions (1-8) prepared as the tips.*

1. *What do Suzanne and Kevin think will attract staff to the new factory?*
A   the possibility of rapid promotion
B   the location of the new factory
C   the flexible working hours

2.   *When do they hope to begin advertising for staff?*
A   when the new factory is almost finished
B   before the senior board meeting
C   after the holiday period is over

3.   *Who does Kevin suggest should be in charge of the recruitment process?*
A   an external consultant
B   a person from Head Office
C   the manager of the new factory

4. *Suzanne feels that new staff ought to be people who*

A   have the particular skills required.

B   have experience in a related industry.

C   want to stay in the job for a long time.

5.   *Which existing staff benefit have they decided to abolish at the new factory?*

A   the subsidised canteen

B   the travel allowance

C   the discount on company products

6.   *Which staff are likely to move from Head Office to the new factory?*

A   staff who have worked for the company for a long time

B   staff who think it will give them more chance of promotion

C   staff who have recently completed a training programme

7.   *The company will try to persuade current employees to move by offering them*

A   a larger salary.

B   a bonus scheme.

C   a share option.

8.   *What will be the purpose of Suzanne and Kevin's next meeting?*

A   to agree a timetable for recruitment

B   to discuss the contract details for new staff
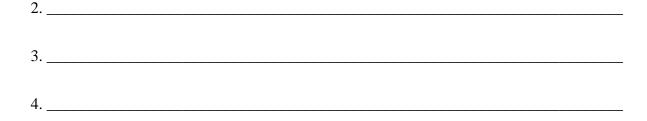
C   to finalise salary levels for the new jobs

https://clck.ru/32zarQ

A – 22.

Are You Ready for the Interview?

Model I (поведенческая модель). *You have been invited to a TV program to listen to David Smyth, the Personnel manager of a major European insurance company, answering questions about the way he interviews and selects candidates. Unfortunately, when the interviewer is asking questions you have to leave the room for this or that reason. Guess what questions have been asked and write them down. Listen to the conversation and check your variants.*

1. _____

2. _____

3. _____

4. _____

A – 23.

Do You Know Stages of an Interview?

Model II (гештальт-модель). *David Smyth, the Personnel manager of a major European insurance company, talks about the stages of an interview. You try to make notes but you do not have time to follow the order. Listen to David Smyth again and put the stages of an interview in the order they are mentioned in the speech.*

A. The interviewer reviews the CV. _____

B. The interviewer greets the candidate and brings him into the office. _____

C. The interviewer gives the candidate his views on the job and the company. _____

D. The interviewer is informed that the candidate has arrived. _____

E. The candidate is asked what he/she knows about the job and the company. _____

F. The interviewer asks more general questions about the candidate's life, and adds one or two trick questions at the end of the interview. _____

G. The candidate asks questions for about 5 or 10 minutes. _____

A – 24.

Can Your Application and CV Impress Potential Employers?

Model II (гештальт-модель). *After advertising a new post, Philip Hart and Marcia Boardman discuss the applications and CVs they received and the interview format. Listen to their conversation and find out if the information below is presented in the correct order. If not, put the information in the order it is mentioned in the dialogue.*

A. The company got over two hundred applications. _____

B. Marcia drew up a shortlist of twelve serious candidates. _____

C. They are going to discard people who sent long and funny-looking CVs. _____

D. People without right experience and qualifications will be discarded. _____

E. Philip and Marcia are going to interview all serious candidates. _____

F. They are planning to do the standard interview format. _____

G. Marcia has mentioned two pretty strong candidates. _____

H. Philip and Marcia want the candidates to give a short presentation about the company and their potential contribution to it. _____

I. Philip would like to hear specific details of when the candidates have solved problems. _____

https://clck.ru/32zauF

A – 25.

What Are the Reasons for Starting a Business?

A. Model IV (инфрмационная модель). *There are a lot of reasons for starting your own business. Some businessmen are sharing their experience of starting a business. Listen to them and choose the reason (A – H) each speaker gives. There are three extra reasons that have not been mentioned.*

Speakers	Reasons
Speaker 1 _____	**A** careers advice
Speaker 2 _____	**B** redundancy
Speaker 3 _____	**C** family relocation
Speaker 4 _____	**D** taking early retirement
Speaker 5 _____	**E** a newly discovered skill

	F an idea in an article
	G a disagreement at work
	H a friend's advice

B. Model IV (вероятностная модель). *While giving the reasons of starting a business each speaker is commenting their business. Listen to them again and choose the right comment each businessman/woman makes.*

Speaker 1: It was difficult to begin with / It was exhausting.

Speaker 2: It has made a lot of money / It has caused family problems.

Speaker 3: It is exciting / It provides little social contact.

Speaker 4: It has meant a lot of travelling / It has added variety to life.

Speaker 5: It fills a gap in the market / There is no demand for this type of service.

https://clck.ru/33Hohp

A – 26.

Are You a Tough Negotiator?

B. Model III (вероятностная модель). *Sarah Timms was offered a job by WebWare. Before accepting the job offer Sarah meets Marcia to negotiate on a few areas of her contract. Listen to the speakers and choose the correct variant in each statement below.*

1. There is *a pay scale/a fixed salary* in accordance with the contract.

2. The company see Sarah *as an experienced employee/as an investment.*

3. Sarah's salary would be *a little less/a little more* than she's earning now.

4. Sarah asks for *a higher level of salary/a tangible reward* for well-done work.

5. Sarah thinks that a 25-day holiday *is quite enough/is not enough* for a high pressure job.

6. Sarah starts work *in a week/in a month.*

7. The company is ready *to come in terms with Sarah/to reject Sarah's claims.*

https://clck.ru/32zawF

A – 27.

Are You Going Abroad on a Business Trip?

Model IV (информационная модель). *A group of IT specialists are going on a business trip to Japan. Before the trip Nikita Pavlov, the head of IT department, went to seminars given by a Japanese consultant. Then seminar he wrote a memo about the seminars to his Managing Director (Vladimir Alexeev). Listen to the Japanese consultant and find out the information to complete the memo.*

MEMORUNDUM

To: Vladimir Alexeev, Managing Director
From: Nikita Pavlov, Head of IT department
Date:
Subject: _____

I attended the seminars given by the Japanese consultant who summarized the three basic aspects of_____.

1. The emphasis on _____is very important in Japanese corporations (i.e. a person will tell you the company he works for instead of the job he does). As an island nation without_____, people must learn _____ each other for _____ of Japanese corporations.

2. To achieve harmony, people make _____ for the sake of the group and try to agree with each other. _____ is also common. Employees of the same age who are hired together also get _____ until the retirement.

3. Finally, in Japanese corporations everyone is trained to be _____ and can therefore take over_____ . Management _____ is also common. Decisions are made by all employees, not just by_____. The information of the seminars will help my group greatly in our forthcoming _____ to Japan.

NP

From New Insight into Business. Longman, 2004

A – 28.

What Do You Know about the Dana Corporation?

Model V (модель вариативного типа: информационная модель + вероятностная модель + гештальт-модель). *You are at a company profile presentation. The representative of the Dana Corporation is giving some information about the company. Listen to three extracts from the presentation about the Dana Corporation and do the following:*

Extract I. *Listen to the first extract of the presentation and find out if the presenter has covered all the elements below. Put a tick if the element has been mentioned.*

1. Introducing yourself
2. Topic
3. Objective(s)
4. Role of the audience
5. Timing

Extract II. *In the second extract the presenter gives information about the company's philosophy. Listen to the second extract and decide if the information below is True (T) or False (F):*

1. Success in business mostly depends on money. T / F
2. The company believes in discipline. T / F
3. Dana Corporation's goal is 40 hours of education per year for a new group of workers. T / F
4. The Corporation has its own university. T / F
5. The company's statistics is meaningful. T / F
6. The presenter has not used visuals. T / F

Extract III. *In the last extract the presenter has pointed out some things important for the company. Listen to the presenter and correct the order of the information.*

A. Every person in the corporation submits at least two ideas for improvements per month. ____

B. The company's ideas programme is much more than a simple suggestion scheme. ____

C. The presenter gives the example of how the programme works. ____

D. The company gets more than 2 million ideas per year. ____

E. Communication is a key point for Dana Corporation. ____

From Quick Work. A short course in Business English. Intermediate. Oxford, 2001

GENERAL ENGLISH

A – 1.

1. For up-to-date news or references.

2. For keeping in touch with family and friends.

3. As a way of contacting old friends.

4. As a source of free entertainment (music).

5. As a way of buying things unavailable in shops.

A – 2.

1 – B; 2 – A; 3 – F; 4 – D; 5 – G; 6 – E; 7 – C.

A – 3.

1 – F; 2 – T; 3 – T; 4 – F; 5 – F; 6 – T; 7 – F; 8 – F; 9 –T.

A – 4.

1 – are ready; 2 – the newest and coolest electronic devices; 3 – Tablet computers;

4 – There is difference; 5 – some hot products; 6 – the perfect match promise; 7 – the store matches price for you.

A – 5.

Name: Hannah

Year-student: Final-year student

Education: University of Bath studying Psychology

Voluntary Experience and Responsibilities: 1) A small student group called 'Just Love Bath' – taking hot drinks chatting with homeless people on the streets of Bath.

2) Voluntary mentoring work in Bristol – coaching a younger student through finding out more about university.

Benefits: 1) an opportunity to get involved with the community and feel part of something bigger;

2) an opportunity to meet new people who have the same values as you have; 3) an opportunity to put some extra information on your CV.

A – 6.

1 – D; 2 – B; 3 – C; 4 – A; 5 – F.

A – 7.

1 – b; 2 – b; 3 – a; 4 – a; 5 – b; 6 – a; 7 – b; 8 – a.

