

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ  
«ХАРКІВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ»

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**MEDIA COMMUNICATION:  
ENGLISH FOR MEDIA STUDENTS**

**АНГЛІЙСЬКА МОВА ДЛЯ СТУДЕНТІВ, ЯКІ  
ВИВЧАЮТЬ МЕДІА-КОМУНІКАЦІЇ**

**Навчальний посібник**

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Навчальний посібник є системною добіркою автентичних текстів та завдань до них для набуття студентами професійних знань і комунікативних навичок в англomовній медіа-сфері.

Рекомендовано для студентів, які навчаються в магістратурі зі спеціальності «Медіа-комунікації», а також спеціальностей «Телекомунікаційні системи й мережі» та «Аудіо-, відео- й кінотехніка».

**Томілін О. М.**

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The text-book offers authentic texts on media communication and tasks based on them for students to gain professional knowledge and skills to be competitive in modern English-speaking media sphere.

The text-book is recommended for Masters in Media Communication and Masters in Telecommunication Systems and Networks and Video, Audio and Cinematographic Equipment.

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ISBN

## ВСТУП

Медіа-комунікації є одним із найперспективніших напрямів знання сучасного інформаційного суспільства. Комунікаційні практики застосовують в усіх соціальних сферах – органах державної влади, комерційних структурах, на підприємствах, у професійних, партійних та громадських організаціях, у засобах масової інформації, у наукових, культурних, освітніх закладах. Комунікаційна компетенція сприяє підвищенню рівня медіакультури, завдяки чому соціальний суб'єкт як носій медіакультурних стандартів ефективно взаємодіє з медіапростором, створює нові елементи медіакультури сучасного суспільства. Саме тому спеціалісти у сфері медіа-комунікацій, яких готуватиме кафедра міжкультурної комунікації та іноземних мов, отримають посилену лінгвістичну підготовку, зокрема з іноземної мови, з метою набуття навичок реалізації необхідних комунікаційних практик. Навчальний посібник укладений згідно з планом підготовки до відкриття спеціальності «Медіа-комунікації» освітньо-кваліфікаційного рівня «магістр». Крім того, окремі розділи посібника можуть бути використані у викладанні іноземної мови професійного спрямування студентам, що навчаються в магістратурі зі спеціальностей «Телекомунікаційні системи й мережі» та «Аудіо-, відео- й кінотехніка» факультету комп'ютерних та інформаційних технологій, що й зумовлює актуальність обраної тематики.

Основною метою даного навчального видання є збагачення активного словникового запасу студентів, що вивчають медіа-комунікації, та його реалізація у мовленнєвому акті, вміння читати та розуміти оригінальні тексти та послуговуватися набутими теоретичними навичками і вміннями на практиці. Завданням навчального посібника є засвоєння

студентами матеріалу за професійним спрямуванням, формування вміння чітко та послідовно висловлювати свої думки за професійною тематикою, вдосконалення навичок використання отриманих знань у процесі обговорення не лише певної теми, але й супутніх професійних та загальнотеоретичних питань.

Навчальний посібник складається з тридцяти двох розділів, тематика яких охоплює весь комплекс медіа-комунікацій. У кожному наведено оригінальний текст за тематикою, на основі якого розроблено завдання, спрямовані на засвоєння медіа термінології, розвиток аналітичних і комунікативних навичок та реалізацію творчого потенціалу майбутніх медіа-фахівців.

## **Unit 1**

### **Media Business**

#### **1. Work with a partner to discuss the following.**

1. Which media company can be named the biggest one in the world?
2. What could make most online video services much more interesting for media companies?

#### **2. Read the article and explain what problem it is devoted to.**

### **Big Bad Media, Poor Little Internet**

Jan 19th 2011, 0:51 by The Economist online

AFTER more than a year of political posturing and rumination, America's Federal Communications Commission has signed off on Comcast's purchase of a majority stake in NBC Universal. The resulting company, which combines broadcast and cable channels, local TV stations, a film studio and America's biggest cable outfit, will rival Disney for the title of world's biggest media firm. The Justice Department is expected to approve of the deal soon.

The conditions attached to the takeover are revealing, both from a business point of view and for what they say about attitudes to media and technology in Washington. Little is said in the FCC's summary order about how disputes between Comcast and other media companies over payments for television content should be resolved. These disputes have become increasingly fractious in the past couple of years, with channels periodically disappearing from television sets as media firms and distributors fail to agree prices. They are likely to become downright vicious as broadcast firms like ABC and Fox push for more "retransmission" fees from cable and satellite firms.

There is a good deal more discussion about the internet. Comcast is to be bound by the FCC's net-neutrality rules even if those rules are overturned by Congress, as Republican legislators have threatened. The firm is to make broadband subscriptions available to 2.5m poor households for less than \$10 per month. Most important, the commission seeks to protect and nurture a clutch of online video outfits – or, as the FCC's chairman, Julius Genachowski, calls it,

the “emerging online-video marketplace”. If any one of Comcast’s peers – presumably, Disney, News Corporation, CBS, Viacom or Time Warner, but perhaps including smaller competitors too – cuts a deal to sell programmes to an online-video service, Comcast must cut a similar deal. Comcast is specifically prohibited from bullying Hulu, a video website in which it has, by dint of buying NBC Universal, acquired a share.

Ah, those poor emerging online-video outfits, so in need of protection from big, bad media companies that might try to withhold their programmes. How puny they are. After all, they only include Google (market capitalisation: \$200 billion) and Apple (\$310 billion, even with Steve Jobs on medical leave). And Mr. Jobs is merely the largest individual shareholder in Disney. Indeed, he comes out of the deal rather well. If he can persuade Disney to distribute programmes through Apple, which has been easy in the past and ought to be just as easy in future, the FCC virtually guarantees him access to the combined content of Comcast and NBC Universal.

This is potentially bad news for the television business. The reason media companies, Disney excepted, do not warm to most online video services – the reason those services remain “emerging” – is simple: they do not make money for media companies. Online-video services like Hulu and YouTube run very few advertisements (for not much money, in YouTube’s case). Apple sells TV programmes, but not for much. Indeed, online-video services may, in time, take money away from media firms. If consumers decide to “cut the cord” and cancel their cable or satellite subscriptions in favour of internet-video services, money leaches away from television. It is still unclear whether this is happening, or will happen. The FCC has just made it a little more likely.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. Federal Communications Commission
2. America’s smallest cable outfit
3. The Cable News Network
4. National Broadcasting Company
5. Warner Bros.
6. YouTube

7. British Broadcasting Corporation
8. Disney

**4. Read the article again and find the following.**

1. three examples of media companies mentioned
2. two examples of IT companies mentioned
3. a number of Comcast subscribers
4. the cost of Comcast subscription per month

**5. Find words and phrases in the article that mean the following.**

1. being irritable and likely to complain or to misbehave
2. ferocious and violent; carried out with intense violence and an apparent desire to inflict serious harm, or acting in an aggressive, cruel, and violent way
3. something of equal worth or quality
4. to scare or to harm someone; usually, of an intimidating (causing fear) or threatening (menacing) nature
5. of inferior size, strength, or significance; weak
6. to draw out or to remove as if by percolation or seepage; to dissolve, to remove, or to wash out

**6. Explain the meanings of the following words and phrases used in the article.**

1. political posturing and rumination
2. to sign off on Comcast's purchase of a majority stake in NBC Universal
3. cut the cord
4. to nurture a clutch of online video outfits
5. by dint of
6. to warm to most online video services

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. "retransmission" fees
2. net-neutrality rules
3. to prohibit from bullying Hulu

4. big, bad media
5. try to withhold their programmes
6. merely the largest individual shareholder
7. services remain “emerging”
8. in favour of internet-video services

**8. Answer the following questions.**

1. What results are expected after Comcast’s purchase?
2. Which arguments will probably be left unsettled after the purchase?
3. What is the main reason for TV channels vanishing?
4. What can restrict Comcast’s activity?
5. How can its activity be connected with politics?
6. What makes Steve Jobs succeed in taking possession of Comcast and NBC Universal’s combined content?

**9. Argue for and against statements from the article.**

1. The conditions attached to the takeover are revealing, both from a business point of view and for what they say about attitudes to media and technology in Washington.

2. If any one of Comcast’s peers – presumably, Disney, News Corporation, CBS, Viacom or Time Warner, but perhaps including smaller competitors too – cuts a deal to sell programmes to an online-video service, Comcast must cut a similar deal.

3. The reason media companies, Disney excepted, do not warm to most online video services – the reason those services remain “emerging” – is simple: they do not make money for media companies.

4. Apple sells TV programmes, but not for much. Indeed, online-video services may, in time, take money away from media firms.

5. The FCC has just made it a little more likely.

**10. Read the abstracts about the biggest media company and discuss with a partner.**

*The Walt Disney Company*, together with its subsidiaries and affiliates, is a leading diversified international family entertainment and media enterprise

with five business segments: media networks, parks and resorts, studio entertainment, consumer products and interactive media.

### ***Media Networks***

Media Networks comprise a vast array of broadcast, cable, radio, publishing and digital businesses across two divisions – the Disney/ABC Television Group and ESPN Inc. In addition to content development and distribution functions, the segment includes supporting headquarters, communications, digital media, distribution, marketing, research and sales groups.

### ***Parks and Resorts***

When Walt Disney opened Disneyland on July 17, 1955, he created a unique destination built around storytelling and immersive experiences, ushering in a new era of family entertainment. More than 55 years later, Walt Disney Parks and Resorts (WDP&R) has grown into one of the world's leading providers of family travel and leisure experiences, providing millions of guests each year with the chance to spend time with their families and friends making memories that will last forever.

### ***The Walt Disney Studios***

For more than 85 years, The Walt Disney Studios has been the foundation on which The Walt Disney Company was built. Today, the Studio brings quality movies, music and stage plays to consumers throughout the world. Feature films are released under the following banners: Disney, including Walt Disney Animation Studios and Pixar Animation Studios; DisneyNature; Marvel Studios; and Touchstone Pictures, the banner under which live-action films from DreamWorks Studios are distributed. The Disney Music Group encompasses the Walt Disney Records and Hollywood Records labels, as well as Disney Music Publishing. The Disney Theatrical Group produces and licenses live events, including Disney on Broadway, Disney On Ice and Disney Live!.

### ***Disney Interactive***

Founded in 2008, Disney Interactive entertains kids, families and Disney enthusiasts everywhere with world class products that push the boundaries of technology and imagination. Disney Interactive creates high-quality interactive entertainment across all digital media platforms, including blockbuster mobile,

social and console games, online virtual worlds, and #1-ranked web destinations Disney.com and the Moms and Family network of websites.

**Джерело:**

<http://thewaltdisneycompany.com/about-disney/company-overview>

### **11. Translate into English and discuss with a partner the following.**

02.08.2012

Онлайн-кінотеатри, які зовсім нещодавно з'явилися в Україні, вже мають мільйони глядачів. Що ж відрізняє онлайн-кінотеатри від звичайних файлообмінників з піратським контентом?

Перші онлайн-кінотеатри, або платформи із бібліотеками кінострічок для перегляду в режимі онлайн, з'явилися у США та Великобританії близько п'яти років тому. Спочатку фільми можна було дивитися лише на комп'ютерах, а згодом і на ігрових консолях та телевізорах із підключенням до інтернету. Сьогодні кількість постійних глядачів одного з найбільших американських онлайн-кінотеатрів Netflix складає 25 мільйонів, а фільми можна дивитися за допомогою понад 800 різних пристроїв.

Кінотеатр MUBI переважно заробляє на щомісячних передплатниках. Сума місячного абонементу в кінотеатр коштує 7,99 євро, фільми можна дивитися також із України. Щоб подивитися один фільм, потрібно заплатити 2,99 євро, проте є і ряд безкоштовних фільмів. Абонемент в американський Netflix коштує 7,99 доларів. Для України запроваджувати таку модель поки що зарано, адже бібліотеки з платним ліцензійним контентом в Україні ще надто малі. Але в перспективі українські платформи зацікавлені у встановленні щомісячної передплати за перегляд.

**Джерело:** <http://www.dw.de/>

### **12. Write an abstract of the article.**

## **Unit 2**

### **Media Security**

#### **1. Work with a partner to discuss the following.**

1. What problems can the hacking cause in modern media?
2. How can media companies prevent media attacks?

#### **2. Read the article and explain what problem it is devoted to.**

##### **Hackers Post Witness List in Trial on Ex-Premier's Death**

By MARLISE SIMONS

Published: April 13, 2013

PARIS – Hackers broke into a major Lebanese news Web site and plastered the front page with the names of the so-called secret witnesses for the trial in the killing of the former Prime Minister Rafik Hariri in an apparent bold, new move to intimidate witnesses and derail the trial.

The hacking of the Beirut newspaper last week came on the heels of an earlier publication by another Lebanese newspaper that named 32 witnesses in the trial, which is planned to begin this year. Progress in the case at the United Nations-backed Special Tribunal for Lebanon has been delayed for years by blocked investigations in Beirut, the killing of a Lebanese investigator, the near-killing of another and the court's bureaucracy.

A spokesman for the tribunal denounced the hacking operation, warning that the authors were endangering the lives of Lebanese citizens. "It is part of the continuing campaign to undermine the tribunal and intimidating all of the witnesses," the spokesman, Marten Youssef, said Friday.

International criminal tribunals have been confronted by threats to witnesses and the disclosure of confidential materials before, and a number of lawyers and journalists have been prosecuted for contempt of court. But until now, international courts have not faced a cyberattack of this scale, according to lawyers in The Hague.

The hackers broke into the Web site of the newspaper Al Mustaqbal and listed personal data for 167 Lebanese men, including their names, passport pictures, their places and years of birth, cities of residence and professions. The

text in Arabic and English said that the information about the witnesses was leaked by the tribunal.

Mr. Youssef said that the list published by the hackers was not “an accurate reflection of the official court records,” but he gave no further details.

What has unfolded is an opaque story full of twists that is now under investigation by the tribunal, the attorney general of Lebanon and the police in the Netherlands, where the tribunal is based.

It began Tuesday morning when the newspaper Al Mustaqbal discovered that the front page of its Web site had been taken over by the purported secret witness list, causing much consternation in a small country where many people know one another.

The newspaper was owned by Mr. Hariri and still belongs largely to his family.

The hackers also directed visitors to a Web site called “Journalists for the Truth,” lawyers said.

“We are a group of journalists seeking to unveil corruption in the Special Tribunal for Lebanon,” the Web site said, adding that it aimed to prove “bribery” and “prejudice and non-professionalism” of court officials. It also said its mission was to provide legal support to the witnesses “who face daily temptation or pressure” from tribunal staff.

In what seemed a surreal spin on a Web site that was itself simultaneously publishing the so-called witness list, the site blamed court officials for leaking the confidential information and said that this was an act that “posed a threat to the lives of many witnesses.”

The Journalists for the Truth site revealed no names or news media affiliation, only an e-mail address. The Dutch police said they had traced the Web site to a registry in the Netherlands, but they said its owners were still unknown.

A Lebanese lawyer familiar with the case who spoke on the condition of anonymity said he believed the hackers were supporters of the militant movement Hezbollah, which has long campaigned against the court.

The Hezbollah leadership has consistently denied any connection with the Hariri killing and has said it would not cooperate with the tribunal. The tribunal has charged four Hezbollah members in connection with the bombing of Mr.

Hariri's car as it drove down a seaside boulevard in Beirut in 2005. The location of the four is unknown, and they would be tried in absentia.

Hezbollah officials could not be reached for comment, but the group has previously denied any involvement in the bombing and denounced the tribunal as a tool of the United States and Israel.

In Paris last week, Saad Hariri, the dead prime minister's son, who has also served as prime minister, called the hacking and the publication of the possible witnesses in his father's case "a criminal act." He insisted that the tribunal would continue its work and reveal who killed his father and a number of his supporters.

For the tribunal, which faces opposition in Lebanon from Hezbollah and its supporters, the listing of names and photographs is a second major setback this year.

In January, the newspaper Al Akhbar, which is close to Hezbollah, published similar "confidential" lists, revealing pictures and personal details of 32 people it said were witnesses in the case. But the newspaper stopped after it received a warning from Lebanon's attorney general that it was violating judges' orders of confidentiality.

Mr. Youssef, the tribunal spokesman, said the prosecution had prepared a still undisclosed list of 500 potential witnesses. But he declined to say whether the published names were among them. "As a court, we are obviously concerned about the safety of legitimate witnesses," he said, "they are among the most important component of the trial."

Mr. Youssef added that the anonymous "journalists' group" was not credible. "Let them reveal their identity, and we will engage with any critics," he said.

A lawyer in The Hague, familiar with the tribunal's work, called the listing of names an astonishing maneuver. "Without firing a shot or beating up anyone," he said, "they'll manage to scare away all the witnesses."

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. judges
2. consultants

3. policemen
4. prosecutors
5. journalists
6. witnesses
7. criminals
8. hackers

**4. Read the article again and find the following.**

1. three examples of news Web sites
2. three reasons of tribunal delay
3. a number of people in the published list
4. a number of people in connection with Ex-Premier's Death

**5. Find words and phrases in the article that mean the following.**

1. to make someone afraid or insecure, to frighten into submission, compliance, or acquiescence
2. the feeling or attitude of regarding someone or something as inferior, mean, vile, base, or worthless; scorn; disdain
3. to become known despite efforts of secrecy
4. indicated, intended, presented
5. not clearly understood or expressed; not clear or lucid; obscure
6. an official relationship or association

**6. Explain the meanings of the following words and phrases used in the article.**

1. to intimidate witnesses and derail the trial
2. to come on the heels of an earlier publication
3. the near-killing of another investigator
4. to prosecute for contempt of court
5. the purported secret witness list
6. to cause much consternation in a small country
7. to seem a surreal spin on a Web site
8. a still undisclosed list of potential witnesses

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. an apparent bold, new move
2. blocked investigations
3. to undermine the tribunal
4. cities of residence
5. an accurate reflection of the official court records
6. news media affiliation
7. on the condition of anonymity
8. to scare away all the witnesses.

**8. Answer the following questions.**

1. Why has the progress in the case at the United Nations-backed Special Tribunal for Lebanon been delayed for years?
2. What problems have International criminal tribunals been faced?
3. What is the source of the information according to the hackers?
4. What motive did the hackers have placing the data?
5. What role does Hezbollah play in the hackers' attack?
6. Why is it easier to solve similar problems arising in traditional mass media?

**9. Argue for and against statements from the article.**

1. The front page of its Web site had been taken over by the purported secret witness list, causing much consternation in a small country where many people know one another.
2. Its mission was to provide legal support to the witnesses “who face daily temptation or pressure” from tribunal staff.
3. The site blamed court officials for leaking the confidential information and said that this was an act that “posed a threat to the lives of many witnesses.”
4. The Hezbollah leadership has consistently denied any connection with the Hariri killing and has said it would not cooperate with the tribunal.
5. Saad Hariri, the dead prime minister's son, who has also served as prime minister, called the hacking and the publication of the possible witnesses in his father's case “a criminal act.”

6. “Without firing a shot or beating up anyone,” he said, “they’ll manage to scare away all the witnesses.”

**10. Translate into English and discuss with a partner the following.**

23.02.2013

Проблема безпеки у віртуальному просторі стає дедалі актуальнішою. Утім цифрова доба дає і переваги у пошуку зловмисників, наприклад, за допомогою фейсбуку.

Китай підозрюють у тому, що він використовує цілу таємну армію, щоб здійснювати хакерські атаки на цілі в США. Якщо твердження американської фірми з питань безпеки Mandiant виявиться правдою, то це означатиме, що упродовж років комп’ютерні фахівці атакують урядові відомства, ЗМІ та підприємства. Це повідомлення з’явилося днями, якраз перед початком Європейського поліцейського конгресу, що відбувся днями у Берліні. Звісно, китайське зовнішньополітичне відомство спростувало цю інформацію, а також заявило, що на США лежить відповідальність за здійснення кібератак на китайські установи.

Суперечка між двома потужними державам яскраво ілюструє масштаби віртуального поля бою на державному рівні чи на рівні приватної економіки. За даними Symantec, фірми, що спеціалізується на питаннях комп’ютерної безпеки, 2011 року у глобальній мережі було зафіксовано близько 5,5 мільярдів нападів. Це збільшення на 81 відсоток за рік. У Німеччині федеральне відомство кримінальної поліції нарахувало за той же проміжок часу приблизно 60 тисяч конкретних випадків кіберзлочинності. Ці дані на Європейському поліцейському конгресі оприлюднив представник цього відомства Юрген Маурер.

Джерело: <http://www.dw.de>

**11. Write an abstract of the article.**

## **Unit 3**

### **Internet Publishing**

#### **1. Work with a partner to discuss the following.**

1. What news sites do you prefer to read and why?
2. What are the advantages and disadvantages of edited and Internet publishing?

#### **2. Read the article and explain what problem it is devoted to.**

### **Newspaper Sites Attacked by Hackers**

By NICOLE PERLROTH

Published: May 17, 2013

The Web site and several Twitter accounts belonging to The Financial Times were hacked on Friday by the Syrian Electronic Army in a continuing campaign that has aimed at an array of media outlets ranging from The Associated Press to the parody site The Onion, according to a claim by the so-called army.

The Syrian Electronic Army said it seized control of several F.T. Twitter accounts and amended a number of the site's blog posts with the headline "Hacked by Syrian Electronic Army." Hackers used their access to the F.T.'s Twitter feed to post messages, including one that said, "Syrian Electronic Army Was Here," and another that linked to a YouTube video of an execution. Both messages were quickly removed.

A Financial Times spokeswoman, Ryann Gastwirth, confirmed by e-mail that several of its Twitter accounts and one FT blog were compromised by hackers Friday morning and that it had secured the accounts.

Hacking has been an increasingly pernicious problem over the last year. The New York Times said its Web site "was subjected to denial of service attacks," earlier this week, "which made it temporarily unavailable to a small number of users."

In a so-called distributed denial-of-service attack, hackers try to overwhelm a site's servers with traffic, an assault that can disrupt or block

service altogether. The New York Times did not say where the attacks had originated.

The attack against the F.T. follows dozens of other Syrian Electronic Army attacks on the social media accounts of news outlets including The Guardian, the BBC, NPR, Reuters and The Associated Press. In The A.P. attack, the group used its access to the agency's Twitter feed to plant a false story about explosions at the White House that sent the stock market into temporary free fall.

Researchers who have been conducting digital forensics on these attacks say they are done through so-called spearphishing, in which attackers send e-mails that contain a link to a fake news article to employees at their target organization.

Once clicked, the link redirects employees to a fake Google or Microsoft mail site that asks the employee for their user name and password. The hackers then use that information to get inside employees' inboxes, where they can send more e-mails to employees who have access to the organization's social media accounts, then use that access to reset the organization's password to their Twitter account.

In the attack on The A.P., a hacker who identifies himself as "Th3 Pr0" and a member of the Syrian Electronic Army said in an e-mail that the group convinced 50 A.P. employees to hand over their login credentials, including several of the organization's social media editors. The hacker sent screenshots taken during the attack to prove the Syrian group was behind it, an assertion researchers confirm.

Security researchers who have been tracking the group since its inception in early 2011 have traced several of the attacks to a Web server in Russia that they believe redirects attack traffic from within Syria. Last weekend, one researcher traced an attack back to an Internet address in Syria that is registered to Syriatel, the Syrian telecommunications company owned by Rami Makhlouf, a first cousin of the Syrian president, Bashar al-Assad.

Activists point to that connection as proof that the Syrian Electronic Army is backed by the Assad regime, an assertion that members deny.

In an e-mail, Th3 Pr0 said the Syrian Electronic Army has two seemingly contradictory missions. The first is to "attack the media and spread truth on it"

and the second is to “make damage to a specific country or to the terrorist groups in Syria by using the famous media’s social media accounts or Web sites to publish false news.”

Meanwhile, the Syrian Electronic Army itself became a hacking target this week. Anonymous, the loose hacking collective, took the group’s Web site offline in a type of digital attack called a distributed denial of service, or DDoS, in which they flood the site with traffic until it collapses under the load.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. The Financial Times
2. Facebook
3. The New York Times
4. YouTube
5. The Economist
6. Twitter
7. Yahoo
8. Google

**4. Read the article again and find the following.**

1. five examples of news outlets
2. two examples of news sites under attack
3. three examples of IT companies mentioned
4. two missions of Syrian Electronic Army

**5. Find words and phrases in the article that mean the following.**

1. a spectrum, range, group or variety of something
2. to expose to danger or disgrace
3. being very wicked, dangerous, or harmful in a way that is not easily seen nor noticed
4. to interrupt, destroy (usually temporarily), or to impede the progress, movement, or procedure of
5. a science and practice that deals with legal problems and legal proceedings

6. a document which shows that a person is suited or qualified to do a job, a project, etc.

7. a positive statement or declaration, often without support or reason

**6. Explain the meanings of the following words and phrases used in the article.**

1. denial-of-service attack
2. to overwhelm the site's server
3. spearphishing
4. a fake news article
5. the loose hacking collective
6. contradictory

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. to seize control of smth
2. to send the stock market into temporary free fall
3. a fake mail site
4. to hand over one's login credentials
5. an inception
6. to flood the site in traffic

**8. Answer the following questions.**

1. What news outlets were under hacking attack and why?
2. What did hackers use to get access to the F.T.'s Web site?
3. What's the aim of DDoS attack?
4. What did the hackers plant on the F.T.'s Web site?
5. Where did Syria redirect its attack traffic and why?

**9. Argue for and against statements from the article.**

1. Hacking has been an increasingly pernicious problem over the last year.
2. In a so-called distributed denial-of-service attack, hackers try to overwhelm a site's servers with traffic, an assault that can disrupt or block service altogether.

3. Researchers who have been conducting digital forensics on these attacks say they are done through so-called spearphishing, in which attackers send e-mails that contain a link to a fake news article to employees at their target organization.

4. Once clicked, the link redirects employees to a fake Google or Microsoft mail site that asks the employee for their user name and password.

5. The hacker sent screenshots taken during the attack to prove the Syrian group was behind it, an assertion researchers confirm.

**10. Read the abstracts about the famous British media company and discuss with a partner.**

*The Financial Times (FT)* is a British English-language international daily newspaper with a special emphasis on business and economic news in the United Kingdom and internationally. The paper, published by Pearson PLC in London, was founded in 1888 by James Sheridan and Horatio Bottomley, and merged with its closest rival, the *Financial News* (which had been founded in 1884) in 1945.

The *FT* has an average daily readership of 2.2 million people worldwide (PwC audited figures, November 2011). FT.com has 4.5 million registered users and over 285,000 digital subscribers, as well as 600,000 paying users. FT Chinese has more than 1.7 million registered users. The world editions of the *Financial Times* newspaper had a combined average daily circulation of 293,000 copies (88,000 for the UK edition), for the period 1–28 October 2012. The average daily circulation of all the world editions, combined, of the *Financial Times* newspaper in May 2013 was 256 thousand copies.

Its closest rival is *The Wall Street Journal*, an American financial news publication published in New York City by News Corp.

The *FT* was launched as the *London Financial Guide* on 9 January 1888, renaming itself the *Financial Times* on 13 February the same year. Describing itself as the friend of "The Honest Financier and the Respectable Broker", it was a four-page journal. The readership was the financial community of the City of London, its only rival being the slightly older and more daring *Financial News*. On January 2, 1893, the *FT* turned light salmon pink to distinguish it from the

similarly named *Financial News*. From initial rivalry, the two papers were merged by Brendan Bracken in 1945 to form a single six-page newspaper. The *Financial Times* brought a higher circulation while the *Financial News* provided editorial talent. *Lex* column was also introduced from *Financial News*. Pearson bought the paper in 1957.

Over the years, the newspaper grew in size, readership and breadth of coverage. It established correspondents in cities around the world, reflecting early moves in the world economy towards globalisation. As cross-border trade and capital flows increased during the 1970s, the *FT* began international expansion, facilitated by developments in technology and the growing acceptance of English as the language of business. On 1 January 1979, the first *FT* (Continental Europe's edition) was printed outside the UK, in Frankfurt. Since then, with increased international coverage, the *FT* has become a global newspaper, printed in 22 locations with five international editions to serve the UK, continental Europe, the U.S., Asia and the Middle East.

On 13 May 1995 the *Financial Times* group made its first foray into the online world with the launch of FT.com. This provided a high summary of news from around the globe and was supplemented in February 1996 with the launch of stock prices followed in spring 1996 by the second generation site. The site was funded by advertising and contributed to the online advertising market in the UK in the late 1990s. Between 1997 and 2000 the site underwent several revamps and changes of strategy as the FT Group and Pearson reacted to changes online. *FT* introduced subscription services in 2002. FT.com is one of the few UK news sites successfully operating on subscriptions.

In 1997, the *FT* launched the U.S. edition, printed in New York, Chicago, Los Angeles, San Francisco, Dallas, Atlanta, Orlando and Washington, D.C., although the newspaper was first printed outside New York City in 1985. In September 1998, the *FT* became the first UK-based newspaper to sell more copies internationally than within the UK.

In 2007 *FT* pioneered metered paywall, which lets visitors to its site read limited number of free articles a month before asking them to pay. Four year later *FT* launched innovative HTML5 mobile web app. Smart phones and tablets now drives 12% of subscriptions and 19% of traffic to FT.com. In 2012 the number of digital subscribers passed the circulation of the newspaper for the

first time and *FT* drawn almost half of its revenue from subscription, not advertising. “It’s a big shift”, said *FT*’s Gillian Tett.

Since 2010 *FT* is available on Bloomberg Terminal. *FT* said: “This agreement opens up another large and hugely significant channel to the *FT*.”

*From Wikipedia, the free encyclopedia*

### **11. Translate into English and discuss with a partner the following.**

02.02.2013

Служба мікроблогів Twitter піддалась хакерським атакам. За попередніми оцінками, викрадено паролі та дані понад 250 тисяч користувачів сервісу.

Як повідомили ввечері у п’ятницю, 1 лютого, представники офісу Twitter у Сан-Франциско, хакерські напади здійснюють професіонали. «Такі атаки не є справою рук аматорів», – написав у своєму блозі на Twitter голова служби безпеки компанії Боб Лорд. Водночас служба мікроблогів запевнила, що у цілях безпеки нею заблоковані паролі атакованих користувачів, яких вчасно поінформували про ситуацію. Своїм клієнтам служба мікроблогів запропонувала змінити паролі.

У Twitter не пояснили, яким чином здійснювались хакерські атаки та їхнє походження. Як повідомляє агенція Reuters, впродовж минулого тижня хакери атакували не лише новинні стрічки Twitter. Ураженими були й інтернет-сторінки видань New York Times та Wall Street Journal. Обидва американські видання повідомили, що хакерські атаки здійснювались з Китаю. До речі, у Китаї користування сервісом Twitter заблоковано.

Службу коротких повідомлень Twitter, яка вийшла на ринок у 2006 році, хакери атакують не вперше. Так, у 2010 році компанія вже зверталась для перевірки своїх систем захисту даних до Федеральної торгової комісії FTC – незалежного агентства уряду США.

**Джерело:** <http://www.dw.de>

### **12. Write an abstract of the article.**

## Unit 4

### Power of Communication

#### 1. Work with a partner to discuss the following.

1. What does effective communication mean to you?
2. What ways of communication do you prefer?

#### 2. Read the article and explain what problem it is devoted to.

### Three Quick Rules: Be In, Be Real and Be Bold

By ADAM BRYANT

Published: May 23, 2013

Brad Garlinghouse, C.E.O. of YouSendIt, says its values come down to three simple ideas: being in, or having passion; being real, or communicating authentically; and being bold, a quality he says has been lost at many companies.

Twice a week, Adam Bryant talks with top executives about the challenges of leading and managing. In his book, "The Corner Office" (Times Books), he analyzes the broader lessons that emerge from his interviews with more than 70 leaders.

**Q.** *You joined YouSendIt with a mandate to turn it around. What changes did you make in terms of culture?*

**A.** I think any great culture is born out of transparent, authentic communication. You almost can't overcommunicate. You can try, and you might think, "Oh, do I really have to say this again?" And the answer is yes. One thing I started doing was to send out every Sunday night an e-mail to the whole company. The e-mails aren't particularly structured, and they might be on all kinds of topics, like what's really going on with our monthly results.

We also started a free Monday lunch to bring everybody together to share a meal. The first Monday lunch we did, some people got their food and went back to their desk. So I started to talk at these Monday lunches for a few minutes and then just take questions. I set the tone that all questions are fair game. The third thing I did was require everyone to do what we call a "fly along" with our

customer support desk for several hours so they could really understand our customers.

**Q.** *How did you develop these ideas about culture?*

**A.** We are all products of our experiences, good and bad. Sometimes you learn as much from the negative experiences as you do from the positive. I've had the good fortune of working for a number of profound leaders. But I've also been in companies where the communication increasingly became noncommunication – where the C.E.O. would do an all-hands meeting, and at the end of it I would be wondering: “What did they just say? I don't even know what that meant.”

I was most engaged with leaders who made it clear to me what we were trying to do, and where we were trying to go. I became invested in that. With people who didn't do that, you feel a little bit alienated because you don't internalize what they're saying.

**Q.** *Other steps you took?*

**A.** We rewrote the company values. So our three values are: be in, be real, and be bold.

**Q.** *Can you unpack those for me?*

**A.** “Be in” is all about passion. Life is short. There are so many interesting things we can do in our life, and I feel like if someone is just kind of showing up, it's not worth it for them or for us.

The second value, “be real,” is really about being authentic in our communication. I have seen different cultures in my career that I felt had atrophied and needed revitalization, and they were the ones where you just didn't feel like people were being real in terms of their communication. You'd sit in a meeting and work through something and think you got somewhere, and then you walk out of the room and someone's putting the parking brake on and you don't even know they're doing that.

And the last one's about being bold. As some companies grow and develop, that instinct is almost beaten out of the system. To me, if we're not failing a little bit, we're not trying hard enough. I think great cultures encourage risk and are tolerant of failure. If you don't do that, you're going to end up with a culture that is stagnant and not thinking about the next generation of products and experiences.

**Q.** *How do you hire?*

**A.** I think there's a certain amount of serendipity that is healthy to acknowledge. You spend a few hours with someone, and no matter how deep you go, you don't know what it's going to be like to work 60, 70, 80 hours a week with them.

The thing I look for more than anything else is passion. If someone brings passion to their work, it compensates for myriad potential weaknesses, and that passion manifests itself in hard work and commitment. It manifests itself in authentic communication. For really passionate people, it's hard for them to keep their opinions to themselves because they feel so strongly about something.

**Q.** *So what questions do you ask?*

**A.** One of the questions I love to ask is, "How would your friends describe you in college?" And then they'll say a few words, and then I'll say, "All right, so after you graduated from college and started working, how would your first group of colleagues describe you?" I think you get more real answers that way than if you say, "Hey, describe yourself." You definitely see some evolution as people mature.

For another question, I'll start by saying that any successful leader, if they have been bold, has had some detractors over their career. And I will tell them a story about someone who was a detractor of mine. And then I will ask, "If you've had a detractor in your career, and I don't need their name, who was that person? Why were they a detractor? What was it about that relationship that didn't work?" It's just interesting to see how they talk about it. If somebody tries to pretend they haven't had one, that's actually a warning sign. It's also a warning sign if they say, "Oh, I've had 10."

**Q.** *What other qualities are you looking for?*

**A.** Humility is certainly something I look for. I try to find someone who is self-aware and confident, but not to a fault. So one of the things I like to ask about that is: "Have you ever had to fire someone? How did you fire them? What was that experience like?" And you get from that a sense of their empathy. I think when people are empathetic, they're less likely to be high on the hubris scale.

**Q.** *What career advice do you offer people?*

**A.** My dad told me at a relatively early age about this idea of “take the professor, not the class,” meaning just seek out the best professors, whatever they’re teaching. And the idea of taking the professor, not the class, applies to your professional life, too.