A – 8. C

<h1 style="text-align:center">PROFESSIONAL ENGLISH</h1>

A – 9. *Курсивом выделена недостающая информация.*

A new report says **less than ten per cent of Britain's engineers are women**. This is the lowest figure of all European countries. Vince Cable, the UK Business Secretary, told reporters that this would be an "enormous problem for years to come". He said one of the biggest areas that needed more women was in computer science. **Many women graduate from university with degrees in computer science,** so Mr Cable did not understand why there were so few female computer engineers. He suggested that many companies had a "psychological barrier" against women becoming engineers. He said: "Half of all state schools **don't have** a single girl doing physics. We are only tapping half the population."

The British government **has started a new campaign to get more women into engineering. It is called "Tomorrow's Engineers Week" and started on November the 4th.** Mr Cable said at the launch: "Engineering has a **vital role to play in the future of UK** industry. It is important that we act now to ensure businesses have access to the skills they require to enable them to grow". A spokesman for Siemens UK said Britain needed to "help young people **understand how an engineering (training programme) can lead** to a rewarding career". The campaign website said it would "showcase all the exciting businesses and industries…that rely on the work of creative engineers".

A – 10.
1. Sense of touch; 2. Sense of hearing; 3. Sense of sight; 4. Sense of smell; 5. Sense of taste.

A – 11.
1 – c; 2 – a; 3 – d; 4 – b; 5 – f; 6 – e.

A – 12.
1 – c; 2 – b; 3 – b; 4 – c; 5 – a.

A – 13. *Курсивом выделена верная информация.*

The United States has announced a plan to fight the quickly growing threat from cyber spies and Internet attackers known as hackers.

Mr Holder pointed out that working with various states and government agencies the Justice Department **is fighting back aggressively** to find and bring to justice those involved in cyber theft and cyber espionage.

The attorney general called for increased co-operation with **private companies.**

He stressed the importance of keeping trade secrets as trade secret theft makes the companies **to layoff employees, close factories, to lose sales and profits, to experience a decline in competitive position and advantage, or even to go out of business.**

The new policy also calls **for fines and trade actions** against those that target American trade secrets.

The American information security company Mandiant published the findings of its investigation of cyber-attacks.

The targets include *the biggest companies* in the United States.

Mandiant states that Chinese hacking groups are responsible *for most* of the attacks.

Hackers target to strike *not only companies and banks but state, federal and international agencies and organizations*. Among the areas targeted are satellites, information technology, telecommunications, aerospace, public administration and scientific research.

Chinese hacking groups target to strike the United States as they want to find out *how to control important parts of the United States' infrastructure.*

China's Foreign Ministry spokesman Hong Lei denies Mandiant's accusations. Saying that the report is unprofessional and irresponsible, *he emphasized that the company makes charges without providing evidence.*

A – 14.

a – F; b – T; c – T; d – F; e – T; f – T; g – F; h – F.

There are two parts in this information. The first part is devoted to using eye-tracking software while people do shopping. The second one describes a number of different situations.

A – 15.

1) analyzing their brainwaves; 2) communication problems and neurological disorders; 3) Algorithms; 4) the University of California, San Francisco; 5) 97 per cent; 6) the early stages; 7) The software; 8) vowels, consonants and commands; 9) 40 short and simply-constructed spoken 10) show how many data.

A – 16.

1) – d; 2) – e; 3) – a; 4) – f; 5) – b; 6) – h; 7) – g; 8) – c.

A – 17.

1) developer **2)** animation **3)** book covers **4)** user interfaces **5)** Star City

6) narrative **7)** difficulty level **8)** creativity **9)** communication **10)** dedication

A – 18.

A. 1 – AI Everywhere; 2 – The Future Internet (Metaverse); 3 – A Digitally Editable World; 4 – Re-architecting Trust with Blockchain; 5 – The Hyper-Connected, Intelligent World; 6 – Bonus Trend: Sustainable Tech.

B. 1 – Re-architecting Trust with Blockchain; 2 – Sustainable Tech; 3 – Re-architecting Trust with Blockchain; 4 – AI Everywhere; 5 – The Future Internet (Metaverse); 6 – A Digitally Editable World.

BUSINESS ENGLISH

A – 19.

1 – the movement of people; 2 – to find a better lifestyle; 3 – might be in demand in another part of the world; 4 – brain drain; 5 – Brazil and France; 6 – do a cleaning job or serve in a café; 7 – getting permission to work abroad; 8 – the new country's streets are paved with gold and it's an easy place to get rich; 9 – Qatar.

A – 20. *Курсивом выделена недостающая информация.*

A French man who was unemployed tried a new way to get a job. He put ***his CV (résumé)*** on a giant billboard. The billboard was next to a very busy ***road***. It was four metres long and three metres high. There was a photo of the man wearing a ***Santa Claus*** hat. There was ***a message*** on the billboard that said: "Trilingual operations manager seeks position in ***hotels, restaurants, tourism*** and leisure". About 70,000 people a day could see ***the CV*** from their car. Jobseeker Laurent Le Bret, 41, said: "All I want for Christmas is ***a job***". His idea worked. A holiday resort contacted and interviewed him. He started his new position as an operations manager ***ten days*** after he put ***his résumé*** on the billboard.

Mr Le Bret had help from ***the owner of the billboard***. He was going to pay to ***put his CV*** on the billboard. However, the advertising company decided to give him the space ***for free.*** Mr Le Bret saved 2,000 euros (about $2,700) because he did not have to ***pay***. The advertising company is called Pisoni Publicité. The company's CEO spoke to the France 24 ***news agency***. He said: "We thought it was an interesting idea. When people come up with ideas like this we are always keen to ***see what we can do***. We're very happy to prove that what we do works, and that Mr Le Bret is back at work". Many people ***contacted*** Mr Le Bret after he got his job. They want ***to try*** the same thing. There are 3.3 million ***unemployed*** people in France.

A – 21.

1 – C; 2 – A; 3 – A; 4 – B; 5 – A; 6 – B; 7 – B; 8 – C

A – 22.

1. To what extent does the person's appearance influence your decision?

2. Do you expect the candidate to be prepared in any way for the interview?/How should he prepare himself for the interview?

3. How does a candidate go wrong?

4. What would your advice be to a candidate going to an interview?

A – 23.

1 – D; 2 – B; 3 – E; 4 – A; 5 – C; 6 – G; 7 – F.

A – 24.

1 – A; 2 – D; 3 – C; 4 – B; 5 – E; 6 – G; 7 – F; 8 – I; 9 – H.

A – 25.

A. Speaker 1 – B; Speaker 2 – G; Speaker 3 – C; Speaker 4 – E; Speaker 5 – F.

B.

Speaker 1: It was difficult to begin with.

Speaker 2: It has made a lot of money.

Speaker 3: It provides little social contact.

Speaker 4: It has added variety to life.

Speaker 5: It fills a gap in the market.

A – 26.

1. There is *a pay scale* in accordance with the contract.

2. The company sees Sarah *as an investment.*

3. Sarah's salary would be *a little more* than she's earning now.

4. Sarah asks for *a tangible reward* for well-done work.

5. Sarah thinks that a 25-day holiday *is not enough* for a high pressure job.

6. Sarah starts work *in a month.*

7. The company is ready *to come in terms with Sarah.*

A – 27.

Курсивом выделена недостающая информация.

MEMORUNDUM

To: Vladimir Alexeev, Managing Director

From: Nikita Pavlov, IT Department Manager

Date: (suggested date)

Subject: *Seminars on Japanese culture and management*

I attended the seminars given by the Japanese consultant who summarized the three basic aspects of *Japanese management and corporate culture*.

1. The emphasis on *the group* is very important in Japanese corporations (i.e. a person will tell you the company he works for instead of the job he does). As an island nation without *natural resources*, people must learn *to get along* with each other for *the survival* of Japanese corporations.

2. To achieve harmony, people make *sacrifices* for the sake of the group and try to agree with each other. *Lifetime employment* is also common. Employees of the same age who are hired together also get *promoted together* until the retirement.

3. Finally, in Japanese corporations everyone is trained to be *a generalist* and can therefore take over *several different duties*. Management *by consensus* is also common. Decisions are made by all employees, not just *by one top executive.*

The information of the seminars will help my group greatly in our forthcoming *business trip* to Japan.

NP

A – 28.

Extract I: 2, 3, 4.

Extract II: 1 – F, 2 – F; 3 – F; 4 – T; 5 – T; 6 – F.

Extract III: 1 – E; 2 – B; 3 – A; 4 – D; 5 – C.

AUDIOSCRIPTS

GENERAL ENGLISH

A – 1

Speaker 1. My friends all said it was really easy to use, but it took me ages to get the hang of the Internet. I suppose the more you use it the quicker you get. For me, it's a very environmentally-friendly thing. I use it mainly for up-to-date news or references, so instead of getting into my car and driving down to the library, I just try my favourite search engine. I'd say in 99% of cases I find what I'm looking for in less time than it would take me to find what I'm looking for in books. And I've stopped getting a daily paper.

Speaker 2. Chat rooms – I'm addicted to them. I can't believe how easy it is to talk to people. It's how I keep in touch with my friends and family. At the moment I'm having regular chats with my older brother who's in Thailand. It's almost as good as the phone and so much cheaper. I've got into a few chats with people I don't know, but I haven't made any new friends though. I think it's a bit scary – the idea that you can get to know someone in a chat room. You don't really know anything about people – I mean, everything they tell you could easily be lies.

Speaker 3. I use it for various things – you know, the obvious ones – getting information, news, shopping. But the best thing so far is tracking down people I was at school with. There are quite a few sites now where you can get in touch with people. It's amazing: I've already found three people who were in the same class as me at primary school. I've even met one of them who still lives quite near here. And I'm in email contact with someone I was at university with. She lives in the States now. I said I'd go and visit her next year if I could. It's fantastic!