I think one of the mistakes people make is to go and work for the “hot” company. By the way, I’m guilty of this at various times in my career. But if you go work for the hot company, you could end up working for a 26-year-old who’s never managed anybody and is not thinking about how to make you a better employee, better manager and better person. But if you have a fabulous mentor or an engaging leader, that experience can help you launch a career.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. developers
2. top executives
3. consultants
4. profound leaders
5. investors
6. aliens
7. detractors
8. professors

**4. Read the article again and find the following.**

1. three things Mr. Garlinghouse did in terms of culture
2. three company values
3. three examples of questions Mr. Garlinghouse asks applicants
4. a piece of advice Mr. Garlinghouse gives to those who go to work

**5. Find words and phrases in the article that mean the following.**

1. having courage, fearless, daring
2. containing far-reaching ideas, or essential wisdom and experience, that usually require serious thought to be fully appreciated
3. a natural gift for making pleasant, valuable, or useful outcomes without anticipating such results

4. to make someone feel that he or she does not belong to or is not allowed to share in something, or is isolated from it

5. the degeneration, decline, or decrease, because of the lack of using something

6. excessive, or overbearing, pride, insolent pride; arrogance

7. amazingly or almost unbelievably great or wonderful

**6. Explain the meanings of the following words and phrases used in the article.**

1. “fly long”

2. kind of showing up

3. revitalization

4. to put the parking brake on

5. to be high on the hubris scale

6. a “hot” company

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. all-hands meeting

2. to become invested in smth

3. myriad potential weaknesses

4. to internalize

5. self-aware

6. a fabulous mentor

**8. Answer the following questions.**

1. What did Mr. Garlinghouse decide to change corporate culture?

2. What does Mr. Garlinghouse do every Sunday night?

3. Why does everyone in the company have to work at customer support desk for several hours?

4. What qualities should a person have to be hired in YouSendIt?

5. Do the company values reflect the power of communication? Why / Why not?

### **9. Argue for and against statements from the article.**

1. We are all products of our experiences, good and bad.
2. If someone brings passion to their work, it compensates for myriad potential weaknesses, and that passion manifests itself in hard work and commitment.
3. So our three values are: be in, be real, and be bold.
4. If you go work for the hot company, you could end up working for a 26-year-old who's never managed anybody and is not thinking about how to make you a better employee, better manager and better person.
5. If you have a fabulous mentor or an engaging leader, that experience can help you launch a career.

### **10. Translate into English and discuss with a partner the following.**

21.03.2012

Соціальні мережі накривають світ і Україну, ламаючи звичні схеми спілкування між людьми. Без наслідків ця хвороба не мине, переконані фахівці.

У лютому українська аудиторія користувачів Facebook взяла планку 2 млн. осіб, збільшившись за рік на 70%. Два роки тому користувачів мережі в країні було лише 200 тис.

За цей час число співвітчизників, здатних скласти йому компанію в онлайн-просторі, зросло в рази: в лютому українська аудиторія користувачів Facebook взяла планку 2 млн осіб, збільшившись за рік на 70%. Два роки тому користувачів мережі в країні було лише 200 тис.

За темпами експансії на українські території дітище Марка Цукерберга випереджає навіть власний світовий приріст, який за той самий період склав лише 39%, поставивши серед своїх конкурентів планетарний рекорд – 845 млн користувачів.

Джерело: <http://ua.korrespondent.net>

### **11. Write an abstract of the article.**

## **Unit 5**

### **Reality Television**

#### **1. Work with a partner to discuss the following.**

1. What reality shows do you prefer and why?
2. Would you like to take part in a reality show? Why / Why not?

#### **2. Read the article and explain what problem it is devoted to.**

#### **For the Bilingual and Bicultural, a Big Dose of American Reality**

By TANZINA VEGA

Published: April 16, 2013

REALITY television was the major theme on Tuesday for the bilingual cable channel Mun2, owned by Telemundo Media, a division of NBCUniversal. Executives announced 200 hours of original programming for the 2013 and 2014 seasons that focus mainly on celebrity-infused reality shows, music and sports for young, bilingual and bicultural Latinos in the United States.

Fernando Vargas, right, a retired Mexican-American boxer, stars with his family in “Viva los Vargas,” a new series.

Diana Mogollón, the general manager of Mun2, and Joe Bernard, the channel’s senior vice president for sales, spoke to a small group of reporters in a warehouse space for the presentation, known as an upfront, where networks introduce their new offerings to advertisers and media buyers.

Among the shows expected to make their debut in 2014 are “Viva los Vargas” a reality series based on Fernando Vargas, a retired Mexican-American boxer, and his family life in Las Vegas. “Reinas de Realty” features two Latinas who are trying to build a real estate business in Southern California and “live the American dream one casa at a time.” “Horoscopos” will follow the daily lives of Vicky and Marisol Terrazas, the two lead singers in the Mexican band Horoscopos de Durango.

The last season of “I Love Jenni,” the reality show featuring Jenni Rivera, the Mexican-American singer and television star who died in a plane crash in December, started on Sunday night and drew 366,000 viewers. “She was our star; she was our friend,” said Ms. Mogollón. Regarding the decision to

broadcast the last season of the show, she said, “We met with Jenni’s family and together we decided, in Jenni’s words, to finish what we started.”

Additional programming for the 2013 season will include the second seasons of “Larrymania,” a reality show featuring the Mexican singer Larry Hernández, and “Dub Latino,” a show that profiles Latino celebrities.

Mun2 executives also announced a partnership with Telemundo to show a majority of soccer games from the English Premier League in Spanish.

In a video shown before executives and performers took the stage, Mun2 highlighted the fact that it was viewed in 35 million homes and had 26 million video streams last year. The median age of the Mun2 audience is 29, and 52 percent of them are bilingual, in English and Spanish. Mr. Bernard said the channel had signed 30 new advertisers, in categories like wireless, automotive, family dining and “even Starbucks.”

After the presentation, which included appearances by Mr. Hernández, the Terrazas sisters, and Mr. Vargas and his wife, executives were asked whether Spanish-language reality programming, like Mr. Hernández’s show, would have English subtitles. Ms. Mogollón said yes, similar to how the network handles its telenovelas. “It’s about being authentic,” Ms. Mogollon said. “We don’t want to peg ourselves to one or the other.”

Sergio Alcocer, the president and chief creative officer at LatinWorks, an Austin, Tex.-based advertising agency focusing on Hispanic consumers, said the heavy lineup of reality programming that Mun2 was planning was preferable to importing programming from Latin America. “The reality format is an interesting way to capture the U.S. Latino experience,” which is different from that of Latin Americans, he said in an e-mail.

“The big question in our industry now is, How do we make our brands relevant for young Latinos that speak both languages and consume less mass media?” Mr. Alcocer added.

While Mun2 tries to court the millennial Latino, executives at Telemundo are preparing for their network presentation on May 14. It will include a new slate of telenovelas, including one called “Dama y Obrero” that will feature a love story between an upper-class woman and a working-class man. The show keeps the theme but flips the roles of one of Telemundo’s previous telenovelas,

“Una Maid en Manhattan.” In that show, based on the American film “Maid in Manhattan,” the working-class love interest was a woman who is a maid.

“Latinas love to see what we like to call modern, independent achievers,” said Jacqueline Hernández, the chief operating officer at Telemundo.

Telemundo will also present a children’s version of the popular NBC show “The Voice” called “La Voz Kids.” Scheduled for Sunday night, it will feature singers ages 7 to 14 and will be hosted by Daisy Fuentes and Jorge Bernal. To accompany the debut of the show, Telemundo will unveil a mobile application that will allow viewers to peruse social media feeds and access additional content like backstage interviews. The app, which was created using a second screen platform called Zeebox, will be sponsored by AT&T.

“Advertisers are extremely interested in multiplatform,” Ms. Hernandez said.

Last year, the network showed its first ever bilingual branded entertainment Web series, called Mia Mundo, which included sponsorships by Verizon Wireless and Chevrolet. The series has been renewed for a second season with Verizon and General Motors as sponsors.

Telemundo executives have been visiting with advertisers in advance of the official upfront presentation this year and are showcasing concepts for two new branded entertainment series. One includes a traveling chef who helps people make fast and healthy meals, the other is a series about a group of college friends. So far, neither has signed a sponsor.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. reality shows
2. news
3. a reality series
4. telenovels
5. documentaries
6. web sites
7. cartoons
8. backstage interviews

**4. Read the article again and find the following.**

1. five examples of Latino celebrities
2. three examples of reality series
3. a number of video streams the Mun2 had in 2012
4. the median age of the Mun2 audience

**5. Find words and phrases in the article that mean the following.**

1. a widely known or famous person
2. to pay close or narrow attention; to concentrate
3. to make known through a proclamation, a speech, or an introduction
4. to attempt to gain the favor of by attention or flattery
5. someone with a record of successes; a successful and motivated person
6. to read quickly or to scan; to glance over, to skim
7. a reference to something that has been directly connected with and important to what is being discussed or considered

**6. Explain the meanings of the following words and phrases used in the article.**

1. celebrity-infused
2. an upfront
3. to peg oneself to smth
4. the median age
5. to highlight the fact
6. a slate of telenovelas

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. a warehouse space
2. a heavy lineup
3. the millennial Latino
4. to flip the roles
5. showcasing concepts
6. social media feeds

### **8. Answer the following questions.**

1. What did the cable channel the Mun2 announce for 2013 / 2014 seasons?
2. Why does the Mun2 focus on programming for bilingual and bicultural?
3. How is the Mun2 going to attract young Latino audience?
4. Why are advertisers interested in the Mun2?
5. What companies are Telemundo main sponsors?

### **9. Argue for and against statements from the article.**

1. Executives announced 200 hours of original programming for the 2013 and 2014 seasons that focus mainly on celebrity-infused reality shows, music and sports for young, bilingual and bicultural Latinos in the United States.

2. Mr. Bernard said the channel had signed 30 new advertisers, in categories like wireless, automotive, family dining and “even Starbucks.”

3. “The big question in our industry now is, How do we make our brands relevant for young Latinos that speak both languages and consume less mass media?” Mr. Alcocer added.

4. “Latinas love to see what we like to call modern, independent achievers,” said Jacqueline Hernández, the chief operating officer at Telemundo.

5. “Advertisers are extremely interested in multiplatform,” Ms. Hernandez said.

### **10. Translate into English and discuss with a partner the following.**

11.08.2013

Чи стала би Великобританія економічно успішнішою, якби англійці перейняли би німецькі звичаї? Таке припущення прем'єра Кемерона випробувала на собі одна лондонська сім'я.

Європейська економічна криза має один винятковий феномен – Німеччина. Ця країна на тлі глибоких потрясінь у євроні виглядає винятково стабільною. Не без ревнощів дивляться на Німеччину і британці. Адже їхня країна останніми роками заледве вибирається з рецесії. Нещодавно британський прем'єр Девід Кемерон, відвідуючи одну

фабрику, заявив, що його співвітчизники мають у своїх звичаях стати «трохи більш німецькими».

Журналісти Бі-бі-сі підхопили цю тезу і вирішили провести експеримент з «онімечення» на прикладі окремої сім'ї. Результатом стало реаліті-шоу *Make me a German*. Головні герої – журналіст Бі-бі-сі, його дружина-письменниця і двоє їхніх дітей. Сім'я на два тижні подалася до Німеччини, аби жити «як пересічні німці». Взагалі-то у «піддослідному» сімействі четверо дітей. Але враховуючи, що у пересічній німецькій сім'ї менше двох дітей, двом старшим довелося залишитися вдома.

За 125 євро на тиждень Джастін і Бі Роулатт разом з дітьми винайняли квартиру у Нюрнберзі. «Більшість німців винаймають квартиру», – пояснював у своєму найпершому сюжеті Джастін. Він зауважив, що у цьому німці відрізняються від британців, більшість яких прагне будь-що купити своє житло. Гасло «мій дім – моя фортеця» призвело до того, що у пересічного британця значно більше боргів, ніж у німця – у середньому на 53 тисячі фунтів.

Тим не менше експеримент «як бути німцем» Бі сподобався. Англійка зізнається, що багато чому навчилася. Їй припала до смаку німецька їжа, дуже імпонує Бі й свідоме ставлення німців до довкілля.

Непросто англійцям було звикнути до уявленні німців про вихідні. Після важкого робочого тижня у Німеччині заведено відпочивати. Із цим треба рахуватися. Особливо у неділю спокій сусідів не можна порушувати у жодному разі! Робити у неділю абсолютно нічого не прийнято. Навіть магазини не працюють.

Головний висновок британки – у німців варто повчитися насамперед цілеспрямованості та ефективності у роботі. «Я зрозуміла, що ми під час роботи маємо бути значно більш цілеспрямованими. Наш робочий день був би коротший», – резюмує Бі Роулатт, оглядаючись на незвичайний експеримент «як бути німцем».

Джерело: <http://www.dw.de/>

## 11. Write an abstract of the article.

## Unit 6

### Tracing Success to its Origins

#### **1. Work with a partner to discuss the following.**

1. What is the greatest invention of the 20th century? How has it influenced your life?
2. What computing device do you prefer to use and why?

#### **2. Read the article and explain what problem it is devoted to.**

### **Used Computer, \$116,000 or Best Offer**

By STEVE LOHR

Published: May 23, 2013

More than a decade ago, at a vintage computer fair in Silicon Valley, Dag Spicer had an opportunity to buy an original Apple-1 for \$2,000. He passed. Any regrets? Not really, he said.

Sotheby's sold an Apple-1 for \$374,500 last year. A few months later in Germany, one sold for \$640,000.

"Of course," Mr. Spicer added, "I could have paid off my mortgage now with what it would be worth."

Perhaps so. Last November, an Apple-1, also commonly known as the Apple I, sold for \$640,000 at an auction in Germany. That sale surpassed the previous record of \$374,500 set only five months earlier at Sotheby's in New York.

The astronomical run-up in the price of the original Apple-1 machines – made in 1976 and priced at \$666.66 (about \$2,700 in current dollars) – is a story of the economics of scarcity and techno-fetishism, magnified by the mystique surrounding Apple and its founders, as the company has become one of the largest, most profitable corporations in the world.

The next test of the Apple-1 market comes on Saturday, at the same auction house in Cologne, Germany, where the record sale took place last November.

Even the auctioneer, Uwe Breker, expressed some surprise at the price reached last fall. For this week's auction, the reserve price – the minimum sale

price – is \$116,000, and Mr. Breker conservatively estimated the likely range from \$260,000 to \$400,000. “But we will see,” he said.

The auction market for the vintage machines, experts say, is thin and uncertain. For example, a nonworking Apple-1 failed to attract its reserve price of just over \$75,000 at an auction last year in London. The record-setting auctions last year were of working originals, as is the Apple-1 going under the gavel on Saturday.

The sky-high prices suggest irrational exuberance. But technology historians say there is a rational appeal to possessing an Apple-1. “It is Apple’s creation story, the physical artifact that traces this incredible success to its origins,” said Mr. Spicer, a senior curator at the Computer History Museum in Mountain View, Calif.

The Apple-1, Mr. Spicer added, was instrumental in the early transition in personal computing from its hobbyist roots to becoming a huge commercial business. Others were there too, notably the MITS Altair, which was introduced before the Apple-1, and was the first personal computer that Microsoft’s founders, Bill Gates and Paul Allen, wrote software for.

But Apple proved to be the enduring computer maker. And its founders embodied the hobbyist-commercial shift. Stephen G. Wozniak was the hardware-hacking engineer and Steven P. Jobs, who died in 2011 after a battle with cancer, was the business visionary.

Apple-1’s are scarce. An estimated 175 to 200 were produced in the Jobs family garage in Los Altos, Calif. Mike Willegal, who maintains an online registry of Apple-1’s, has verified the existence of 46 of them. A software manager at Cisco, Mr. Willegal observed that there was a technical nostalgia to the Apple-1, recalling a simpler time in computing.

“No one understands a whole computer system anymore,” Mr. Willegal said. “But Woz” – Mr. Wozniak’s nickname – “knew that board inside and out, and some people do today.”

A computer motherboard with clusters of chips was all that the bare-bones Apple-1 offered. Users had to supply their own keyboards, monitors and power supplies. It had 4 kilobytes of memory; a basic MacBook Air has more than a million times that. It could be used to run primitive computer games and write simple programs.

The Apple-1 was a reputation-building entry, but it was the Apple II, introduced a year later in 1977, that would sell in the millions and establish the company's business. When Mr. Wozniak was designing the Apple II, he was also handling customer service for the Apple-1, a distracting time drain.

After the Apple II went on sale, the company began an aggressive trade-in program, offering Apple II's and sometimes cash incentives in exchange for Apple-1's, said Bob Luther, who is writing a book on the vintage machines, "The First Apple," which he plans to self-publish, with help from a Kickstarter crowdfunding campaign.

In his book research, Mr. Luther called Michael Scott, Apple's president from 1977 to 1981, and interviewed him about the trade-in program. As Mr. Luther recalled, Mr. Scott told him, "If we had done a better job, you and I wouldn't be having this phone call."

"They just wanted the Apple-1 to go away," said Mr. Luther, who bought an Apple-1 for \$7,600 in 2004. ("Mine's not for sale.")

Auction prices for Apple-1's have not yet settled on firm standards. But according to Richard Austin, head of books and manuscripts at Sotheby's, who handled the auction of the Apple-1 for \$374,500 last year, working machines in pristine condition with documentation command the highest prices. "And a story behind it helps," Mr. Austin added.

The Apple-1 being auctioned on Saturday has a story. Its original owner was Fred Hatfield, a former baseball player in the major leagues, an infielder who played from 1950 to 1958 for five teams including the Boston Red Sox and the Cincinnati Redlegs. His nickname was "Scrap Iron." He died in 1998 at age 73.

The documentation with the machine includes a letter to Mr. Hatfield, signed by Steve Jobs, offering him a new Apple II and a check for \$400 for his Apple-1, said Mr. Breker, the German auctioneer. Mr. Hatfield declined the offer, for whatever reason.

Mr. Breker is irritatingly discreet about the identity of the seller, saying only that he is a young American who works for a software company. "He brought it over here in a blanket," Mr. Breker said.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. vintage machines
2. personal computers
3. laptops
4. keyboards
5. MacBook Air
6. software
7. monitors
8. hardware

**4. Read the article again and find the following.**

1. a price of Apple-1 in 1976
2. a number of Apple-1's produced
3. the highest price paid for Apple-1
4. Steve Jobs' offer to Mr. Hatfield

**5. Find words and phrases in the article that mean the following.**

1. the use of antiques and reproduction antiques; as well as, traditional materials and handicrafts, to create a deliberately old-fashioned look
2. the total amount of money lent to a borrower by a money-lending organization, with some of the borrower's property being given as security
3. to represent (a person, action, or thing) as greater than in reality; to exaggerate, intensify
4. rarity of appearance or occurrence; rarity; infrequency
5. produced by, resulting from, or originating in the imagination
6. in or of an original state; such as, in or belonging to an original state or condition

**6. Explain the meanings of the following words and phrases used in the article.**

1. techno-feteshism
2. the reserve price
3. to go under the gravel

4. hobbyist-commercial shift
5. bare-bones
6. a reputation-building entry

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. the astronomical run-up in the price
2. irrational exuberance
3. enduring computer maker
4. technical nostalgia
5. an aggressive trade-in program
6. irritatingly discreet

**8. Answer the following questions.**

1. Why are Apple-1s so scarce?
2. What devices were instrumental in early transition in personal computing?
3. What are the technical characteristics of Apple-1?
4. How did Apple establish the company's business?
5. What was the company trade-in program when Apple-II went on sale?

**9. Argue for and against statements from the article.**

1. Last November, an Apple-1, also commonly known as the Apple I, sold for \$640,000 at an auction in Germany. That sale surpassed the previous record of \$374,500 set only five months earlier at Sotheby's in New York.

2. "No one understands a whole computer system anymore," Mr. Willegal said. "But Woz" – Mr. Wozniak's nickname – "knew that board inside and out, and some people do today."

3. In his book research, Mr. Luther called Michael Scott, Apple's president from 1977 to 1981, and interviewed him about the trade-in program. As Mr. Luther recalled, Mr. Scott told him, "If we had done a better job, you and I wouldn't be having this phone call."

4. "They just wanted the Apple-1 to go away," said Mr. Luther, who bought an Apple-1 for \$7,600 in 2004. ("Mine's not for sale.")

5. Auction prices for Apple-1's have not yet settled on firm standards. But according to Richard Austin, head of books and manuscripts at Sotheby's, who handled the auction of the Apple-1 for \$374,500 last year, working machines in pristine condition with documentation command the highest prices.

### **10. Translate into English and discuss with a partner the following.**

28.02.2013

Цього року на Міжнародному ярмарку мобільних технологій у Барселоні (Mobile World Congress – MWC) в очі впадає гонитва виробників розумних пристроїв за розміром. Сьогодні більшість пристроїв «озброєна» дисплеєм щонайменше 10 сантиметрів у діагоналі і це ще не межа! Тренд великих дисплеїв триває – покупці шукають навіть більші дисплеї. Іноді, здається, що смартфон вже важко відрізнити від планшетного комп'ютера.

Тенденція до збільшення розміру дисплеїв, а разом з ними і пристроїв, помітна в усіх провідних виробників. Спеціалісти вже навіть вигадали назву цьому тренду: «фаблет» – гра слів, що поєднує англійські слова «телефон» та «планшетний комп'ютер». Тон тут задає компанія Apple, її міні-планшетники iPad оснащені 7-дюймовими дисплеями.

У межах MWC в Барселоні провідний виробник смартфонів, південнокорейська компанія Samsung, не представляє свій новий пристрій Galaxy 4. Публіка уперше побачить його тільки 14 березня на урочистій церемонії у Нью-Йорку. Новинкою стали і розробки маловідомої на європейському континенті китайської фірми ZTE. Вони представили цілком конкурентну розробку свого смартфона – Grand S, оснащеного 5-дюймовим дисплеєм та камерою, що здатна знімати у форматі Full-HD.

Конкуренції їм на ярмарку у Барселоні складає інша китайська компанія – Huawei. Вони вже розширили своє початкове портфоліо розробок мережевих адаптерів та мобільних модемів для ноутбуків і тепер теж розробляють смартфони. Їхня головна модель – Ascend P2, з рекомендованою ціною 399 євро, як запевняє представник компанії Міхаель Зайтц, найшвидший смартфон у світі. Технологічне начиння смартфона теж вражає, продовжує Зайтц. «Чотириядерний процесор з частотою 1,5 мегагерц, внутрішня пам'ять на 16 гігабайтів гарантує те, що у вас буде достатньо місця для збереження всіх ваших відеокліпів та

фотографій, які можна знімати за допомогою вмонтованої 13-мегапіксельної камери».

Але побороти домінанту гігантів ринку Apple та Samsung прагнуть не лише нові гравці. Відомі старі бренди також поволі включаються у мобільні перегони. Наприклад, HP, знайома більшості як виробник принтерів та ноутбуків, на MWC у Барселоні представила свій новий планшетник Slate 7. Він працює на операційній системі Google Android, оснащений 7-дюймовим дисплеєм, і, за оцінками експертів, є цілком конкурентним на ринку. Його рекомендована ціна для роздрібного продажу – 150 євро.

Не хоче пасти задніх і японська Sony. У неї «на озброєнні» Xperia Z: міні-планшетник став продовженням однойменної серії смартфонів. Конкурент Samsung з Південної Кореї – LG – представляє в Барселоні свою нову технологічну серію Optimus, тайванська HTC просуває свій планшетник One, а її тайванські конкуренти з Asus привезли до Іспанії комбі-версію смартфона та планшета.

За прогнозами спеціалістів, у недалекому майбутньому трафік лише зростатиме, адже можливість зовнішньої комунікації отримують дедалі більше побутових пристроїв. Інтернет в автомобілі – вже не новина, але не виключено, що незабаром до Мережі приєднаються, наприклад, холодильник, мікрохвильова піч чи чайник. І це вже не фантастика, а цілком реальні прогнози.

Джерело: <http://www.dw.de/>

## **11. Write an abstract of the article.**

## Unit 7

### Web Pioneers

#### **1. Work with a partner to discuss the following.**

1. What search engines do you prefer to use and why?
2. What is vital to survive in the media market?

#### **2. Read the article and explain what problem it is devoted to.**

### **Yahoo to Buy Tumblr for \$1.1 Billion**

By MICHAEL J. de la MERCED,  
NICK BILTON and NICOLE PERLROTH  
Published: May 19, 2013

The board of Yahoo, the faded Web pioneer, agreed on Sunday to buy the popular blogging service Tumblr for about \$1.1 billion in cash, the companies announced Monday, a signal of how the company plans to reposition itself as the technology industry makes a headlong rush into social media.

The deal would be the largest acquisition of a social networking company in years, surpassing Facebook's \$1 billion purchase of Instagram last year.

For Yahoo and its chief executive, Marissa Mayer, buying Tumblr would be a bold move as she tries to breathe new life into the company. The deal, the seventh since Ms. Mayer defected from Google last summer to take over the company, would be her biggest yet. It is meant to give her company more appeal to young people, and to make up for years of missing out on the revolutions in social networking and mobile devices. Tumblr has over 108 million blogs, with many highly active users.

Yet even with all those users, a basic question about Tumblr and other social media sites remains open: Can they make money?

Founded six years ago, Tumblr has attracted a loyal following and raised millions from big-name investors. Still, it has not proved that it can be profitable, nor that it can succeed on mobile devices, which are becoming the gateway to the Internet. Even Facebook faces continued pressure from investors to show it can increase its profits and adapt to the mobile world.

“The challenge has always been, how do you monetize eyeballs?” said Charlene Li, the founder of the Altimeter Group, a consulting firm. “Services like Instagram and Facebook always focus on the user experience first. Once that loyalty is there, they figure out how to carefully, ideally, make money on it.”

If the deal is approved, Ms. Mayer will face the challenge of successfully managing the takeover, given Yahoo’s notorious reputation for paying big money for start-ups and then letting the prizes wither. Previous acquisitions by Yahoo, like the purchase of Flickr for \$35 million and a \$3.6 billion deal for GeoCities, an early pioneer in social networking, have been either shut down or neglected within the company.

Because of this, Ms. Mayer will face pressure to keep Tumblr’s staff, led by its founder, the 26-year-old David Karp, who dropped out of high school as a 15-year-old programmer. It is unclear whether all of Tumblr’s 175 employees, based in New York City, will move over to Yahoo.

At the same time, analysts and investors are likely to question whether buying a site that has struggled to generate revenue makes sense.

“This is not an inexpensive acquisition, but they’re willing to pay to get back some of what they’ve lost,” said Colin Gillis, an analyst at BGC Partners. “They want to be hip.”

In her short tenure as chief executive, Ms. Mayer has bought a string of tiny start-ups. Most of those were aimed at buying engineering talent that could help freshen Yahoo’s core products, like mail, finance and sports, as well as build out new mobile services.

Ms. Mayer has had ambitions to hunt bigger game, armed with \$4.3 billion in cash from selling half of Yahoo’s stake in the Chinese Internet titan Alibaba.

She has had conversations with a number of other big-ticket targets, like Foursquare, a mobile app that lets users find nearby restaurants, stores and bars, and Hulu, the video streaming service, according to people with knowledge of those discussions who were not authorized to speak publicly.

Tumblr brings something that Ms. Mayer has sought for some time: a full-fledged social network with a loyal following. The start-up claims more than

100 million blogs on its site, reaching 44 million people in the United States and 134 million around the world, according to Quantcast.

But in some ways, Yahoo isn't pursuing users – it already claims 700 million, one of the biggest user bases on the Web – but products and services that would again make it a central destination. Once the biggest seller of display ads in the United States, Yahoo has lost market share to the likes of Google and Facebook. Its share of all digital ad revenue tumbled to 8.4 percent last year, from 15.5 percent in 2009, even as total advertising spending grew, according to eMarketer. Google now claims about 41 percent.

The company also missed the shift from the Web to smartphones and tablets. It waited a significantly long time to roll out apps for its most popular services, missing out on chances to harvest users to competitors like Google and Apple.

And while Yahoo has managed to grow internationally, it has struggled to make its familiar brand relevant again. Until a recent home page renovation, the company's main page felt claustrophobic, with ads and content jumbled together.

Tumblr's trove of users and pages could provide fertile new ground for Yahoo's ad operations, with what industry experts say is a bounty of unsold ad inventory. Mr. Karp of Tumblr had eschewed advertising, favoring a minimalist policy, starting to serve users ads only last May.

Mr. Karp, the C.E.O., is expected to get nearly \$250 million from the deal. Spark Capital, a venture firm in Boston, has been involved in five investment rounds of Tumblr's financing and is expected to make tens of millions of dollars from the deal.

Yet it is not clear how much Tumblr can help Yahoo reach its goals. The blogging site burned through an estimated \$25 million in cash last year, and struggled to raise additional money at an acceptable valuation, according to people briefed on the matter who were not authorized to speak publicly about it. That prompted Mr. Karp to begin deal discussions with a number of companies, including Facebook, Microsoft and Google, though nothing came of those talks.

Yahoo and Tumblr have been in serious talks since last week, culminating in the Yahoo board's vote to approve the deal on Sunday morning.

The blogging site has been trying to create new ad efforts like interactive campaigns, rather than using standard clickable ads, with mixed success. It has set a revenue goal of \$100 million for this year; the company reported only \$13 million for the first quarter and reported \$13 million for 2012.

Despite its ranking as the 24th most viewed Web site on the Internet, according to Quantcast, Tumblr has yet to translate that into success on mobile devices, something Yahoo needs.

Tumblr also bears a fair amount of unsavory content that may unsettle advertisers. Pornography represents a fraction of content on the site, but not a trivial amount for a site with 100 million blogs.

The search for profits isn't unique to Tumblr, as free apps and services struggle to wring money from their users. Instagram famously generated no money when Facebook bought it.

Mr. Gillis of BGC said, "Either this management team is going to turn Yahoo around or be the ones who squandered its asset base."

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. blogging service
2. search engine
3. e-mail
4. social networking
5. commercials
6. smartphones
7. laptops
8. clickable ads
9. free apps

**4. Read the article again and find the following.**

1. a number of Tumblr's employees
2. the cost of half of Yahoo's stake
3. a sum of money Tumblr burned through in 2012
4. a revenue goal in 2013

**5. Find words and phrases in the article that mean the following.**

1. to convert from securities into currency that can be used to purchase goods and services
2. used figuratively to indicate a loss of hope or opportunity
3. to fail to give the proper or required care and attention to someone or something
4. the time frame during which a position is held, or the status granted an individual in a professional position as an assurance against unexpected dismissal
5. bearing in abundance, fruitful, productive
6. morally offensive or unacceptable; not pleasant or agreeable

**6. Explain the meanings of the following words and phrases used in the article.**

1. to make a headlong rush
2. to roll out apps
3. full-fledged
4. a trove
5. to eschew smth
6. to squander

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. a loyal following
2. big-ticket targets
3. notorious reputation
4. to harvest users
5. an acceptable valuation
6. to wring money from smb

**8. Answer the following questions.**

1. Why did Yahoo decide to buy Tumblr?
2. Who are better managers – men or women? Why do you think so?  
Would Marissa Mayer breathe new life into Yahoo?

3. Why has Yahoo lost its market share of display ads?
4. What is a basic question about social media to investors?
5. What Tumblr content can unsettle advertisers?

### **9. Argue for and against statements from the article.**

1. Yet even with all those users, a basic question about Tumblr and other social media sites remains open: Can they make money?
2. “This is not an inexpensive acquisition, but they’re willing to pay to get back some of what they’ve lost,” said Colin Gillis, an analyst at BGC Partners. “They want to be hip.”
3. Yet it is not clear how much Tumblr can help Yahoo reach its goals.
4. Despite its ranking as the 24th most viewed Web site on the Internet, according to Quantcast, Tumblr has yet to translate that into success on mobile devices, something Yahoo needs.
5. Mr. Gillis of BGC said, “Either this management team is going to turn Yahoo around or be the ones who squandered its asset base.”

### **10. Translate into English and discuss with a partner the following.**

03.03.2013

Хвилі обурення немає меж: з червня Yahoo повертає до офіса всіх співробітників, які працювали вдома. Чи дійсно дистанційна праця така неефективна, як змушує думати рішення Yahoo?

З планшетником на колінах на пляжі в Каліфорнії, а також зі смартфоном під рукою – так міг би виглядати робочий день деяких працівників ІТ-галузі в Кремнієвій долині. Але цьому тепер має бути покладено край. Принаймні коли йдеться про співробітників комп’ютерного гіганта Yahoo.

Марисса Маєр, котра від минулого літа керує цим концерном, запровадила обов’язкову присутність працівників в офісі. Yahoo закликав у спеціальному листі всіх співробітників, які досі працювали вдома, до червня повернутися на свої робочі місця в офісі.

Навряд чи ідея 37-річної керівниці припала до душі працівникам. У соціальних мережах і у Twitter не вщухає хвиля критики з боку співробітників. Навіть деякі підприємці скептично оцінюють такий крок.

Так, наприклад, Ричард Бренсон, шеф Virgin Group, написав у своєму блозі: «Це видається регресом. І це в часи, коли робота у віддаленому доступі стала такою простою та ефективною як ніколи».

Офіційно Yahoo не повідомляє про причини такого рішення. У внутрішньому повідомленні для співробітників ідеться про те, що «швидкість і якість часто страждають, коли робочі завдання виконуються вдома».

Так само і в Німеччині упродовж останніх років посилюється значення роботи за межами офісу. Ютта Румп, директор Інституту зайнятості в Людвігсгафені, насамперед називає такі галузі, як ІТ-сферу, консалтинг, комунікацію, науку, розвиток і ЗМІ тими напрямками, де «мобільна робота» є дуже поширеною.

Утім, робота в домашньому офісі приносить працівникам не лише переваги. Дуже часто робітники нарікають, що межі між робочим часом і дозвіллям стираються, коли від них очікується постійне перебування на зв'язку. «Щоб «мобільна робота» не ставала безмежною, поширюючись на постійну досяжність людини упродовж 24 годин на добу та семи днів на тиждень, важливо визначити чіткі правила», – каже Ютта Румп. Так, наприклад, роботодавець мав би давати співробітнику від 12 до 24 годин часу для реакції на відповідь.

З власного досвіду Румп знає, що повна передача роботи додому пов'язана з певними проблемами. «Як забезпечити командний дух, якщо команда ніколи не збирається разом?» – запитує вона. Тому, як переконана економіст, найкраща практика – поєднання особистої присутності в офісі та вільного виконання роботи вдома.

Джерело: <http://www.dw.de/>

## **11. Write an abstract of the article.**

## Unit 8

### Information Society

#### **1. Work with a partner to discuss the following.**

1. Do you start your day with checking e-mail, web-surfing or something like that? Why / Why not?
2. What do you do to manage your time effectively?

#### **2. Read the article and explain what problem it is devoted to.**

### **Faced With Overload, a Need to Find Focus**

By TONY SCHWARTZ

*We are thrilled to introduce a new weekend column to DealBook called Life@Work by Tony Schwartz. Tony is one of the world's top thought leaders on the workplace and getting the most out of people. He is a productivity maven and advises many of the Fortune 500 on how to build the right culture as the founder of the Energy Project. Earlier this year, he wrote a popular article for The New York Times's Week in Review, "Relax! You'll Be More Productive." We've followed Tony for many years – using some of his tips and tricks ourselves – and we're excited to be able share his insights regularly on DealBook.*

*Andrew Ross Sorkin*

What's the first thing you do when you wake up in the morning, before you even brush your teeth? Is it checking the e-mail that's flooded into your inbox overnight? Does the pull feel increasingly irresistible, even Pavlovian? Do you get so immersed in responding to other people's agendas that 30 minutes can go by before you even look up?

Here's a radical proposal: Don't check your e-mail at all tomorrow morning. Turn it off entirely. Instead, devote a designated period of uninterrupted time to a task that really matters.