Speaker 4. Music, definitely. It has to be music. That's about all I use it for really, apart from occasionally checking the sports results. It's fantastic if you're into modern music of any kind. I go on some of the music sites and download all kinds of MP3 files. Some of it's a bit weird. If you've got your own CD burner you can make top quality CDs for next to nothing. The music industry's trying to crack down on the illegal copying. They say they're losing sales because people like me aren't buying as many CDs. I reckon they're fighting a loosing battle. The thing is, apart from being free, it's amazingly quick.

Speaker 5. I have to admit I fell in love with the Internet the first time I used it. I'd heard this incredible CD on the radio and I have to have it. Most of the music shops in town said they'd never heard of the band. I phoned a specialist shop in London and asked if they had in stock, but they said it was only available as an import. That's when I tried the Internet. I looked up the name of the band and found a list of their recordings. I put the CD I wanted into my basket, typed in my address and credit card number, and three days later it arrived by post. Magic!

[12]

A – 2

Public health officials say tobacco companies are avoiding a worldwide ban on advertising tobacco products to young people by using smartphone applications, or "apps." The officials say some of the apps are designed to persuade young people to start smoking.

Armando Peruga works for the World Health Organization's Tobacco-Free Initiative. He recently discovered one such pro-smoking app online.

"I was taken aback by a game that is called 'Puff, Puff, Pass,' which is (an) application that's a cartoon game where the user must click on game characters to order them to smoke and pass the cigarette to the other characters. And the user collects points if he or she continues passing the cigarette in the same sequence at a fast pace. Obviously, that can only be directed at very young kids."

Millions of people around the world now have smartphones, and many of them are children. Researchers in Australia searched the Apple and Android app stores using words like "smoke", "smoking", "cigar", "cigarette", and "tobacco". They found more than one hundred apps linked to those words. The apps included not only games and social utilities, but advertisements for tobacco products, and information about where the products could be purchased.

Forty-two of the apps were from the Android store. Together, they had been downloaded six million times.

The most popular Android apps were those that simulate smoking. The apps let users smoke a virtual cigarette and produce visual effects of the cigarette being burned and smoked. Some of the simulation apps claim to aid in quiting smoking.

Armando Peruga said the names of some of the apps are very misleading.

"These apps – which are, the study identified about a hundred seven of these pro-smoking apps – are classified under names such as health and fitness and just…games which are very misleading, and anyone can access, especially young kids".

The Australian researchers believe these pro-smoking smartphone applications violate the World Health Organization Framework Convention on Tobacco Control. The convention bans all advertising and promotion of tobacco products in the media, in countries that have signed the treaty. The researchers say the app stores have a moral – and possibly legal – responsibility to honor the convention and other laws that ban the advertising of tobacco products to young people.

https://clck.ru/32nwJy

A – 3.

Britain's Prime Minister David Cameron is implementing a big change in the languages taught in UK schools. On a visit to China, he told journalists that British schools should teach Mandarin instead of French and German. He told his hosts that he plans to double the number of students studying Chinese in British schools to 400,000 in the next three years. He will also provide subsidies to schools that start teaching Mandarin. He believes stronger educational ties with China are a necessary element in keeping Britain competitive in the Chinese market. He said: "I want Britain

linked up to the world's fast-growing economies, and that includes our young people learning the languages to seal tomorrow's business deals".

Mr Cameron explained to journalists the importance of introducing Mandarin in UK schools. He said: "By the time the children born today leave school, China is set to be the world's largest economy, so it's time to look beyond the traditional focus on French and German and get many more children learning Mandarin". The initiative includes a tie-up with the British Council and the Chinese office for teaching Mandarin as a foreign language. They have already signed an agreement to double the number of Chinese language assistants in UK schools. The British Council puts Mandarin in the top five most important languages for British children to study to improve their job prospects.

https://clck.ru/32nwLU

A – 4

Consumer electronics once again topped the list of the most wanted gifts this holiday season. "Seventy-six percent of consumers who plan to buy holiday gifts say that they will spend money or buy at least one technology product; definitely a solid vote of confidence for technology". Steve Koenig is with the Consumer Electronics Association. He says the group's latest research also shows that Americans this year are spending more on technology products.

"Here in 2012, $252 on average – the technology spend for consumers this year". From tablet computers to smartphones, American shoppers have been lining up to get the newest and coolest electronic devices on the market. There are more choices today than ever before. "It's kind of hard to make a decision."

Tablet computers are one of the best-selling products this year. Brian Tong is Senior Editor of CNET.com. The website reports on tech news and examines the latest electronic products. He says the Apple iPad Mini is one of the most popular tablets. Its starting price is $329. One of Apple's biggest competitors is the Google Nexus 7. It starts at $199. "The hardware inside is more powerful than what's in the iPad Mini, but also it offers you a lot of things like maps that work better than Apple's maps.

Brian Tong says there is one reason why people may like the iPad Mini more than the Nexus 7. "If you just want to read books and surf the Internet, really you don't really need to get an iPad Mini, but if you want the largest robust group of apps that's where the iPad and Apple's ecosystem shines the most".

Elman Chacon is with the electronics store Best Buy. He says another hot product this season is smart cameras. They connect to the Internet through WiFi. This makes it easy for users to email or upload photographs directly from the camera.

"You can literally take a picture, upload it into your Facebook in a matter of seconds. These things are pretty cool because they do a lot of things".

Streaming media boxes also connect to the Internet. People are able to watch web content such as movies and YouTube videos on their televisions. Another popular item is wireless speaker

systems. The newest ones work with any device that has Bluetooth technology, including smartphones, laptops and tablets.

With the growing popularity of Internet shopping, many consumers will visit a store first to look at a product, and then go online to find it at a lower price. Stores like Best Buy understand that and they want to stay competitive.

"We have something called the perfect match promise which means if you buy a certain device and you find it cheaper within 30 days we'll go ahead and price match that for you".

https://clck.ru/32nwPu

A – 5

Hi! My name's Hannah and I'm a final-year student getting an education in psychology at the University of Bath, and I'm just going to chat to you a little bit about volunteering in Bath.

Over my time in Bath I've been involved in a couple of volunteering opportunities and one is through a small student group called 'Just Love Bath', and before COVID restrictions came into place we would go into town on a Sunday evening and take hot drinks and snacks and chat to homeless people on the streets of Bath, and just spend some time with them … getting to know them.

I also did some voluntary mentoring work with a charity in Bristol coaching a younger student through finding out more about university, and that came about through ambassador stuff, but it was voluntary and it was a really great program to be a part of.

Obviously at the moment volunteering opportunities may be reduced due to COVID restrictions, but it's worth keeping an eye out and perhaps getting involved in vaccinating, but also smaller things like ringing up people who might be lonely this time, and keeping communities safe, and offering to do shopping and things like that. Home is where you might be now … If you know of local charities, food, banks… So, in Bath there is Julian House and Genesis Trust among loads of other charities which will hopefully have volunteering opportunities.

Volunteering is a great thing to take to help you get involved with the community, and to feel part of something bigger and to meet new people who perhaps have similar values to you, and also to put on your CV as well. If you're looking for placements or jobs after university it's great to have that evidence of going the extra mile on your CV, so it's a really good thing to get involved with. So, have fun and stay safe and enjoy.

https://clck.ru/33HmAb

A – 6

Speaker 1. I decided to study history - I want to be a lecturer one day. When you want to do a degree, say in pharmacy, there's little difference in content between universities, I think. But history at one university can be very different to history at another, so I had to do some research about the three colleges where I might've wanted to study. I'd heard good things about Dundee university, and

they all proved correct. I'm from Ireland and I got to study Irish history, plus a focus on the European Union. I've been so busy, I've had no time to enjoy student parties, but that'll come, I'm sure.

Speaker 2. I'd always thought I wanted to study medicine, but the college I wanted to go to only had twenty places and I didn't get a place. That was disappointing and I even thought I might take a year out, but then I had second thoughts about my choice of subject and went for nursing. I'm now at Sheffield Hallam college, which is linked to a variety of hospitals and isn't too far away from home - though far enough for me to be independent. People who'd gone there told me it was really good and the tutors had time for you. The course is brilliant and there's a friendly campus atmosphere.

Speaker 3. I'm studying for a degree in French at Sussex University. It's a part-time course, very few students would want to study part-time for a first degree, of course. Part-time study is mainly for people like me, who have other responsibilities - I work mornings in a school, and I'm keen to keep it that way. I'm learning a lot, though it's been different to what I expected - I thought it was going to be easier! Unlike me, full-time students live in accommodation on the campus, and I hear wonderful stories about the great parties they organise. They say I don't know what I'm missing, but I don't mind, really.

Speaker 4. Psychology was always my choice of degree subject. I studied it at school and soon realised it was what I wanted to do at university. My parents tried hard, but failed, to make me change my mind - they said I was making the wrong choice and that I wouldn't be able to make a living. But I love it. I'm interested in social psychology, how people interact - it's fascinating, and I know I'll be able to find work easily. I'm at Coventry University, living in student accommodation, which is very convenient. Coventry is really student-oriented and the teachers are very friendly. And my brother lives only twenty minutes away, so I see him often.

Speaker 5. I'm studying geography at Swansea University, because I love this area. I came the first day thinking, what if I find out the course isn't what I wanted? But it's amazing, the department is really good and what really does it for me is that it's been brilliant in other ways - pretty much every weekend there's a chance for students to go out. There's a group of us who knew each other from school and we're all starting together. I'm still living at home, but I hope to be able to do some part-time work and rent a small flat with a couple of friends next year.

https://clck.ru/33HmBB

A – 7

International student programmes have over the years faced a number of criticisms, both from the host countries and from the international students themselves. Some of the criticisms are justified, others are based on different misunderstandings. This statement aims to discuss the different situations in which international students can find themselves.

Firstly, we need to consider the different ways in which students can study at a university outside their home country. Some complete the whole of their studies abroad. This can be a politically sensitive issue in the host countries, where opponents fear that international students would take the limited university placements away from local students. However, the high fees paid by international students enable universities to maintain, or even increase, placements for local students.