For more than a decade, the most significant ritual in my work life has been to take on the most important task of the day as my first activity, for 90

minutes, without interruption, followed by a renewal break. I do so because mornings are when I have the highest energy and the fewest distractions.

I'm doing it right now, but in all honesty, it's gotten tougher in the last several years. My attention feels under siege, like yours probably does.

For the last 10 years, my colleagues and I have helped companies like Google, Genentech, Coca-Cola, Green Mountain Coffee and Facebook fuel sustainable high performance by better meeting the needs of their employees. Far and away the biggest work challenges most of us now face are cognitive overload and difficulty focusing on one thing at a time.

Whenever I singularly devote the first 90 minutes of my day to the most challenging or important task – they're often one and the same – I get a ton accomplished.

Following a deliberate break – even just a few minutes – I feel refreshed and ready to face the rest of the day. When I don't start that way, my day is never quite as good, and I sometimes head home at night wondering what I actually did while I was so busy working.

Performing at a sustainably high level in a world of relentlessly rising complexity requires that we manage not just our time but also our energy – not just how many hours we work, but when we work, on what and how we feel along the way.

Fail to take control of your days – deliberately, consciously and purposefully – and you'll be swept along on a river of urgent but mostly unimportant demands.

It's all too easy to rationalize that we're powerless victims in the face of expectation from others, but doing that is itself a poor use of energy. Far better to focus on what we can influence, even if there are times when it's at the margins.

Small moves, it turns out, can make a significant difference.

When it comes to doing the most important thing first each morning, for example, it's best to make that choice, along with your other top priorities, the night before.

Plainly, there are going to be times that something gets in your way and it's beyond your control. If you can reschedule for later, even 30 minutes, or 45, do that. If you can't, so be it. Tomorrow is another day.

If you're a night owl and you have more energy later in the day, consider scheduling your most important work then. But weigh the risk carefully, because as your day wears on, the number of pulls on your attention will almost surely have increased.

Either way, it's better to work highly focused for short periods of time, with breaks in between, than to be partially focused for long periods of time. Think of it as a sprint, rather than a marathon. You can push yourself to your limits for short periods of time, so long as you have a clear stopping point. And after a rest, you can sprint again.

How you're feeling at any given time profoundly influences how effectively you're capable of working, but most of us pay too little attention to these inner signals.

Fatigue is the most basic drag on productivity, but negative emotions like frustration, irritability and anxiety are equally pernicious. A simple but powerful way to check in with yourself is to intermittently rate the quantity and quality of your energy – say at midmorning, and midafternoon – on a scale from 1 to 10. If you're a 5 or below on either one, the best thing you can do is take a break.

Even just breathing deeply for as little as one minute – in to a count of three, out to a count of six – can quiet your mind, calm your emotions and clear your bloodstream of the stress hormone cortisol.

Learn to manage your energy more skillfully, and you'll get more done, in less time, at a higher level of focus. You'll feel better – and better about yourself – at the end of the day.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. distractions
2. cognition
3. superstition
4. irritability
5. suspicion
6. fatigue
7. prosperity
8. inner signals

**4. Read the article again and find the following.**

1. five companies the Energy Project has helped
2. the most important task of Mr. Schwartz in the morning
3. the most basic drag on productivity
4. an energy rate on a scale from 1 to 10 to take a break

**5. Find words and phrases in the article that mean the following.**

1. someone who knows a great deal about a subject or who is an expert in some area of specialized knowledge
2. a prolonged effort to gain or overcome something or a serious and lasting attack of something
3. capable of being used without being completely used up or destroyed; Able to last or to continue for a long time
4. pertaining to the mental processes of perception, memory, judgment, and reasoning, as contrasted with emotional and volitional processes
5. a reference to someone or something that continues without becoming weaker, less severe, etc.
6. a state of uneasiness and apprehension; such as, about future uncertainties

**6. Explain the meanings of the following words and phrases used in the article.**

1. increasingly irresistible
2. a renewal break
3. to feel under siege
4. powerless victims in the face of expectation from others
5. to be at the margins
6. think of it as a sprint, rather than a marathon

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. to get immersed in smth
2. a designated period
3. to get a ton accomplished

4. a river of urgent but mostly unimportant demands
5. the number of pulls on one's attention
6. negative emotions like frustration, irritability and anxiety

**8. Answer the following questions.**

1. What is the radical proposal of Mr. Schwartz?
2. What is the most significant ritual of a productivity maven?
3. What is necessary to do to perform at a sustainably high level?
4. What is the best way to schedule your working day if you are a night owl?
5. Why does the way we feel influence our productivity?

**9. Read the abstracts about the Big Society and discuss with a partner.**

DAVID CAMERON, the prime minister, used to shout about the “Big Society”. He wanted to encourage small groups, charities and business to play a role in welfare provision. But recently we have heard less about the idea. Many people found it too abstract to be enticing. And cynics argued that the concept was devised to provide cover for swingeing government cuts.

Despite the criticism, the Big Society is not dead. In fact, the Conservative party is firmly behind the idea. But questions have been asked about the impact of fiscal austerity on Mr Cameron's grand vision. Some argue that a philanthropy-friendly culture will emerge only if the government gets out of the way. And by some readings, the state is doing just that. When excluding money spent on “unavoidable statutory obligations” – such as waste removal – local government spending will fall by around 65% by 2020. With fewer state-run social services, the voluntary sector should fill the gap.

Big Society Capital (BSC), which launched in 2012, offers funding to social enterprises, which include voluntary and charitable outfits. It provides loans (which must be repaid), rather than grants (which are not). And in 2012 it made £57m (\$88m) of investments. Organisations that have received funding through BSC are generally enthusiastic about the scheme.

But research by Paul Palmer, at Cass Business School, shows that smaller charities, in particular, struggle to adapt to loan-based forms of financing. And

BSC's potential £600m pot is overshadowed by the £1 billion drop in funding from government to the voluntary sector over the next four years.

Under fiscal austerity, the Big Society will not emerge of its own accord. British history demonstrates this. But the government seems to know its history. And Big Society Capital is a good, if incomplete, start.

*From the Economist*

**10. Translate into English and discuss with a partner the following.**

07.07.2013

Опитування, проведене вченими Австралійської академії наук, засвідчило, що вільний доступ до інформації не є гарантією від невігластва. Про деталі пише британське видання The Guardian.

Виявляється, 27 відсотків австралійців вважають, що в минулому люди жили одночасно з динозаврами. 59 відсотків не знають, що рік складається з 365 днів. 39 відсотків не змогли дати відповідь на запитання, який відсоток поверхні Землі займає вода.

Опитуванням було охоплено 1115 осіб, серед яких були й люди з вищою освітою. Відзначається, що чоловіки виявилися дещо поінформованіші, ніж жінки. Результати опитування будуть використані, зокрема, для реформування шкільної системи Австралії.

Джерело: <http://www.ukrinform.ua/ukr/news/>

**11. Write an abstract of the article.**

## Unit 9 Internet and Science

### **1. Work with a partner to discuss the following.**

1. What wild/domestic animal is the most intelligent?
2. What are the ways of using Internet in social intelligence of humans and animals studies?

### **2. Read the article and explain what problem it is devoted to.**

#### **A Virtual Pack, to Study Canine Minds**

By **CARL ZIMMER**  
Published: April 22, 2013

Brian Hare, associate professor at Duke University and chief scientific officer at Dognition, conducting the ‘folder game’ with Finley.

At the time, he was a sophomore at Emory University, where he was studying animal psychology with Michael Tomasello. Dr. Tomasello was comparing the social intelligence of humans and other animals.

Humans, it was known at the time, are exquisitely sensitive to signals from other humans. We use that information to solve problems that we might struggle to figure out on our own.

Dr. Tomasello discovered that chimpanzees, our closest living relatives, typically fail to notice much of this social information. Pointing to the location of a hidden banana will usually not help a chimp find the banana, for example. Perhaps the pointing test revealed something important about how the human mind evolved.

But Mr. Hare had his doubts. “I think my dog can do that,” he declared.

To persuade his mentor, he videotaped Oreo chasing after tennis balls. And indeed, when he pointed left or right, off the dog would run, in the indicated direction, to find a ball.

He then followed up with a full-blown experiment, using food hidden under cups in his garage; Oreo consistently picked out the right cup after Mr. Hare pointed to it, and other dogs (including some who had never seen Mr. Hare) did well too.

After he got his doctorate in biological anthropology from Harvard, Dr. Hare and his colleagues finally published their results: Dogs could indeed pass the pointing test, while wolves, their wild relatives, could not.

Dr. Hare, now an associate professor at Duke, has continued to probe the canine mind, but his research has been constrained by the number of dogs he can study. Now he hopes to expand his research geometrically – with the help of dog owners around the world. He is the chief scientific officer of a new company called Dognition, which produces a Web site where people can test their dog's cognition, learn about their pets and, Dr. Hare hopes, supply him and his colleagues with scientific data on tens of thousands of dogs.

“Because it's big data, we can ask questions that nobody could have a chance to look at,” he said.

From his previous research, Dr. Hare has argued that dogs evolved their extraordinary social intelligence once their ancestors began lingering around early human settlements. As he and his wife, Vanessa Woods, explain in their new book, “The Genius of Dogs,” natural selection favored the dogs that did a better job of figuring out the intentions of humans.

While this evolution gave dogs one cognitive gift, it didn't make them more intelligent in general. “If you compare them to wolves as individuals, they look like idiots,” Dr. Hare said. “But if you then show them having a human solve the problem, they're geniuses.”

To explore dog cognition further, he set up the Duke Canine Cognition Center in 2009. He and his colleagues built a network of 1,000 dog owners willing to bring in their pets for tests.

Dr. Hare began to investigate new questions about dogs with this willing pack of animals. With a grant from the Office of Naval Research, for example, he is looking at ways to identify dogs for jobs like bomb detection.

“They spend two years trying to get these dogs ready to go, and then most programs lose 7 out of 10,” he said. “Maybe they can't take the commands, or maybe they can't take the perspective of the humans.”

He is trying to find the “cognitive style” of the successful service dogs. To do so, he and his colleagues have developed a battery of 30 tests that altogether take four hours to administer. They have tested 200 dogs and are searching for hallmarks that set the service dogs apart.

He helped form Dognition, he said, partly because of interest from dog trainers who asked him if they could test their own dogs' cognitive style.

The tests are now available online: For a fee, dog owners get video instructions for how to carry them out. (Besides the pointing test, they include a test in which the owner yawns and then watches to see if the dog does too – a potential sign that dog and owner are strongly bonded.) The company then analyzes how a given dog compares with others in its database for qualities like empathy and memory.

Not every expert is convinced, however, that such seemingly objective judgments can be gleaned from research that is still in its early stages.

“To me, part of being a dog scientist is acknowledging up front how little we know about their cognition,” said Alexandra Horowitz, a dog cognition expert at Barnard College. “I’d like to see a company which tries to strengthen relationships between dogs and people by getting people excited about the fact that science has just begun to investigate the dog mind, and our current understanding is minimal. It would be honest to admit how mysterious this other mind really is.”

Brian Hare is using his new company to supply him and his colleagues with scientific data on tens of thousands of dogs.

Dr. Hare agrees that dog owners should not look at the tests as a canine equivalent of the SATs. “What we’re desperately trying to stay away from is, ‘Your dog is a 99, and your dog is 20, and 99 is better than 20,’ ” he said. “Maybe one cognitive style is better in one context than another.”

Adam Miklosi, a dog cognition expert at Eotvos Lorand University in Budapest and a scientific adviser to Dognition, says the tests should not be prescriptive. “It’s not like a phone number you call to get your washing machine fixed,” he said. “It’s a fun thing to do.”

Dr. Hare says his main goal is to build a database that will shed light on longstanding questions about behavior, breeding and genetics – for example, whether the cognitive styles of various breeds can be linked to their genes. (Dr. Miklosi cautions, however, that the data that comes from people playing games with their dogs in their living room won’t be as carefully controlled as the experiments scientists run in their labs.)

One hypothesis has already emerged from Dognition’s users, Dr. Hare said. A surprising link turned up between empathy in dogs and deception. The dogs that are most bonded to their owners turn out to be most likely to observe their owner in order to steal food. “I would not have thought to test for that relationship at Duke, but with Dognition we can see it,” said Dr. Hare.

As the science of dog cognition comes into better focus, Dr. Hare hopes that scientists can use Dognition to deliver their insights to dog trainers. Science-based dog training would take into account what dogs are good at, what they’re bad at and the biases that influence their minds.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. an associate professor
2. a researcher
3. a sophomore
4. a supervisor
5. a chief executive officer
6. an analyst
7. a cat cognition expert
8. dog trainers

**4. Read the article again and find the following.**

1. animals whose behaviour Dr. Tomasello studied
2. a number of dogs registered in the Duke Canine Cognition Center, 2009
3. a number of tests to find the “cognitive style” of the successful service dogs
4. the main goal of tests available online

**5. Find words and phrases in the article that mean the following.**

1. a second-year student in a U.S. college or a tenth-grade student in a U.S. high school
2. the act of exploring or searching with or as if with a device or instrument; to delve into; to investigate
3. to produce by natural change and development

4. the process of being able to see or understand a situation in its true or relative importance

5. having gathered or collected something in a gradual way

6. a stratagem; a trick

**6. Explain the meanings of the following words and phrases used in the article.**

1. exquisitely sensitive

2. a full-blown experiment

3. to linger around early human settlements

4. to identify dogs for jobs like bomb detection

5. to search for hallmarks

6. the cognitive styles of various breeds

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. the social intelligence of humans and other animals

2. to constrain one's research

3. to investigate with the willing pack of animals

4. to shed light on longstanding questions

5. to deliver insights to dog trainers

6. the biases that influence ones' minds

**8. Answer the following questions.**

1. What was Mr. Hare's first experiment with his dog?

2. What results of research did Dr. Hare and his colleagues publish?

3. What did the evolution give to dogs in general?

4. Why did the Office of Naval Research give Dr. Hare a grant?

5. What hypothesis has already emerged from Dognition's users?

**9. Argue for and against statements from the article.**

1. Humans, it was known at the time, are exquisitely sensitive to signals from other humans. We use that information to solve problems that we might struggle to figure out on our own.

2. Dr. Hare is the chief scientific officer of a new company called Dognition, which produces a Web site where people can test their dog's cognition, learn about their pets and, Dr. Hare hopes, supply him and his colleagues with scientific data on tens of thousands of dogs.

3. He is trying to find the "cognitive style" of the successful service dogs. To do so, he and his colleagues have developed a battery of 30 tests that altogether take four hours to administer. They have tested 200 dogs and are searching for hallmarks that set the service dogs apart.

4. Dr. Hare says his main goal is to build a database that will shed light on longstanding questions about behavior, breeding and genetics – for example, whether the cognitive styles of various breeds can be linked to their genes. Dr. Miklosi cautions, however, that the data that comes from people playing games with their dogs in their living room won't be as carefully controlled as the experiments scientists run in their labs.

5. One hypothesis has already emerged from Dognition's users, Dr. Hare said. A surprising link turned up between empathy in dogs and deception.

## **10. Translate into English and discuss with a partner the following.**

12.08.2012

Шеф схожий на мавпу, а колега нагадує віслюка? Навичкам керівництва можна навчитися у тварин, вважають психологи. На семінарах у «школі віслюків» вчать керувати без батога й пряника.

Те, що людина походить від мавпи, як свідчить теорія Дарвіна, деяких учених не дивує. «У людині 89,4 відсотка генетичних клітин мавпи», – стверджує голландський біолог Патрик ван Вен і автор книги «Допоможіть – мій шеф – мавпа».

Не дивує, що у підлеглих подекуди виникає відчуття, що вони працюють у зоопарку, а начальник нагадує їм горилу. Але от який зв'язок у людей з віслюками? На думку засновниці «школи віслюків» Ельке Віллемс, з цими тваринами у нас набагато більше спільного, ніж може видатися на перший погляд.

Перша така німецька школа з'явилася в Кельні. Спочатку її творець, психолог Ельке Віллемс, планувала проводити сімейну терапію. Проте з

часом дійшла висновку, що менеджерам такі курси не менш корисні. Віслюки, які славляться своєю упертістю, навчають будь-кого терплячості. Так, прийшовши на терапію, «пацієнт» може дві години простояти поруч з твариною, тренуючи силу волі.

Людині, яка вперше опинилася на курсах, це може здатися доволі дивним. Самі учні зізнаються, що спочатку з'являється хвилювання від того, що віслюк нічого не робить. Відтак виникає бажання все кинути і піти. Але, як стверджує Ганна, учасниця семінару, повністю усвідомивши завдання, починаєш відчувати задоволення від того, що ніхто тебе не підганяє.

Сучасним менеджерам важливо навчитися бути терплячими і уважними, вважають викладачі школи. Однак корисно ще й вміти маніпулювати. І це – головна відмінність кельнської школи від курсів для «білих комірців», заснованих на спілкуванні людини з твариною.

Водночас голландський біолог Патрік ван Вен побачив очевидну схожість у соціальній структурі компанії і родині мавп. 2009-го року в Гельзенкірхені був відкритий семінар Arremanagment («Мавпячий менеджмент»). Його мета – спостереження за шимпанзе і порівняння їхньої поведінки з роботою колективу. Як і в будь-якій команді, тут є свій лідер, який формує ієрархічну систему.

Учасники семінару, спостерігаючи за інстинктивною реакцією тварин, аналізують природну поведінку мавпи, зіставляючи з робочим середовищем в офісі. І цей процес навчання – нескінченний. Учителі зізнаються, що самі продовжують удосконалюватися разом з учнями. Справді, ні терплячості, ні уважності, ні самоіронії багато не буває. І чому б не запозичити цінні якості у віслюка або мавпи...

Джерело: <http://www.dw.de/>

## **11. Write an abstract of the article.**

## **Unit 10**

### **Social Media**

#### **1. Work with a partner to discuss the following.**

1. What social media do you use and why?
2. Have you ever cheated in social media?

#### **2. Read the article and explain what problem it is devoted to.**

### **Social Media Pose New Riddle for CIA**

By ANTON TROIANOVSKI and SIOBHAN GORMAN

Effective spycraft has long called for cover – a job, family or routine that would keep a government agent from drawing undue attention. Now, that calculation extends to spies' use of social media.

Only in the past few years has the Central Intelligence Agency issued standardized guidelines on how to use social media, according to one former intelligence official. The line these guidelines draw appears to be thin: Revealing too much on Facebook FB +0.46% and Twitter risks tipping too much to the other side. But given that social media use is becoming ubiquitous, revealing too little could also arouse suspicion.

“Technology is changing the spy business in so many different ways,” the ex-intelligence official said. “It’s very easy to find out a lot of information about people.”

The question of how much a spy should divulge online became a touch less theoretical this week after Russia unmasked what it said was an American spy – saying it had detained Ryan C. Fogle, a junior political officer at the U.S. Embassy in Moscow, amid what it alleged was an effort to recruit a Russian officer.

U.S. officials declined to say what agency employs the detained man. His family wouldn't speak about the situation. The CIA declined to comment.

Regardless, the detention of the 29-year-old Mr. Fogle, a 2006 graduate of Colgate University, makes him one of the first members of the social-media

generation whose online activities could be read against allegations that he spied.

Mr. Fogle's Facebook page, as visible to his 243 "friends," offered details about his social life, contacts and travel plans. One of those friends provided The Wall Street Journal with images of how Mr. Fogle's page appeared to them.

On that page, Mr. Fogle said he worked at the State Department, posted photos of a tour of a Moscow Cold War bunker and of Mont Saint-Michel in France and Krakow, Poland. He bantered with apparent colleagues about flights back to the U.S. He also indicated he had plans to return to the U.S., including a date and flight route, and said that over Memorial Day weekend he planned to hang out at a restaurant in Arlington, Va., Ray's the Steaks.

Mr. Fogle's level of sharing appears restrained, by the standards of his generation. His 243 friends isn't large for someone of his age group. The publicly accessible version of his Facebook profile doesn't include a photo of him or personal information.

Personal information is, of course, the coin of the Facebook realm, and each user determines how little or much to divulge. The CIA, in setting standards for its own employees, appeared to draw its own lines.

The issue is particularly sensitive for young government employees who went to college when Facebook was already ubiquitous on campus. They are part of a generation that shares personal information more widely and rapidly than before.

The agency's social-media guidelines, described by the former official, allow even undercover officers to maintain Facebook accounts under their real names. "The rules had to catch up with the technology," the former official said.

But there are limits. While officers can't post details of their work projects or travel, they may post personal notes on travel and photos, according to the ex-official. Officers were encouraged to use discretion to avoid compromising their agency status.

Facebook friendships between undercover officers and people openly working for the CIA were discouraged, according to the former official. Among other things, such connections could be used to identify undercover agents, through link analysis.

When the policy was issued, it led to a quandary for CIA officers, the ex-official said: Whether to defriend undercover officers. Doing so en masse could have had an unintended effect of alerting others to an undercover officer's status.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. a spy
2. a junior political officer
3. researchers
4. analysts
5. undercover officers
6. white-collar workers
7. technical officers
8. former intelligence officers

**4. Read the article again and find the following.**

1. two examples of social media mentioned
2. two reasons of using social media in CIA
3. a number of Facebook friends Mr. Folge has
4. guidelines on how to use social media for CIA officers

**5. Find words and phrases in the article that mean the following.**

1. present, or seeming to be present, everywhere at the same time; omnipresent
2. to reveal information; especially, information that was previously secret, private, or unknown
3. a statement that a person is supposed to have done something wrong or illegal without any proof that it actually happened
4. an underground shelter; especially, one that is built for troops, with a fortified gun position above ground
5. the good judgment and sensitivity needed to avoid embarrassing or upsetting others
6. being kept under control or within limits

**6. Explain the meanings of the following words and phrases used in the article.**

1. undue attention
2. to arouse suspicion
3. tipping too much
4. the detention
5. to draw one's own lines
6. en masse

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. to pose a riddle
2. the detained man
3. to banter
4. regardless
5. to catch up with smth
6. undercover officers

**8. Answer the following questions.**

1. Why does effective spycraft have to use social media?
2. What can Facebook page show to other users?
3. Why was the 29-year-old Mr. Fogle detained in Moscow?
4. What is allowed to do in social media to undercover officers?
5. What are the advantages and disadvantages of using social media to CIA agents?

**9. Argue for and against statements from the article.**

1. Only in the past few years has the Central Intelligence Agency issued standardized guidelines on how to use social media, according to one former intelligence official.

2. "Technology is changing the spy business in so many different ways," the ex-intelligence official said. "It's very easy to find out a lot of information about people."

3. The issue is particularly sensitive for young government employees who went to college when Facebook was already ubiquitous on campus. They are part of a generation that shares personal information more widely and rapidly than before.

4. “The rules had to catch up with the technology,” the former official said.

5. Facebook friendships between undercover officers and people openly working for the CIA were discouraged, according to the former official.

### **10. Translate into English and discuss with a partner the following.**

29. 07.2013

Учителі не повинні спілкуватися в соцмережах зі школярами, вирішили у федеральній землі Баден-Вюртемберг. У такий спосіб німецькі чиновники нібито дбають про захист даних. Але багато хто не поділяє такої «турботи».

Рішення міністерства культури федеральної землі Баден-Вюртемберг звучить однозначно: вчителям заборонено користуватися соцмережами на кшталт Facebook, Twitter чи StudiVZ для комунікації з приводу робочих питань як зі школярами, так і з іншими колегами. Ідея не нова: у федеральних землях Баварія та Шлезвіг-Гольштейн такі приписи існують уже давно.

Однак багатьох нова ідея міністерства спантеличила. Чиновники не пояснили, яка саме комунікація вважається робочою та як каратиметься порушення заборони. Водночас на уроках від теми соцмереж повністю не відхрещуватимуться: вчителі й далі пояснюватимуть дітям, як ними користуватися, розповідатимуть про принципи їхньої роботи, ризики, переваги й недоліки.

Джерело: <http://www.bbc.co.uk/ukrainian/science/>

### **11. Write an abstract of the article.**

## Unit 11 Online Charity

### 1. Work with a partner to discuss the following.

1. What Ukrainian charity organizations do you know? How effective are they?
2. Have you ever taken part in charity activities?

### 2. Read the article and explain what problem it is devoted to.

#### Medical Care, Aided by the Crowd

By NICOLE LaPORTE  
Published: April 13, 2013

TWO years ago, Chase Adam, a Peace Corps volunteer in Costa Rica, was riding a bus through a town called Watsi, when a woman got on board asking for money. Her son, she said, needed medical attention and she couldn't pay for it. As the woman walked through the bus, she showed people a copy of her son's medical record. Mr. Adam, who is now 26, noticed that nearly everyone donated money.

Watsi raised money for Chenda, top, a 1-year-old boy in Cambodia, who badly burned his hand. Nuro, 11, of Ethiopia, will have foot surgery, and Bageshwori, 12, of Nepal, has had heart surgery.

The experience gave him an idea.

"I thought it'd be really cool if there was a Kiva for health care," he said, referring to the crowdfunding Web site that allows donors to provide microloans to entrepreneurs in developing countries.

Over the next several months, he devoted his free time to creating a business plan for an online start-up that he named after the town where he got the idea. Watsi, which started last August, lets people donate as little as \$5 toward low-cost, high-impact medical treatment for patients in third-world countries.

The procedures range from relatively simple ones like fixing a broken limb to more complicated surgery – say, to remove an eye tumor. But the treatments generally have a high likelihood of success and don't involve multiple operations or long-term care.

Operated out of an apartment in Mountain View, Calif., Watsi works with nonprofit health care providers in 13 countries, including Cambodia, Nepal, Guatemala and Ethiopia. The providers identify patients meeting Watsi's criteria; the providers themselves have been vetted by Watsi and its medical advisory team, which includes Dr. Mitul Kapadia, director of the physical medicine and rehabilitation program at Benioff Children's Hospital of the University of California, San Francisco, and a half-dozen other doctors and medical professionals.

The profiles of the patients are posted on the Watsi site, and the online community begins donating. Medical care is given when the health partners decide that it is "medically appropriate," Mr. Adam said. Sometimes that care is given before money is raised on Watsi, and the profile remains on the site so that fund-raising can continue. Watsi maintains an operational reserve for this purpose, he said.

Watsi represents the next generation of charities dependent on online donors, evolving the model started by sites like Kiva. With just a few mouse clicks, Kiva users, say, are able to lend money to a restaurant owner in the Philippines – and to examine her loan proposal and repayment schedule, to read about her and see her photograph.

Charities have long recognized the importance of photographs and narratives in soliciting donations. Watsi's Web site, too, shows vivid images of its patients, and tells their stories. For example, a 9-year-old girl in Myanmar who needs eye surgery has had to miss a year of school because of her condition.

"People like to feel like their donation is making a difference to an individual," said Timothy Ogden, managing director of the Financial Access Initiative at New York University's Robert F. Wagner Graduate School of Public Service. "That's how they like to give – where there's a face and a personal connection."

While Kiva offered pictures and much more from the start, information about its own operations was not always easy to find on its site. In 2009, when donors learned that loans weren't going directly to the people in need but to microfinancing institutions that had already made the loans, there was an uproar.

Even though the model makes sense – microfinancers play an important role in vetting individuals, and by giving them a loan upon request, the borrower does not have to wait weeks or months for money to be raised online – Kiva was criticized for a lack of transparency. It has since clarified how it works.

The kerfuffle pointed out how much information the public demands in the Internet age, particularly when it comes to nonprofit groups, where “the general public is skeptical,” Mr. Adam said.

As a result, organizations like Watsi are trying to extend their microlending transparency to themselves. On Watsi’s Web site, there is a Google Doc – an online document that can be shared by various approved users, and updated in real time – that lists details like the name of the doctor providing care, whether that care was delayed for any reason, a screen shot of the PayPal funds transfer, and whether the treatment was successful. The document also shows Watsi’s monthly financial statement, which lists the cost of office supplies, salaries and travel expenses. If any problems occur during or because of treatment, donors are notified by e-mail.

Mr. Adam said his approach was partly in response to the Kiva controversy. But he said he found inspiration in other nonprofits like Nyaya Health, a nongovernmental organization started by Yale graduates that provides free health care in Nepal. Nyaya, which is a Watsi medical partner, has a health wiki that lets people upload the organization’s monthly financial reports and minutes from internal meetings.

“I think there’s a new batch of these nonprofits starting to emerge,” Mr. Adam said. “They’re dedicated to helping people understand how things work.”

Not that this makes everyone comfortable. After one patient who received funding from Watsi did not survive surgery, some health care partners were “a little spooked,” Mr. Adam said, given that the doctor’s name was listed on the Watsi site. “Doctors don’t want their names to be associated with failure,” he said, adding that as a result of that, some medical partners briefly stopped approving riskier treatments as a way to avoid more undesirable outcomes.

And when Watsi began publishing its financial statements, the chief financial officer “was very scared,” Mr. Adam said. “He was like: ‘What if I made a mistake? People are going to crucify me!’ ”

People did find a few minor mistakes, as it turned out. “They e-mailed us, and we solved the situation in five minutes,” Mr. Adam said. “What we’ve found is that by being transparent, we’re actually crowdsourcing a lot of our work.” In effect, the public is “reviewing all our financials, which is fantastic,” he said.

But is a Google Doc enough to make donors feel confident about a group’s credibility? “Certainly, I don’t think it hurts,” Mr. Ogden said. “But do we know that the data they’re providing is true?”

“We have a big problem in nonprofit data circles in general about the quality of data,” he said, because “the rules for accounting for nonprofits are so lax.”

Mr. Adam says such concern is precisely why his organization shows monthly statements line by line. “We provide much more detail about how things actually are working, and specific costs, such as Web hosting and salaries,” he said. “You see some of that on 990 tax forms, but not nearly to the degree of resolution that we have.”

WATSI recently participated in an incubator program at Y Combinator, which provides start-ups with seed money along with mentoring. So far, Watsi has raised about \$200,000, which has paid for treatment of more than 270 patients.

But as those numbers grow, providing detailed information about each patient and his or her care could prove difficult. Dr. Paul Polak, a social entrepreneur and author of “Out of Poverty,” said that much detail was possible in a small operation with few patients, but he asked: “How are you going to do that when you have 50,000?”

Mr. Adam says Watsi is becoming more streamlined. It is developing a system to let its care providers upload patient information directly to a central database. Currently, Watsi enters that data manually into the Google Doc.

Before entering the Y Combinator program, Watsi was paying for an average of three patients a week. Since completing the program, that average is now 17 a week. And three months ago, Mr. Adam and his two full-time co-workers started receiving a salary. (Mr. Adam makes about \$45,000 a year.)

“Honestly, that’s been the biggest milestone so far, with regard to us personally,” he said.

“When I got that first paycheck, despite it being pretty small, I remember thinking that I couldn’t believe I was being paid to do something I love so much.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. volunteers
2. donors
3. general practitioners
4. patients
5. sponsors
6. dentists
7. surgeons
8. co-workers

**4. Read the article again and find the following.**

1. three examples of online charity organizations
2. a number of people in medical advisory team
3. a minimum amount of money people may donate
4. a number of people Watsi has already helped

**5. Find words and phrases in the article that mean the following.**

1. to give, to present, or to pledge something to an individual or an organization, often in the context of charity and good will
2. commotion, disorderly, agitated, confusion; whirl, whirlwind
3. when two or more disputants argue against each other
4. to give up earnestly, seriously, or wholly, to a particular person or specific purpose; to assign or appropriate; to devote
5. a situation in which the public trusts the accuracy of official statements
6. to treat cruelly; torment; to criticize harshly; pillory

**6. Explain the meanings of the following words and phrases used in the article.**

1. microloans

2. high-impact medical treatment
3. to survive surgery
4. a batch
5. to be “a little spooked”
6. the biggest milestone

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. in soliciting donations
2. a lack of transparency
3. the kerfuffle
4. streamlined
5. seed money
6. to mentor

**8. Answer the following questions.**

1. Why did Chase Adam decide to start online charity?
2. How long did it take Chase Adam to create a business plan?
3. What’s the reason for posting profiles of patients on the Watsi site?
4. Why is Watsi trying to demonstrate its transparency?
5. What program did Watsi enter and why?

**9. Argue for and against statements from the article.**

1. “I thought it’d be really cool if there was a Kiva for health care,” he said, referring to the crowdfunding Web site that allows donors to provide microloans to entrepreneurs in developing countries.

2. “People like to feel like their donation is making a difference to an individual,” said Timothy Ogden.

3. “I think there’s a new batch of these nonprofits starting to emerge,” Mr. Adam said. “They’re dedicated to helping people understand how things work.”

4. And when Watsi began publishing its financial statements, the chief financial officer “was very scared,” Mr. Adam said. “He was like: ‘What if I made a mistake? People are going to crucify me!’ ”

5. “When I got that first paycheck, despite it being pretty small, I remember thinking that I couldn’t believe I was being paid to do something I love so much.”

**10. Translate into English and discuss with a partner the following.**

05.07.2013

Українські благодійні фонди, які лідирують у Європі за своєю масовістю, переважно займаються політикою або легалізацією незаконної оплати послуг, а не своїми прямими обов’язками.

Україна, держава з проблемною економікою і складною внутрішньополітичною ситуацією, примудрилася перевершити Євросоюз за рівнем проникнення благодійних організацій. Так, якщо в європейських державах одна така організація припадає на кожні 4,5 тис. жителів, то на берегах Дніпра – на кожні 3 тис.

Гри цьому щедрими благодійниками українців не назвеш: країна посідає 111-е зі 145 місць у світовому рейтингу доброчинності World Giving Index 2012, складеному найбільшим британським незалежним фондом Charities Aid Foundation. Та й довіряють вітчизняним благодійним організаціям, як з’ясували соціологи Центру Разумкова та фонду Демініціативи, лише 6% громадян, а в сусідній Польщі цей показник перевищує 80%.

На думку фахівців, шлях вирішення проблеми один – привчити благодійні організації регулярно і публічно звітувати про свою діяльність, а українців – контролювати їхню роботу.

Джерело: <http://korrespondent.net/business/>

**11. Write an abstract of the article.**

## Unit 12

### Online Media

#### **1. Work with a partner to discuss the following.**

1. What online media giants do you know? What about Ukrainian ones?
2. What is necessary to succeed in online media business?

#### **2. Read the article and explain what problem it is devoted to.**

### **Back from the dead, AOL is reinventing itself as a media company**

Apr 20th 2013

MOST Thursday afternoons at AOL's New York headquarters a bell rings to announce "happy hour", and staff flock to a keg in a meeting room. They hope they at last have cause to celebrate. "If you look at the analyst models, they had AOL never getting back to growth," says Tim Armstrong, the firm's boss. But in the fourth quarter of 2012, AOL's revenue rose for the first time in eight years. Its share price has surged by more than 50% in the past year.

Could AOL be back from the grave? Mr Armstrong, a former Google executive whose first job was running a small newspaper in Boston, has tried to turn a flagging dial-up internet firm into a content company. Formerly known as America Online, the firm merged with Time Warner, a media giant, at the peak of the dotcom bubble in 2000. Jeff Bewkes, Time Warner's boss, has admitted that the \$165 billion deal was "the biggest mistake in corporate history". Dial-up users switched to high-speed internet, AOL's value tumbled and it was finally spun out as a separate firm in 2009.

Since then it has focused on content and collecting digital brands; in other words, it has tried to transform itself into an online version of its former mate, Time Warner. It owns TechCrunch, a technology-news site, and Patch, which provides local news in America's richer cities, among others. In 2011 AOL paid a jaw-dropping \$315m for the *Huffington Post*, a leftish news and opinion site that made its first profit in 2010. Since then traffic has more than doubled, to 62m unique visitors a month, according to comScore, which measures online audiences. It is the fourth-most-widely-read news site in America.