A second group is that of the standard exchange student, who is taking advantage of the opportunity to go on a six- or twelve-month programme which has been arranged between two universities, sometimes under schemes like the EU's Erasmus programme, or as an independent bilateral agreement, for example between a university in Europe and one in the USA, or Australia. Erasmus students have come in for criticism for poor language skills, and also for preferring to party than to attend classes. They in turn criticise lecturing staff for being unhelpful in explaining the coursework to them. Some local students may resent teaching staff bending over backwards to accommodate the guest students, while being strict with the local students.

A final group is that of individuals who arrange their own limited period of study abroad. This is complicated as they must take language examinations, and also gain the agreement of their home university that the courses they take abroad are relevant and will be accepted for their final degree. At the same time, due to this intensive preparation, these independent students usually benefit fully from their time in the foreign culture.

As mentioned above, visiting students quite often have language problems in the host countries. Despite the pre-admission language tests – which might give the students a false sense of mastery of a foreign language – students often find it difficult to understand the different regulations concerning coursework and assessment, which are often embedded in the local culture and not well explained. Such difficulties may contribute to the problem of plagiarism, particularly in the form of using essay mills.

[7]

A – 8

In the near future all schools and libraries will be linked together to form a National Grid for Learning – just like the electricity grid which connects all consumers. Each pupil will have a palmtop linked to the school network and to the Internet. All pupils from the age of nine will have email accounts. All communications between the Department for Education and schools will be by computer links. Learning and administration will be paper-free. The advantages are obvious. Pupils will have access to a world of learning. The resources available through the Grid will be far greater than any school can provide.

In addition, all pupils will become familiar with the information technology at an early stage in their school life. Their computer skills will help them when they leave school and enter college or go into work. All study and most jobs in the future will require computer literacy. These developments will equip our pupils for an IT-based future.

Email will allow pupils to communicate easily with other pupils in different parts of the country and in different parts of the world. It will develop communication skills and encourage an international outlook.

Finally, by freeing teachers from paperwork, IT will give teachers more time for their real job of inspiring students.

[8]

PROFESSIONAL ENGLISH

A – 9

A new report says less than ten per cent of Britain's engineers are women. This is the lowest figure of all European countries. Vince Cable, the UK Business Secretary, told reporters that this would be an "enormous problem for years to come". He said one of the biggest areas that needed more women was in computer science. Many women graduate from university with degrees in computer science, so Mr Cable did not understand why there were so few female computer engineers. He suggested that many companies had a "psychological barrier" against women becoming engineers. He said: "Half of all state schools don't have a single girl doing physics. We are only tapping half the population".

The British government has started a new campaign to get more women into engineering. It is called "Tomorrow's Engineers Week" and started on November the 4th. Mr Cable said at the launch: "Engineering has a vital role to play in the future of UK industry. It is important that we act now to ensure businesses have access to the skills they require to enable them to grow". A spokesman for Siemens UK said Britain needed to "help young people understand how an engineering (training programme) can lead to a rewarding career". The campaign website said it would "showcase all the exciting businesses and industries…that rely on the work of creative engineers".

https://clck.ru/32nwXe

A – 10

Imagine shopping for clothes online and being able to run your hand across the screen on your computer or smartphone to feel the fabrics. That kind of simulation technology could be available within the next five years.

"We're talking about reinventing the way computers operate and you interact with them as humans," says IBM Vice President Bernie Meyerson.

Extending our sense of touch is one of five innovations IBM believes will change the world in the next five years, according to the company's annual "Five in Five" list.

Smart machines will also soon be able to listen to the environment and highlight the sounds we care about most. For instance, an advanced speech recognition system will tell new parents why their baby is crying.

"Your child is hungry, versus ill, versus lonely", Meyerson says. "This kind of thing is not possible today, but with a sophisticated enough system, it's actually possible".

In the near future, personal computers will be able to do more than recognize images and visual data. Their built-in cameras will be able to analyze features such as colors, and understand the meaning of visual media, such as knowing how to sort family photos.

Smart machines will also be able to smell. If you sneeze on your computer or cell phone, tiny sensors embedded in the machine will be able to analyze thousands of molecules in your breath.

"It can give you an alarm and say; 'Hey, you may not feel sick yet, but you have an infection, you must go see your doctor immediately,'" Meyerson says.

IBM scientists are also developing a system which can experience flavors to be used by chefs to create recipes. It breaks down ingredients to their molecular level and blends them to create the most popular flavors and smells, even as it helps us mind our waistlines.

"It can recommend to you the food you love to taste, but it can also keep track of the caloric limits, whether you have limits on the fat or cholesterol you can eat", Meyerson says. "So it strikes that ideal balance between the best possible taste and the best possible nutritional outcome".

One of the most impressive things about the IBM list, says Georgetown University computer science professor Mark Maloof, is how powerful these tiny, smart devices are becoming:

"I think one of the surprises in that list is how a lot of very sophisticated computational methods for doing say for example, hearing and vision, have been implemented on these tiny small mobile devices".

Maloof hopes the advances will encourage more students to study science, technology, engineering and math, preparing them to play a role in future innovations.

"It's going to be exciting to see what young people do with the increased availability of mobile platforms and networking and computing power", he says.

He believes there's little doubt advances in computer technology over the next five years will make what now seems like science fiction a part of our everyday lives.

https://clck.ru/32oEWL

A – 11

Robert Schifreen: Since we started relying on the internet hugely a few years ago and rely on it even more now, we do our online banking, we do shopping, set a traffic light onto the internet uh.... We run our lives online and the criminals know that. They want to disrupt things, they want information. It's been going on for a while. It's only going to get worse. We talk about, you know, tens of thousands of viruses being discovered every year but it's just the tip of the iceberg.

Jon Sopel: I said you were a former hacker before entered security consultant. What did you hack?

Robert Schifreen: I hacked an old BT system corporate style of British Telecom Company five years ago now uh... including an account of Prince Philip, the Queen's husband. We didn't do any damage uh... but it was important legal test case because in those days it wasn't illegal in the UK to hack into computers.

Jon Sopel: Robert, do you sense that corporations, governments aren't doing enough?

Robert Schifreen: They are doing what they think needs to be done unless their products and services out there some of them very easy some much more complicated but they're always going to be a weaker or weakest link in the chain… and in lots of places that people uh... everybody has access nowadays within the company to a huge amount of important data and the hackers know there're

always ways to get it. If they can't hack into computers, if they can't guess the passwords, they'll hang around in a restaurant…it sounds like the people work through phone not pretend to be a member of staff: "I have forgotten my password. Please, can you reset it for me?" There are always ways to get that information. And when you look at what newspapers have in the fact … that newspapers nowadays are all digital… When I was working in Germany twenty five years ago if you want to the editor store you took a scalpel, you took some sticky tape and you change the story on the page. Nowadays you type something and go straight to the presses. The risks and the implications, perhaps of somebody intercepting, matter huge.

Jon Sopel: Robert, it is a matter of a new world, isn't it? Uh...because you know I started off with the warning that Leon Panetta had given apparently the Iranian nuclear program whether it's for peaceful or not purposes and … er … parent that's been infiltrated by simcard spyware technology as well to disrupt progress there and it's got fantastically sophisticated.

Robert Schifreen: It's got very sophisticated. We all know about these malware attacks and phishing attacks when somebody sends you an email trying to get your bank account details. Uh... they're all specific electronic systems for communicating on machinery. There's a thing called "meetee" which bans use for the instruments to communicate on the thing called SCADA where industrial factory machinery communicates electronically and somebody wrote a specific virus that attacks the SCADA systems … the rumour being … looking for industrial nuclear installations to steel data from or to disrupt and you've got to ask yourself is that amateur hackers is that students or is that state-sponsored.

http://www.bbc.co.uk

A – 12

From New Delhi to Beijing, commuters spend a lot of time stuck in traffic. In the United States, Los Angeles and San Francisco tie for second place for having the worst traffic problems. Washington, D.C. is in first place with the worst traffic, according to the Texas A&M Transportation Institute.

In Los Angeles, drivers spend sixty-one hours every year stuck in traffic. These drivers know all too well how bad the traffic can be.

"It's a prison of cars. There's too many cars, you can't move around a lot".

"I get very frustrated. I try to listen to some music, maybe snap my fingers or something to try to pass the time".

Professor Cyrus Shahabi also knows about traffic jams. He lives more than 65 kilometers from his office at the University of Southern California, in Los Angeles. He is always late even with the help of a navigation system.

He and PhD student Ugur Demiryurek decided to develop an app for that. The ClearPath app claims to do what other navigation systems cannot. Professor Shahabi says his program uses historical data to predict traffic conditions even before the driver leaves the house.

"What's unique is that we utilize a lot of data that's currently become available including traffic data, weather data, and we analyze that so that we can predict what's going to happen in front of you when you leave home".

ClearPath uses two and a half years worth of traffic data from 9,000 sensors on the roads of Los Angeles. It also collects information on accidents.

"Now you are driving and there's an accident in front of you, but the accident is 20 minutes away. And you know from historical data that that accident would clear by the time you get there. We can take that into account and send you towards the accident because we think by the time you get there, there wouldn't be any accident".

Professor Shahabi says his system does more than just respond to current traffic conditions. With ClearPath, he says, a driver can enter what time he wants to leave on a specific time and date, and ClearPath will give the fastest route. It looks at the entire road network, including surface streets as well as highways, before the driver hits the road.

Ugur Demiryurek says they will launch the free ClearPath app for roads in Los Angeles in two months. In a year, he and Professor Shahabi hope to have ClearPath available nationwide and overseas once they can collect traffic data from other cities.

"I thought always that L.A. had the worst traffic, but now I know that Shanghai, Beijing, Seoul, Tokyo, believe it or not, Singapore, Hong Kong definitely are examples that can immediately utilize this".