AOL used to offer its subscribers a “walled garden” of curated content. It still has its portal, Aol.com, but now it competes in a more open online world. Mr Armstrong believes that as the internet becomes more competitive, owning original content and media brands will pay off. Around 70% of online ad spending goes to the top ten networks, says Paul Zwillenberg of the Boston Consulting Group.

AOL’s dial-up business still provides good margins but is still declining. So the firm has invested in building new revenue streams. In the past two years it has launched editions of the *Huffington Post* in Britain, France, Italy, Spain and other countries. In May it will invade Japan. Mr Armstrong has also put money into online video, reasoning that consumers will spend more time online and that advertisers will pay more for video spots than display ads. AOL has the most American video views after YouTube. The HuffPost Live, which launched last year, is trying to be a younger, online CNN; it offers 60 hours of live video commentary a week.

Sceptics mutter that AOL’s progress has been uneven. In the fourth quarter only around 7% of its \$123m in adjusted operating income came from its “brand group”, which includes its media properties. Patch probably lost around \$100m last year. Each small market needs its own content and ad-sales effort; none of this is cheap. Mr Armstrong vows that Patch will be profitable by the end of the year.

The *Huffington Post*’s international expansion has also been costly. It probably took \$55m in revenues last year, nearly double the figure for 2010, according to Enders Analysis, a research firm. But the price AOL paid looks steep, given that it is not currently thought to be profitable (AOL does not break out its numbers). Juan Señor of Innovation, a media consultancy, says many of the countries it has expanded into already had a *Huffington Post*-inspired website. AOL may have arrived too late to win an audience and make money.

Cultivating a media brand takes time. People said Google paid too much for YouTube (\$1.7 billion in 2006), but now it is clear that it was a smart buy, says Eric Sheridan of UBS, a bank. It could be years before AOL’s content brands can silence the doubters. Meanwhile it is spending a fortune on original content even as rivals such as Yahoo and Amazon muscle into the same area.

AOL's share-price surge should not be seen as an endorsement of its content strategy. Last year the firm sold 800 patents to Microsoft for more than \$1 billion, and used the bulk of the proceeds to buy back stock. Mr Armstrong likes to remind people that he is AOL's biggest individual shareholder, so he has an incentive to do right by the company. He has done much to revive a firm that others thought dead. But after just one quarter of growth, perhaps it is too early to tap the kegs.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. revenue
2. income
3. share price
4. fringe benefits
5. margins
6. mergers
7. founders
8. advertisers

**4. Read the article again and find the following.**

1. three examples of media companies mentioned
2. three examples of IT companies mentioned
3. two examples of technology-news sites
4. a number of patents sold to Microsoft by AOL

**5. Find words and phrases in the article that mean the following.**

1. to assemble, to gather, to gather together
2. to drop unexpectedly or to fall into potential ruin
3. a characteristic of something that can be changed, removed, or given different properties
4. great wealth; ample stock of money, property, and the like
5. to move using strength and force or effort, or to make someone or something move in this way
6. the total amount of money or profit that is made via an activity

**6. Explain the meanings of the following words and phrases used in the article.**

1. “happy hour”
2. dial-up business
3. a leftish news
4. jaw-dropping
5. to silence the doubters
6. to revive a firm

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. the fourth-most-widely-read news site
2. curated content
3. video spots
4. to provide good margins
5. to look steep
6. to tap the kegs

**8. Answer the following questions.**

1. Why did Time Warner’s boss say that buying AOL was “the biggest mistake in corporate history”?
2. Why is *Huffington Post* so popular among users?
3. What has Mr. Armstrong put money into?
4. How much did Google pay for YouTube in 2006? Was it a fair deal?
5. Why does Mr. Armstrong have an incentive to manage AOL as effectively as possible?

**9. Argue for and against statements from the article.**

1. They hope they at last have cause to celebrate. “If you look at the analyst models, they had AOL never getting back to growth,” says Tim Armstrong, the firm’s boss.
2. AOL used to offer its subscribers a “walled garden” of curated content.
3. Mr Armstrong believes that as the internet becomes more competitive, owning original content and media brands will pay off.

4. Cultivating a media brand takes time.

5. Mr. Armstrong has done much to revive a firm that others thought dead. But after just one quarter of growth, perhaps it is too early to tap the kegs.

**10. Translate into English and discuss with a partner the following.**

30.08.2013

Forbes опублікував рейтинг 20-ти компаній-лідерів українського інтернету. При складанні рейтингу видання розділило компанії на три категорії: e-commerce, веб-сервіси та інтернет-медіа.

Найбільшою інтернет-компанією країни залишається магазин Розетка, заснований 2004 року. Його виручка за 2012 рік – \$270 млн. Між Розеткою та іншими інтернет-бізнесами як і раніше прірва, пише Forbes. Найближчий конкурент у категорії «e-commerce», сайт Tickets.ua, 2012 року виручив \$120 млн., тобто більш ніж у два рази менше «Розетки».

У категорії «веб-сервіси» лідирує торгівельний майданчик All.biz, на якій свої товари продають близько мільйона компаній. Її виторг за 2012 рік – \$15 млн. На початку літа ресурс кардинально оновив дизайн сайту й адаптував портал для використання на різних мобільних платформах.

Лідер серед інтернет-медіа – United Online Ventures (UOV) найбільший за загальною аудиторією уанету холдинг. У нього входять такі портали, як bigmir.net, tochka.net, i.ua, а також інтернет-агентство МІБ і сейлз-хаус Digi Media.

При складанні рейтингу Forbes враховував тільки компанії, чия істотна частка належить українським власникам. При оцінці виручки брали до уваги: обсяг ринку, частку учасника, рекламні бюджети, відвідуваність сайтів, середню конверсію та середній чек.

Джерело: <http://korrespondent.net/business>

**11. Write an abstract of the article.**

## Unit 13

### Wearable Computing

**1. Work with a partner to discuss the following.**

1. Would you like to wear a device like Google Glass?
2. How useful can a wearable computing be in everyday life?

**2. Read the article and explain what problem it is devoted to.**

#### **Google Emulates Apple in Restricting Apps for Glass**

By CLAIRE CAIN MILLER

SAN FRANCISCO – The allure of the iPhone was not its brushed metal or shiny touch screen, but the apps that turned it into anything from a flute to a flashlight. Now, Google hopes that apps will do the same thing for Glass, its Internet-connected glasses.

On Monday night, Google released extensive guidelines for software developers who want to build apps for Glass. With those guidelines, it is taking a page from Apple’s playbook, by being much more restrictive about the glasses than it has been with other products, particularly its Android operating system for phones, and controlling the type of apps that developers build.

Analysts said that was largely because Google wanted to introduce the technology to the public slowly, to deal with concerns like privacy.

“Developers are crucial to the future of Glass, and we are committed to building a thriving software ecosystem for them and for Glass users,” Jay Nancarrow, a Google spokesman, said in a statement.

To begin, developers cannot sell ads in apps, collect user data for ads, share data with ad companies or distribute apps elsewhere. They cannot charge people to buy apps or virtual goods or services within them.

Many developers said they expected Google to eventually allow them to sell apps and ads. But Sarah Rotman Epps, an analyst at Forrester who studies wearable computing, said Google was smart to limit advertising at first.

“What we find is the more intimate the device, the more intrusive consumers perceive advertising is,” she said. Still, she said many consumers had

said they would like to interact with brands on Glass in certain ways, like a bank showing a balance while a user is shopping or a hospital sending test results.

On Tuesday, Google sold its first glasses for \$1,500 to developers who had signed up last year.

Some developers said they were disappointed by the limits.

“It gives them a lot of control over the experience,” said Frank Carey, a software developer and computer science graduate student in New Paltz, N.Y. “My hope is they make it as open as possible so that we can really test the limits of what this type of device would look like.”

Mr. Carey built an app at a Google hackathon for taking photos of people you meet at cocktail parties and tagging them with their names and details to discreetly pull up the information when you see them again.

Other developers said it made sense for Google to be more cautious than it was with mobile phones because Glass was always in a user’s field of vision.

“You don’t carry your laptop in the bathroom, but with Glass, you’re wearing it,” said Chad Sahlhoff, a freelance software developer in San Francisco. “That’s a funny issue we haven’t dealt with as software developers.”

Mr. Sahlhoff said he wanted to build apps for carpenters so they could see schematics without lifting their eyes from machines, and for drivers to see the speed limit and points of interest without taking their eyes off the road.

Just as the iPhone ushered in a new wave of computing on mobile phones, Glass could be the beginning of wearable computing becoming mainstream. But the question is whether people are ready to wear computers on their bodies, and to interact with others wearing them.

“Glass could be the next great platform for app development, like the iPhone,” Ms. Epps said. “But the variable is whether consumers will want it or not, and that is a real unknown.”

So far, wearable computing has been confined mostly to industries like health care and the military and to fitness devices like the Nike FuelBand. But as companies like Apple, Samsung and Google build wearable devices, the number shipped in 2016 could grow to 92.5 million, up from 14.3 million in 2011, according to IHS, a business research firm.

Google is slowly selling its first devices to people who have signed up in advance to buy them. The company has said it hopes to sell a less expensive and more polished version to consumers by the end of the year.

Glass wearers, using their voices, fingers or by moving their heads, can search the Web, take pictures and view walking directions, for instance. The screen is directly in front of the wearer's eye, but in the wearer's perception, appears to be a 25-inch high-definition screen eight feet away. The battery generally lasts a day, according to Google.

Developers and tech investors have clamored to get their hands on Glass. About 200 developers attended Google-sponsored hackathons to build apps. Three prominent venture capital firms started a partnership to seek start-up pitches from Glass developers.

In addition to restricting advertising in apps, Google is also limiting the amount of access app software has to the devices. The apps, which will be called Glassware, will be cloud-based, like Web apps, as opposed to living on the device like cellphone apps. Developers will not be able to change the display or access the sensors on the device.

Jake Weisz, who works in I.T. in Chicago, is building tools to rapidly receive and respond to online updates, and said it would be less distracting to see them on Glass. "My current situation is that my phone buzzes, I check the notification, and often I barely get the phone put back away before it buzzes again," Mr. Weisz said. With Glass, he said, "I can glance upward without stopping what I'm doing."

So far, the only people who have worn the glasses for extended periods are Google employees and software developers – people who are comfortable with cutting-edge technology.

But Google is reminding developers to keep a mainstream audience in mind. It also advised them to make sure apps do not send updates too frequently and to be sure to avoid doing anything consumers do not expect.

"Be honest about the intention of your application, what you will do on the user's behalf, and get their explicit permission before you do it," Google said.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. laptops
2. iPhones
3. Glass
4. mobile phones
5. tablets
6. Web apps
7. Nike FuelBand
8. cameras

**4. Read the article again and find the following.**

1. a period of time Glass battery lasts
2. four examples of restrictions for Glass apps
3. two ways consumers want to interact with brands on Glass
4. two examples of occupations Google wants to build Glass apps for

**5. Find words and phrases in the article that mean the following.**

1. an attraction, an enticement, or a fascination
2. extremely significant or important; vital to the resolution of a crisis;  
decisive
3. the forcing of oneself into a situation or onto people's attention in an  
unwelcome or inappropriate way
4. to become directly aware of something through any of the senses;  
especially, sight and hearing
5. to restrict or to limit the ability to move or to relocate; to stay in a  
specific location
6. expressing details in a clear and obvious way, leaving no doubt as to  
the intended meaning

**6. Explain the meanings of the following words and phrases used in the article.**

1. to emulate
2. a thriving software ecosystem

3. to usher
4. to become mainstream
5. hackathon
6. cutting-edge technology

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. extensive guidelines
2. virtual goods
3. to pull up the information discreetly
4. a polished version
5. to clamor to get ones' hands on smth
6. distracting

**8. Answer the following questions.**

1. What is Google marketing strategy for Glass?
2. Whom did Google sell its first glasses?
3. What are software developers expectations from Glass?
4. Is general public ready to wear computers on bodies?
5. What are the advantages and disadvantages of wearable computing?

**9. Argue for and against statements from the article.**

1. "Developers are crucial to the future of Glass, and we are committed to building a thriving software ecosystem for them and for Glass users," Jay Nancarrow, a Google spokesman, said in a statement.

2. "What we find is the more intimate the device, the more intrusive consumers perceive advertising is," an analyst at Forrester said.

3. "You don't carry your laptop in the bathroom, but with Glass, you're wearing it," said Chad Sahlhoff, a freelance software developer in San Francisco. "That's a funny issue we haven't dealt with as software developers."

4. "Glass could be the next great platform for app development, like the iPhone," Ms. Epps said. "But the variable is whether consumers will want it or not, and that is a real unknown."

5. “Be honest about the intention of your application, what you will do on the user’s behalf, and get their explicit permission before you do it,” Google said.

## **10. Translate into English and discuss with a partner the following.**

13.09.2013

Корпорація Microsoft збирається вбудувати в наступну версію мобільної платформи Windows Phone голосового помічника, повідомляє ZDNet. Асистент зараз перебуває в процесі розробки.

Нова програма отримала кодову назву Cortana на честь штучного інтелекту в серії ігор Halo.

Особливістю Cortana стане функція самонавчання. У роботі асистента буде застосована технологія Satori, яка вже використовується в пошуковику Bing, що належить Microsoft. Satori накопичує відомості про об'єкти пошуку і виявляє зв'язки між ними.

Очікується, що новий помічник увійде до складу Windows Phone 8.1, яка буде запущена на початку 2014 року. Не відкидається, що надалі Microsoft буде застосовувати Cortana і в інших своїх продуктах – зокрема, в комп'ютерній платформі Windows і в консолі Xbox One.

Cortana, ймовірно, увійде в загальну програмну оболонку для гаджетів Microsoft, про яку в липні 2013 року розповідав гендиректор компанії Стів Балмер. Згідно з його заявою, оболонка «підтримуватиме всі важливі сервіси» Microsoft, а також відповідатиме на питання людей і передбачатиме, що вони хочуть запитати.

Вкажемо, що голосові помічники для мобільних девайсів вже є у компаній Apple і Google – це програми Siri і Google Now. Останній також вміє вгадувати бажання користувача. Google Now будує припущення, спираючись на історію пошукових запитів і дані про місцеперебування.

Нагадаємо, що в серпні Apple навчила свого голосового помічника висміювати цифрові окуляри Google Glass.

Джерело: <http://www.lenta.ru/>

## **11. Write an abstract of the article.**

## Unit 14

### Mobile Telecoms

#### **1. Work with a partner to discuss the following.**

1. What Ukrainian mobile carrier do you prefer and why?
2. What would you like to change in Ukrainian mobile carriers policy?

#### **2. Read the article and explain what problem it is devoted to.**

##### **Mega-bids are set to transform America's wireless industry**

Apr 20th 2013, SAN FRANCISCO

BANKERS involved in mergers and acquisitions have been checking their phones more often than text-crazy teenagers recently, to keep up with a flurry of offers for American mobile-phone companies. On April 15th DISH Network, a satellite-TV operator, became the latest bidder to enter the fray when it launched a \$25.5 billion offer for Sprint Nextel, the country's third-largest wireless firm.

DISH is not the only suitor for Sprint. Last October Japan's SoftBank offered to buy 70% of the wireless operator for just over \$20 billion; and this week it boasted that its agreed deal promised "superior" benefits to DISH's unsolicited one. Sprint, in turn, is seeking to take full control of Clearwire, another wireless company of which it already owns half. And T-Mobile USA, the fourth-biggest mobile operator, is pushing ahead with a plan to merge with the fifth-largest, MetroPCS.

The scale of the bidding is breathtaking. According to Dealogic, a data provider, wireless deals worth \$49 billion have already been announced in America this year, compared with \$53 billion-worth of transactions for the whole of 2012. And more telephone-number-sized offers could be on the way. What is driving this dealmaking? And who is likely to come out on top when the dust settles?

The answer to the first of those questions is that the bids are aimed at helping America's mobile smaller fry compete more effectively with Verizon Wireless and AT&T, the behemoths that together serve about 70% of the country's wireless subscribers. The two titans' investment in their wireless

networks and in the spectrum needed to carry voice and data traffic over them has dwarfed that of their rivals. “It’s a two-plus-two market in America now,” explains Rajeev Chand of Rutberg & Company, an investment bank, “and the two smaller guys have to figure out how best to compete and survive.”

When it comes to spectrum, DISH has a clear edge over its rival for Sprint’s affections. The satellite-TV firm, whose boss, Charlie Ergen, is a former professional gambler, has cleverly snapped up billions of dollars’ worth of airwaves which it has permission to convert to wireless use. And in January it launched an unsolicited offer of its own for Clearwire. Mr Ergen has made it clear that DISH does not want to build its own cellular network, but would rather find a partner with an existing one.

SoftBank cannot offer Sprint airwaves in America, but it can bring plenty of cash to the table thanks to Japan’s near-zero interest rates. It also brings the experience of Masayoshi Son, the firm’s founder and boss, who snapped up several companies to turn SoftBank Mobile into an effective competitor against two larger rivals in the Japanese market. SoftBank claims it is on track to close its deal with Sprint on July 1st. But Mr Son may have to raise his bid if he is to keep Sprint’s shareholders on board now that Mr Ergen has joined the game.

T-Mobile’s owner, Deutsche Telekom, has already had to sweeten its offer for MetroPCS after facing pressure from shareholders in the American firm who felt the original terms would have left the combined company with too heavy a debt burden. On April 15th MetroPCS’s board approved the revised proposals, which will be put to shareholders on April 24th. If they are accepted the merged firm will have debt of \$11.2 billion rather than \$15 billion, and pay a lower interest rate than originally planned, giving it more financial flexibility to buy radio spectrum and build up its wireless network.

Regulators seem keen to give Sprint and T-Mobile a helping hand when it comes to spectrum. In a recent submission to America’s Federal Communications Commission (FCC), which oversees the telecoms industry, the Department of Justice urged it to make sure that the smaller wireless operators get a share of low-frequency bands in a future auction of spectrum given up by television stations. Both Sprint and T-Mobile are short of such spectrum, whose ability to carry signals over long distances and into buildings makes it especially valuable.

But even if they get such help, the smaller firms will still find it tough to prosper. Mike Garstka of Bain & Company, a consulting firm, says that in most mobile markets around the world the two biggest operators make virtually all of the profit, leaving smaller rivals battling to survive. This has certainly been the case in Europe, where a long tail of smaller operators have struggled to make money in an intensely competitive market.

So if they are ultimately to stay in business, Sprint and T-Mobile may end up having to join forces at some point. Some analysts speculate that if Mr Ergen fails in his bid for Sprint, he could pounce on the newly merged T-Mobile instead. Given his penchant for dealmaking, he could then try to engineer a blockbuster merger with Sprint – a move that would inevitably attract scrutiny from regulators.

Antitrust watchdogs rightly blocked AT&T's attempt to swallow T-Mobile back in 2011. But both it and Verizon Wireless are unlikely to stand by idly while their competitors beef themselves up.

AT&T could bid for a satellite operator or other firm that brings it more spectrum. Verizon Wireless is already trying to persuade Clearwire to part with some of its airwaves. Verizon Communications, which owns a 55% stake in Verizon Wireless, is also keen to buy the remaining 45%, held by Britain's Vodafone, to give the firm more operating flexibility. Any such deal would involve Croesus-like sums of money. Bankers in the telecoms-mergers business should make sure they keep their phones charged.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. mergers
2. mobile carriers
3. partners
4. shareholders
5. investors
6. regulators
7. spectrum
8. online services

**4. Read the article again and find the following.**

1. four examples of wireless firms
2. the scale of the bidding
3. a market share of Verizon Wireless and AT&T in US
4. the structure of most mobile markets around the world

**5. Find words and phrases in the article that mean the following.**

1. the act or process of combining two or more businesses into one business
2. to buy or to acquire something quickly or eagerly
3. inactive, not working, not active, or not being used
4. in the end, as the culmination of a process or event
5. to consider or to discuss why something has happened or what might happen
6. in law, an agreement between parties involved in a dispute, to abide by the decision of an arbitrator or arbitrators

**6. Explain the meanings of the following words and phrases used in the article.**

1. a flurry of offers
2. when the dust settles
3. to dwarf
4. a blockbuster merger
5. a debt burden
6. to stand by idly

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. breathtaking
2. a penchant
3. to have a clear edge
4. low-frequency bands
5. watchdogs
6. Croesus-like sums of money

**8. Answer the following questions.**

1. What's the reason of media-bids in wireless industry?
2. How did wireless industry develop in Europe?
3. What are the aims of SoftBank in mobile market?
4. What was proposed to MetroPCS by T-Mobile?
5. What are the advantages and disadvantages of using big / small mobile carriers service?

**9. Argue for and against statements from the article.**

1. Banker involved in mergers and acquisitions have been checking their phones more often than text-crazy teenagers recently, to keep up with a flurry of offers for American mobile-phone companies.

2. The bids are aimed at helping America's mobile smaller fry compete more effectively with Verizon Wireless and AT&T, the behemoths that together serve about 70% of the country's wireless subscribers.

3. "It's a two-plus-two market in America now," explains Rajeev Chand of Rutberg & Company, an investment bank, "and the two smaller guys have to figure out how best to compete and survive."

4. SoftBank cannot offer Sprint airwaves in America, but it can bring plenty of cash to the table thanks to Japan's near-zero interest rates.

5. Regulators seem keen to give Sprint and T-Mobile a helping hand when it comes to spectrum. In a recent submission to America's Federal Communications Commission (FCC), which oversees the telecoms industry, the Department of Justice urged it to make sure that the smaller wireless operators get a share of low-frequency bands in a future auction of spectrum given up by television stations.

6. So if they are ultimately to stay in business, Sprint and T-Mobile may end up having to join forces at some point.

7. Antitrust watchdogs rightly blocked AT&T's attempt to swallow T-Mobile back in 2011. But both it and Verizon Wireless are unlikely to stand by idly while their competitors beef themselves up.

**10. Translate into English and discuss with a partner the following.**

01.07.2013

Користування мобільним телефоном і мобільним інтернетом на території Євросоюзу подешевшало, починаючи від 1 липня. Зниження не стосуються операторів з країн, які не входять до складу ЄС.

Для тих, хто вирушає в закордонне відрядження або у відпустку, це є самим собою зрозумілим – швиденько перевірити електронну пошту, за допомогою мобільного інтернету перекласти меню в ресторані чи коротко подзвонити додому. Але якщо за кордоном регулярно користуватись «домашньою» SIM-карткою, то це може вилетіти в копійчку.

У ЄС уже давно ведуть боротьбу за зменшення роумінг-тарифів на території Євросоюзу, в законодавчому порядку змушуючи операторів мобільного зв'язку йти на зустріч абонентам. Починаючи від 1 липня, на території ЄС діють нові максимально дозволені роумінг-тарифи. Це означає, що громадянам країн Євросоюзу, які відправляються в іншу країну ЄС, телефонувати стане ще дешевше.

Для тих, хто користується послугами операторів з країн, які не входять до складу ЄС, у роумінг-тарифах нічого не змінюється. Українцям, наприклад, які на території Євросоюзу користуються своїми «домашніми» SIM-картками, доводиться рахуватися з великими витратами. *Київстар*, наприклад, за роумінг у Німеччині вимагає зі своїх клієнтів 12 гривень за хвилину за вихідні дзвінки й стільки ж за вхідні. А якщо хтось з SIM-карткою від *Київстар* захоче дзвонити з Португалії, тоді доведеться за вихідні дзвінки платити 35 гривень за хвилину, а за вхідні 25 гривень.

Як вже раніше писали українські ЗМІ, оператори з країн ЄС «неодноразово намагались компенсувати збитки від дій регулятора, підвищуючи ставки для операторів з країн, які не входять до складу ЄС».

Джерело: <http://www.dw.de/>

## 11. Write an abstract of the article.

## Unit 15

### Virtual Money

**1. Work with a partner to discuss the following.**

1. Have you ever used virtual money and for what?
2. What way of payment is the most appropriate for you and why?

**2. Read the article and explain what problem it is devoted to.**

**Even if it crashes, Bitcoin may make a dent in the financial world**

Apr 13th 2013

IN 1999 an 18-year-old called Shawn Fanning changed the music industry for ever. He developed a service, Napster, that allowed individuals to swap music files with one another, instead of buying pricey compact discs from record labels. Lawsuits followed and in July 2001 Napster was shut down. But the idea lives on, in the form of BitTorrent and other peer-to-peer filesharers; the Napster brand is still used by a legal music-downloading service.

The story of Napster helps to explain the excitement about Bitcoin, a digital currency, that is based on similar technology. In January a unit of Bitcoin cost around \$15 (Bitcoins can be broken down to eight decimal places for small transactions). By the time *The Economist* went to press on April 11th, it had settled at \$179, taking the value of all Bitcoins in circulation to \$2 billion. Bitcoin has become one of the world's hottest investments, a bubble inflated by social media, loose capital in search of the newest new thing and perhaps even by bank depositors unnerved by recent events in Cyprus.

Just like Napster, Bitcoin may crash but leave a lasting legacy. Indeed, the currency experienced a sharp correction on April 10<sup>th</sup> – at one point losing close to half of its value before recovering sharply. Yet the price is the least interesting thing about Bitcoin, says Tony Gallippi, founder of BitPay, a firm that processes Bitcoin payments for merchants. More important is the currency's ability to make e-commerce much easier than it is today.

Bitcoin is not the only digital currency, nor the only successful one. Gamers on Second Life, a virtual world, pay with Linden Dollars; customers of

Tencent, a Chinese internet giant, deal in QQ Coins; and Facebook sells “Credits”. What makes Bitcoin different is that, unlike other online (and offline) currencies, it is neither created nor administered by a single authority such as a central bank.

Instead, “monetary policy” is determined by clever algorithms. New Bitcoins have to be “mined”, meaning users can acquire them by having their computers compete to solve complex mathematical problems (the winners get the virtual cash). The coins themselves are simply strings of numbers. They are thus a completely decentralised currency: a sort of digital gold.

Bitcoin’s inventor, Satoshi Nakamoto, is a mysterious hacker (or a group of hackers) who created it in 2009 and disappeared from the internet some time in 2010. The currency’s early adopters have tended to be tech-loving libertarians and gold bugs, determined to break free of government control. The most infamous place where Bitcoin is used is Silk Road, a marketplace hidden in an anonymised part of the web called Tor. Users order goods – typically illegal drugs – and pay with Bitcoins.

Some legal businesses have started to accept Bitcoins. Among them are Reddit, a social-media site, and WordPress, which provides web hosting and software for bloggers. The appeal for merchants is strong. Firms such as BitPay offer spot-price conversion into dollars. Fees are typically far less than those charged by credit-card companies or banks, particularly for orders from abroad. And Bitcoin transactions cannot be reversed, so frauds cannot leave retailers out of pocket.

Yet for Bitcoins to go mainstream much has to happen, says Fred Ehrsam, the co-developer of Coinbase, a Californian Bitcoin exchange and “wallet service”, where users can store their digital fortune. Getting hold of Bitcoins for the first time is difficult. Using them is fiddly. They can be stolen by hackers or just lost, like dollar bills in a washing machine. Several Bitcoin exchanges have suffered thefts and crashes over the past two years.

As a result, the Bitcoin business has consolidated. The leading exchange is Mt.Gox. Based in Tokyo and run by two Frenchmen, it processes around 80% of Bitcoin-dollar trades. If such a business failed, the currency would be cut off at the knees. In fact, the price hiccup on April 10th was sparked by a software breakdown at Mt.Gox, which panicked many Bitcoin users. The currency’s legal

status is unclear, too. On March 18th the Financial Crimes Enforcement Network, an American government agency, proposed to regulate Bitcoin exchanges; this suggests that the agency is unlikely to shut them down.

Technical problems will also have to be overcome, says Mike Hearn, a Bitcoin expert. As more users join the network, the amount of data that has to circulate among them (to verify ownership of each Bitcoin) gets bigger, which slows the system down. Technical fixes could help but they are hard to deploy: all users must upgrade their Bitcoin wallet and mining software. Mr Hearn worries that the currency could grow too fast for its own good.

But the real threat is competition. Bitcoin-boosters like to point out that, unlike fiat money, new Bitcoins cannot be created at whim. That is true, but a new digital currency can be. Alternatives are already in development. Litecoin, a Bitcoin clone, is one. So far it is only used by a tiny hard-core of geeks, but it too has shot up in price of late. Rumour has it that Litecoin will be tradable on Mt.Gox soon.

A less nerdy alternative is Ripple. It will be much easier to use than Bitcoin, says Chris Larsen, a serial entrepreneur from Silicon Valley and co-founder of OpenCoin, the start-up behind Ripple. Transactions are approved (or not) in a few seconds, compared with the ten minutes a typical Bitcoin trade takes to be confirmed. There is no mystery about the origins of Ripple nor (yet) any association with criminal or other dubious activities.

OpenCoin is expected to start handing out Ripples to the public in May. It has created 100 billion, a number it promises never to increase. To give the new currency momentum, OpenCoin plans eventually to give away 75% of the supply. Existing Bitcoin users can already claim free Ripples and eventually anyone opening an OpenCoin account will also receive some.

The 25% retained by OpenCoin will give it a huge incentive to make sure that the Ripple is strong: the higher its value, the bigger the reward for OpenCoin's investors when the firm cashes out. On April 10th several blue-chip venture-capital firms, including the ultra-hip Andreessen Horowitz, announced that they had invested in OpenCoin.

If Ripple gains traction, even bigger financial players may enter the fray. A firm such as Visa could create its own cheap instant international-payments system, notes BitPay's Mr Gallippi. And what if a country were to issue algorithmic money?

At that point Bitcoin would probably be bust. But if that happened, its creators would have achieved something like Mr Fanning. Napster and other file-sharing services have forced the music industry to embrace online services such as iTunes or Spotify. Bitcoin's price may collapse; its users may suddenly switch to another currency. But the chances are that some form of digital money will make a lasting impression on the financial landscape.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. bank depositors
2. administrators
3. merchants
4. investors
5. libertarians
6. gamers
7. entrepreneurs
8. online retailers

**4. Read the article again and find the following.**

1. two examples of virtual money
2. three examples of using virtual money
3. three examples of IT services
4. two examples of IT companies to accept Bitcoins

**5. Find words and phrases in the article that mean the following.**

1. someone who deliberately deceives somebody else, usually for financial gain
2. robbery, felony
3. to make strong or secure; to strengthen
4. fraught with uncertainty or doubt; undecided; not convinced
5. a complete failure, a flop
6. something that encourages or motivates someone to do something or to work harder

**6. Explain the meanings of the following words and phrases used in the article.**

1. to make a dent
2. a digital currency
3. unnerved
4. to be cut off at the knees
5. a tiny hard-core of geeks
6. the price hiccup

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. peer-to-peer filesharers
2. to recover sharply
3. at whim
4. to break free of smth
5. a serial entrepreneur
6. fiddly

**8. Answer the following questions.**

1. What was the reason to create digital currency?
2. Why may companies like Bitcoin easily crash?
3. What's "moneytary policy" of Bitcoin?
4. What's the difference between fiat money and virtual money?
5. What are the advantages and disadvantages of using digital currency?

**9. Argue for and against statements from the article.**

1. IN 1999 an 18-year-old called Shawn Fanning changed the music industry for ever. He developed a service, Napster, that allowed individuals to swap music files with one another, instead of buying pricey compact discs from record labels.

2. The story of Napster helps to explain the excitement about Bitcoin, a digital currency, that is based on similar technology. In January a unit of Bitcoin cost around \$15 (Bitcoins can be broken down to eight decimal places for small transactions).

3. Bitcoin is not the only digital currency, nor the only successful one. Gamers on Second Life, a virtual world, pay with Linden Dollars; customers of Tencent, a Chinese internet giant, deal in QQ Coins; and Facebook sells “Credits”.

4. Getting hold of Bitcoins for the first time is difficult. Using them is fiddly. They can be stolen by hackers or just lost, like dollar bills in a washing machine. Several Bitcoin exchanges have suffered thefts and crashes over the past two years.

5. Technical fixes could help but they are hard to deploy: all users must upgrade their Bitcoin wallet and mining software. Mr Hearn worries that the currency could grow too fast for its own good.

6. But the real threat is competition. Bitcoin-boosters like to point out that, unlike fiat money, new Bitcoins cannot be created at whim. That is true, but a new digital currency can be. Alternatives are already in development. Litecoin, a Bitcoin clone, is one.

7. Bitcoin’s price may collapse; its users may suddenly switch to another currency. But the chances are that some form of digital money will make a lasting impression on the financial landscape.

### **10. Translate into English and discuss with a partner the following.**

21.08.2013

*Міністерство фінансів Німеччини прийняло рішення винести ухвалу, згідно з якою віртуальна інтернет-валюта Bitcoin з законодавчого погляду є «одиницею фінансового обліку», повідомив сайт [delo.ua](http://delo.ua)*

У міністерстві кажуть, що Bitcoin з юридичного погляду є різновидом «приватного вкладу», а отримання Bitcoin через інтернет є «створенням приватного грошового рахунку».

Крім цього, міністерство пояснило, що німецькі платники податків на практиці працюють з Bitcoin більше року і при цьому вони звільняються від 25%-го прибуткового податку, який би вони сплачували зі звичайних грошових операцій.

З іншого боку, курс Bitcoin вкрай нестабільний і зворотним боком відходу від оподаткування є ризик втрати грошей за рахунок падіння курсу.

Зазначимо, що Bitcoin дозволяє своїм власникам обмінювати віртуальні грошові одиниці на реальні товари і сервіси. Біткоіни створюють самі користувачі за допомогою комп'ютерних обчислень, які користувачі системи назвали «Майнінг» – видобутком золота.

Сьогодні Bitcoin коштує близько \$119. За свою історію валюта кілька разів різко дорожчала і потім безконтрольно падала.

Додамо, що на початку місяця американський федеральний суд виніс ухвалу, згідно з якою інтернет-валюта Bitcoin відповідає критерію “форма грошей” в американському законодавстві. Прецедентне право в США тепер дозволяє починати безліч судових процесів, пов'язаних з Bitcoin як платіжним засобом.

До слова, раніше з'явилась інформація, що Таїланд став першою країною, яка заборонила діяльність електронної платіжної системи Bitcoin.

Джерело: <http://delo.ua/>

## **11. Write an abstract of the article.**

## **Unit 16**

### **Internet Sales**

#### **1. Work with a partner to discuss the following.**

1. Have you had any experience of buying things or services online? Did you enjoy it?
2. Is it fair for Internet sales not to pay taxes? Why / Why not?

#### **2. Read the article and explain what problem it is devoted to.**

### **Internet Sales Tax Bill Gains Ground in Senate**

By JONATHAN WEISMAN

WASHINGTON – It has been labeled a tax grab and a bureaucratic nightmare by conservative antitax activists, an infringement on states’ rights and a federal encroachment on the almost-sacred ground of Internet commerce.

Amazon, once an opponent of collecting a sales tax, has reversed its policy.

Yet legislation to help states force online retailers to collect sales taxes easily cleared its first procedural hurdle on Monday evening, and even its fiercest opponents are looking to the House for a last stand. The Senate voted 74-20 to take up the legislation for debate and amendment.

“I’m not above believing in miracles,” said Dan Holler, a spokesman for Heritage Action, the activist arm of the conservative Heritage Foundation, which has made opposition to the Internet tax bill a “key vote” – so far with little impact.

The bill, known as the Marketplace Fairness Act, is that rare piece of legislation that has turned Democrat against Democrat, Republican against Republican and business against business, while uniting states as different as New Hampshire, Montana and Oregon – which have no sales taxes – against virtually every other state.

An odd confluence of events has swung the political momentum to one side. Less than a week after the Senate could not muster 60 votes to expand gun background checks supported by a vast majority of voters, lawmakers from both

parties are poised to steamroll opponents and greatly broaden the imposition of sales taxes on the Internet.

Under the bill, online retailers would collect an estimated \$22 billion to \$24 billion that now goes uncollected. A final vote is expected in the Senate by the end of the week. When the House will take up the issue is uncertain.

“We think this is inevitable, with states looking for revenue, with the growth of e-commerce,” said Stephen Schatz, a spokesman for the National Retail Federation, which has said for years that brick-and-mortar retailers were at a competitive disadvantage against online giants.

“Inevitable” is not a word used often for legislation that Grover Norquist’s Americans for Tax Reform mobilizes against and eBay rallies millions of its users to oppose, as they have with this bill. But sometimes the stars align. State and local governments are pleading to lawmakers to help fill their budget holes with legislation that technically does not raise a penny in federal taxes.

“What it means is a lot of money for states and localities,” Senator Richard Durbin, Democrat of Illinois and one of the bill’s champions, said on Monday.

Old-fashioned retailers are going bust, leaving towns marred by vast, empty storefronts. Those that remain complain of “showrooming,” when shoppers inspect their wares, then leave the store to buy the same products on the Internet, finding lower prices and avoiding sales taxes.

Republicans including Senators Mike Enzi of Wyoming and Lamar Alexander of Tennessee are as adamantly in favor of the bill as Democrats.

Finally, Senate Democratic leaders needed a bill to move to quickly after gun legislation all but died last week, and the Internet tax bill was ready.

President Obama on Monday threw his support behind the bill, which the White House said “will level the playing field for local small business retailers that are in competition every day with large out-of-state online companies.”

The bill would allow states to require all Internet sellers to collect sales taxes for the state and local governments of the buyers. State governments would be required to provide software free to Internet retailers to calculate sales taxes. Online retailers with out-of-state sales of less than \$1 million a year would be exempt.

Opponents predict a bookkeeping nightmare. Online retailers would have to keep track of more than 9,000 sales-tax regimes. Internet companies in states with no sales taxes – Montana, New Hampshire, Oregon and Delaware – would have to build a collection apparatus from scratch.

Senator Ron Wyden, Democrat of Oregon, called the legislation “a targeted strike against the Internet and a targeted strike against the digital economy.”

Many of the largest Web retailers have already begun collecting sales taxes. Amazon.com has joined a vast constellation of brick-and-mortar retailers in collecting taxes, leaving eBay to fight an increasingly lonely battle. In March, the Senate held a test vote of sorts, a nonbinding amendment to the Senate budget that mirrored the Marketplace Fairness Act.

It passed 75 to 24 and won the votes of some of the Senate’s most ardent conservative Republicans, including Senators Ron Johnson of Wisconsin and Tom Coburn of Oklahoma.

Shifting his company’s position, eBay’s chief executive, John J. Donahoe, has begun pressing for compromise, a \$10 million exemption that would shield virtually all of eBay’s sellers.

For many opponents, the fight is already shifting to the House, where an identical measure by Representative Steve Womack, Republican of Arkansas, has collected 55 co-sponsors from both parties. Mr. Womack said on Monday that he had held several meetings with Representative Robert W. Goodlatte, Republican of Virginia, chairman of the House Judiciary Committee, including one where Senators Enzi and Alexander joined the pitch.

For House members from both parties, Mr. Norquist’s voice may be no match for the hometown retailers, Mr. Womack said.

“I’m just hopeful we can send a life vest to our traditional retailers,” he said.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. brick-and-mortar retailers
2. street vendors
3. shoppers

4. wholesalers
5. Internet companies
6. deep discounters
7. online retailers
8. distributors

**4. Read the article again and find the following.**

1. two types of retailers
2. an estimated tax on Internet sales in US
3. two big online companies to oppose in tax reform
4. a revenue free of taxes online sellers could get

**5. Find words and phrases in the article that mean the following.**

1. intrusion on a person's territory, rights, etc.
2. extraordinary; superfluous, redundant
3. a burdensome or unfair demand; such as, on a person's time, income, or work schedule
4. refusing to be persuaded or to change one's mind
5. displaying or characterized by strong enthusiasm or devotion; fervent:
6. things which are said by someone; such as, a salesman, in order to make others want to buy, to do, or to accept something

**6. Explain the meanings of the following words and phrases used in the article.**

1. to gain ground
2. a tax grab
3. brick-and-mortar retailers
4. out-of-state online companies
5. "showrooming"
6. a vast constellation

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. a bureaucratic nightmare

2. to steamroll
3. to raise a penny
4. from scratch
5. to be no match for smth
6. a life vest

**8. Answer the following questions.**

1. What is Amazon position of collecting a sales tax?
2. Why did the Marketplace Fairness Act provoke such a violent reaction among politicians and businesses?
3. What is eBay position of collecting a sales tax?
4. What would the government provide to Internet sellers to collect taxes?
5. Why does President Obama support the bill known as the Marketplace Fairness Act?
6. What difficulties are expected after enactment of the bill?

**9. Argue for and against statements from the article.**

1. “We think this is inevitable, with states looking for revenue, with the growth of e-commerce,” said Stephen Schatz, a spokesman for the National Retail Federation.

2. “What it means is a lot of money for states and localities,” Senator Richard Durbin, Democrat of Illinois and one of the bill’s champions, said on Monday.

3. Opponents predict a bookkeeping nightmare. Online retailers would have to keep track of more than 9,000 sales-tax regimes. Internet companies in states with no sales taxes – Montana, New Hampshire, Oregon and Delaware – would have to build a collection apparatus from scratch.

4. Senator Ron Wyden, Democrat of Oregon, called the legislation “a targeted strike against the Internet and a targeted strike against the digital economy.”

5. Shifting his company’s position, eBay’s chief executive, John J. Donahoe, has begun pressing for compromise, a \$10 million exemption that would shield virtually all of eBay’s sellers.

6. “I’m just hopeful we can send a life vest to our traditional retailers,” Mr. Womack said.

### **10. Translate into English and discuss with a partner the following.**

19.07.2013

Великі промислові країни хочуть, щоб великі концерни сплачували податки там, де вони найбільше заробляють, а не в офшорних зонах. Відповідний план дій вже складено, справа – за політиками.

Найбільшим головним боєм країн Великої двадцятки буде оподаткування інтернет-концернів на кшталт Google, Apple та інших. Адже тут немає чіткого фізичного дотику між клієнтом, товаром та грошима, як у традиційних компаній, взяти до прикладу хоча б продаж кави концерном Starbucks.

Борманн переконаний, що онлайн-сервісам переміщувати прибутки значно простіше. «В інтернет-фірм немає доведеного створення додаткової вартості», – підтримує цю думку і Майнцер. Він висловлюється за те, щоб оподаткування здійснювалося там, де клієнт купує продукт в інтернеті. «Кліки були б добрим показником, щоб побачити, де мають оподатковуватися прибутки», – пояснює фахівець. Це та інші казуси повинні бути чітко врегульовані у новому законі, який слід ухвалити до 2014 року, рекомендують автори плану дій в ОЕСД.

У такий спосіб у країн із низькими податками вже не буде шансів конкурувати із іншими країнами за рахунок вигіднішої податкової моделі. Водночас податковий експерт Міхаель Борманн відзначає, що податкова конкуренція має існувати й надалі, однак ґрунтуватись на реальному бізнесі.

Джерело: <http://www.dw.de/>

### **11. Write an abstract of the article.**

## Unit 17

### Internet Technologies

#### **1. Work with a partner to discuss the following.**

1. Do you know what cloud computing refers to?
2. What are the main rivals of Microsoft?

#### **2. Read the article and explain what problem it is devoted to.**

### **Microsoft Takes Aim at Amazon With a New Cloud Service**

By NICK WINGFIELD

As president of Microsoft's server and tools division, a \$19 billion-a-year business devoted to databases, servers and other software products, Satya Nadella has a predictable cast of competitors to worry about. There is Oracle, VMware, SAP and a bunch of other makers of highly technical products that make everyday services like banking and airline reservations work, even if the software running them is invisible to most consumers.

But one of Mr. Nadella's competitors – Amazon – is not like the others.

The Internet retailer is beloved by consumers for its seemingly infinite online selection of merchandise available for one-click purchasing, speedy delivery and Kindle e-readers. Out of view of most of the public, though, it has transformed itself into a huge player in the field of cloud computing. By renting capacity on the industrial-strength servers and beefy Internet connections in its data centers to anyone willing to pay for it, Amazon has become the virtual landlord of choice for technology start-ups, including the likes of Instagram and Foursquare.

Microsoft wants a piece of the action. On Tuesday, the company is opening to general availability a new service that competes directly with Amazon's cloud offering. (Microsoft has been testing the service with customers for the past year.) And to make sure it's taken seriously, Microsoft is committing to match Amazon's prices for its cloud service, which is known as the Elastic Compute Cloud.

“It’s a two-horse race between us and Amazon,” Mr. Nadella said in a phone interview last week, noting the Seattle location of its cloud rival, a short distance away from Microsoft’s Redmond, Wash., headquarters.

Actually, that may be wishful thinking on Mr. Nadella’s part. Google and Rackspace are among the other companies that are fighting with Microsoft for the number-two spot in the cloud market.

The cloud represents a profound threat to Microsoft’s traditional business of selling software that people install on their machines. As a result, the company’s executives for some time now have been blaring their own plans to become serious cloud players.

For its first foray into the business a few years ago with a service called Windows Azure, Microsoft settled on an approach that played to its strengths, offering customers the ability to rent applications like databases and servers for broadcasting video. Amazon, in contrast, was known for more minimalist, low-level services – storage space on its servers, computing time and a share of its Internet connections.

If Microsoft’s offering was akin to a garage space outfitted with an arsenal power of tools, Amazon was renting just the garage.

Microsoft’s approach had appeal – the company says it has 200,000 Windows Azure customers – but not as much as what Amazon is offering. While the big companies targeted by Microsoft for its initial Windows Azure services will likely move to aggressively embrace the cloud at some point, the most ardent cloud supporters right now are technically sophisticated start-ups. And what they want is what Amazon – and starting this week, perhaps Microsoft – has to offer.

“They mistimed the market for sure,” James Staten, an analyst at Forrester Research, said of Microsoft.

In Forrester’s surveys of cloud developers, roughly 70 percent say they are using Amazon’s infrastructure, while about 30 percent say they are using Microsoft. (Many customers spread their business across several cloud vendors.)

Mr. Nadella, a Microsoft veteran, said the company is well positioned to become a stronger player in cloud computing because it has a more diverse portfolio of offerings than Amazon, including, of course, software that big

customers can install in their own data centers if they want to take full control of their online services.

“It’s still the early part of the cloud market,” Mr. Nadella said. “Clearly they have done a good job in one segment of it. But it will play out.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. the virtual landlord
2. cloud supporters
3. Elastic Compute Cloud
4. a cast of competitors
5. cloud computing
6. selling hardware
7. start-ups
8. high-level services

**4. Read the article again and find the following.**

1. two examples of social networks
2. seven examples of IT-companies
3. three advantages of Amazon services
4. two advantages of Microsoft Azure services

**5. Find words and phrases in the article that mean the following.**

1. anything that functions as a separation into parts or sections
2. a way of reaching or gaining access to a building or a place
3. amount of room or space inside; largest amount that can be held by a container
4. to hug someone in one’s arms fondly, or to hug each other fondly
5. happening or turning out in the way that might have been expected
6. one who has seen long service in any office or position; an experienced or aged person
7. to strive against another or others to win a desired goal or to achieve a desired result, such as an advantage or a victory

**6. Explain the meanings of the following words and phrases used in the article.**

1. a diverse portfolio
2. to be invisible to customers
3. computing time
4. low-level services
5. to fight for the number-two spot
6. cloud vendors

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. beefy Internet connections
2. one-click purchasing
3. seemingly infinite online selection of merchandise
4. committing to match prices
5. an arsenal power of tools
6. to blare one's own plans

**8. Answer the following questions.**

1. What companies are the main players in the cloud market?
2. Why does the cloud represent a serious threat to Microsoft?
3. What range of products do Oracle, VMware, SAP present on the market?
4. What does Microsoft offer for its Windows Azure customers?
5. What are the advantages and disadvantages of using Amazon and Microsoft cloud service?

**9. Argue for and against statements from the article.**

1. The Internet retailer (Amazon) is beloved by consumers for its seemingly infinite online selection of merchandise available for one-click purchasing, speedy delivery and Kindle e-readers.

2. "It's a two-horse race between us and Amazon," Mr. Nadella said in a phone interview last week, noting the Seattle location of its cloud rival, a short distance away from Microsoft's Redmond, Wash., headquarters.

3. Google and Rackspace are among the other companies that are fighting with Microsoft for the number-two spot in the cloud market.

4. "They mistimed the market for sure," James Staten, an analyst at Forrester Research, said of Microsoft.

5. "It's still the early part of the cloud market," Mr. Nadella said. "Clearly they have done a good job in one segment of it. But it will play out."

**10. Read the abstracts about two social networks and discuss with a partner.**

**Instagram** is an online photo-sharing, video-sharing and social networking service that enables its users to take pictures and videos, apply digital filters to them, and share them on a variety of social networking services, such as Facebook, Twitter, Tumblr and Flickr. A distinctive feature is that it confines photos to a square shape, similar to Kodak Instamatic and Polaroid images, in contrast to the 16:9 aspect ratio now typically used by mobile device cameras.

Instagram was created by Kevin Systrom and Mike Krieger and launched in October 2010. The service rapidly gained popularity, with over 100 million active users as of April 2012. Instagram is distributed through the Apple App Store and Google Play. Support was originally available for only the iPhone, iPad, and iPod Touch; in April 2012, support was added for Android camera phones running 2.2 Froyo. Originally a purely photo-sharing service, Instagram incorporated video sharing in June 2013, allowing its users to record and share videos lasting for up to 15 seconds. This venture has been seen by some as Facebook's attempt at competing with Twitter's Vine video-sharing application.

**Foursquare** is a location-based social networking website for mobile devices, such as smartphones. Users "check in" at venues using a mobile website, text messaging or a device-specific application by selecting from a list of venues the application locates nearby. Location is based on GPS hardware in the mobile device or network location provided by the application. Each check-in awards the user points and sometimes "badges".

The service was created in 2009 by Dennis Crowley and Naveen Selvadurai. Crowley had previously founded the similar project Dodgeball as his graduate thesis project in the Interactive Telecommunications Program (ITP) at New York University. Google bought Dodgeball in 2005 and shut it down in 2009, replacing it with Google Latitude. Dodgeball user interactions were based on SMS technology, rather than an application.

Foursquare is the second iteration of the same idea, that people can use mobile devices to interact with their environment. As of April 2012, the company reported it had 20 million registered users. The company was expected to pass 750 million check-ins before the end of June 2011, with an average of about 3 million check-ins per day. Male and female users are equally represented and also 50 percent of users are outside the US. Support for French, Italian, German, Spanish, and Japanese was added in February 2011. Support for Indonesian, Korean, Portuguese, Russian, and Thai was added in September 2011. Support for Turkish was added in June 2012.

*From Wikipedia, the free encyclopedia*

### **11. Translate into English and discuss with a partner the following.**

08.02.2012

У День безпечного інтернету Майкрософт Україна публікує результати дослідження про комп'ютерну безпеку в Україні.

У більшості українці легко розлучаються зі своїми паролями від електронної пошти або акаунтів у соціальних мережах, йдеться у звіті, що надійшов у Корреспондент.biz. 92% українців знають тільки базові речі про те, як захистити себе в інтернеті, і тільки 8% розуміють, як можна захиститися від таких кіберзагроз, як фішинг, крадіжка особистих даних та інші види шахрайства в мережі.

За матеріалами: [Корреспондент.biz](http://Корреспондент.biz)

### **12. Write an abstract of the article.**

## Unit 18

### Advertising in Social Networks

#### **1. Work with a partner to discuss the following.**

1. Do you have a profile on Facebook? Are you satisfied with Facebook services?
2. Have you ever bought anything after reading an ad in social media?

#### **2. Read the article and explain what problem it is devoted to.**

#### **After IPO, Facebook Gets Serious About Making Money**

By EVELYN M. RUSLI

On the anniversary of its IPO, mobile is taking off on Facebook. So why did revenue decline last quarter? WSJ's Jason Bellini has "The Short Answer."

Two weeks ago, new posters began appearing at the headquarters of Facebook Inc. The posters proclaimed: "Advertisers are users too\*." At the bottom of the page, in smaller font, was the phrase "\*no srsly," Internet shorthand for "no seriously."

On the eve of Facebook's IPO anniversary Saturday, how the Menlo Park, Calif., company tackles revenue is one of the biggest challenges in its short life as a public company. After eight years of focusing on user growth, Facebook has pushed revenue up its priority list and restructured its business so that many of its best minds are now thinking about driving sales.

Wall Street likes social media, but some analysts are skeptical whether Facebook's stock can return to its initial price of \$38 any time soon. MarketWatch's Ben Pimentel reports.

Before filing for its IPO, Facebook made 85% of its revenue from desktop ads in the right-hand column of its website, with the rest coming from a payments business fueled by virtual-goods sales from Zynga Inc. games.

Today, the company is experimenting with more than 10 other ways to make money, including a fledgling e-commerce store and fees that it charges users to send chat messages to strangers.

Have questions about social media and the market? Ask WSJ reporters during a live Facebook chat Friday at 12 p.m. ET

Facebook has also broadened its ad business, running ads for the first time on mobile devices, in its News Feed, and creating special widgets for mobile, such as ads that promote installations of third-party applications. Facebook has also introduced products familiar to advertisers, including tools that target people based on their website visits or their offline behavior. And it has reorganized itself so project managers and some engineers take ownership of revenue targets.

The changes have helped lift Facebook's revenue to \$1.46 billion in its most recently reported quarter, up 36% from \$1.06 billion in the same period a year earlier. A quarter of the company's revenue now comes from mobile ads.

The highly-anticipated Facebook IPO was plagued with problems, potentially costing thousands of dollars to many small investors and further damaging Wall Street's reputation on Main Street.

But none of that has been enough to push Facebook's stock back up to its IPO price last May of \$38. On Thursday, the company's shares closed at \$26.13, down 1.8% on the day and 31% from its IPO price.

The increasing importance of boosting sales also could jeopardize the users' experience – a point not lost on Facebook's chief, who has repeatedly said that Facebook wasn't originally built to be a company. On this month's earnings call, Mr. Zuckerberg assured investors that the site hasn't "seen any meaningful impact on the [user] satisfaction" – implying that there may be some drag on user experience – just not enough to matter.

Still, some investors said they are encouraged by Facebook's new attitude toward revenue. Mark Hawtin, portfolio manager of the roughly \$250 million GAM Star Technology Fund, said he's bought more Facebook shares recently because of the rollout of new ad products and because of comments Mr. Zuckerberg made in September about his focus on revenue and mobile.

When Facebook went public, the company's message was "we focus on the user growth and engagement and the revenue will take care of itself," said Mr. Hawtin, who added that Facebook is now one of his top three holdings. "After the IPO, the message was that revenue and mobile are now also key parts."

The tone around revenue began changing in early 2012, especially after the fourth-quarter earnings report revealed a sharp drop in sales growth.

Facebook rushed to shore-up its mobile applications. The company introduced mobile ads in March 2012 through its main channel, the News Feed. Now ads were no longer relegated to the right-hand side of the site, but were literally at the center of the product.

At one meeting last July, as Facebook's newly public stock was getting pummeled, the social network's managers, dubbed the "M Team," decided that more teams needed to be held responsible for revenue.

Chief Executive Mark Zuckerberg and his top lieutenants, including operating chief Sheryl Sandberg and financial head David Ebersman, reviewed Facebook's entire business at the meeting, going product by product and team by team.

Revenue was "a priority whose time has come," said David Fischer, vice president of marketing, who attended the meeting. "More leaders needed to be accountable."

Some of Facebook's key engineers were asked to solve revenue-related issues for the first time. In February, Andrew Bosworth, a member of the "M Team" and a creator of News Feed, became the head of advertising engineering, in which he oversees the technical infrastructure behind the ad products.

News Feed creator Andrew Bosworth now runs ad engineering.

Jason Sobel, a senior Facebook engineer who spent six years working on infrastructure and mobile, also switched to work on ads in November. "We were getting beat up a lot externally (so) I felt like it was an opportunity to have a big impact," he said.

Project managers for some business groups like News Feed were encouraged to educate themselves on how their product made money and to own revenue targets.

More ad employees began to work closely alongside product engineers and engineers began to visit Facebook's advertisers. Several members of the ads team officially switched to work with product teams.

In one sign of how a more revenue-centric culture was being inculcated, Facebook in March organized a field trip to Cincinnati for a few dozen employees including product engineers to one of its biggest advertisers, Procter

& Gamble Co., so those employees could learn about the client's needs and objectives.

Members of Facebook's "M Team" who had never spent time with clients before, such as human resources head Lori Goler, also began attending meetings with brands.

For advertisers, Facebook's revenue-friendly attitude is giving them more excuses to spend. Online retailer JackThreads.com said it has doubled spending on Facebook over the past year because there are more products to experiment with. While it once only bought right-hand column ads on Facebook's website, JackThreads now has purchased photo and link ads for the desktop and mobile news feeds, among other things.

It also plans to use Facebook Exchange, a real-time marketplace to buy ads based on what sites users are visiting. The company declined to disclose how much it is spending on Facebook.

"The more sophisticated the tools, the more comfortable we'll feel spending significant dollars with them," said Ryan McIntyre, JackThreads's executive vice president of marketing, who said he would still like Facebook to provide more data for its newfangled mobile ads.

In April, Facebook started holding ad boot camps for employees to educate them on what Facebook's clients are looking for, how different ad products work and the company's broader strategies.

The program, which has been held twice so far, runs about half a week and features sessions with Facebook's ad experts.

In the future, the company plans to incorporate advertisers for "client immersion sessions," said Gokul Rajaram, Facebook's product director for ads.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. a public company
2. human resources department
3. infrastructure and mobile
4. product engineers
5. profile
6. famous brands

7. stock exchange
8. shares

**4. Read the article again and find the following.**

1. three examples of services Facebook offers
2. three companies mentioned
3. three examples of events organized for employees education
4. three examples of occupations mentioned

**5. Find out what the following abbreviations mean.**

IPO

ET

WSJ

PG

ZNGA

**6. Find words and phrases in the article that mean the following.**

1. that which comes in to one as a return from property or possessions; especially, of an extensive kind; income from any source
2. to trouble, to annoy, to worry, or to torment in any manner
3. a feeling or way of thinking which affects a person's behavior
4. to clobber or to knock down
5. someone or an organization taking advice from an attorney, accountant, or other professional person
6. to raise someone to a more senior job or a higher position or rank; that is, to advance in rank, dignity, position, etc.

**7. Explain the meanings of the following words and phrases used in the article.**

1. top lieutenants
2. a fledgling e-commerce store
3. driving sales
4. a revenue-centric culture
5. to reveal a sharp drop

6. highly-anticipated

**8. Give the equivalents in your native language for the following words and phrases used in the article.**

1. user growth
2. third-party applications
3. revenue-friendly attitude
4. a real-time marketplace
5. offline behavior
6. to shore-up

**9. Answer the following questions.**

1. How is Facebook going to solve its revenue-related problem?
2. Why are the analysts skeptical whether Facebook's stock can return to its initial price?
3. What are widgets used for?
4. What's the revenue Facebook gets from mobile ads?
5. What are the advantages and disadvantages of advertising in social media?

**10. Argue for and against statements from the article.**

1. The posters proclaimed: "Advertisers are users too\*." At the bottom of the page, in smaller font, was the phrase "\*no srsly," Internet shorthand for "no seriously."

2. Revenue was "a priority whose time has come," said David Fischer, vice president of marketing, who attended the meeting. "More leaders needed to be accountable."

3. When Facebook went public, the company's message was "we focus on the user growth and engagement and the revenue will take care of itself," said Mr. Hawtin, who added that Facebook is now one of his top three holdings.

4. "The more sophisticated the tools, the more comfortable we'll feel spending significant dollars with them," said Ryan McIntyre, JackThreads's executive vice president of marketing.

5. In the future, the company plans to incorporate advertisers for ‘client immersion sessions,’ said Gokul Rajaram, Facebook’s product director for ads.

### **11. Translate into English and discuss with a partner the following.**

11.04.2013

Акаунт Юрія Луценка, що з'явився у соціальній мережі Facebook кілька годин тому, виявився фальшивим, - повідомила Кореспондент.net прес-служба партії Народна Самооборона.

У прес-службі також повідомили, що офіційна сторінка політика Юрія Луценка в Facebook буде відкрита в понеділок 15 квітня.

У першому записі на стіні фейкового акаунта Луценко подякував усім, хто боровся за його звільнення і закликав звільнити Юлію Тимошенко: "Друзі, хочу подякувати всім, хто боровся за мою свободу, в першу чергу дружині, дітям, побратимам і всій Україні! Наступним кроком повинна бути Юля! Юлі Волю! Слава Україні!"

За перші кілька годин появи акаунта в Facebook, у друзі додалися більше 600 користувачів соціальної мережі. Френди активно вітають політика і залишають повідомлення з побажаннями здоров'я.

15.04.2013

Сьогодні ввечері, 15 квітня, акаунт колишнього міністра МВС Юрія Луценка, який вийшов на свободу, у Facebook був заблокований.

За останніми даними, на сторінку Луценка підписалося понад п'ять тисяч користувачів.

Офіційних пояснень з приводу закриття сторінки політика наразі немає.

**За матеріалами:** [Кореспондент.net](http://Кореспондент.net)

### **12. Write an abstract of the article.**

## **Unit 19**

### **Online Relationship**

#### **1. Work with a partner to discuss the following.**

1. How many Facebook friends have you ever met?
2. Have you ever taken advantage of Facebook friendship?

#### **2. Read the article and explain what problem it is devoted to.**

### **Judge's Facebook Friendship With Victim's Parent Does not Taint Proceeding – Youkers v. Texas**

By VENKAT BALASUBRAMANI

Youkers was convicted for tampering with evidence after he was indicted for assaulting his girlfriend who was pregnant with his child. He entered into a plea deal under which his prison sentence would be suspended and he would have to pay a fine. Three months after the deal, the State filed a motion to revoke the suspended sentence (and send Youkers to prison), contending that he violated the terms of his supervision.

Youkers entered an “open plea of true” and sought leniency on the basis that while he did not previously have a stable place to live, he did now. The trial judge rejected his contentions and sentenced him to 8 years in prison. The judge also rejected his request for a new trial.

Youkers appealed, and raised (among other issues) the fact that (1) the trial judge was Facebook friends with the victim's father and (2) in the context of the initial proceeding, the victim's father sent the trial judge an ex parte communication in the form of a Facebook message. The appeals court says none of this rises to the level of improper bias.

The Communications Do not Show Bias: Youkers' appeal was focused on the Facebook friendship, but the court points out that the communications between the victim's father and the judge in the initial proceedings do not show bias. The communication took place in the initial proceeding, was actually favorable to Youkers (it sought leniency), and the trial judge treated it as an ex

parte communication. (The judge placed the communication in the record, and warned the father that such communications were not allowed.)

Mere Fact of Facebook Friendship Also Does not Show Bias: Turning to the key question of whether merely being Facebook friends is sufficient to show bias, the court says no. Citing to a recent ABA Standing Committee report, the court says that judges are not prohibited from using social media.

Allowing judges to use Facebook and other social media is also consistent with the premise that judges do not forfeit [their] right to associate with [their] friends and acquaintances nor [are they] condemned to live the life of a hermit.

In fact, such a regime “would . . . lessen the effectiveness of the judicial officer.” (Citing Comm. on Jud. Ethics, State Bar of Tex., Op. 39 (1978).) Nevertheless, while social media may be useful professionally (judges are elected, and the court recognizes that social media is part of any modern day judicial campaign) and personally, judges must still abide by the applicable ethical rules.

The court looks to the Texas Code of Judicial Conduct and several Canons, all of which prohibit any actions that undermine public confidence in the judiciary or that would convey anything other than impartiality. On the core question of where mere Facebook friendship warrants recusal, the court says no.

Merely designating someone as a “friend” on Facebook “does not show the degree or intensity of a judge’s relationship with a person.” ABA Op. 462. One cannot say, based on this designation alone, whether the judge and the “friend” have met; are acquaintances that have met only once; are former business acquaintances; or have some deeper, more meaningful relationship. Thus, the designation, standing alone, provides no insight into the nature of the relationship.

Youkers was required to produce additional evidence that there was an improper relationship and he failed to do this. The court does say that judges should be careful to not let third parties (i.e., the victim’s father in this case) convey the impression that they have special sway over the judge, but the judge did the right thing here. As soon as the father made a statement, the judge flagged it as an improper ex parte communication and instructed the father to not send any more messages along these lines.

Shocker of shockers. For the most part, courts recognize that judges are also humans, and things like social networks should not be off-limits to them merely because they are judges.

Courts also recognize that a Facebook friendship is not necessarily a meaningful gesture, and even if it was, judges have friends too and should be able to socialize online (and express social preferences) in the same way they do off-line. (On the legal significance of Facebook friendship generally, see *Quigley Corp. v. Karkus*, No. 09-1725, 2009 U.S. Dist. LEXIS 41296, at \*16, n.3 (E.D. Pa. May 19, 2009): “[T]he Court assigns no significance to the Facebook “friends” reference. . . . Indeed, “friendships” on Facebook may be as fleeting as the flick of a delete button.”) This is not to say that judicial officers socializing online do not have to exercise extra care. Privacy settings can be confusing. When viewed offline or in a different context, it's often unclear who online statements may be attributed to. There's also the issue of judicial elections, which present additional concerns.

The real issue here is the ex parte communication, which the judge in this case recognized was a no-no. Most people would know to not send a letter trying to chambers trying to influence the outcome of a case. Does the Facebook system encourage ex parte communications and allow them to take place in a scenario where people who communicate to judges don't see them as obviously problematic? Also, most people would not necessarily have an easy time tracking down a judge's contact information, but does being Facebook friends with a judge make it that much easier to send him or her a note? I don't know the answers to these questions.

In the meantime, litigants will continue to attack decisions based on online relationships, but their efforts are likely for naught.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. the terms of supervision
2. ethical rules
3. assaulting one's boyfriend
4. judicial officers
5. proper relationship

6. present business acquaintances
7. impartiality
8. offline relationships

**4. Read the article again and find the following.**

1. five examples of judicial terms
2. two facts Yourkers appealed to
3. two examples of courts mentioned
4. two ways social media can be used by judges

**5. Find words and phrases in the article that mean the following.**

1. a court judgment, especially a judicial decision of the punishment to be inflicted on a person adjudged guilty; the penalty meted out
2. to tell someone to do or not to do something in order to avoid danger or trouble
3. the act of disputing; strife, struggle, controversy, quarrel; a statement or point that one argues for as true or valid
4. providing a guiding or controlling influence
5. a law; a criterion, or standard, used in making judgments
6. nothing, nonexistent, insignificant; zero, a cipher; worthless, useless

**6. Explain the meanings of the following words and phrases used in the article.**

1. an ex parte communication
2. initial proceeding
3. improper bias
4. a plea deal
5. to undermine public confidence
6. to warrant recusal

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. a request for a new trial
2. to live the life of a hermit

3. leniency
4. to revoke the sentence
5. judicial campaign
6. to violate the terms of supervision

**8. Answer the following questions.**

1. Why did the trial judge sentence Yourkers to 8 years in prison?
2. What are the main reasons for Yourkers's appeal?
3. What was Yourkers required to produce in court?
4. Does the Facebook system encourage ex parte communications and allow them to take place in a scenario where people who communicate to judges don't see them as obviously problematic?
5. Does being Facebook friends with a judge make it that much easier to send him or her a note?

**9. Argue for and against statements from the article.**

1. Merely designating someone as a "friend" on Facebook "does not show the degree or intensity of relationship with a person."
2. For the most part, courts recognize that judges are also humans, and things like social networks should not be off-limits to them merely because they are judges.
3. "The Court assigns no significance to the Facebook "friends" reference. Indeed, "friendships" on Facebook may be as fleeting as the flick of a delete button."
4. When viewed offline or in a different context, it's often unclear who online statements may be attributed to.
5. Litigants will continue to attack decisions based on online relationships, but their efforts are likely for naught.

**10. Translate into English and discuss with a partner the following.**

17.10.2012

Соціальні мережі в інтернеті, якими користується кілька мільйонів українців, не зіграли суттєвої ролі на цьогорічних парламентських виборах.

Експерти дивуються: чому відносно дешевий для політиків і доступний для мільйонів виборців ресурс не був повною мірою задіяний політичними партіями, як це було на останніх виборах у Росії чи в інших країнах, коли за допомогою Facebook тисячі людей збиралися на маніфестації, впливали на громадську думку і створювали реальну альтернативу владі.

Експерт у галузі інтернету, засновник сайту [www.watcher.com.ua](http://www.watcher.com.ua) Максим Саваневський твердить, що загалом у цьогорічній виборчій кампанії політичні сили вперше почали вкладати чималі кошти у роботу із соціальними мережами, але ефект від цієї діяльності не був суттєвим.

«Усі провідні політичні сили, хіба що окрім *Свободи*, доволі активно інвестували гроші у соціальні мережі, що навіть привело до зростання ціни на рекламу у Facebook, але вплив цієї діяльності був незначним», – сказав Максим Саваневський в інтерв'ю *BBC Україна*.

За словами експерта, політичні сили не надто багато думали над тим, що запропонувати кількомільйонній аудиторії Facebook, розміщуючи передусім рекламу партії або створюючи її власну сторінку. Інший напрямок – просування якихось конкретних відеороликів, фото, текстів, у тому числі тих, що мали ознаки чорного піару. Максим Саваневський пригадує близько десятка випадків у цьогорічній кампанії, коли «конкретно «били» по деяких мажоритарниках якимось відео чи текстом».

Джерело: <http://www.bbc.ua/>

## 11. Write an abstract of the article.

## **Unit 20**

### **Digital Estate**

#### **1. Work with a partner to discuss the following.**

1. What policy do IT companies follow in case the user has been offline for a long period of time?
2. Have you ever thought whom you would leave your digital assets behind?

#### **2. Read the article and explain what problem it is devoted to.**

### **Bequeathing the Keys to Your Digital Afterlife**

By ANNE EISENBERG

Published: May 25, 2013

IT'S tough enough to write an ordinary will, deciding how to pass along worldly goods like your savings, your real estate and that treasured rocking chair from Aunt Martha in the living room.

But you may want to provide for your virtual goods, too. Who gets the photographs and the e-mail stored online, the contents of a Facebook account, or that digital sword won in an online game?

These things can be important to the people you leave behind.

“Digital assets have value, sometimes sentimental, and sometimes commercial, just like a boxful of jewelry,” said John M. Riccione, a lawyer at Aronberg Goldgehn Davis & Garmisa in Chicago. “There can be painful legal and emotional issues for relatives unless you decide how to handle your electronic possessions in your estate planning.”

Many services and programs have sprung up to help people prepare for what happens after their last login.

Google has a program called Inactive Account Manager, introduced in April, that lets those who use Google services decide exactly how they want to deal with the data they've stored online with the company – from Gmail and Picasa photo albums to publicly shared data like YouTube videos and blogs.

The process is straightforward. First go to [google.com/settings/account](http://google.com/settings/account). Then look for “account management” and then “control what happens to your

account when you stop using Google.” Click on “Learn more and go to setup.” Then let Google know the people you want to be notified when the company deactivates the account; you’re allowed up to 10 names. You choose when you want Google to end your account – for example, after three, six or nine months of electronic silence (or even 12 months, if you’ve decided to take a yearlong trip down the Amazon).

Google has ways to make sure that your electronic pulse has really gone silent; it checks for traces of your online self, for example, by way of Android check-ins, Gmail activity and Web history. Then, a month before it pulls the plug, Google alerts you by text and e-mail, just in case you’re still there. If silence has indeed fallen, Google notifies your beneficiaries and provides links they can follow to download the photographs, videos, documents or other data left to them, said Nadja Blagojevic, a Google manager.

And if you just want to say goodbye to everything, with no bequests, you can instruct Google to delete all of the information in your account.