Professor Shahabi hopes to license this new technology to companies that already have navigation systems, such as Google and Apple.

https://clck.ru/32oEYL

A – 13

The United States has announced a plan to fight the quickly growing threat from cyber spies and Internet attackers known as hackers. America's Attorney General Eric Holder recently said that ever – improving technology is making it easier for people and countries to strike at the United States. Mister Holder said the Justice Department is fighting back aggressively. He said it is working with various states and government agencies to find and bring to justice those involved in cyber theft and cyber espionage. And, the attorney general called for increased co-operation with private companies. He described the importance of keeping trade secrets a secret.

Attorney General Eric Holder: "A single trade secret can be worth millions – or even billions – of dollars. Trade secret theft can require companies to lay off employees, close factories, to lose sales and profits, to experience a decline in competitive position and advantage, or even to go out of business". The new policy also calls for fines and trade actions against individuals and countries that target American trade secrets.

The plan was announced the day after the American information security company Mandiant published the findings of its investigation of cyber-attacks. It reports that more than 140 companies

have been attacked since2006. The targets include some of the biggest companies in the United States, companies like Apple Computer, Facebook, Lockheed Martin, CocaCola and many others.

Mandiant says hacking groups in China are responsible for most of the attacks. They include groups known as "Comment Crew" and "Shanghai Group". Mandiant also charges that the attacks come from an organization called "Advanced Persistent Threat 1" or "APT1". It says "APT1" is a part of the Chinese military, the People's Liberation Army, Unit 61398.

In addition to companies and banks, the hackers are also reported to strike state, federal and international agencies and organizations. Among the areas targeted are satellites, information technology, telecommunications, aerospace, public administration and scientific research. But Mandiant also says the Chinese want to find out how to control important parts of the United States' infrastructure. That includes power grids and other utilities. China's Foreign Ministry spokesman Hong Lei denies Mandiant's accusations. He says the report is unprofessional and irresponsible. He said the company makes charges without providing evidence.

https://clck.ru/32oEa3

A – 14

New computer software will soon be keeping an eye on you, or on your eyes, when you go shopping. It is called the Sideways project because it tracks the movement of your eyes as you glance at products on shelves. The researchers, from Britain's Lancaster University, told the BBC that the technology would be a common feature in stores before the end of the decade. Senior researcher Andreas Bulling said: "The system uses a single ordinary camera… (It) detects the faces of people walking by and calculates where the eyes are relative to the eye corners". This information is then used to flash up adverts related to what products you were looking at longest as you pass by video screens ahead of you.

Eye-tracking technology is being used in a number of different situations. One is to help motorists better identify cyclists on roads. Studies suggest drivers are five times likelier to spot pedestrians than people riding bicycles. This could significantly cut the number of road deaths. Eye-tracking can also be used to allow people to use their eyes as a mouse to scroll through and select content on screens. Disabled people are already using this technology to enhance their daily mobility. Last month the tech giant Samsung launched a smartphone that monitors what users look at on-screen. Mr Bulling said: "It is really gaining momentum. I fully expect this technology to become available widely in the near future".

https://clck.ru/32oEcv

A – 15

Scientists may soon be able to interpret what someone is saying simply by analysing their brainwaves as they speak. This revolutionary advance in neuroscience would help millions of people who suffer from communication problems and neurological disorders. The scientists developed a form of artificial intelligence that can decode brainwaves and translate them into text. Algorithms take the brain activity created as a person speaks and translates it in real time into sentences on a screen. The scientists are from the University of California, San Francisco. They say their algorithms have a 97 per cent translation accuracy rate but are working hard to improve on this.

The scientists say they are at the early stages of being able to machine- translate everything someone says. The software used in their experiments matched features of speech that were repeated frequently to parts and shapes of the mouth. These included elements of English speech such as vowels, consonants and commands. The experiments were limited to around 40 short and simply-constructed spoken sentences. The scientists said: "Although we should like the decoder to learn and exploit the regularities of the language, it remains to show how many data would be required to expand from our tiny languages to a more general form of English".

https://clck.ru/32oEg2

A – 16

Most of us have felt the exasperation of feeling helpless when our smartphone breaks. Phone manufacturers seem to go to extraordinary lengths to deter consumers from opening the back of their phones to try DIY repairs. Help is at hand. Fairphone is a new company that has produced a self-repairable mobile phone. The founder is Bas van Abel, a Dutch design engineer who set out to make "the world's first ethical smartphone". He started his company in 2013 with four basic principles. First, he wanted to use raw materials from non-conflict mining areas. He also wanted to make a product that was recyclable, durable and repairable. The new Fairphone embodies these aims.

The Fairphone website outlines the philosophy that underpins the company. It says its mission is to motivate "a massive industry to take responsibility for its impact on the world, by establishing a viable market for ethical electronics". It highlights the fact that many workers who produce technology are working in unacceptable conditions. It also points out the, "staggering amount of waste the electronics industry generates". Finally, it says: "Communication technology is on track to account for 14 per cent of the world's greenhouse gas emissions by 2040". The Fairphone comes with a screwdriver and is easily repairable. The plastic used is 40-per-cent recycled, and the minerals are ethically sourced.

https://clck.ru/32oEdp

A – 17

Hi. My name's Paul Osborne. I work as a designer in the computer-game industry. Like a lot of my colleagues, I grew up playing video games; wasting money on arcades, playing the early game consoles. Computer games have always been a big part of my life.

Basically, lots of people are involved in the production of a game. As a designer, I'm largely concerned with the visual material that you see, so my background's artistic. People sometimes wrongly assume that I'm a developer – that's the guy with a maths background who actually figures out how the game works. We work closely together, of course, also with the game's market researcher, who tells us what players are asking for.

So, how did I get into game designing? My degree was in art and design, and I did courses in painting and drawing as you'd expect, as well as one in computer graphics, which really captured my imagination, and one in animation. That was the one which enabled me to build up the key conceptual and visual design skills that I use now. But I wasn't afraid of technology, so my career could've gone in a number of directions.

My first job was as a graphic designer, doing book covers largely, though occasionally video game boxes or CD sleeves did come my way too. After a while, an opening came up in the company's games division for someone who had art and design sensibilities, along with some technical acumen, to work on things called user interfaces. I saw that as the opportunity to move into designing software. It was interesting to put together visual design, ergonomics, psychology and technology. I had some great mentorship from the head of my section and really developed a passion for the work.

Basically, what you're responsible for as a designer is whether a game's fun or not. I've worked on a number of great games: Purple Moon was my first big challenge, and I had a key role on Defending Planet X. But the one I got most out of was Star City because I was working on defining the multi-player experience. That's when two or more people play against each other. We wanted multi-players to play the game as if they were creating their own narrative, as compared to a single player when they're experiencing a story you've made up for them.

I love being able to come up with a cool idea and actually see it happen. The most challenging aspect of the game, however, is hitting the right level of difficulty. You want the game to be hard enough to reward people who gain expertise, but not so hard that people become frustrated and stop playing.

https://clck.ru/33Hoer

A – 18

As a futurist, it's my job to look ahead and identify the most important future trends in business and technology. However, many of them won't become relevant until decades from now. For more actionable advice and to help business leaders prioritize, I also provide a look into the more immediate future.

Every year, I look ahead and outline the key tech trends for the coming year – those that businesses must address today to remain competitive.

So, let's take a look at my list of key tech trends that everyone should be ready for.

AI Everywhere

Ok, the AI hype has been around for a while, but if you're not someone who is actively involved with working on technology, you may not appreciate how ubiquitous AI has become. We use smart algorithms every time we search the internet, shop online, navigate as we travel, choose how we entertain ourselves, manage our schedules, and carry out countless tasks – both creative and mundane.

The hype isn't going to end any time soon. AI has been described by Google CEO Sundar Pichai as "more significant than fire or electricity" in terms of the impact it will have on human civilization. The maturing ecosystem of no-code AI solutions and as-a-service platforms will continue to make it more accessible. With technology infrastructure and (to some extent) budget no longer a hard barrier to entry, those with good ideas will be able to create new AI-enhanced products and services which simplify or enhance our lives.

One strong focus of AI activity in 2023 will be around the augmentation of workers. Although AI will inevitably lead to the disappearance of some types of human jobs, new ones will emerge to replace them. Responsible, forward-looking employers will increasingly think about navigating this change by enabling workforces to fully leverage the new tools that are available to them.

Another exciting field to watch is synthetic content. This involves harnessing the creative power of AI to produce entirely new images, sounds, or information that has never existed before. Just like a human does when they paint a picture or write a piece of music. Natural language algorithms enable computers to understand and recreate human language communications. This means I can have my avatar answer a question or deliver a talk in my own voice without ever having to have spoken the words. The same technology drives the infamous Tom Cruise deepfakes, and the Metaphysic act that has wowed audiences on America's Got Talent this year. In 2023, we can expect to see growth in the use of this generative form of AI across entertainment and business.

The Future Internet (Metaverse)

At this stage, I think the best description that can be applied to the term metaverse is just "a more immersive digital world". This might sound a bit woolly, but no one really knows what immersive online environments and next-level user experience will look like in five years' time. Mark Zuckerberg thinks it will be about virtual and augmented reality (VR/AR), while creators of web3 platforms like Decentraland or The Sandbox think it will also be about decentralization and blockchains. The ideas are not mutually exclusive, and there's no reason that the internet of tomorrow won't be both decentralized and built around immersion and 3D content. But with various competing ideas being thrown around when it comes to defining the term metaverse, it's not surprising that in 2022 some people got confused.

Since Mark Zuckerberg kicked off the metaverse hype in late 2021, all manner of large organizations in industries from banking to fashion, entertainment, and video gaming have jumped on board. Most have done so by simply taking advantage of existing metaverse-leaning platforms like Decentraland, Roblox, or The Sandbox to establish their first metaverse "outposts". They're hoping to connect with the first wave of early adopter metaverse users (largely thought to be generation Z), as well as demonstrate their cool by being involved in the early stages of the "next big thing". Clothing retailer Forever 21, for example, probably does not expect to make much money or much improve the customer experience of its average fan, with the presence it launched this year in Roblox. The aim is to understand the opportunities, test the available technology and demonstrate, to its shareholders and to the tech community – that it's capable of swiftly moving on emerging trends.