Naomi R. Cahn, a professor of law at George Washington University Law School in Washington, says Google’s new program is a step forward in digital estate planning. “People should carefully consider the fate of their online presences once they are no longer able to manage them,” she said.

Other companies may also be of help in planning your digital legacy. Many services offer online safe deposit boxes, for example, where you can stow away the passwords to e-mail accounts and other data. Accounts like this at SecureSafe, are free for up to 50 passwords, 10 megabytes of storage and one beneficiary, said Andreas Jacob, a co-founder. Accounts can be accessed from a browser, or from free iPhone, iPad and Android apps. The company also offers premium services for those who need a larger storage space, more passwords or more beneficiaries.

There is always your sock drawer or another physical repository to store a list of your user ID’s, should you be deterred from online lockboxes by fear of cyberattacks or the risk that computer servers that may not be there in a few decades, said Alexandra Gerson, a lawyer at Helsell Fetterman in Seattle.

“Make a private list of all your user names and passwords for all the accounts in which you have a digital presence, and make sure you update the list

if you change login information” Ms. Gerson said. “Don’t put user names and passwords in your will, though, as it becomes a public record when you die.”

Make sure that your executor or personal representative understands the importance of preserving these digital assets, and knows how to find them, said Laura Hoexter, a lawyer at Helsell who also works on inheritance issues. “Preferably the person should be tech-savvy,” she said, and know about your online game accounts, your PayPal account, your online presence on photo storage sites, social media accounts and blogs, and even your online shopping accounts where your credit card information is stored so that the information can be deleted.

AFTER you die, an executor or agent can contact Facebook and other social media sites, establish his or her authority to administer the estate, and request the contents of the account.

“Most accounts won’t give you the user name and password, but they will release the contents of the account such as photographs and posts” to an executor, Ms. Hoexter said.

Transfer at death can depend on the company’s terms of service, copyright law and whether the file is encrypted in ways that limit the ability to freely copy and transfer it. Rights to digital contents bought on Google Play, for example, end upon the person’s death. “There is currently no way of assigning them to others after the user’s death,” Ms. Blagojevic said.

Encryption is a common constraint, but there are exceptions. Apple’s iTunes store, for example, has long removed its anti-copying restrictions on the songs sold there, and Ms. Gerson advises people to take advantage of this in their digital planning. “Get your music backed up on your computer,” she said.

Up to five computers can be authorized to play purchases made with one iTunes account, and a company support representative advises that users make sure that their heirs have access. At Kindle, too, family members with user ID information for the account can access the digital content.

Professor Cahn in Washington says the time to prepare for the digital hereafter is now, particularly if serious illness is a factor. “If someone is terminally ill,” she said, “in addition to getting emotional and financial issues in order, you need to get your Internet house in order.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. digital presence
2. real estate
3. check-out
4. offline safe deposit boxes
5. digital assets
6. virtual repository
7. electronic possessions
8. social media accounts

**4. Read the article again and find the following.**

1. three examples of IT companies mentioned
2. two examples of planning digital legacy
3. three ways Google checks electronic activity of the user
4. three pieces of advice given to protect digital assets

**5. Find words and phrases in the article that mean the following.**

1. mutual funds holding real property or mortgages on real property as principal assets
2. a web site, typically personal, on which frequent, daily entries and opinions are made
3. the absence or omission of mention, comment, or expressed concern
4. someone who is specifically responsible for carrying out the provisions of a will
5. a sign that remains to show the former presence of someone or something which is no longer around
6. being, or seeming to be, at the end; a finality

**6. Explain the meanings of the following words and phrases used in the article.**

1. virtual goods
2. publicly shared data
3. premium services

4. online lockboxes
5. to update login information
6. inheritance issues

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. to be tech-saavy
2. encrypted files
3. a company support representative
4. to access digital content
5. anti-copying restrictions
6. to consider the fate of online presence

**8. Answer the following questions.**

1. What services and programs help people prepare for what is on after last login?
2. What personal information is advised to be stored?
3. What are the main reasons for deactivating the account?
4. How many computers can be authorized to play purchases made with one iTunes account and what advantages does it give to family members?
5. What are the advantages and disadvantages of including digital assets in your will?

**9. Argue for and against statements from the article.**

1. “Digital assets have value, sometimes sentimental, and sometimes commercial, just like a boxful of jewelry,” said John M. Riccione, a lawyer at Aronberg Goldgehn Davis & Garmisa in Chicago.

2. “People should carefully consider the fate of their online presences once they are no longer able to manage them,” Naomi R. Cahn, a professor of law at George Washington University Law School in Washington said.

3. “Make a private list of all your user names and passwords for all the accounts in which you have a digital presence, and make sure you update the list if you change login information” Ms. Gerson said. “Don’t put user names and passwords in your will, though, as it becomes a public record when you die.”

4. “Most accounts won’t give you the user name and password, but they will release the contents of the account such as photographs and posts” to an executor, Ms. Hoexter said.

5. “If someone is terminally ill,” professor Cahn said, “in addition to getting emotional and financial issues in order, you need to get your Internet house in order.”

## **10. Translate into English and discuss with a partner the following.**

14.03.2012

Найстаріше довідкове видання англійською мовою – Encyclopaedia Britannica – після 244 років виходить з друку, і нові видання енциклопедії будуть доступні виключно через електронні носії.

Про це повідомили видавці *Британніки*, які мотивують своє рішення економічними міркуваннями.

Після того, як буде продано вже надруковані комплекти – приблизно 4 тисячі, – Encyclopaedia Britannica виходитиме виключно в онлайн-варіанті.

Перше видання *Британніки* вийшло в світ 1768 року в Шотландії, а від початку 1990-х енциклопедію публікувало американське видавництво Encyclopaedia Britannica Inc.

Видання 2010 року, яке охоплює 32 томи, буде останнім, заявив голова базованого в Чикаго видавництва Хорхе Каус.

Відмова від друкованої версії, за словами видавців, обговорюється давно і викликана дедалі більшою популярністю електронного варіанта енциклопедії.

Керівник видавництва Encyclopaedia Britannica каже, що компанія не боїться конкуренції з боку безкоштовних довідкових порталів на зразок онлайн-енциклопедії Wikipedia, бо покладається на свій авторитет і репутацію перевіреності і точності своєї інформації.

**Джерело:** <http://www.bbc.ua/>

## **11. Write an abstract of the article.**

## Unit 21 Technophilia

### **1. Work with a partner to discuss the following.**

1. What do you think technophilia means?
2. Have you ever had an experience of getting your personal data from a company?

### **2. Read the article and explain what problem it is devoted to.**

#### **If My Data Is an Open Book, Why Can't I Read It?**

By NATASHA SINGER

Published: May 25, 2013

OUR mobile carriers know our locations: where our phones travel during working hours and leisure time, where they reside overnight when we sleep. Verizon Wireless even sells demographic profiles of customer groups – including ZIP codes for where they “live, work, shop and more” – to marketers. But when I called my wireless providers, Verizon and T-Mobile, last week in search of data on my comings and goings, call-center agents told me that their companies didn't share customers' own location logs with them without a subpoena.

Consolidated Edison monitors my household's energy consumption and provides a chart of monthly utility use. But when I sought more granular information, so I could learn which of my recharging devices gobbles up the most electricity, I found that Con Ed doesn't automatically provide customers with data about hourly or even daily use. Robert McGee, a spokesman for Con Ed, suggested that I might go down to the basement once an hour and check the meter myself.

Then there is my health club, which keeps track of my visits through swipes of my membership card. Yet when I recently asked for an online log of those visits, I was offered a one-time printout for the year – if I were willing to wait a half-hour.

Never mind all the hoopla about the presumed benefits of an “open data” society. In our day-to-day lives, many of us are being kept in the data dark.

“The fact that I am producing data and companies are collecting it to monetize it, if I can’t get a copy myself, I do consider it unfair,” says Latanya Sweeney, the director of the Data Privacy Lab at Harvard, where she is a professor of government and technology.

Of course, she notes, we can replicate the information that companies collect and collate about us with third-party apps or other workarounds, but we shouldn’t have to resort to redundancy. Professor Sweeney says: “We would like to see people have access to all of the data that they produce.”

In fact, a few companies are challenging the norm of corporate data hoarding by actually sharing some information with the customers who generate it – and offering tools to put it to use. It’s a small but provocative trend in the United States, where only a handful of industries, like health care and credit, are required by federal law to provide people with access to their records.

Last year, San Diego Gas and Electric, a utility, introduced an online energy management program in which customers can view their electricity use in monthly, daily or hourly increments. There is even a practical benefit: customers can earn credits by reducing energy consumption during peak hours.

About one-quarter of the company’s 1.2 million residential customers have tried the program, says Caroline Winn, the company’s vice president for customer services. Newer features, she says, allow customers to download their own use files. Or they can choose to give permission for the utility to share their records directly with a handful of apps that can analyze the data and suggest ways to reduce energy consumption.

“The customer owns their data,” Ms. Winn says. “Whether they want to use our app or somebody else’s, we want to make sure we are facilitating that.”

(Con Ed in New York also offers customers reduced pricing if they use electricity during off-peak hours. But the program requires the installation of a special meter.)

People might feel more comfortable about being subject to data-mining if companies did a better job of demonstrating a direct benefit to them, argues Jules Polonetsky, director of the Future of Privacy Forum, an industry financed research organization in Washington. One model for this, he says, is the product recommendation engine at Amazon, which lets customers view their purchase

histories and excise one-off items they bought for friends that might not represent their own personal tastes.

“They are providing transparency as a feature,” Mr. Polonetsky says. “I can tweak their algorithm in a way that is mutually useful.” (Amazon is one of the sponsors of his organization.)

Even so, companies rarely offer customers more than a cropped snapshot of their activities.

Right now, for example, fitness enthusiasts who use blood pressure monitors, calorie calculators and movement sensors typically can’t collate the data for a unified view of their wellness, Doc Searls, a technology writer who has experienced this kind of problem himself, told me. If people could easily integrate their data, he wrote in a recent blog post, they might be able to correlate weight loss to a particular workout routine or diet. Those companies that do allow customers to export their files and integrate their data elsewhere, he says, have a market advantage over companies that are data misers.

“Stock data, bank data, and bond data are all more valuable when they are looked at together,” says Mr. Searls, the author of “The Intention Economy: When Customers Take Charge.” “If I have a choice between apps and one of them shares the data that I can use more easily, I am going to choose that one.”

INTEL, for instance, recently introduced a “data economy” project, intended to encourage companies to think of consumers as participants in the information economy, and not just as data-harvesting opportunities. The venture includes a site called WeTheData.com, which looks at current obstacles to information sharing.

Ken Anderson, a senior research scientist at Intel Labs who oversees the project, compares corporate data-hoarding today to a faulty mind-set of the fast-food industry in the early 1980s. Back then, he says, fast-food chains thought that they should open outlets only at a good distance from their competitors. But when food courts in malls became popular, he says, those restaurant chains realized that they benefited from shared retail space.

“If you put it all in one place, you get more business,” says Mr. Anderson, a cultural anthropologist who studies how people interact with technology.

The same goes for consumer data. He envisions an online answer to food courts – an information smorgasbord where consumers could browse their own

records. “We are trying to show companies the value of opening data up” he says, “and having them be more communal in nature.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. bank data
2. data on purchases
3. household management consumption
4. data-hoarding
5. true mind-set
6. online energy management program
7. health care records
8. financial data

**4. Read the article again and find the following.**

1. three examples of mentioned industries
2. two mobile carriers
3. three examples of most valuable data
4. three examples of data used in fitness

**5. Find words and phrases in the article that mean the following.**

1. written legal order summoning a witness or requiring evidence to be submitted to a court or similar deliberative law body
2. to convert something from securities into currency that can be used to purchase goods and services
3. something that stands in the way of achievement or progress
4. the amount by which something increases to a greater number, quantity, degree, or an amount
5. an internal tax charged on goods produced, sold, or consumed within a country or the use of a service
6. owned or used collectively by a group or an organization
7. to eat or to grab in a greedy manner

**6. Explain the meanings of the following words and phrases used in the article.**

1. data-harvesting opportunities
2. hoopla
3. product recommendation engine
4. excise one-off items
5. smorgasbord
6. food courts

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. data misers
2. residential customers
3. to be kept in data dark
4. off-peak hours
5. mutually useful
6. a cropped snapshot

**8. Answer the following questions.**

1. What do you need to get more granular personal information from a wireless provider?
2. What personal information is offered in health clubs?
3. What's a provocative trend in the United States?
4. What are the advantages and disadvantages of using a utility proposed by San Diego Gas and Electric?
5. What might make people feel more comfortable about being subjects of data-mining?

**9. Argue for and against statements from the article.**

1. "The fact that I am producing data and companies are collecting it to monetize it, if I can't get a copy myself, I do consider it unfair," says Latanya Sweeney, the director of the Data Privacy Lab at Harvard.
2. Professor Sweeney says: "We would like to see people have access to all of the data that they produce."

3. “They are providing transparency as a feature,” Mr. Polonetsky says (about Amazon).

4. “Stock data, bank data, and bond data are all more valuable when they are looked at together,” says Mr. Searls.

5. “If you put it all in one place, you get more business,” says Mr. Anderson.

### **10. Translate into English and discuss with a partner the following.**

Україна та США мають підписати міжнародну угоду щодо захисту персональних даних на зразок Safe Harbor, яка діє між країнами ЄС та США. На цьому під час прес-конференції в Укрінформі наголосив голова правління громадської організації «Міжнародна асоціація захисту недоторканності приватного життя та безпеки людини» Олександр Микитюк, коментуючи результати перевірок діяльності дочірніх компаній в Україні Google, "ВКонтакте" тощо.

«Громадські організації отримали інформацію, що на деяких сайтах компанія Google встановлює програми з підрахунку заходів користувачів, знімається інформація, зокрема, щодо номерів телефонів, та хто з ким спілкується. Вся ця інформація абсолютно не захищена, адже міжнародного договору між Україною і США не існує», – зазначив Микитюк.

Наразі, за словами Микитюка, до компанії Google надіслано припис від Державної служби України з питань захисту персональних даних з вимогою виконати його протягом трьох місяців. Невиконання припису означатиме порушення Адміністративного кодексу і штраф у 8,5 тис. грн. Водночас експерти зауважили, що в Європі така сума штрафу сягає 450-500 тис. євро.

Джерело: <http://www.ukrinform.ua/ukr/news/>

### **11. Write an abstract of the article.**

## Unit 22

### Media Enemies

**1. Work with a partner to discuss the following.**

1. Have you ever bought a concert ticket online? If yes, have you had any problems buying it?
2. Why do you think it's a serious problem to buy the most desirable tickets?

**2. Read the introduction paragraph and suggest what the article is about.**

**3. Read the article and explain what problem it is devoted to.**

#### **Concert Industry Struggles With 'Bots' That Siphon Off Tickets**

**Fair Ticketing: Fans Before Scalpers: Live Nation, Ticketmaster's parent company, is launching new technology to thwart the scalpers who use bots to sweep up the best concert seats and resell them at high prices.**

By BEN SISARIO

As the summer concert season approaches, music fans and the concert industry that serves them have a common enemy in New York. And in Russia. And in India.

Darlene Schild of Lincroft, N.J., tried but failed to buy Justin Bieber tickets on her iPhone app for her daughter, Abby.

Ticketmaster hired John Carnahan, an expert on machine learning, from Yahoo in late 2011 to lead its anti-bot effort.

That enemy is the bot.

"Bots," computer programs used by scalpers, are a hidden part of a miserable ritual that plays out online nearly every week in which tickets to hot shows seem to vanish instantly.

Long a mere nuisance to the live music industry, these cheap and widely available programs are now perhaps its most reviled foe, frustrating fans and feeding a multibillion-dollar secondary market for tickets.

According to Ticketmaster, bots have been used to buy more than 60 percent of the most desirable tickets for some shows; in a recent lawsuit, the company accused one group of scalpers of using bots to request up to 200,000 tickets a day.

Ticketmaster and its parent company, Live Nation Entertainment, have stepped up efforts to combat bots, in part to improve the ticket-buying experience for concertgoers, but also to burnish the company's reputation with consumers. The result has been a game of cat and mouse between the company and the bots.

"As with hackers, you can solve it today, and they're rewriting code tomorrow," said Michael Rapino, Live Nation's chief executive. "Thus the arms race."

In late 2011, Ticketmaster hired John Carnahan, an expert on machine learning who fought online advertising frauds at Yahoo, to lead its anti-bot effort.

By monitoring the behavior of each visitor to Ticketmaster's site, the company can determine the likelihood of a customer being human or a machine. For example, a human may click a series of buttons at a range of speeds and in different spots on a screen, but bots can give themselves away by rapidly clicking on precisely the same spot each time.

A screen on Mr. Carnahan's desk in Los Angeles shows Ticketmaster's incoming traffic, with a rainbow of colors at the bottom and splotches of red on top representing suspicious activity. On a recent Thursday afternoon, the screen showed that the red visitors were making 600 times more ticket requests than those the system identified as being most likely human.

Bots are not kicked off the system, but rather "speedbumped" – slowed down, sent to the end of the line or given some other means of interference, to allow a regular customer through.

"We're not trying to stop anybody from buying tickets," Mr. Carnahan said. "We're just trying to make sure that a fan can buy the tickets."

Ticketing bots are often inexpensive and programmed in countries beyond easy reach of American law enforcement. Rob Rachwald of the computer security company FireEye, which is not working with Ticketmaster, points out that one site – available in English and Russian – charges just \$13.90 for the keys to 10,000 Captchas, those squiggly lines that test whether a potential customer is human.

In January, Ticketmaster replaced most of its old Captchas with newer and more sophisticated versions. The company is also introducing a system for mobile devices that aims to eliminate Captcha-style tests altogether.

Live Nation will not say how many of the 148 million tickets it sells each year are bought using bots, and in many cases it may not know. Few ever admit to using the programs; official groups like the National Association of Ticket Brokers, which represents many of the biggest resellers, condemn them and say they support anti-bot measures. But people at nearly every level of the concert business blame bots for wreaking all kinds of economic havoc.

“There are sold-out shows in reserved-seat houses in New York City where we will have 20 percent no-show, and that 20 percent will be down in the front of the house,” said Jim Glancy of The Bowery Presents, an independent concert promoter in New York. “It’s speculators who bought a bunch of seats and didn’t get the price they wanted.”

Concert promoters, artist managers and ticketing services say that bots are now an ever-present force, not only during the high-traffic moments when a big show officially goes on sale, but also at the odd moments when a promoter releases a few dozen extra seats with no announcement.

Darlene Schild, of Lincroft, N.J., may well have experienced the reach of bots firsthand recently when she tried to buy Justin Bieber tickets as an 11th birthday present for her daughter. Like any well-trained concertgoer, she fired up Ticketmaster’s iPhone app just as the tickets went on sale, but after 15 fruitless minutes she gave up.

“The first thing that crossed my mind was that some ticket-buying service bought them all,” Ms. Schild said. “Or someone could dial quicker than me. Some technology – something.”

Last month, Ticketmaster sued 21 people in federal court, accusing them of fraud, copyright infringement and other offenses in using bots to search for millions of tickets over the last two years.

The legal status of bots is unclear. They are banned in a handful of states, but those laws have proved largely ineffectual, and enforcement at the federal level has also been a disappointment to the concert business.

Three years ago, four men connected with a company called Wiseguy Tickets were indicted on conspiracy, wire fraud and other charges, for apparently using bots to get tickets to Bruce Springsteen, Hannah Montana and other concerts.

The case hinged on whether the men had committed actual crimes or had merely violated the terms of service on Ticketmaster's site; in the end three of the men were sentenced only to probation and community service (one remained at large).

"They got a slap on the wrist," Mr. Rapino said. "It wasn't much of an actual deterrent."

Not everyone is convinced that bots are the primary villain of the everyday concertgoer. The Fan Freedom Project, a nonprofit group financed by StubHub, has pushed for anti-bot laws around the country, and Jon Potter, its president, praised Ticketmaster for filing its lawsuit last month.

But he also criticized the industry practice of "holds," in which sometimes large blocks of tickets are reserved for sponsors, fan club members and industry contacts, and never go on sale to the general public.

When it comes to the secondary ticket market, Live Nation has a complicated position. As much as it is trying to block bots, it also profits from the ticket resale market through TicketsNow – its own version of StubHub – as well as through deals with major sports groups, like the National Basketball Association. Mr. Rapino sees no contradiction in Live Nation's stance.

"I have no problem if you bought a Justin Timberlake ticket and you decide to go sell that ticket to somebody," he said. "We would first and foremost want to make sure that the first ticket sold, that the fan has a shot to buy that ticket."

**4. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. the live music industry
2. booking office
3. music fans
4. famous singers
5. concert promoters
6. secondary market
7. the arms race
8. security system

**5. Read the article again and find the following.**

1. two lawsuits mentioned
2. two ways the bots have been used
3. three pop stars mentioned
4. three occupations connected with the concert industry

**6. Find words and phrases in the article that mean the following.**

1. to prevent, to interfere, or to hinder
2. the crime of obtaining money or some other benefit by deliberate deception
3. a written or spoken statement that tells people about something
4. someone or something that is inconvenient, annoying, or vexatious; a bother
5. to express strong disapproval of
6. to cause something very harmful or damaging

**7. Explain the meanings of the following words and phrases used in the article.**

1. law enforcement
2. likelihood
3. to burnish the reputation
4. the reviled foe
5. “speedbumped”
6. community service

**8. Give the equivalents in your native language for the following words and phrases used in the article.**

1. ever-present force
2. to vanish instantly
3. copyright infringement
4. to siphon off
5. the primary villain
6. resale market

**9. Answer the following questions.**

1. What does the concert industry do to thwart the scalpers using bots?
2. How many desirable tickets are bought with the help of bots, according to Ticketmaster?
3. What has Ticketmaster done to burnish its reputation with consumers?
4. What do the programmers do to slow down bots and what is the result of that?
5. Why does the practice of “holds” take place in the concert industry?

**10. Comment on the following statements from the article.**

1. “Bots,” computer programs used by scalpers, are a hidden part of a miserable ritual that plays out online nearly every week in which tickets to hot shows seem to vanish instantly.
2. By monitoring the behavior of each visitor to Ticketmaster’s site, the company can determine the likelihood of a customer being human or a machine.
3. Concert promoters, artist managers and ticketing services say that bots are now an ever-present force, not only during the high-traffic moments when a big show officially goes on sale, but also at the odd moments when a promoter releases a few dozen extra seats with no announcement.
4. The legal status of bots is unclear. They are banned in a handful of states, but those laws have proved largely ineffectual, and enforcement at the federal level has also been a disappointment to the concert business.
5. Sometimes large blocks of tickets are reserved for sponsors, fan club members and industry contacts, and never go on sale to the general public.

### **11. Translate into English and discuss with a partner the following.**

Мадонна в Україні виступить наприкінці літа! Ця новина облетіла Інтернет зі швидкістю світла.

Разом з цим також стала відома дата продажу квитків на концерт Мадонни, а усі вітчизняні фанати вже можуть шикуватися у черги за ними, правда, поки що у віртуальні і тільки для бронювання.

Однак, окрім головних деталей концерту Мадонни в Україні, таких як місце проведення чи вартість квитків, редакції [afisha.tochka.net](http://afisha.tochka.net) вдалося дізнатися ще кілька цікавих фактів про турне Мадонни Madonna's 2012 World Tour, в яке вона відправиться 29 травня в підтримку свого 12 студійного альбому "MDNA".

Назва нового альбому Мадонни "MDNA" співзвучна з хімічною назвою екстазі, через що раніше розкритикували студійник, а тепер – і саме турне, розцінюючи його як пропаганду наркотиків.

На гастролі Мадонни в підтримку альбому "MDNA" покладають великі сподівання. Розраховують, що турне Madonna's 2012 World Tour стане успішнішим за її тур Sticky & Sweet, в рамках якого співачка встановила кілька абсолютних рекордів за числом відвідувачів її концертів: 75 тис. у Лондоні, 76 тис. у Гельсінкі (абсолютний рекорд Фінляндії для сольних концертів), більше 60 тис. у Нью-Йорку та інших містах.

70 тис. глядачів – саме таке число фанатів творчості поп-ікони зможуть відвідати концерт Мадонни в Україні, який пройде на НСК "Олімпійському".

**Джерело:** <http://afisha.tochka.net/ua/12352-madonna-v-ukraine-2012-top-5-faktov-o-kontserte-madonny-v-kieve/>

### **12. Write an abstract of the article.**

## Unit 23

### Advertising

#### **1. Work with a partner to discuss the following.**

1. Do you know what the expression “Madison Avenue” means?
2. What impact does branded content have on you?

#### **2. Read the article and explain what problem it is devoted to.**

### **Content Marketing Beckons to an Executive From a Digital Agency**

By STUART ELLIOTT

Published: May 23, 2013

THE expression “People vote with their feet” was not coined on, or about, Madison Avenue. Still, in the advertising business, the jobs that top executives change agencies to take can signal potential areas of growth for the industry – or, at least, areas they believe will provide them, and clients, lucrative opportunities.

Robert Murray is the new president of Skyword, a content marketing specialist.

Skyword, founded in December 2010 by Tom Gerace, received \$6.7 million in financing last week.

In another sign of the growing role that content marketing is beginning to play in advertising, Robert J. Murray, global president of a leading digital agency, iProspect, which is part of the Aegis Media division of Dentsu, is leaving to join Skyword, a content marketing specialist, as president, a new post. Mr. Murray is to begin at Skyword, based in Boston, on June 3.

Content marketing – also known as branded content or branded entertainment – refers to editorial content like articles, video clips, movies, television shows, photo galleries and even comic books that is created on behalf of marketers that serve as presenting sponsors. The content is bought in place of traditional pitches like commercials or banner ads.

Content marketing follows the venerable “brought to you by” model of consumer engagement, popularized in the 1930s through 1950s by radio and

television, updated for a digital age to encompass platforms that include Web sites, streaming video, search engines and social media.

In a survey conducted among more than 2,000 marketing students in four European countries, which was published this week by the MediaSchool Group, 81 percent said they agreed or agreed strongly that content marketing would be an essential part of their jobs in a decade.

“The content space is incredibly hot right now,” Mr. Murray said in a phone interview from Singapore before the announcement of his new job, scheduled for Friday. “Content is king.”

“Brands need to be part of the conversation,” he added, “and the key is content.”

“Anytime you make a big move like this, it’s a leap of faith,” said Mr. Murray, who is 45. “I had to believe in the product and I had to believe in the people.”

Helping to cultivate that belief, he added, was his experience at iProspect working with Skyword since last summer for several clients, “most notably General Motors.”

Mr. Murray, who goes by Rob, has worked at iProspect for almost 15 years. Before becoming global president in 2009, he held posts that included chief executive of iProspect U.S. and president, and he led the company through its acquisition by Aegis in 2004. (Aegis was acquired by Dentsu in March.) Before joining iProspect, Mr. Murray was a consultant for Bain & Company.

In addition to General Motors, Skyword clients and customers include AutoTrader.com, I.B.M., Iron Mountain, the MarketWatch unit of Dow Jones & Company, TransUnion and United Way. Skyword offers a content marketing platform to produce and promote original content aimed at consumers.

Skyword was founded in December 2010 by Tom Gerace, an entrepreneur who also founded Be Free and Gather.com. Skyword has attracted investors that include the Cox Media Group division of Cox Enterprises; a round of financing that was obtained last week by Skyword, which totaled \$6.7 million, was led by Cox Media.

“Creating content is responding to consumer information needs, what they’re searching for and sharing” on social media, Mr. Gerace said in a separate phone interview.

Another reason content marketing is becoming popular, he added, is that “marketers are starting to think about connecting with consumers in the digital space differently” than they do in traditional media.

Mr. Murray’s experience “running a business that spans the globe” will serve Skyword well, Mr. Gerace said, particularly as “our business is becoming increasingly global.”

“I’m headed to London next week, looking at opening our first office internationally,” he added, “and we would likely do that in London.” In addition to its Boston headquarters, Skyword has a technical center in Pittsburgh.

An issue that could slow or blunt the growth of content marketing is concern over how it can blur the line between editorial content and advertising. The worry is not new; in the 1951 movie “Ace in the Hole,” a hard-boiled reporter played by Kirk Douglas asks his young co-worker, “Say, what did you take in that school of journalism? Advertising?”

Mr. Gerace agreed that branded content “can be problematic if it’s not transparent,” describing himself as no fan of “inserting brand-influenced content into existing, respected media properties.”

“Audiences will come to brands if they’re creating great stuff,” he said.

Mr. Murray acknowledged that “there’s definitely an underbelly” to content marketing.” The way to address those qualms is to produce “high-quality, authentic content,” he said, rather than products like advertorials, which consumers often dismiss as ads masquerading as articles.

“We’re trying to work with the world’s biggest and best brands,” Mr. Murray said. “As part of that challenge, you have to maintain the brand standard.”

IProspect has filled the vacancy created by Mr. Murray’s departure by promoting Ben Wood – president for Britain and the Europe, Middle East and Africa region – to global president.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. authentic content
2. billboards
3. commercials

4. comic books
5. leaflets
6. radio spots
7. advertorials
8. telephone calls

**4. Read the article again and find the following.**

1. six examples of branded entertainment
2. two examples of traditional pitches for advertising
3. six examples of Skyword clients
4. four examples of modern advertising platforms

**5. Find words and phrases in the article that mean the following.**

1. tending to be profitable or remunerative
2. sudden misgiving; uneasy feeling of acting wrongly; reluctance; illness; disease
3. a person or those who professionally provide expert advice
4. to make something less sharp
5. original, genuine, authoritative; one who does something himself or herself
6. to stop considering something; to rid one's mind of; to dispel
7. things, belongings; possessions or a pile of things; something that doesn't have a specific name

**6. Explain the meanings of the following words and phrases used in the article.**

1. branded content
2. a "bought to you by" model
3. presenting sponsors
4. the content space
5. information needs
6. ads masquerading as articles

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. potential areas of growth
2. a leap of faith
3. to blur the line
4. a round of financing
5. media properties
6. to address one's qualms

**8. Answer the following questions.**

1. What is beginning to play the growing role in advertising?
2. What's the key to successful branded content?
3. Is it possible to blur the line between editorial content and advertising?

Why? / Why not?

4. What are advantages and disadvantages of traditional advertising platforms?
5. What are advantages and disadvantages of digital advertising platforms?

**9. Argue for and against statements from the article.**

1. "People vote with their feet."
2. "Content is king."
3. "Creating content is responding to consumer information needs, what they're searching for and sharing" on social media, Mr. Gerace said.
4. "Say, what did you take in that school of journalism? Advertising?"
5. "Audiences will come to brands if they're creating great stuff," Mr Gerace said.

**10. Translate into English and discuss with a partner the following.**

30.07.2013

Україна лідирує серед країн Центральної та Східної Європи за часткою відеореклами в інтернеті, друге місце за цим показником посідає Польща, передає польське видання Puls Biznesu.

«Серед 12 країн нас випереджає тільки Україна, де частка показів реклами у відеоформаті перевищує 75 %. У Польщі в кожній четвертій рекламі використано відео, це в 2 рази більше, ніж середній показник у регіоні і трохи більше, ніж у Чехії, що посіла третє місце», – повідомляє видання.

За даними газети, в поточному році на рекламу у відеоформаті в інтернеті у Польщі рекламодавці витратять більше \$30 млн., що на 10-20 % більше, ніж роком раніше.

«Зростання інтересу до відео можна пояснити двома факторами. Реклами цього типу часто дають кращі результати, ніж традиційні банери, а також у багатьох випадках є доповненням до реалізованих у традиційних медіа рекламних кампаній», – цитує видання Агнешку Поріцьку з компанії Gemius.

Експерти, на яких посилається газета, також зазначають зростання популярності YouTube, який щомісяця дивляться близько 14 млн. поляків з 38 млн. громадян країни. Крім того, власні відеосервіси активно розвивають польські компанії.

Крім сказаного вище нагадаємо, що раніше Інтернет Асоціація України (ІнАУ) підрахувала, що обсяг українського ринку медійної інтернет-реклами в 2012 році склав 594 млн. грн., а це приблизно на 50% перевищує обсяг попереднього року.

**За матеріалами: [УНІАН](#)**

**11. Write an abstract of the article.**

## **Unit 24**

### **Branding**

#### **1. Work with a partner to discuss the following.**

1. What is your forecast for Apple as a market leader?
2. Do you know why Mapplegate has been a failure?

#### **2. Read the article and explain what problem it is devoted to.**

### **Can Apple stop the profits rot?**

Apple's much-anticipated results are expected to show its growth story has soured as rivals eat into smartphone market.

A year is a long time in the life of a technology firm – and so it has proved for Apple. Last April, the iPhone maker's shares had broken through \$600 (£393) and tipsters were predicting they would rise to \$1,000. Apple had overtaken ExxonMobil as the world's most valuable listed company and was still expanding. Having lit fires under the music and telecoms industries, rumour had it that Apple was about to do the same to cable companies with an internet-enabled television.

Time magazine named Apple's chief executive one of its most influential people. "Tim Cook, a soft-spoken, genuinely humble and quietly intense son of an Alabama shipyard worker and a homemaker, hasn't missed a single beat," wrote the Apple board member and former vice-president Al Gore in a eulogy to mark the occasion.

Apple's shares are now worth just a few dollars more than the \$376 they closed at on 24 August 2011, the day Cook took the helm, and they could fall below that as Apple announces financial results that are expected to show it has become what company watchers call "ex-growth".

Net profits for the March quarter are predicted to have fallen, compared with the same period last year, for the first time in a decade. This is no small dip – Wall Street consensus is for an 18% drop to \$9.5bn. Revenues, according to Apple's guidance, could be just a few percentage points higher than a year ago.

And there is no sign of an iTV joining the iPads and iPhones on its Chinese production lines.

The Apple growth story began to turn sour with the arrival of the iPhone 5.

First there were reports that the cases scratched so easily they were having trouble leaving the factory floor without damage. Then came “Mapplegate”. The error-ridden mapping application was seen as a sign that Cook did not have his predecessor’s attention to detail. Heads rolled in his first bloodletting since taking charge, with the guillotine falling the software chief, Scott Forstall.

Now there are signs that sales of the iPhone 5 – billed as the biggest consumer electronics launch in history, reaching 100 countries in three months – are falling more quickly than for its predecessor, the 4S, according to analyst Peter Misek at Jefferies bank.

He describes as disappointing the fact that in the first three months of this year it accounted for only half of Apple phones sold through America’s largest mobile network, Verizon Wireless – particularly as cheaper, older iPhones do not run on the souped-up 4G networks now live across the US. Wall Street predicts Apple will have sold 37m handsets worldwide in the March quarter but, based on Verizon’s sales, Misek has revised down his estimate to 31m-35m, although this will not stop the latest iteration of Apple’s most profitable product becoming its best-selling machine.

“Nobody seriously thinks there is going to be some collapse in Apple’s business; the concern is how much bigger it will get,” says Benedict Evans at the Enders Analysis research firm. “The company grew at over 50% a year for almost three years and, on a purely mathematical basis, the growth rate was going to slow.”

Apple charges top dollar. While the brand accounts for just 11% of handsets bought, its premium prices mean it takes 60% of all profit in the industry, with the rest going to Samsung, says Evans. With many of the high spenders in western markets already Apple customers, the company may have to discount to reach a wider audience.

And the cheaper machines produced by Samsung and Nokia are increasingly just as good at taking high-resolution photographs, flicking through web pages at top speed or guiding drivers through traffic.

Inevitably, investors such as the hedge fund manager David Einhorn have been agitating for Apple to share some of its \$137bn cash pile through dividends. The firm has consulted investors widely on how to do this. The difficulty is that most of its savings are held overseas and would incur a 30% tax charge if repatriated. Rather than pay that, Apple could fund a dividend from its \$44bn a year in free cash flow from domestic sales.

According to analyst Toni Sacconaghi at Sanford C Bernstein, investors want to get their hands on at least half the cash flow – \$22bn a year, up from the \$13bn Apple announced last March it would spend on dividends and buying back its shares to help boost the price. He said: “We think a cash-return programme that is smaller is likely to disappoint investors, while a higher number would likely be viewed favourably.”

Cook revealed in a TV interview last year that Apple co-founder Steve Jobs advised him to never wonder “what would Steve do?” and just do what was right. Jobs had a healthy disdain for Wall Street and never agreed to a dividend.

In his relations with investors, Cook has beaten his own path. But it is a sign of how much Apple has changed in the past year that financial engineering could do more than the next phone or tablet to push up the value of the 1m shares Cook was granted on becoming chief executive after Jobs died.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. iPhones
2. laptops
3. feature phones
4. iPads
5. handsets
6. smartphones
7. tablets
8. pagers

**4. Read the article again and find the following.**

1. three examples of portable devices
2. two main Apple’s rivals

3. three examples of parameters both Apple and cheaper machines have
4. America's largest mobile network

**5. Find words and phrases in the article that mean the following.**

1. a piece of unverified information of uncertain origin
2. high praise, written or spoken, usually about someone
3. a strong disapproval or dislike of someone or something which is considered undeserving of respect
4. to receive or to acquire something that is typically unpleasant; such as, financial debt
5. to excite or disturb the feeling of
6. a payment due to individuals who have invested in a successful financial undertaking

**6. Explain the meanings of the following words and phrases used in the article.**

1. an internet-enabled television
2. to eat into market
3. company watchers
4. to soup-up
5. a cash-return programme

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. to stop the profits rot
2. tipsters
3. to flick through web pages
4. the biggest consumer electronics launch in history
5. to beat one's own path

**8. Answer the following questions.**

1. What are the main Apple's rivals in smartphone market?
2. What's the reason iTV hasn't joined the iPads and iPhones yet?
3. What's the amount of Apple handsets sold in US?

4. What are the advantages and disadvantages of iPhone 5?
5. What are the main objectives of Apple investors?

### **9. Argue for and against statements from the article.**

1. A year is a long time in the life of a technology firm.
2. Time magazine named Apple's chief executive one of its most influential people.
3. Now there are signs that sales of the iPhone 5 are falling more quickly than for its predecessor.
4. "Nobody seriously thinks there is going to be some collapse in Apple's business; the concern is how much bigger it will get," says Benedict Evans.
5. The cheaper machines produced by Samsung and Nokia are increasingly just as good at taking high-resolution photographs, flicking through web pages at top speed or guiding drivers through traffic.

### **10. Translate into English and discuss with a partner the following.**

21.08.2013

Користувачі соціальної мережі Facebook найбільше говорять про Coca-Cola, свідчать дані дослідження, проведеного статистичним підприємством Statista.

Як стало відомо, про бренд Coca-Cola на своїх сторінках говорять більше мільйона користувачів соцмережі.











Друге і третє місце зайняли косметична компанія Avon і мережа супермаркетів Walmart відповідно. При цьому на момент написання замітки Walmart був витіснений на четверте місце брендом Disney. Десятку замикає платіжна система Visa.

Нагадаємо, що на початку червня цього року Forbes повідомляв, що Facebook поступився званням найбільш динамічного техногіганта діловій соцмережі LinkedIn. За підрахунками видання, LinkedIn опинилася за цим показником на першому місці з середнім зростанням виручки за три роки у 102%. На друге місце потрапила Facebook (87%), на третє – Apple (55%). Ще одна потужна технокорпорація, Google, розмістилася лише на 17-му рядку із зростанням продажів у 29%.

За матеріалами: [Lenta.ru](http://lenta.ru)

11. Look through the list of most valuable brands and discuss with a partner.

Values calculated October 2012

Rank	Brand	Brand Value (\$bil)	Brand Revenue (\$bil)	Company Advertising (\$mil)	Industry
1	 Apple	87,1	108,2	933	Technology
2	 Microsoft	54,7	73,7	1 600	Technology
3	 Coca-Cola	50,2	22,8	3 256	Beverages
4	 IBM	48,5	106,9	1 373	Technology
5	 Google	37,6	36,5	1 544	Technology
6	 Intel	32,3	54,0	2 100	Technology
7	 McDonald's	37,4	85,9	769	Restaurants
8	 General Electric	33,7	124,7	-	Diversified
9	 BMW	26,3	73,7	-	Automotive
10	 Cisco	26,3	46,1	325	Technology

За матеріалами: <http://www.forbes.com/powerful-brands/list/>

12. Write an abstract of the article.

## Unit 25

### Media Corporations

#### **1. Work with a partner to discuss the following.**

1. What are the main Ukrainian media companies? Who are their owners?
2. What TV shows do you prefer? Why?

#### **2. Read the article and explain what problem it is devoted to.**

##### **News Corporation reaches \$139m settlement with shareholders**

Lawsuit lodged in 2011 claimed company's board failed in its fiduciary duty to prevent phone-hacking scandal.

News Corporation has reached a \$139m (£91m) settlement with shareholders over a lawsuit claiming that its board of directors put Rupert Murdoch's interests ahead of the company over the phone-hacking scandal, and the acquisition of his daughter Elisabeth's TV company Shine.

The settlement of the class action, with News Corporation shareholders including Amalgamated Bank of New York and the Central Laborers Pension Fund, is claimed to be the largest cash settlement ever in a derivative lawsuit.

The lawsuit lodged in 2011 claimed News Corporation's board failed in its fiduciary duty to prevent the phone-hacking scandal that has engulfed News International, Murdoch's UK newspaper division that included the now defunct News of the World.

It also challenged the media conglomerate's directors for giving Murdoch the greenlight to purchase of TV production company Shine, the maker of MasterChef which is run by Rupert's daughter Elisabeth Murdoch, for \$675m in 2011.

The Amalgamated Bank of New York and the Central Laborers Pension Fund claimed the deal was a case of "nepotism" and that the board of News Corp failed to question or challenge Rupert Murdoch.

The lawsuit accuses Rupert of treating News Corp "like a wholly owned family candy store" and argues that a fair price was not achieved for Shine.

News Corporation said in a statement the money would come from insurance policies held by members of the board who were the defendants in the suits, who included James and Lachlan Murdoch.

The settlement includes extensive corporate governance reforms at News Corporation, which is soon to be split into separate stockmarket-listed publishing and entertainment businesses.

“We are pleased to have resolved this matter,” said News Corporation in a statement. “The agreement reflects the important steps News Corporation has taken over the last year to strengthen our corporate governance and compliance structure and we have committed to building on those efforts going forward.”

Securities and corporate governance law firm Grant & Eisenhofer represented co-lead plaintiffs Amalgamated Bank and the Central Laborers Pension Fund. Co-lead counsel was Bernstein Litowitz in its representation of the City of New Orleans Employees’ Retirement System.

“We are pleased that the company has committed to additional enhancements to its governance that we hope will continue to protect and enhance shareholder value going forward,” said Noel Beasley, chairman of the Amalgamated Bank.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. TV company
2. multiple platforms
3. content-provider
4. TV show
5. newspapers
6. interactive media
7. broadcasting

**4. Read the article again and find the following.**

1. two media companies mentioned
2. a popular TV show mentioned
3. two examples of important steps News Corporation has taken
4. two plaintiffs in the lawsuit mentioned

**5. Find words and phrases in the article that mean the following.**

1. something that was recently bought or obtained
2. favoritism shown to relatives, especially in appointments to desirable (good-paying) positions
3. no longer in existence; having ceased its functions; dead, extinct
4. in a legal situation, the individual who must respond to an application before the courts to resolve a situation
5. an individual who starts a legal action to resolve a legal situation involving his or her rights
6. anyone trained in the law who has received a law degree from a recognized university and who is authorized to practice law in a given jurisdiction
7. impartial, unbiased; honorable
8. a principle, standard, or quality regarded as worthwhile or desirable

**6. Explain the meanings of the following words and phrases used in the article.**

1. the settlement of the class action
2. fiduciary duty
3. the defendants in the suits
4. to engulf
5. shareholder value
6. additional enhancements

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. cash settlement
2. phone-hacking scandal
3. to give the green light
4. insurance policies
5. corporate governance reforms
6. a stockmarket-listed business

**8. Answer the following questions.**

1. What did the lawsuit lodged in 2011 claim?
2. What settlement did News Corp reach with shareholders?
3. What are the advantages and disadvantages of media corporations in media business?

**9. Comment on the following statements from the article.**

1. News Corporation has reached a \$139m (£91m) settlement with shareholders over a lawsuit claiming over the phone-hacking scandal, and the acquisition of his daughter Elisabeth's TV company Shine.
2. The Amalgamated Bank of New York and the Central Laborers Pension Fund claimed the deal was a case of "nepotism".
3. The lawsuit accuses Rupert of treating News Corp "like a wholly owned family candy store" and argues that a fair price was not achieved for Shine.

**10. Read the following text and discuss with a partner.**

NEW YORK – August 21, 2013 – News Corp announced today plans to launch a global programmatic advertising exchange allowing marketers to collectively leverage the company's leading online and mobile products and rich first-party data for programmatic buying and real-time bidding. News Corp properties will discontinue any remaining arrangements with third-party ad networks.

The News Corp Global Exchange, which will roll out over the coming weeks, comprises more than 50 leading web sites and mobile products, reaching millions of highly engaged subscribers and users worldwide via WSJ.com, TheTimes.co.uk, NYPost.com, News.com.au, MarketWatch.com, TheSun.co.uk and more, including BallBall, the recently launched mobile app and web site for exclusive European football highlights in Japan, Indonesia and Vietnam.

News Corp Chief Executive Robert Thomson said, "Content aggregators would like to commodify our content, while data scrapers would like to aggregate our audience – the only way to reach the world's greatest content and the most prestigious and lucrative audiences is directly through our digital properties. Third parties are no longer invited to the party."

To support the private exchange, News Corp will be working with The Rubicon Project as its global sell-side platform. News Corp enjoys a strong direct relationship with its premier audience of affluent, engaged subscribers and users, while the exchange will allow advertisers to target a number of audience segments on a global scale via premium quality inventory and unique data.

Each business unit will continue to maintain their existing dedicated advertising sales teams in conjunction with the new programmatic exchange.

Джерело: <http://newscorp.com/>

### **11. Translate into English and discuss with a partner the following.**

Американська телеведуча Опра Вінфрі повернеться до жанру розмовних шоу в січні 2012 року з проектом Oprah's Next Chapter (Наступна глава Опри), повідомляє Reuters.

Перший двогодинний епізод нового шоу буде показаний у січні 2012 року на кабельному телеканалі OWN (Oprah Winfrey Network).

У новому шоу Опра Вінфрі має намір зустрічатися з учасниками шоу поза студією. Першим учасником нового шоу стане вокаліст Aerosmith Стівен Тайлер, який прийме телеведучу в своєму маєтку в Нью-Гемпширі. Іншими учасниками програми стануть актор Шон Пенн і продюсер Джордж Лукас.

Вінфрі здобула світову популярність завдяки своєму ток-шоу The Oprah Winfrey Show, яке виходило в ефір впродовж 25 років. Останній випуск шоу глядачі побачили 25 травня 2011 – його подивилися 16,4 мільйона чоловік.

Після закриття своєї програми Вінфрі вирішила зосередитися на роботі над власним телеканалом OWN, що почало мовлення в січні 2011 року.

За матеріалами: [Lenta.ru](http://Lenta.ru)

### **12. Write an abstract of the article.**

## Unit 26

### Telecommunication

#### **1. Work with a partner to discuss the following.**

1. What do you think of national security in Ukraine?
2. What are the most strategically important industries, except telecommunication, for any state?

#### **2. Read the article and explain what problem it is devoted to.**

### **Some in Congress Grow More Wary of Selling Sprint to SoftBank of Japan**

Congressional concern over the proposed takeover of Sprint Nextel by SoftBank of Japan on national security grounds grew on Thursday as Senator Charles E. Schumer of New York asked government regulators to carefully review the Asian company's ties to Chinese telecommunications equipment makers.

In a letter to the Treasury Department and the Federal Communications Commission on Thursday, Mr. Schumer, Democrat of New York, urged the two to carefully consider the SoftBank deal in the wake of widespread attacks by Chinese hackers.

"The protection of our critical infrastructure is a topic of intense legislative scrutiny," the Democratic senator from New York wrote in the letter, which was reviewed by a reporter for the The New York Times. He asked the two agencies to take a close look "to ensure that our nation's security is not placed at risk."

Mr. Schumer is the latest senior lawmaker in Washington to express wariness over the deal because of SoftBank's relationships with Chinese telecommunications equipment makers like Huawei and ZTE. Senator John McCain, Republican of Arizona, wrote a separate letter to the F.C.C.'s acting chairwoman, Mignon L. Clyburn, on Thursday, asking the agency to carefully review the proposal.

The letters come as SoftBank cleared another regulatory hurdle on Thursday. A California state regulator approved the proposed takeover, joining 22 other states and the District of Columbia.

Now the Japanese firm needs only clearance from the F.C.C. and a government panel that reviews foreign investments in the country that is led by the Treasury Department. Decisions from both agencies are expected soon.

SoftBank, which announced its agreement to buy a majority stake in Sprint last October, is also competing against Dish Network, which is trying to derail the deal with a rival \$25.5 billion takeover bid.

Over the last several months, both SoftBank and Sprint have tried to assuage concerns over national security. The two assured Mike Rogers, Republican of Michigan, the chairman of the House intelligence committee, that they would remove Huawei equipment from their United States network earlier this year.

Mr. Rogers has offered cautious praise for the pledge. "I am pleased with their mitigation plans, but will continue to look for opportunities to improve the government's existing authorities to thoroughly review all the national security aspects of proposed transactions," he said in March.

The two companies have also agreed to give the federal government veto power over one of SoftBank's representatives on the new Sprint board. That person would be charged with ensuring the company's compliance on network security.

Dish Network has made national security one of its chief weapons against SoftBank, using a media campaign in Washington that tries to play on fears about a foreign company taking control of a major American telecommunications firm.

A spokesman for SoftBank argued that while it had pledged to remove Huawei equipment from Clearwire's systems, Dish had not made a similar commitment.

"SoftBank's proposal improves U.S. national security because only SoftBank has committed to remove equipment already located inside a U.S. network that the government has national security concerns about," the spokesman said in a statement. "Dish has made no such commitment to remove

this network equipment and to do so would require Dish to further increase the amount of debt it will need to complete any transaction.”

Other countries already own significant stakes in American wireless networks: Vodafone of Britain owns 45 percent of Verizon Wireless, the country’s biggest cellphone service provider, while Deutsche Telekom of Germany owns a majority stake in T-Mobile US.

But SoftBank has faced questions about its connections to Huawei and ZTE shortly after its bid. The Japanese firm uses equipment from both companies in its systems outside the United States, primarily through a joint venture.

And Clearwire, a wireless network operator of which Sprint is seeking full control, uses some Huawei products in parts of its network.

Lawmakers have argued that both companies are closely tied to the Chinese government, and that allowing them entry to into critical national infrastructure could leave the country vulnerable to online attacks on vital assets like power grids and dams.

“In light of these facts, I am concerned that critical parts of Sprint’s future network may also become dependent on unsecure Chinese equipment and vulnerable to interference. With Sprint’s ultimate control in foreign hands, there are significant questions as to whether the United States would have sufficient influence and oversight to mitigate these concerns,” Mr. Schumer said in a letter to the F.C.C. and the Treasury.

“The blatant attempt to politicize” the approval process “by Dish and a senior member of the Senate banking committee is inappropriate and threatens to discourage important foreign investment in the United States,” the SoftBank spokesman said.

Mr. Schumer replied in a statement: “There’s nothing political about expressing concerns over national security.”

Mr. Schumer has sought to block takeovers in the past on national security grounds. He fought the proposed sale of six American ports to DP World, a company based in Dubai, arguing that the deal would endanger national security.

DP World eventually agreed to sell the American ports assets to an arm of the American International Group.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. government regulators
2. attacks of hackers
3. joint-stock company
4. wireless networks
5. takeover
6. aquisition
7. state enterprise
8. network security

**4. Read the article again and find the following.**

1. three examples of government institutions
2. three examples of American mobile carriers
3. three examples of telecommunication corporations
4. two examples of Chinese telecommunications equipment makers

**5. Find words and phrases in the article that mean the following.**

1. a careful and detailed examination of something in order to get information about it
2. to make something less harsh, severe, or violent; to moderate in force or intensity
3. an offer for the price for something; often in the context of an auction
4. with the military open to attack or exposed to an attack or possible damage
5. glaringly conspicuous, very obvious and offensive
6. after a long time, especially after many problems or setbacks

**6. Explain the meanings of the following words and phrases used in the article.**

1. to endanger national security
2. regulatory hurdle
3. cautious praise for the pledge
4. to assuage concerns

5. an attempt to politize
6. to give veto power

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. the protection of infrastructure
2. ultimate control
3. to take a close look
4. house intelligence
5. a joint venture
6. to increase the amount of debt

**8. Answer the following questions.**

1. What did Mr. Schumer, Democrat of New York, urge to carefully consider?
2. What's a topic of intense legislative scrutiny?
3. When did SoftBank announce its agreement to buy a majority stake in Sprint Nextel?
4. What is SoftBank's main rival in this deal?
5. Why did SoftBank have to remove Chinese equipment from a US network?

**9. Comment on the following statements from the article.**

1. Congressional concern over the proposed takeover of Sprint Nextel by SoftBank of Japan on national security grounds grew on Thursday as Senator Charles E. Schumer of New York asked government regulators to carefully review the Asian company's ties to Chinese telecommunications equipment makers.

2. "The protection of our critical infrastructure is a topic of intense legislative scrutiny," the Democratic senator from New York wrote in the letter, which was reviewed by a reporter for the The New York Times.

3. The two companies have also agreed to give the federal government veto power over one of SoftBank's representatives on the new Sprint board.

That person would be charged with ensuring the company's compliance on network security.

4. Dish Network has made national security one of its chief weapons against SoftBank, using a media campaign in Washington that tries to play on fears about a foreign company taking control of a major American telecommunications firm.

5. "The blatant attempt to politicize" the approval process "by Dish and a senior member of the Senate banking committee is inappropriate and threatens to discourage important foreign investment in the United States," the SoftBank spokesman said.

6. Mr. Schumer has sought to block takeovers in the past on national security grounds. He fought the proposed sale of six American ports to DP World, a company based in Dubai, arguing that the deal would endanger national security.

### **10. Translate into English and discuss with a partner the following.**

01.04.2013

У 2013 році світові витрати на інформаційно-технологічні (ІТ) продукти та послуги збільшаться на 4,1% від рівня 2012 року і досягнуть позначки \$3,8 трлн, прогнозує аналітична компанія Gartner.

За словами аналітика Gartner Річарда Гордона, недавні бюджетні скорочення в США, а також банківська криза на Кіпрі і загальноєвропейські економічні проблеми зробили світовий ІТ-бізнес більш нестійким і крихким, а, крім того, компанії почали мислити більш короткими проміжками часу.

Раніше практично всі світові ІТ-вендори під час своїх останніх декількох кварталних звітів заявляли, що відчувають на собі макроекономічний тиск, який змусив багатьох з великих клієнтів відмовитися від раніше розміщених замовлень або відкласти їх на більш пізні періоди часу. Незважаючи на те, що Gartner не виключає "нових економічних шоків", компанія очікує, що всі вони будуть короткочасними і матимуть лише локальний вплив на ІТ-витрати, тоді як стратегічно витрати на ІТ зростатимуть в найближчі роки.

Згідно з прогнозом, витрати на телекомунікації, як на найбільший сектор ІТ, зростуть цього року на 2%, до \$1,69 трлн. У минулому році вони скоротилися на 0,4%. За даними Gartner, зниження виручки операторів стільникового зв'язку від передачі голосу буде компенсовано збільшенням виручки від передачі інтернет-даних.

Крім цього, аналітики прогнозують зростання витрат на корпоративне програмне забезпечення. Цей показник, як очікується, зросте на 6,4% до \$297 млрд. У 2012 році зростання склало 3,5%. У той же час Gartner заявляє, що в цьому році очікується зміна структури витрат на софтверному ринку. Бази даних, рішення для інтеграції і управління поставками будуть показувати зростання вище середнього на ринку.

Витрати на ІТ-послуги зростуть на 4,5% до \$918 млрд., а витрати на підтримку датацентрів складуть \$146 млрд. Витрати на нове апаратне забезпечення складуть \$718 млрд, що на 7,9% більше, ніж роком раніше.

Раніше повідомлялося, що обсяг українського ринку ІТ за підсумками 2013 року може скласти \$3,6 млрд. Про це заявили в Національній комісії, що здійснює держрегулювання у сфері зв'язку та інформатизації (НКРЗІ).

Нагадаємо, компанія Group M прогнозувала, що в 2013 році світовий обсяг продажів реклами в інтернеті перевищить стомільярдну позначку.

**За матеріалами: [CyberSecurity](#)**

**11. Write an abstract of the article.**

## Unit 27

### Ethics and Social Responsibility

#### **1. Work with a partner to discuss the following.**

1. How do you protect your digital personal information?
2. Have you ever taken photos for Google Street View maps? Do you enjoy this service?

#### **2. Read the article and explain what problem it is devoted to.**

#### **Stern Words, and a Pea-Size Punishment, for Google**

By CLAIRE CAIN MILLER

Published: April 22, 2013

SAN FRANCISCO – Regulators in Germany, one of the most privacy-sensitive countries in the world, unleashed their wrath on Google on Monday for scooping up sensitive personal information in the Street View mapping project, and imposed the largest fine ever assessed by European regulators over a privacy violation.

The penalty? \$189,225.

Put another way, that's how much Google made every two minutes last year, or roughly 0.002 percent of its \$10.7 billion in net profit.

It is the latest example of regulators' meager arsenal of fines and punishments for corporations in the wrong. Academics, activists and even regulators themselves say fines that are pocket change for companies do little to deter them from misbehaving again, and are merely baked into the cost of doing business.

Johannes Caspar, the data protection supervisor in Hamburg, Germany, who led the investigation into the Street View project, said the fine, which was close to the maximum of 150,000 euros, or \$195,000, that he could legally impose, was woefully inadequate to stop the data collection practices of companies as large as Google. He called on lawmakers to significantly raise such fines.

“As long as violations of data protection law are penalized with such insignificant sums, the ability of existing laws to protect personal privacy in the

digital world, with its high potential for abuse, is barely possible,” Mr. Caspar said.

In Europe, lawmakers are considering revisions to the main data protection law to allow for fines of up to 2 percent of a company’s annual sales. In Google’s case, based on last year’s revenue, that would have been up to \$1 billion.

For several years, while Google took photos for its Street View maps, it also collected data like e-mail messages and photos over unencrypted Wi-Fi networks, outraging consumers and privacy advocates and prompting investigations in at least a dozen countries.

Peter Fleischer, Google’s global privacy counsel, said the company collected the data inadvertently, did not use it and cooperated with investigators in Hamburg.

For Silicon Valley companies, such middling fines are common. For the Street View violation, Google last year paid a \$25,000 fine for obstructing the federal investigation, and last month agreed to pay \$7 million to settle a lawsuit brought by 38 states. France fined Google 100,000 euros in 2011; Ireland and Britain did not impose fines after Google agreed to delete data collected illegally in their countries.

For another privacy violation, related to the Safari browser, the Federal Trade Commission last year settled with Google for \$22.5 million, the largest civil penalty it had ever levied, though Google did not admit any wrongdoing. The commission similarly filed eight complaints against Facebook for “unfair and deceptive” practices related to privacy, with no fine or admission of guilt. In antitrust investigations, Google escaped a fine in the United States and is close to doing the same in Europe.

“Especially in these areas like privacy or online access to information, existing law hasn’t really dealt with these issues before because as technology changes, the law needs to play catch-up,” said Martin H. Pritikin, a professor at Whittier Law School who co-writes the blog the Collection Gap, about regulatory enforcement failure.

Still, the problem stretches far beyond the tech industry. After the 2008 financial crisis, for instance, lawmakers and even some judges questioned

whether government fines amounted to a rounding error for the nation's biggest banks.

Jed S. Rakoff, a federal judge in New York, called the Securities and Exchange Commission's \$150 million settlement with Bank of America over lax public disclosures "half-baked justice at best," and its \$285 million settlement with Citigroup "pocket change." Even when Goldman Sachs paid a record \$550 million fine to the agency in 2010, it amounted to less than 10 percent of the bank's profit that year.

On Wall Street, the public hand-wringing also stemmed from a lack of criminal charges. When the authorities leveled a record \$1.9 billion penalty against HSBC in a money-laundering case, they stopped short of indicting the British bank, saying that such a move could jeopardize the financial system. The decision raised concerns that Wall Street was not only too big to fail, but also too big to indict.

That reflects a broader attitude against fining companies too severely, Mr. Pritikin said. If a fine is too big, the argument goes, it hurts shareholders if the stock price suffers, and consumers if the company has to raise prices to pay the fine.

But when John H. Nugent, a management professor at Texas Woman's University, studied the topic, he said he was surprised to find that the opposite was true, and that even large fines had little long-term effect on companies' stock prices.

"Management will often choose to take actions they may know are improper because they realize the long-term consequences will not affect them," Mr. Nugent said.

Still, even a trivial fine has some consequences, said James M. Anderson, who studies the role of law in regulating business at RAND Corporation.

"There may be some good that is accomplished even if the amount in question is all but nominal, in expressing some notion that as a society, we have collectively said this is a problem," he said.

And the public relations fallout of any regulatory penalty can be significant for companies like Google, which is extremely sensitive about its reputation in the eyes of consumers, said Chris Hoofnagle, a lecturer on privacy law at the University of California, Berkeley, School of Law.

But Ezra Ross, a professor at the University of California, Irvine, School of Law and a co-writer of the Collection Gap blog, said the German fine had the opposite effect.

“They can say, ‘Look at the amount of the fine. Even the government obviously didn’t think this was a very big deal,’ ” he said.

He suggested that regulators find creative ways to punish companies, like preventing Google from using and profiting from the legitimate Street View data it collected while it was inappropriately collecting personal data.

Another solution, Mr. Pritikin said, is to punish individuals with fines or jail time, though that is also complicated because companies have insurance to cover such fines and it is often difficult to single out one person responsible for a decision.

Enforcement is at a turning point, Mr. Hoofnagle said, and fines could blossom, especially if a tech company’s privacy violation caused serious harm.

“We’re still working out as a society what the harms are for privacy violations, and we’re not likely to see hundreds of millions of dollars in fines unless blood is spilled,” he said. “But you can see how that could happen.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. sensitive personal information
2. data mining
3. data collection practices
4. Wi-Fi networks
5. antitrust investigations
6. insurance policies
7. access to personal data
8. avoidance of punishment

**4. Read the article again and find the following.**

1. three examples of fines imposed on Google
2. two examples of IT companies
3. two examples of attitudes to fines
4. two solutions of privacy violation

**5. Find words and phrases in the article that mean the following.**

1. anger, rage; enraged, furious
2. pertaining to not having enough of something or having very little
3. mistreatment, unfair use, improper use
4. to cause someone to act or to make a person decide to do something
5. not firm, relaxed, or negligent; not strict enough
6. to influence, to act on, to modify, to impinge on, to produce an effect on, to change, to modify; concern, relate to, pertain to, interest, regard

**6. Explain the meanings of the following words and phrases used in the article.**

1. to scoop up
2. pocket change
3. to impose fines
4. “half-baked justice at best”
5. public hand-wringing
6. lax public disclosures

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. civil penalty
2. to settle a lawsuit
3. a money-laundering case
4. to admit wrongdoing
5. to stretch far beyond smth
6. to have little long-term effect on companies’ stock prices

**8. Answer the following questions.**

1. Why did regulators in Germany unleash their wrath on Google?
2. What was the highest penalty for Google?
3. What are European lawmakers doing to protect personal privacy and what amount of fines are they going to allow?
4. What are the advantages and disadvantages of laws over privacy violation in Ukraine?

5. What is the best punishment for privacy violation, from your point of view?

### **9. Argue for and against statements from the article.**

1. Academics, activists and even regulators themselves say fines that are pocket change for companies do little to deter them from misbehaving again, and are merely baked into the cost of doing business.

2. “Especially in these areas like privacy or online access to information, existing law hasn’t really dealt with these issues before because as technology changes, the law needs to play catch-up,” said Martin H. Pritikin, a professor at Whittier Law School who co-writes the blog the Collection Gap.

3. “Management will often choose to take actions they may know are improper because they realize the long-term consequences will not affect them,” Mr. Nugent said.

4. “There may be some good that is accomplished even if the amount in question is all but nominal, in expressing some notion that as a society, we have collectively said this is a problem,” James M. Anderson said.

5. “They can say, ‘Look at the amount of the fine. Even the government obviously didn’t think this was a very big deal,’ ” Ezra Ross, a professor at the University of California said.

### **10. Translate into English and discuss with a partner the following.**

24.08.2013

Про намір співпрацювати з New York Times для публікації документів викривача Едварда Сноудена оголосила британська газета The Guardian. Редакція пояснила це тиском із боку британського уряду.

Лондонська газета The Guardian співпрацюватиме з New York Times, щоб публікувати документи колишнього співробітника американських спецслужб Едварда Сноудена. У заяві The Guardian, оприлюдненій на сайті видання, вказано, що їм довелося піти на це у зв’язку з «сильним тиском» із боку британського уряду. Віднині New York Times отримає доступ до матеріалів Сноудена. Але The Guardian і надалі друкуватиме документи экс-співробітника ЦРУ, йдеться в повідомленні.

Цього тижня The Guardian повідомляла, що уряд Великобританії вимагав від редакції ліквідувати матеріали, передані в її розпорядження Сноуденом, нагадує агенція афр. У присутності представників британських спецслужб в редакції було знищено дані, що зберігалися на жорстких дисках. Водночас було розпочате розслідування стосовно Девіда Міранди – партнера журналіста The Guardian Гленна Грінвальда, який публікував викривальні статті про діяльність американських і британських спецслужб на основі документів, отриманих від викривача.

У заяві The Guardian також підкреслюється, що рішення про співпрацю з New York Times було ухвалене тому, що у США права журналістів краще захищені Конституцією, ніж у Великобританії.

Тим часом британська преса продовжує публікувати матеріали, пов'язані з діяльністю спецслужб. За даними The Guardian, Агенція національної безпеки США виплатила інтернет-компаніям, які брали участь у програмі стеження, декілька мільйонів доларів. За даними видання, виплати отримували Google, Yahoo, Microsoft і Facebook.

Представник Yahoo підтвердив агенції дра факт отримання грошей, зауваживши при цьому, що це була компенсація витрат на процедури, проведені в рамках закону. У Google заперечують будь-яку співпрацю з Агентством національної безпеки та участь у програмах стеження. Представники Facebook заявили, що компанія ніколи не отримувала гроші за участь у шпигунських програмах.

Шеф-редактор The Guardian Алан Расбриджер пообіцяв у інтерв'ю німецькому виданню Spiegel Online, що газета невдовзі оприлюднить нові викриття про зв'язки між урядами, спецслужбами та великими інтернет-фірмами.

**Джерело:** [Українська служба DW](#)

## **11. Write an abstract of the article.**

## Unit 28

### Biometrics

#### **1. Work with a partner to discuss the following.**

1. What do you think of devices used in James Bond movies?
2. Would you like to wear a device that could present your identification or/and replace, for example, car/house keys?

#### **2. Read the article and explain what problem it is devoted to.**

### A Heart to My Key

May 9th 2013, by Economist.com

IN “SKYFALL”, the latest James Bond movie, 007 is given a gun that only he can fire. It works by recognising his palm print, rendering it impotent when it falls into a baddy’s hands. Like many of Q’s more fanciful inventions, the fiction is easier to conjure up than the fact. But there is a real-life biometric system that would have served Bond just as well: cardiac-rhythm recognition.

Anyone who has watched a medical drama can picture an electrocardiogram (ECG) – the five peaks and troughs, known as a PQRST pattern, that map each heartbeat. The shape of this pattern is affected by such things as the heart’s size, its shape and its position in the body. Cardiologists have known since 1964 that everyone’s heartbeat is thus unique, and researchers around the world have been trying to turn that knowledge into a viable biometric system. Until now, they have had little success. One group may, though, have cracked it.

Foteini Agrafioti of the University of Toronto and her colleagues have patented a system which constantly measures a person’s PQRST pattern, confirms this corresponds with the registered user’s pattern, and can thus verify to various devices that the user is who he says he is. Through a company called Bionym, which they have founded, they will unveil it to the world in June.

Bionym’s first plan was to sell just the heart-identification software, in the hope manufacturers of phones, tablets and the like would embed into their devices a sensor that could use it. This would mean that, like James Bond’s gun,

such machines could be operated only when the owner was touching them. The firm's managers, though, quickly realised that persuading device-makers to do this was never going to happen. So instead, the company developed its own device: a wristband called Nymi that talks to other machines by way of Bluetooth and tells them that the person wearing it is, indeed, who he says he is. Nymi might thus, for example, replace passwords for its wearer's computers. It might unlock and start a car. And it could even stand in for house keys or be used to verify financial transactions that currently need a PIN.

Biometric recognition systems, from hand geometry, via face recognition and fingerprints, to iris recognition, are becoming more common. But none has yet swept the board, partly for the reason Bionym found when it tried to get device-makers to put recognition hardware in their machines: manufacturers do not want the expense and hassle of doing that. Nymi gets rid of this problem.

ECGs are also difficult to clone. Cloning a biometric marker takes two steps. First it must be "skimmed". In the case of an ECG, this means duping someone into touching a surface that can record his heartbeat. That makes ECGs more secure than, say, fingerprints, which can be recovered from nearly anything that has been touched.

The second part of cloning is replication – or "spoofing", in the jargon. People have, for example, fooled fingerprint readers by making jelly replicas. Spoofing an ECG-based system would be much harder. The wristband can sense whether it is in contact with a person, so a con man would have to use electrical components to imitate both the ECG and the body.

One obvious worry is that a person's PQRST pattern might change beyond recognition in response to exercise or – over a longer period – as he aged. But according to Karl Martin, another of Bionym's founders, neither of these things is actually a problem. An elevated heartbeat does not change the shape of an ECG, just its frequency. And five years' data collected by Dr Agrafioti's group suggest age does not change it much either.

There is always the question, of course, of whether people will want to wear the wristband. But that might be dealt with by the development of smart watches that do lots of other things as well. Several large companies are thought to be working on these. Whether such watches will have other Bond-like qualities, from laser cutters ("Never Say Never Again") via grappling hooks

(“The World Is Not Enough”) to unzipping dresses from afar (“Live And Let Die”) remains to be seen.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. scientists
2. cardiologists
3. surgeons
4. researchers
5. dentists
6. device-makers
7. manufactures
8. promoters

**4. Read the article again and find the following.**

1. three examples of James Bond gadgets
2. three examples of personality recognition
3. three examples of wristband usage
4. two steps of cloning biometric marker

**5. Find out what the following abbreviations mean.**

Q

ECG

PQRST

PIN

**6. Find words and phrases in the article that mean the following.**

1. the act of identifying someone or something on the basis of a past sighting or experience
2. to cause something to appear
3. unreal, fantastic, imaginary, unrealistic
4. to check whether or not something is true by examination, investigation, or comparison
5. to deceive by trickery; to fool or to cheat

6. an accurate reproduction or copy of an object; such as, a statue, a machine, or a weapon is an accurate copy of it.

**7. Explain the meanings of the following words and phrases used in the article.**

1. to crack smth
2. a fingerprint reader
3. hassle
4. “spoofing”
5. a con man
6. to stand in for smth

**8. Give the equivalents in your native language for the following words and phrases used in the article.**

1. cardiac-rhythm recognition
2. to correspond with the registered user’s pattern
3. heart-identification software
4. to sweep the board
5. iris recognition
6. to get rid of

**9. Answer the following questions.**

1. Why is the shape of PQRST pattern unique for each person?
2. What was Bionym’s first plan?
3. Why couldn’t firm’s managers persuade device-makers?
4. What are the advantages and disadvantages of biometric recognition systems?
5. Do you think people will want to wear the wristband?