In 2023, this outpost-building and piloting will become steadily more popular among smaller organizations, while for the global brands already involved, everything will start to come together to create cohesive products and services. These will be intended for mainstream consumption rather than simply to excite technophiles and early adopters.

We will also start to see that metaverse is both mobile and post-mobile. We will still interface with it from wherever we are in the world and on whatever devices we like. But the default won't always be a smartphone. New ways we access, experience, and interact with content include headsets, smart glasses, and even full-body haptic feedback suits, and these (among others) will define the opportunities that are created. Businesses wanting to ensure they are not laggards when it comes to the next iteration of the internet now need to think hard about two things: How will they leverage these opportunities to build products and services that deliver more immersive and rewarding experiences? And how can they take advantage of the platforms and tools becoming available to make their internal processes more engaging and efficient? This could mean building capacity for collaborative remote working, training, onboarding, and project management.

A Digitally Editable World

Our ever-evolving ability to digitally recreate anything in the physical world is what makes the metaverse viable (or inevitable even) in the first place. But this idea goes further than simply creating immersive online experiences; today, we can edit things in the digital world in a way that influences the real world. Take Digital twins as an example; racing teams in Formula 1 create digital twins of the race car and use the digital world to test the car in virtual wind tunnels and via digital simulations. This allows them to change components of the car in the digital world until they are optimized before they 3D print these components for the real-world vehicle.

We see similar abilities to edit or program real-world materials in nanotechnology. By manipulating characteristics and compositions of material at a nano-scale, we can give materials new features, such as self-healing paints and water-repellent clothes, or we can develop completely new materials, such as graphene, the thinnest and strongest material known to exist.

And the pinnacle of the editable world is the manipulation of living organisms such as plants, animals, or humans by editing the genetic information responsible for the development and functioning of those organisms. Initiatives such as the Human Genome Project have enabled us to

successfully create digital representations of entire DNA strands, and innovative approaches such as the CRISPR Cas9 gene editing method allow us to change the DNA and genetic structure of living organisms.

This technology opens up a range of possibilities that are almost unlimited, as it means that any characteristic of a living organism that is inherited can theoretically be changed. Children could be made immune to illnesses that their parents are susceptible to, crops can be developed that are resistant to pests and disease, and medicines could be tailored to individuals according to their own genetic make-up.

Re-architecting Trust With Blockchain

Traditionally, processes involving establishing trust between two parties online have been via a middle-man. Banks and companies like Paypal verify our identities and act as guarantors when we send money to friends or family. Anti-fraud and payment verification services help us to trust that it's safe to allow businesses to store and process our financial information. The fact that these are all centralized systems means that we can still potentially run into problems if the companies providing them fail to manage them effectively or fail to act with our best interests in mind.

The questions asked about trust in 2023 will revolve around the principle of decentralization. This means removing ultimate control of an organization, company, or process from any one central point of ownership, using decentralized networking built around consensus and encryption. These are the building blocks of blockchain, which is really just a way of storing data or running programs that are spread across multiple computers and can't be interfered with by anyone who isn't supposed to.

Energy giant Shell, for example, has revealed a trust-driven initiative that uses blockchain to ensure the provenance of sustainable energy entering its grid. And drinks manufacturer William Grant and Son attached decentralized digital tokens (NFTs) to ultra-expensive bottles of its Glenfiddich whisky it sold to collectors, which will enable them to be authenticated when they are re-sold.

Decentralization will lead to new ways of transacting, communicating, and doing business – and not just for humans. Machines, too, will benefit from the ability to carry out secure transactions between themselves, allowing us to further automate elements of business and industry that involve different interfacing systems.

Businesses are betting big that blockchain technology will drive an evolution of our relationship with the concept of digital ownership – and fuel a consumer boom in the process. They are already being used by brands, including Prada and Balenciaga, to allow users to "prove" that they own genuine digital versions of luxury products that can be shown off in the virtual world. If the metaverse means that more of us will spend an increasing amount of time (and money) online, it's certain that there will be people who will want things that are exclusive or unique to them and to be able to prove ownership and provenance.

Ultimately this leads us to the concept of the decentralized autonomous organization (DAO). This is an entity – which could be a company, charity, service provider, or community group – managed and administered via software and rules enshrined on a blockchain. All decisions are made by consensus, usually meaning stakeholder vote. The results of the vote are automatically executed

by smart contracts (blockchain programs) that can do anything from making payments to changing the management structure, implementing new rules and regulations, or changing the name of the organization.

The Hyper-Connected, Intelligent World

This trend quite literally ties all of the others together. It's the network of connected sensors, devices, and infrastructure that gathers the data we need to build the metaverse, create digital twins, train intelligent machines, and design new ways of enabling digital trust. This is what is known as the Internet of Things (IoT), and its impact on our lives will continue to be felt strongly in 2023.

The focus will continue to grow on enabling more useful and complex machine-to-machine interactions. Today, we are used to filling our homes with smart gadgets and appliances and our workspaces with smart tools and applications. But we often run into problems when machines have difficulty communicating due to different platforms and operating systems. In 2023, we will see further work on the development of global standards and protocols that devices can use to talk to each other. This means they will work more effectively and be capable of assisting us with a broader range of tasks.

Another area of focus will be IoT security. While connected devices can improve our lives in many ways, they also create security risks. Any device on a network is potentially an access point that an attacker might use to gain access to a system or compromise the data stored on it. Improving security capabilities to thwart these attacks will be a priority for companies that are investing in IoT and will involve tools capable of AI-assisted prediction.

5G and, in the future, 6G services won't just mean that devices will communicate more quickly than ever before. They also mean more devices can be connected, and communication between them can be "sliced" – placed into discrete channels where it exists in isolation and won't be disturbed by whatever else is happening on the network. This will lead to more reliable connected devices for use in critical procedures such as robotic surgery.

Speaking of healthcare, 2023 is also likely to be a boom year for products and services aimed at helping us to manage our health and well-being. With covid-19 still a concern around the world and the ongoing threat of more pandemics, along with the relaxing of lockdown laws, more of us are turning to technology to ensure we stay fit and healthy and smart devices to help us monitor our progress. The newer generations of Apple Watch include sophisticated sensors capable of measuring blood oxygen levels and temperature, as well as carrying out processes like conducting electrocardiograms (ECG). Previously, hardware capable of conducting these scans cost tens of thousands of dollars. This year, we are expecting to see the fruits of Google's acquisition of Fitbit, which will include smartwatches and fitness trackers with even more sophisticated features.

Bonus Trend: Sustainable Tech

On top of the five trends outlined above, there is one other "non-negotiable" tech trend that will move even more into the spotlight in 2023: we need to make sure our technology is environmentally sustainable. With some of these data-driven and compute-hungry technologies, the

environmental costs can sometimes be hidden away in cloud data centers that companies that are using the tech will never see or touch. Customers and investors are increasingly looking for green credentials, and we will see more of this in 2023. Data centers and blockchain technology need to become greener, and companies need to ensure they don't waste valuable resources storing data they don't need and running algorithms that don't add value.

BUSINESS ENGLISH

A – 19

Rob: Hello, I'm Rob and this is 6 Minute English and I'm joined this week by Jennifer. Hello, Jennifer!

Jennifer: Hello, Rob!

Rob: This week we're discussing global migration – that's the movement of people around the world and particularly those who are moving abroad to look for new work. Is this something you have done Jen?

Jennifer: Yes, when I was a student I moved to France to teach English for a while.

Rob: A very good job but luckily for us, you came back to live in the UK. Many people are forced to emigrate – or leave their home country – to go and work abroad and they never return home. We'll talk more about that shortly and also look at some of the language associated with migration. But let's start with today's question.

Jennifer: And this is a question for me to answer.

Rob: Of course, it is! So, according to figures from the United Nations, which one of these countries has the largest number of immigrants as a percentage of its national population? Is it a) United States of America; b) Qatar; c) Turkey?

Jennifer: I think this is an easy one. I think it will be a) The United States of America

Rob: Well, I'll let you know the answer at the end of the programme. Now let's talk more about global migration. It's something the BBC has been looking at following research by the Organisation for Economic Co-operation and Development (OECD). We know people move from country to country for all kinds of reasons – to join other members of their family, because of war in their own country, or just to find a better lifestyle.

Jennifer: But the biggest reason is to find work – people who do this are called economic migrants. Their profession – or area of work they specialise in – may not be needed where they live. Or the pay may not be very good but their skills might be in demand in another part of the world, so they are forced to move there to get a job and earn more money.

Rob: This is a problem for developing countries because it means skilled people are leaving to work in richer countries – this is what is called a brain drain. Around 214 million people are international

migrants – people living and working in a different country from the one in which they were born. So what kind of work are we talking about?

Jennifer: All kinds of things. We know that people in healthcare often move abroad to places like the UK and Australia to work as dentists, doctors or nurses. In other countries, such as Belgium, there is a need for chefs. And in countries like Norway, there is a demand for psychologists.

Rob: I've also heard that in countries that have been affected by the financial crisis, such as Ireland and Greece, there is a need for accountants. And countries such as Brazil and France are on the lookout for electronic engineers.

Jennifer: But these are all highly-skilled jobs that require qualified people – people with specialist training and qualifications. Sometimes people with such skills take on a job where they are overqualified, such as doing a cleaning job or serving in a café.

Rob: So many of the immigrants' skills are just going to waste and, as we have mentioned, their home country is losing skills that could have helped improve the local economy there.

Jennifer: However, there is evidence that many migrants are working abroad to send money to family back at home – these are called remittances. They are seen as an important source of funds for economic development. In fact, official figures show that last year $US400bn of this money was being sent back to developing countries.

Rob: It must be hard for people to uproot – or move from their home – leave the family behind and go overseas. And it can also be a challenge to get permission to work abroad

Jennifer: Yes, you mean getting a working visa – that's a stamp in your passport that allows you to work in a certain country. In Australia for example, points are awarded to people with skills that are needed in the country; those who get the right amount of points are allowed in.

Rob: This system allows a country to adapt to the changes in skills needed to keep the economy growing. Other countries only issue a working visa if someone has been offered a specific job.

Jennifer: Of course, migrants may hope that the new country's streets are paved with gold – or that they think it's an easy place to get rich – but if it's not, they can at least get some work experience that will benefit them when they get home: a sort of brain gain.

Rob: Hmm, how's your brain Jen? It's time now to reveal the answer to today's question. Earlier I asked you, according to figures from the United Nations, which one of these countries has the largest number of immigrants as a percentage of its national population.

Jennifer: And I said a) The United States of America.

Rob: And you are wrong. The answer is Qatar. Around 75% of its population are immigrants – so that's people who have moved there but were not born there. The USA has many more immigrants but they only make up around 12% of the population. OK, well, it's almost time to go.

Rob: Thanks Jennifer. Well, that's all we have time for today. Please join us again soon for 6 Minute English from bbclearningenglish

Both: Bye

https://clck.ru/32oEoA

A – 20

A French man who was unemployed tried a new way to get a job. He put his CV (résumé) on a giant billboard. The billboard was next to a very busy road. It was four metres long and three metres high. There was a photo of the man wearing a Santa Claus hat. There was a message on the billboard that said: "Trilingual operations manager seeks position in hotels, restaurants, tourism and leisure". About 70,000 people a day could see the CV from their car. Jobseeker Laurent Le Bret, 41, said: "All I want for Christmas is a job". His idea worked. A holiday resort contacted and interviewed him. He started his new position as an operations manager ten days after he put his résumé on the billboard.

Mr Le Bret had help from the owner of the billboard. He was going to pay to put his CV on the billboard. However, the advertising company decided to give him the space for free. Mr Le Bret saved 2,000 euros (about $2,700) because he did not have to pay. The advertising company is called Pisoni Publicité. The company's CEO spoke to the France 24 news agency. He said: "We thought it was an interesting idea. When people come up with ideas like this we are always keen to see what we can do. We're very happy to prove that what we do works, and that Mr Le Bret is back at work". Many people contacted Mr Le Bret after he got his job. They want to try the same thing. There are 3.3 million unemployed people in France.

https://clck.ru/32oEpp

A – 21

Suzanne: OK... now, next we'd better discuss the recruitment plan for staff at the new factory in Dinsdale. I don't think we'll have any problems, do you?

Kevin: No, not really. I umm, it's in a pretty good location for accessing a large workforce so we should have our pick. Anyway, I would have thought that our new policy of letting staff choose when they work within a certain time frame will appeal to lots of people.

Suzanne: Yes, I think we may miss out on the highfliers who are looking to get up the ladder quickly, but it's more important to get a core of stable staff.

Kevin: When did you want to start advertising? Has the Board agreed on numbers yet?

Suzanne: Oh yes, that was decided before that last meeting when the top brass met – that's why they're pressing us to do something. I don't want to initiate it just yet, but we do need to do it in advance of the holiday period.

Kevin: Well. OK. But I don't think there's any point in going ahead until the factory is nearly completed, is there? That way. we'd have plenty of time for planning.

Suzanne: Hmm . .. that's a good point. Well, let's aim for that then. I'll try and get a date out of tile Director. Right, now Mr Dawson asked me what we thought about appointing somebody to oversee all this because we're both going to be tied up here. I suggested to him that they send someone down from Head Office but he didn't seem very keen.

Kevin: 1 don't think that's a good idea because they won't know the local situation. We'd be better off putting it in the hands of a recruitment agency - they could do all the initial filtering. The manager at

the new factory wants to be involved but he can step in to help later on, which means we'd have some internal control.

Suzanne: Yes, that's a good idea. I'll suggest that. I also had a discussion with Mr Dawson about what kind of experience we would be looking for in new staff. I was quite surprised actually because he said he didn't think we need people to have done exactly the same thing as long as they had about four or five years' general work experience. But I pointed out to him that if we just take anybody from any field then we're bound to end up with a lot of wastage because a lot of them will turn out not to be suitable. So I proposed that we appoint people who've worked in something similar. As long as they've got a rough idea of what the job involves, that's the main thing.

Kevin: Yes, I agree. Will the new staff gel the same deal as everybody here?

Suzanne: What d'you mean?

Kevin: Well, the canteen and everything?

Suzanne: Let me have a look ... yes. more or less. There's the travel allowance, but we are going to look at that over the next couple of years to see if we are going to retain it or not. It's one of the possible cost savings. Also, although we're building a canteen there, we're getting outside caterers in - it'll be much cheaper than the system we've got here. The staff will have to pay slightly more because the company won't be making a contribution but it won't be much more. And then, there's the discount policy that staff get on our products - I mean, that operates across the company so it wouldn't work any differently.

Kevin: Will any staff move over to the new factory from Head Office, do you think?

Suzanne: Possibly – not the old-timers maybe, but some of our new staff might prefer to finish their training there if it's easier travelling for them. We'll be offering the same courses in both places. I guess, really, it's going to depend on whether they see better prospects for themselves at the new place. It will be a different set-up in some ways.

Kevin: Are we offering any incentives to persuade them to move?

Suzanne: Well, the salaries won't be going up. if that's what you mean! Actually, we're going to pilot a new system there - a kind of scale of rewards for targets achieved - it's hoped that will attract them. But it wouldn't be fair if we offered any kind of modification to the current share scheme. Oh ... is that the time? I've got to go. We need another meeting though.

Kevin: What... to discuss the timetable for all this?

Suzanne: We can do that by email, I think. No, we've got to fine-tune the pay scales for the various positions - I mean, within the range Mr Dawson has given us.

Kevin: What about the contracts?

Suzanne: Oh, that'll be sorted by the legal department first so we can hang fire on that for the moment.

Kevin: OK - I'll email you with some possible dates.

A – 22

Personnel manager: The most important thing when interviewing a candidate is his character, his ability to react, his intelligence and his suitability for the position that … which … for which he is being interviewed.

Interviewer: And uh, to what extend does the person's appearance influence your decision?

Personnel manager: It doesn't influence the decision, uh, but it does have some bearing on the decision, you can take the difference between the two. It is important that the guy, the person, is well presented, is neat and tidy, and that he has a good manner, uh, because that shows a lot about his personality.

Interviewer: Do you expect the candidate to be prepared in any way for the interview, or how should he prepare himself for the interview?

Personnel manager: Well, it's not the question of preparing himself. In the position in which I am, uh, normally the candidate's had at least one or maybe two interviews with other members, more junior member of staff before he gets to my level, unless the particular candidate is going to report to me, and in which case I expect the person concerned to have a fairly good knowledge of: (1) what the company does, (2) what he's going to be expected to do, and (3) who he's going to report to. Those things, those three items are very, very important and if the candidate, uh, does not give an impression of either understanding one of those three items, then obviously then he gets marked down accordingly.

Interviewer: How does a candidate go wrong?

Personnel manager: The major way a candidate goes wrong is by basically becoming a yes-man or yes-woman and agreeing with everything you say. What is most important … One of the most important things about interviewing a candidate is the chemistry between somebody, between the two people in the interview, em, it's very important – he has to have a spark, you have to feel as though that guy is going to contribute, that guy's going to be good and you're going to get something out of that person and he has to show himself to be not just "Yes sir, thank you very much. Yes, I agree with that, I agree with that". Sometimes I lay dummy questions in which I want a "no" answer and if he continues to say "yes" then he goes down.

Interviewer: What would your advice be to a candidate, er, going to an interview? How would you advise him?

Personnel manager: Uh, the first thing I would say to him is first of all to listen, secondly, to ask the right questions, and thirdly, perhaps the most important, is to create the right relationship which is, I guess, an adult-to- adult relationship with the interviewee or the interviewer. It is very important and that's what I said before is when you get a yes-man in front of you, or a yes-woman, then that person is obviously not creating an adult-to- adult conversation. He's creating an adult-to-child conversation and in most cases, managers are not, if they're good and they know what they want, they're not going to be interested in employing a child.

[9]

A – 23

Personnel manager: The interview normally takes place by me being informed that the candidate has arrived, in which case, um, I leave my office and go to greet him in the reception area and bring him personally into my office and sit him across the desk, or across my office desk to me, and we proceed, uh, from there … . I normally start by asking the candidate to tell me what he … since he's been probably through two or three other interviews previous … what the job is that he's being expected to do, just to make sure that he understands fully. Then I ask him to tell me a little bit about the company that we're working for, that I'm working for anyway, so that he's at least understood exactly what we do or the basics of what we do anyway … er then I normally review his CV, and in particular either his previous employment or his current employment which is very important. Basically this is done to try to draw the candidate out, see how good he is at expressing himself, and to see what kind of character he is. Then I normally give him my views of what the position is that we're recruiting for and also my view about the company, then I normally give him a period of 5 or 10 minutes to ask some questions. Then I go back to him and just talk about him, and maybe then when he's fully relaxed, or more relaxed, put a few of the trick questions, not a few, I would say one or maybe two maximum.

As I said in a previous question, it normally lasts a minimum of 45 minutes if the candidate is up to scratch and can go for about an hour.

[9]

A – 24

Philip Hart: So, how many applications did we get, Marcia?

Marcia Boardman: Well … overall we've got over two hundred …

PH: That many!?

MB: Yes, but … most of which we can discard right away … people who don't have the right experience, qualifications that kind of thing …

PH: Of course …

MB: … and then we get the people who submit ten-page-long CVs, or CVs in comicbook font, or green ink, or they attach a photo of themselves disco dancing … you know the kind of thing!

MB: So, I whittled down the serious candidates to a shortlist of twelve people.

PH: And we'll interview all of them?

MB: I think we should – but obviously I'll let you have a look first.

PH: Great … so, who have we got then?

MB: Well, I think we've got some pretty strong candidates, two in particular …

PH: They have the right kind of profile?

MB: I'd certainly say so – a strong educational background, experience in multinational sales, language skills…

PH: Good, I look forward to meeting them.

MB: So I'd say we do the standard interview format…

PH: Sure …

MB: A few general questions, then onto specifics …

PH: Yes, exactly – I want to hear specific details of when they've solved problems

MB: Yes and then something about "vision", as you put it …

PH: Yes … what do you think about a brief presentation?

MB: I think that's a good idea – we could ask them to give a short presentation on where they see the company going – and how they see themselves taking us there.

PH: Great! You know something? I'm really looking forward to this!

A – 25

Speaker 1: I'd never really considered starting my own business until last year. My friends were always on at me about what a good idea it would be, but I couldn't see the point. It wasn't as if I didn't have a good job – but then when there was talk about reducing the workforce, and I was offered a lot of money to leave, I thought, 'Why not try setting up on my own?' I suppose I realised that I really didn't have that much to lose. There were the usual initial problems of course, most of them financial, as I struggled to get things off the ground. But I don't regret my decision.

Speaker 2: Although I know a lot of people are forced into this position through redundancy or whatever, in my case it all started when I fell out with my boss about a sales plan. He was so patronising and suddenly I felt I just couldn't take any more. Next day, I went back and handed in my resignation. The thought of having my own business had always been at the back of my mind, I suppose, and this seemed the perfect moment to go for it. My wife had mixed feelings at the time but she can hardly complain now – we've never been so well off and can now look forward to a comfortable retirement! It's such a relief not having someone looking over my shoulder the whole time.

Speaker 3: My husband had always liked the idea of rural life, and when a job in a village school came up he felt it was a chance he couldn't miss. The move to the country was difficult for me, though, because it meant having to give up my position in a really good company. I could've commuted but it would have taken hours every day. There were no businesses like that in the area. So, it was a case of setting up on my own or going into early retirement. I couldn't have managed without a computer and access to the Internet. I must admit that I miss my colleagues – but I make sure I see them if I'm in London.

Speaker 4: The idea came to me after we'd had a lot of work done on our house. It left us really hard up and I found I was having to do a lot of the making good myself to keep costs down. Although I was a complete novice, friends who came round commented on what a great job I'd done and kept on at me to do up their places. It was a bit of a leap in the dark because I was trained as a career adviser, but I've managed to persuade a friend of mine who does have some experience to come in with me, and here we are with our own little decorating company. Although I've yet to make

my fortune, every job brings a fresh set of challenges to overcome, which is something I never had before.

Speaker 5: We've spent several years trying to bring up children and have careers at the same time, so we knew how little time working people had to do mundane jobs like making a dentist's appointment or cleaning the car. So, when I read a feature about a company in the US which you could call to do these everyday tasks, I thought, 'What a brilliant idea!' Within a year we'd set up our own company and our feeling was right – there certainly is a great demand for this type of service in the UK as well. It shouldn't be long before we start making a real profit.

https://clck.ru/33Hohp

A – 26

Marcia Boardman: Hi! Welcome to WebWare.

Sarah Timms: Thanks, nice to see you again.

Marcia Boardman: You too. So, you said you wanted to come in and have a chat before you started...

Sarah Timms: Yeah, I just wanted to have a look round and ask a few more questions, if I can...

Marcia Boardman: Sure, fire away!

Sarah Timms: Well, I was delighted to receive the job offer...

Marcia Boardman: Good – we were delighted to offer it to you...

Sarah Timms: But before I sign the contract there were one or two specifics I wanted to talk about.

Marcia Boardman: OK... 'specifics'?

Sarah Timms: Well... there is a pay scale, instead of a fixed salary...

Marcia Boardman: Yes, as a new employee you'd be at the lower end of the pay scale.

Sarah Timms: But taking my experience into account...

Marcia Boardman: Well, you haven't had that much experience – we see you as an investment...

Sarah Timms: But that salary would only be a little more than I'm making now. So, instead of asking for a higher level on the pay scale, I thought this could be compensated by adding certain bonuses - for instance if I make certain sales targets, or even break them, I would be looking for a good cash payment, or stock options in the company.

Marcia Boardman: Well, that is something we sometimes offer senior members of staff, but to show good faith I'll provisionally offer you the bonus scheme – but I'll have to okay it with Philip first.

Sarah Timms: That's fine. I also see there are 25 days holiday.

Marcia Boardman: Yes. That's standard.

Sarah Timms: It's not very much for a high pressure job though...

Marcia Boardman: I can't offer you any more holiday.

Sarah Timms: No, but I was wondering if we could delay my start date, so instead of starting a week from now, as we discussed, I could start in a month's time?

Marcia Boardman: You're a tough negotiator, Sarah!

Sarah Timms: That's one of the reasons you hired me!

Marcia Boardman: Yes, of course. OK, I think we can do that – I'll look forward to seeing you in a month, and earning those bonuses!

A – 27

I'm very glad to see you are interested in learning more about Japan, because you will never be able to do business in Japan unless you understand some basic … basic aspects of Japanese management and Japanese corporate culture in general.

In my seminars, I usually talk about three fundamental principals of Japanese management. The first one is the emphasis on the group in Japanese corporations. The second is the importance of human interpersonal relationships. And the last point I discuss is the role of Japanese managers as generalists and facilitators.

All right then, we'll talk about, briefly, these three principles. The first point then, the emphasis on the group. This group orientation manifests itself in the following example (you can yourself conduct this experiment). If you ask any Japanese businessman what he does, he will almost invariably answer by saying, "I am a Sony man", or "I work for Mitsubishi", or "I'm with such or such company", instead of telling you, if he's a, whether he's an engineer or an accountant. For instance, you see.

This point, this emphasis on group, the group orientation explains the other two principles as well. For instance, Japan is geographically is an island. It's an island nation, it's like a boat with an overcrowded homogeneous population. So, this explains partially already why this group orientation is so important and also necessary for the very survival of Japan and Japanese corporations as well. You see, by the way, the people are the only resource Japan possesses. It's an island nation without any other natural resources. So, it's the question of survival also.

Short pause here

That leads us to the second question, the second emphasis rather, namely the emphasis on human or interpersonal factors or relationships. In this overcrowded island nation, in order to achieve or survive together, they have to learn, like I said, to get along, and in order to achieve this, there are certain things they have to learn, like harmony. How do you achieve harmony? By, by er sacrificing a little bit of self-interest for the sake of the group. And also by compromising, by trying to have everybody agree, namely, to achieve or to arrive at the consensus of the group. You see.

Once you are employed, or hired by a company, you remain with this company until you retirement, the so-called "lifetime employment". That explains a lot of things already, like seniority order, because you enter the company along with your peers, the same age group. You graduated from the university together, so you get promoted together, and so you climb this company, organizational ladder, little by little together, slowly but steady.

Short pause here

The last and third point or principle is a view of managers or executives as generalists and facilitators, rather than decision-makers.

In general, in a Japanese corporation, everybody is more or less trained to be a generalist rather than the specialist. So even if you are an engineer, when you have just joined the company, you will have this orientation and you will be transferred from one department to the other and you'll be rotated in every department of the company to familiarize yourself with the entire company and for instance, since you are not narrowly specializing in one field, you can take over somebody else's role.

I also talk about "ringisho" usually translated as "the management by consensus". That means that all the employees participate in the process of decision-making. They form small groups in each department and they discuss the matter with each other. They arrive at an agreement, the consensus, and then the departmental chief or the executive will have to agree himself or herself.

And this way, the consensus is achieved. Everybody is involved in the process. It's not like, say, an American way of decision-making by one big executive or the president.

This is just a brief description of my seminars, but I think if you attend them, I can give you even more insight into Japanese corporate culture, which I think will help you greatly in your coming business trip to Japan.

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A – 28
Extract I.

Good morning everyone. It's great to be in Boston today. Thank you for inviting me. As you know, I've been asked to share some ideas on the Dana Corporation management style. I'll be happy to take questions at the end, but before I get going, can I ask you a question? How many of you have heard of the Dana Corporation? Can you raise your hand if you have? Excellent. Thank you. OK, for those that don't know us, I'd like to begin with a very brief overview of Dana. We'll look at who we are, what we do, and how we do it. OK. So, who is Dana? Dana is one of the largest automotive component suppliers in the world – last year we reported sales of $13.2 billion. We employ more than 82,000 people in thirty-two countries in some 320 facilities …

Extract II.

… you see, success in business is 10% money and 90% people. As I was just saying, our philosophy is: "People are our most important assets." And that brings me to my next point: we believe in education, participation, and innovation. We promote from within and our goal is at least forty hours of education per year for every person in Dana. We even have our own university and I'd like to show you some statistics about that. Now, you know what people say about statistics, don't you? 43.3 % of statistics are meaningless. Well, here are some that are very meaningful. As you can see from this table, we've had 53,000 participants at Dana University to date, and 147 of our people have received MBAs …

Extract III.

… and that's why we always say: communicate, communicate, communicate. OK, let's turn to our ideas programme now and this is very exciting. The Dana ideas programme is much more than simple suggestion scheme. Every person in our organization is encouraged to submit at least two ideas for improvement per month and we implement 80% of them. Think about it. Two ideas a month,

times 82,000 employees worldwide – that's more than two million ideas per year – two million ways to improve quality, productivity, and efficiency. Let's look at an example of how this works. In one Dana facility, we had an assembly worker who noticed that …

<div align="right">[13]</div>

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