**10. Argue for and against statements from the article.**

1. The company developed its own device: a wristband called Nymi that talks to other machines by way of Bluetooth and tells them that the person wearing it is, indeed, who he says he is.
2. ECGs are also difficult to clone.

3. The second part of cloning is replication – or “spoofing”, in the jargon.
4. One obvious worry is that a person’s PQRSST pattern might change beyond recognition in response to exercise or – over a longer period – as he aged.
5. There is always the question, of course, of whether people will want to wear the wristband. But that might be dealt with by the development of smart watches that do lots of other things as well.

### **11. Translate into English and discuss with a partner the following.**

29.04.2013

На заміну гаманцям із грошима та банківським карткам з’явилася технологія біометричної ідентифікації покупців.

Технологія *Paytouch*, яку запропонував однойменний стартап із Барселони, пропонує робити покупки за допомогою відбитків пальців.

Як пише *The Daily Mail*, перший біометричний платіжний термінал *Paytouch* почав працювати минулого року в *Ushuaia Ibiza Beach Hotel* (Ібіца, Іспанія) – користувачі з акаунтом в *Paytouch* просто пов’язують рахунок своєї банківської картки з інформацією про свої відбитки пальців. Для того щоб здійснити оплату, досить прикласти до терміналу два пальці.

За словами авторів інноваційної платіжної системи, вона «бездоганно» ідентифікує особу. Самі відбитки пальців унікальні, універсальні та незмінні протягом часу.

За словами генерального директора *Paytouch* Хав’єра Пасо, в найближчий час термінали *Paytouch* передбачається поширити всією Іспанією – головним чином в супермаркетах і на АЗС, пише видання.

Зазначимо, що біометрична ідентифікація вже кілька років застосовується в якості засобу ідентифікації в карткових банкоматах в Японії (замість ПІН-коду). Ідентифікація власника рахунку проводиться по руці з введенням пін-коду і дати народження. Ніяких пластикових карток банкомат нового типу не потребує.

**За матеріалами:** [NEWSru.com](http://NEWSru.com)

### **12. Write an abstract of the article.**

## Unit 29

### Media Workforce 1

#### **1. Work with a partner to discuss the following.**

1. Have you ever thought of living and working abroad? If yes, where and why?
2. What is immigration policy of Ukraine?

#### **2. Read the article and explain what problem it is devoted to.**

### **Engineers See a Path Out of Green Card Limbo**

By SOMINI SENGUPTA

Published: May 22, 2013

SAN FRANCISCO – Sanket Sant, a citizen of India, came to the United States at age 21, earning a master’s degree in engineering, followed by a doctorate and then landing a well-paying job at a company making semiconductor equipment.

Kartik Shah, 29, has been waiting six years for a green card.

Then, he waited for the American government to decide if he could stay.

“I know this country better than my own country, and I still feel like an outsider,” said Mr. Sant, 35, who received his Ph.D. from the University of Texas at Dallas in 2006, and has been waiting for federal officials to approve his green card application for six years. “That’s the thing that bothers me.”

That is also the predicament of tens of thousands of workers here in the heart of the tech industry who were born overseas and educated in the United States. Though not living in poverty or in the shadows, as are migrant workers who are here illegally, they are nevertheless in a bureaucratic limbo while they wait in a long line for a green card.

Now, though, Congress is poised to end their uncertainty.

The Senate Judiciary Committee on Tuesday approved a broad overhaul of the nation’s immigration laws on a bipartisan vote, and sent the measure to the full Senate. The bill would make it much easier for science, math and engineering graduates of American universities to become permanent residents.

Crucially, it would also lift the limits on how many immigrants are allowed in from each country, which has meant that citizens of populous countries like India end up waiting far longer than others.

The provisions to ease the green card process enjoy bipartisan support, reflecting a stark reality: Nearly half of all engineering graduate students at American universities are from abroad.

Technology companies, like Facebook and Microsoft, want to hire many more of them, which is why they have lobbied to make it quicker for them to get permanent residency. So has the Institute of Electrical and Electronics Engineers, a group that campaigns for American workers.

Still, not everyone is a fan. Mark Krikorian, executive director of the Center for Immigration Studies, a Washington-based research and advocacy group, who has testified against the legislation, said easy, unlimited access to green cards for math and science graduates could encourage the emergence of “visa mills,” or schools established just to sell access to the United States. Also, he said: “American young people with bachelor’s degrees see these occupations distorted by large-scale admissions of foreign workers. That then changes their own decision making about what to do in the future.”

The green card provisions have been obscured by the louder, more polarizing fight between industry and labor over foreign guest worker visas, known as H-1Bs. But they stand to have a far greater impact on the men and women who drive this industry.

Mr. Sant, like many of his friends, was drawn to the United States for higher education. In 2010, the most recent year for which data is available from the National Science Foundation, a government agency, 45 percent of master’s and doctoral students in engineering were from abroad, up from 35 percent in 1990 and 24 percent in 1980, according to the agency.

At some universities, the share of foreign students is even higher. At Carnegie Mellon University, which has one of the most prestigious engineering schools in the world, 62 percent of engineering graduate students came from abroad, and at the Rochester Institute of Technology, 56 percent.

This year, at the University of Southern California, the figure is 68 percent, according to university officials.

Among those who come to study in this country, about one in three end up staying on temporary work visas, mainly through the H-1B program. An analysis by the Brookings Institution concluded that in 2010, 30 percent of those who were working on H-1B visas were former students at American universities. Their wait for permanent residency can be frustratingly long, depending on their homeland.

According to data from the U.S. Citizenship and Immigration Services, more than 150,000 of them have filed for green cards since 2010; nearly a third of them are from India, the largest single block.

Kartik Shah, 29, was among them. A native of Mumbai, he went to the University of Southern California, in Los Angeles, for a master's degree in electrical engineering. He graduated in 2007 and swiftly landed a job as a software engineer at Cisco's headquarters in San Jose, just south of here.

The company soon filed a green card application on his behalf, which it says it does for the vast majority of its H-1B workers. The government cleared his application, essentially ruling that his skills were needed. Then, it told him to wait.

So far the wait has been six years, and he has no idea when it will end. He is nervous about exploring other job options, for fear of losing his place in the green card line. (The draft bill would free up workers from their green card sponsors.)

Supporters cheered Tuesday when a Senate committee approved an overhaul of the immigration laws and sent it to the Senate.

Two evenings a week, he rides the bus an hour each way from his office in San Jose to the University of California, Berkeley, where he is working toward a master's in business administration. Perhaps, by the time he finishes, in the spring of 2014, his green card will be ready and he will be able to put his M.B.A. to use.

Still, he is reluctant to pin his hopes on the bill now on the Senate floor. If the overhaul fails, it would depress him too much.

"It's very frustrating," he said. "Whenever we are hanging out with friends and this topic comes up, it's actually a very depressing topic."

His onetime roommate, Rushil Kadakia, 32, says he is likewise not losing sleep over what happens in the Senate. He and his wife, an engineer at Oracle,

are both in line for a green card. They have a 6-week-old daughter at home, an American citizen by birth.

“I’m taking everything with a grain of salt,” he said. “I’m keenly following it, but I’m not optimistic.”

He joked that maybe his daughter could eventually sponsor her parents. “Twenty-one years down the line,” he said.

Mr. Sant, a native of Ahmedabad, in western India, came here to earn a master’s degree, then a Ph.D. in electrical engineering, specializing in semiconductors. He got a job at a company making semiconductor equipment, published papers in academic journals and earned several patents.

His wife gave up her career as a surgeon back home in India when she came to this country as his bride; under current law, a spouse of a temporary visa holder is barred from working. The draft law would grant them work papers.

Going back home is not an option for Mr. Sant. His specialty is semiconductor equipment research, and not much of it happens in India. And anyway, he says, India has changed so much in the 13 years he has been away, and he has become so much more of, well, an American.

“I went to India last year. The whole culture is different. I don’t relate to it any more,” he said. “I feel home is here.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. migrant workers
2. freelancers
3. immigration bill
4. engineering graduates
5. temporary workers
6. electrical engineers
7. managers

**4. Read the article again and find the following.**

1. three examples of IT companies mentioned
2. three examples of US technical universities

3. three examples of the foreign students shares
4. two groups of people supporting immigration bill

**5. Find words and phrases in the article that mean the following.**

1. a place or state in which someone or something is neglected or is simply regarded as being relegated when cast aside, forgotten, or out of date; left in oblivion

2. state of being; condition, situation, position; especially, an unpleasant, trying, or dangerous situation

3. having a large number of individuals living in the same location; densely inhabited; crowded

4. to make an effort to influence the thinking of legislators or other public officials for or against a specific cause

5. a married woman in relation to her husband

6. to give a false, or misleading, account of something; for example, to misrepresent another person's statement

**6. Explain the meanings of the following words and phrases used in the article.**

1. stark reality

2. "visa mills"

3. to pin one's hopes on smth

4. green card provisions

5. to hang out

6. with a grain of salt

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. permanent residents

2. bipartisan support

3. large-scale admission

4. job options

5. an overhaul of immigration laws

6. to grant smb work papers

### **8. Answer the following questions.**

1. Why is it so important to get a green card in US?
2. Why do the United States have limits on immigrants?
3. What is H-1B program in the United States?
4. What are the reasons for IT companies to support new immigration laws?
5. What are the advantages and disadvantages of new immigration laws?

### **9. Argue for and against statements from the article.**

1. Though not living in poverty or in the shadows, as are migrant workers who are here illegally, they are nevertheless in a bureaucratic limbo while they wait in a long line for a green card.

2. Crucially, it (immigration law) would also lift the limits on how many immigrants are allowed in from each country, which has meant that citizens of populous countries like India end up waiting far longer than others.

3. Mark Krikorian, executive director of the Center for Immigration Studies, said: “American young people with bachelor’s degrees see these occupations distorted by large-scale admissions of foreign workers. That then changes their own decision making about what to do in the future.”

4. The green card provisions have been obscured by the louder, more polarizing fight between industry and labor over foreign guest worker visas, known as H-1Bs. But they stand to have a far greater impact on the men and women who drive this industry.

5. According to data from the U.S. Citizenship and Immigration Services, more than 150,000 of them (working on H-1B visas) have filed for green cards since 2010; nearly a third of them are from India, the largest single block.

### **10. Translate into English and discuss with a partner the following.**

24.05.2013

Серед держав Західної Європи, до яких охоче іммігрують, Німеччина займає одне з перших місць. Щороку країна приймає сотні тисяч людей. Згідно з даними Федерального статистичного відомства у Вісбадені, у 2012 році кількість мігрантів до Німеччини перевищила мільйон - це

рекордний показник з 1995 року. З Росії до ФРН прибуло 20714 мігрантів, з України – 7774, з Казахстану – 2545, з Білорусі – 1653 людини.

Іммігрантів розподіляють на тимчасових і постійних. До перших належать люди, які приїхали в країну на навчання або роботу, біженці з кризових регіонів, а також ті, кому було відмовлено в політичному притулку. Постійні іммігранти – це німці – пізні переселенці з країн пострадянського простору та Східної Європи, мігранти-євреї з цього ж регіону, яких у ФРН приймають за спеціальною програмою, люди, які отримали притулок з політичних чи інших мотивів, а також ті, хто приїжджає у ФРН, аби з'єднатися з родиною.

Дуже часто з пострадянських республік до Німеччини приїжджають висококваліфіковані фахівці, каже Герберт Брюкер з Інституту з вивчення ринку праці і професій. «Порівняно з мешканцями Німеччини вони частіше мають вищу освіту, яка, втім, не завжди відповідає німецьким стандартам», – наголосив експерт в інтерв'ю DW. За його словами, цей факт пояснюється передусім різними особливостями системи освіти в Німеччині та СНД.

Про високу кваліфікацію переселенців з країн колишнього СРСР говорить також експерт Інституту дослідження країн Східної та Південно-Східної Європи Барбара Діц. Однак для того, щоб отримати посвідку на проживання в Німеччині, одної лише доброї освіти недостатньо. Необхідно надати договір про роботу з щорічним доходом не менше 40-50 тисяч євро на рік залежно від професії.

Джерело: <http://www.dw.de/>

## **11. Write an abstract of the article.**

## Unit 30

### Media Workforce 2

#### **1. Work with a partner to discuss the following.**

1. What policy does Ukrainian tech industry follow to protect its workers?
2. What skill set is required for any occupation now?

#### **2. Read the article and explain what problem it is devoted to.**

### **Tech Industry Pushes to Amend Immigration Bill**

By SOMINI SENGUPTA

Published: May 19, 2013

SAN FRANCISCO – The technology industry got much of what it wanted in a bill that overhauls federal immigration law.

But in the give-and-take of political bargaining, the legislation emerged with some provisions the industry considers unappealing. Now its lobbyists are feverishly working to get rid of them.

Whether it gets its way could shape, in part, the fate of the overall package – and with it, the fate of millions of migrants to this country.

The industry achieved its main goals in the draft Senate bill: an easing of the green card process and an expansion of the number of skilled guest worker visas. That draft, though, includes language that it considers excessive regulatory oversight of when a company can hire a temporary foreign worker and lay off an existing American worker.

Executives from Silicon Valley companies say such language would effectively keep them from using the larger numbers of temporary work permits, known as H-1B visas. They also warn of more jobs being shipped overseas. They are backing proposed amendments that would reverse those provisions.

“The amendments are very important because they allow high-tech companies to use the visas as intended rather than creating regulations that make it so difficult they cannot practically be used,” the Silicon Valley Leadership Group, which includes I.B.M. and Oracle, said in an e-mailed statement on Friday. It added that most technology companies already hire a preponderance of American workers.

“Companies are willing to show they have tried to hire Americans, but we want to do it in a way that works with their current hiring practices and does not place a heavy administrative burden on them,” the statement continued. “The more difficult it is to get H-1B visas, the more likely that jobs will go abroad because there is no American that fits the needed skill set.”

The industry has a powerful ally in Senator Orrin G. Hatch, Republican of Utah. His vote for the bill in the Judiciary Committee is coveted because it is expected to give the legislation crucial conservative support. He has filed several amendments that technology companies favor but that other senators, who insist on additional protections for American workers, have resisted.

Lawmakers were trying to work out compromise language on the bill before Monday, when the committee resumes its deliberations.

Silicon Valley has wasted no time in weighing in. Executives have called senators to press their case, industry lobbyists say. And those lobbyists have themselves been on hand when the committee has taken up their issues, ready to huddle with Senate aides during breaks.

As if to underscore the industry’s concern in passing the bill, the secretary of homeland security, Janet Napolitano, traveled to San Francisco on Friday to discuss revamping the immigration law with technology executives.

Critics of Silicon Valley counter that its demands could imperil the overhaul as a whole, including the fate of millions of migrants who stand to gain legal papers.

How can the tech companies threaten to kill comprehensive legislation “when it contains almost all they have said they wanted?” said Bruce Morrison, a former chairman of the House immigration committee who now lobbies for the Institute of Electrical and Electronics Engineers. “All of America should lose the good the bill does so that they can fire Americans and replace them with H-1Bs? Ridiculous.”

The industry is unlikely to actively sabotage the bill if it does not get its way. It could, though, stop supporting the cause, as it has enthusiastically done this year. A well-financed group led by Facebook’s chief executive, Mark Zuckerberg, has backed television advertisements for Republicans who support the immigration overhaul. A “virtual march” is planned for Wednesday; the

event is intended to mobilize tech employees to bombard Congress with automated messages in favor of the bill.

The draft bill makes it easier to sponsor foreign math and science graduates from United States universities for permanent residency. It creates a visa program for entrepreneurs. And it expands, to 110,000, from 65,000, the number of temporary workers allowed into the country every year on H-1B visas, in addition to several thousand more when there is additional demand for workers.

“Over all, tech has gotten, by any metric, the best bill they’ve ever seen on this issue in terms of H-1Bs,” said an aide to the Judiciary Committee, who spoke on the condition of anonymity because negotiations were continuing.

To assuage the concerns of American worker groups, like the one Mr. Morrison represents, lawmakers put a provision in the bill that raises minimum wages for guest workers, effectively making it tougher to use the temporary visas to drive down wages in the overall industry. Additionally, the draft makes it all but impossible for outsourcing companies, which are mostly Indian, to bring temporary workers to the United States – leaving many more for companies based in the United States to recruit.

Technology sector lobbyists are generally pleased with the bill. But they are now objecting to language that requires employers to ensure that an “equally qualified” American is not available for a job opening before hiring a foreign temporary worker and allows the Labor Department to regulate. One lobbyist said that could put federal labor officials in the position of “second-guessing hiring decisions.”

One of Mr. Hatch’s amendments would tweak this language so that companies would have to follow only industry standards on hiring, effectively eliminating regulatory oversight.

Tech companies also object to language that would compel companies to show that they have not laid off an American employee 90 days before or after hiring a temporary foreign worker. The companies see this as bureaucratic interference. They support another amendment by Mr. Hatch that would require employers to state on paper that they have not replaced an American employee with a foreign guest worker.

The restrictions on hiring and firing, one industry lobbyist said, would make it difficult for companies to use the additional H-1B visas. “The numbers mean nothing if you can’t use them,” said the lobbyist, who declined to be named because of the delicate political negotiations. “The restrictions are so onerous and impose high-cost bureaucratic requirements that they carry too much risk. And if the better option is to hire foreign workers outside the U.S., they’ll pursue it.”

Michael Moritz, chairman of the venture capital firm Sequoia Capital, said the industry was lobbying for policies that would buoy the United States economy as a whole. “The message from Silicon Valley is about the future of America – it’s not about the hiring needs of a few technology companies,” he said on Friday. “America’s place will be assured if we can continue to be the magnet for the smartest and most energetic young people from all over the world. We need to attract them to the U.S. and keep them here. There’s a danger that this sentiment gets lost amidst all the mindless politicking.”

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. amendments
2. skilled workers
3. lobbyists
4. a strike
5. a virtual march
6. web-developers
7. a government agency
8. deliberations
9. bipartisan vote

**4. Read the article again and find the following.**

1. three examples of judicial terms
2. two ways IT companies support a new immigration bill
3. two examples of restrictions in a new immigration bill
4. two examples of amendments in a new immigration bill

**5. Find words and phrases in the article that mean the following.**

1. extremely significant or important
2. to allow the doing of (something); consent to
3. beyond the usual limits in weight, force, importance, or influence
4. an assistant or an adjutant
5. a proposed alteration in the terms of a resolution submitted to a meeting for adoption; extended to a resolution proposed instead of or in opposition to another; a countermotion
6. an idea, opinion, or attitude based on feeling or emotion rather than reason

**6. Explain the meanings of the following words and phrases used in the article.**

1. draft bill
2. to weigh in
3. to lay off
4. comprehensive legislation
5. to sabotage
6. “second-guessing hiring decision”

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. administrative burden
2. skill set
3. Senate aides
4. to revamp
5. onerous
6. regulatory oversight

**8. Answer the following questions.**

1. What are the main goals of the draft Senate bill?
2. What was a “virtual march” organized for?
3. What conditions does the draft bill represent for companies hiring a foreign temporary worker?

4. What provision for wages to foreign workers does the draft bill represent?

5. Why is US the magnet for the smartest and most energetic young people from all over the world?

### **9. Argue for and against statements from the article.**

1. “The amendments are very important because they allow high-tech companies to use the visas as intended rather than creating regulations that make it so difficult they cannot practically be used,” the Silicon Valley Leadership Group, which includes I.B.M. and Oracle.

2. “Companies are willing to show they have tried to hire Americans, but we want to do it in a way that works with their current hiring practices and does not place a heavy administrative burden on them,” the statement continued.

3. The industry is unlikely to actively sabotage the bill if it does not get its way.

4. “Over all, tech has gotten, by any metric, the best bill they’ve ever seen on this issue in terms of H-1Bs,” said an aide to the Judiciary Committee.

5. Tech companies also object to language that would compel companies to show that they have not laid off an American employee 90 days before or after hiring a temporary foreign worker.

### **10. Translate into English and discuss with a partner the following.**

17.06.2012

Президент США Барак Обама зупиняє депортацію молодих нелегалів зі США щонайменше на два роки. Оглядачі прогнозують, що це додасть йому голосів на виборах від латиноамериканської громади.

Президент США хоче за допомогою змін до закону про імміграцію дозволити право на перебування в країні для тисяч нелегалів. Представники латиноамериканської громади в США вже привітали ці наміри. Республіканці піддали критиці.

«Немає сенсу депортувати юних талановитих людей», – заявив Обама у п’ятницю, 15 червня, у Білому домі. Законодавчі новації стосуються людей, які в’їхали на територію США до того, як їм виповнилося 16 років, а нині їм менше 30 років. Крім того, вони повинні не

менше 5 років постійно жити у США, не мати проблем із законом, ходити до школи або мати вищу освіту, або відслужити в армії. Цим особам також дозволяється одержати дозвіл на роботу терміном на два роки, який згодом можна продовжити.

Водночас американський президент пояснив, що йдеться не про амністію, не про шлях до набуття громадянства та не про надання імунітету, а про «крок у правильному напрямку». За його словами, відповідні зміни наберуть чинності одразу, аби «відвести дамоклів меч депортації від молодих людей». За даними Білого Дому, йдеться про 800 тисяч осіб.

Ця ініціатива перед президентськими виборами, які відбудуться у листопаді, має додати Обамі голосів виборців, котрі походять з Латинської Америки, зауважують оглядачі. У деяких штатах, таких як Невада чи Флорида, вибір людей з латиноамериканським корінням може стати вирішальним. Водночас республіканці через це вже піддали ці новації різкій критиці.

Джерело: <http://www.dw.de/>

## **11. Write an abstract of the article.**

## Unit 31

### Media Technologies 1

#### **1. Work with a partner to discuss the following.**

1. Do you prefer cable or online TV? Why?
2. What is your favourite TV show? Why do you like it?

#### **2. Read the article and explain what problem it is devoted to.**

### **Subscribers Help Propel Netflix Gain**

By BRIAN STELTER  
Published: April 22, 2013

When Ted Sarandos, the chief content officer for Netflix, told GQ in an interview published three months ago that “the goal is to become HBO faster than HBO can become us,” maybe he was on to something.

Bill Skarsgard, left, and Landon Liboiron in a scene from Netflix’s “Hemlock Grove,” the service’s second original series.

The company’s stock soared on Monday, passing \$200 a share in after-hours trading for the first time since 2011, after it reported robust first-quarter earnings and hailed the success of its first original series, “House of Cards.” By one measure Netflix now has more subscribers than HBO in the United States.

Netflix also announced a new subscription option that might help it profit from the practice of password-sharing for its streaming video service. The existing service (which costs \$7.99 a month) limits subscribers to two simultaneous streams.

Soon, the company said Monday, it will offer an option that allows four simultaneous streams for \$11.99. The company said this would be meant for big families.

For the first quarter of the year Netflix posted a profit of \$3 million, or 5 cents a share, versus a loss of \$5 million, or 8 cents a share, in the same quarter a year earlier.

Quarterly revenue topped \$1 billion for the first time, largely because the company continued to add subscribers to its streaming service quickly; it gained about two million such subscribers in the United States in the first quarter. After

the subscriber data was released, analysts rushed to note that Netflix, with 29.2 million such subscribers, had apparently surpassed HBO.

Michael Olson, an analyst at Piper Jaffray, also pointed out that Netflix's two million new subscribers beat industry expectations of about 1.7 million. "It appears original programming may be driving better subscriber numbers," he said. "At the least, we believe original exclusive programming is reducing subscriber churn."

While HBO, a unit of Time Warner, does not publish detailed subscriber data, the research firm SNL Kagan estimated that the cable channel had 28.7 million subscribers at the end of 2012.

There are, however, some big differences between the two companies. HBO is part of the cable bundle, while Netflix is a stand-alone service with both streaming and DVD-by-mail options. HBO declined to comment on the subscriber competition on Monday.

In a letter to shareholders, Reed Hastings, Netflix's chief executive, and David Wells, its chief financial officer, didn't mention HBO, as they have in the past. Instead they praised "House of Cards," the series starring Kevin Spacey and Robin Wright that made its debut in February and was described by critics as something that would fit HBO or its cable rival Showtime.

"The launch of 'House of Cards' provided a halo effect on our entire service," Mr. Hastings and Mr. Wells wrote. Although the two men did not share ratings for the show, they said the subscriber reaction "increased our confidence in our ability to pick shows Netflix members will embrace and to pick partners skilled at delivering a great series."

(Privately, Netflix executives say they want to release viewership data but don't want to set a precedent for later, potentially less popular shows.)

Because all 13 episodes of the series were posted online on the same day, there was some concern that new subscribers would not remain after watching them. But the company said it found fewer than 8,000 cases where people signed up, watched "House of Cards" and then canceled their subscriptions.

Netflix has cautioned investors and reporters that its original shows, while highly visible, are not a huge part of its content expenses or its total viewing time. But the shows do exemplify how Netflix and HBO are increasingly

competing for actors, directors and creative ideas, not to mention viewer attention.

Netflix's second entry, a horror series from Eli Roth titled "Hemlock Grove," received mixed reviews, but according to Mr. Hastings and Mr. Wells's letter it was "viewed by more members globally in its first weekend than was 'House of Cards' and has been a particular hit among young adults."

Its third series, a 15-episode revival of the Fox sitcom "Arrested Development," will go online on Memorial Day weekend in May. The company says it expects the highly anticipated series to draw new subscribers in what is typically a weak quarter.

It predicted that it would end the second quarter with about 29.4 million to 30.05 million streaming subscribers in the United States. In an improvement over analysts' prior forecasts, it projected earnings in the second quarter of 23 to 48 cents a share.

The company's executives seem to be girding themselves for the possibility – or the inevitability – that some of its series will be flops.

On Monday they took a long-term view, stating that the value of the original series would be "borne out as we add more seasons of already popular shows like 'House of Cards' and further series."

"'Harry Potter' was not a phenomenon in Book 1, compared to later books in the series," Mr. Hastings and Mr. Wells added.

Netflix stock, which closed at \$174.37 before the earnings announcement, surged by more than 25 percent afterward. By 5:30 p.m. it was trading at \$216.40.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. streaming service
2. delivery
3. sitcom
4. commercials
5. series
6. subscribers
7. partners
8. cartoons

**4. Read the article again and find the following.**

1. three examples of media companies mentioned
2. three examples of movie terms
3. three examples of series mentioned
4. two examples of Netflix services

**5. Find words and phrases in the article that mean the following.**

1. to increase very quickly in amount or price
2. built, constructed, or designed to be sturdy, durable, or hard-wearing
3. to go beyond what was expected or hoped for, usually by being bigger, better, or greater
4. a part of a continuous process
5. to warn against danger
6. to be completely unsuccessful

**6. Explain the meanings of the following words and phrases used in the article.**

1. to hail the success
2. subscriber data
3. a halo effect
4. to exemplify
5. a revival of smth
6. to gird oneself

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. to beat one's expectations
2. viewership data
3. the cable bundle
4. simultaneous streams
5. earnings announcement
6. to be borne out

### **8. Answer the following questions.**

1. How many streams does Netflix allow and how many is it going to allow to subscribers?
2. What was the reason Netflix stock extremely soared?
3. What's the main difference between HBO and Netflix?
4. Why did the launch of "House of Cards" provide a halo effect on Netflix service?
5. What is the main strategy of Netflix?

### **9. Argue for and against statements from the article.**

1. "It appears original programming may be driving better subscriber numbers," Michael Olson, an analyst at Piper Jaffray, said. "At the least, we believe original exclusive programming is reducing subscriber churn."
2. Privately, Netflix executives say they want to release viewership data but don't want to set a precedent for later, potentially less popular shows.
3. Netflix has cautioned investors and reporters that its original shows, while highly visible, are not a huge part of its content expenses or its total viewing time.
4. The company's executives seem to be girding themselves for the possibility – or the inevitability – that some of its series will be flops.
5. " 'Harry Potter' was not a phenomenon in Book 1, compared to later books in the series," Mr. Hastings and Mr. Wells added.

### **10. Translate into English and discuss with a partner the following.**

09.03.2012

Інтернет-телебачення є новим та поки не розвиненим сегментом українського медіа-бізнесу. Чи можна очікувати на вибух онлайн-трансляцій цього року?

Наприкінці 2011 року низка медійних організацій України опублікували спільну заяву, у якій стверджувалось, що впродовж року в країні погіршився стан свободи слова. Якщо в липні 2010 року національні телеканали замовчували близько 56 важливих тем на місяць, то у вересні 2011-го – вже 456, йдеться в моніторингу *Телекритики*.

Виходом з такої ситуації могло б стати інтернет-мовлення, адже всевітня мережа традиційно вважається вільнішим, ніж телебачення, майданчиком. Однак українські медіа-професіонали створювати повноцінний інтернет-канал поки що не поспішають.

Нині інтернет-телебачення є нерозвиненим не лише в Україні, але й у інших країнах пострадянського простору. Серед російських медіа із онлайн-мовленням часто асоціюють канал *Дождь*. Створений у квітні 2010 року, він почав трансляцію в інтернеті, а згодом був запущений і на низці супутникових та кабельних мереж. Щоправда, співробітники *Дождя* наголошують: канал завжди був орієнтованим на телебачення, а не лише на онлайн-версію.

Водночас в каналу є й інші риси, характерні зазвичай для інтернет-телебачення. Приміром, в *Дождя* немає класичної інформаційної сітки, і режим мовлення може змінюватись залежно від обставин. По-друге, редакція виступає за тісний контакт із глядачами. Вони можуть писати коментарі до програм, віртуально брати участь у планірках каналу та розповідати про події з різних міст.

Стати прибутковим в Україні онлайн-телебачення поки не може, вважає експерт з питань інтернет-бізнесу Максим Саваневський. «На прикладі закордонних країн ми бачимо, що створювати такі проекти є сенс лише тоді, коли є достатньо реклами або ж існує достатньо людей, які готові платити за унікальні передачі», – переконаний він.

Та вже цього року, напередодні чи після парламентських виборів, експерт передбачає створення багатьох аматорських проєктів. На його думку, їх контент буде переважно розважальним, а не політичним. «В Україні є достатньо багато людей, які опанували програми для відеомонтажу. Я думаю, точно буде вибух, і точно люди будуть створювати якийсь власний продукт», – вважає він.

За матеріалами: <http://www.dw.de/ukrainian>

## 11. Write an abstract of the article.

## Unit 32

### Media Technologies 2

#### **1. Work with a partner to discuss the following.**

1. What media technologies can be used for financial advisers?
2. Can technology replace people in certain areas in the future? If yes, in which ones?

#### **2. Read the article and explain what problem it is devoted to.**

### **Technology's Impact on the Value of Financial Advice**

By PAUL SULLIVAN  
April 12, 2013

WE use technological shortcuts for things from simple tasks like booking vacations and buying books to more consequential matters like searching for a new home or trying to diagnose our ailments.

But is the technology good enough to replace guidance from financial advisers? Or is technology actually good for advisers because they can use it to do their jobs better?

Several new reports look at what technology will mean for an adviser, who, at his or her best, protects people from their worst investment ideas. And that brings up a corollary question: What will this trend, and enormous investment, in technology mean for the clients, the people whose money is at stake?

It seems almost heretical to propose that technology will not make a service better. But after reading the reports and talking to advisers who have embraced technology, I was not sure that this emphasis was going to be better for clients.

The report from Accenture looked at how younger clients sought relationships through technology and how advisers had to be available to provide it.

“When we talk to firms, they think social media is a new thing, and they’re trying to control the risk of it,” said Alex Pigliucci, global managing director of the wealth and asset management business at Accenture. “I see these

tools as an advantage today. They're not something to plan for in the next five to 10 years."

"The Out-of-Sync Advisor," a report by Deloitte, imagined technology bringing clients who were managing their own money back to advisers and then allowing those advisers to give people with a couple of hundred thousand dollars the type of high-quality advice reserved for people with hundreds of millions of dollars.

Ed Tracy, leader of the wealth management and private banking practice at Deloitte, said this would be possible only if all the clients' financial information was already in the system so the advisers could spend their time together talking about the clients' goals.

Fidelity's annual broker and adviser sentiment index, released late last year, tried to put a dollar amount on all of this: technology-adept advisers who were focused on clients in their 30s and 40s managed, on average, \$8 million more than colleagues focused on baby boomers. Their clients also had slightly larger accounts. (Not in the data was how technology contributed directly to this.)

But is there any practical value to investors in this push for more technology? In some areas, yes. In others, it remains to be seen.

Patrick O'Connor, senior vice president for wealth, retirement, portfolio solutions at Raymond James, said some of the best technological innovations reminded him of a recent visit to his new dentist.

Instead of pointing to a murky X-ray and telling him to floss, his dentist wheeled around a monitor that showed his teeth – and the problems with them – from various angles. A bit more brushing here and flossing there, and the image changed to show healthier teeth.

"She was giving me more ownership of my teeth," Mr. O'Connor said. "I've been much more diligent about flossing and paying attention to those areas. Before, I would have ignored her. I'd been lectured to for 10 years."

Technology, he said, can do much the same thing for investors, showing them how they are doing and the consequences of their spending and saving. The technology also becomes the bearer of bad news, not the adviser. "Instead of saying, 'Sorry you're in the red,' I become the facilitator in getting you from the red to the green," he said.

And technology can help clients reduce mundane and time-consuming tasks and increase the amount of time they can talk about the things that matter most to them.

“If someone had my data, understood my goals, had buckets in my portfolio and I knew if I was on track or off track and they only spent three hours a year with me, I’d feel a lot better than I would with someone I sat down with who said, ‘Tell me what’s going on,’ ” Mr. Tracy said.

Yet when it comes to social media, it is easier to see how technology could go awry. My first worry was an adviser sending off a Twitter post after a night on the town; my second was an investor acting on that post.

Firms worry about that, too. Mr. O’Connor said a compliance officer checks advisers’ comments before they are posted.

Angie Herbers, who runs a research and consulting firm named after her that is aimed at independent advisers, said that she was not convinced that social media brought in more clients and that they could be more of a liability to established clients.

“The risk is you can imply something that you don’t wish to imply to clients or future clients,” Ms. Herbers said. “Let’s say you tweet out a great article and some of your clients read it. You have no control over how they react to it.”

Advisers, she said, “are on social media to educate clients or potential clients, but I believe they’re creating more stress than anything else.”

Mr. Pigliucci disagreed, arguing that social media could help clients understand more complicated products on their own time. “If it’s really working well, it’s more than some tweets and Facebook postings,” he said. “If the adviser sends a message and then says, ‘Here’s a link that discusses the strategy I’m talking about,’ and you can look at it and think about it a bit more, it’s interacting using online education.”

Still, many firms are transfixed by the prospect of technology bringing in more and younger clients. Do social media help the actual clients, both the younger ones that firms are going after and the older ones who presumably have more money?

Mitchell S. Rock, a senior vice president at Morgan Stanley, was in the first group that the company allowed to use social media in 2011. He said it had

been an additional marketing tool for his group, though it had not replaced in-person meetings or even cold calling.

“We don’t use Twitter because we’re limited to sound bites,” he said. “LinkedIn has been very effective. It allows you to position yourself and drive prospects from your LinkedIn account to your Web site to your desk.”

He said some of his success in using social media was tied to the narrowness of his practice, which was easy to pitch: it is focused on owners of privately held middle-market companies who are about to sell the companies.

And while social media have been good to him, Mr. Rock was measured on their usefulness to clients. “Social media has allowed us to cast a wider net and get in front of our target market, but it’s still important to have a strong idea to deliver,” he said.

In other words, it is good for clients to hear about advisers with a specialty that could help them. But they still need to be just as vigilant as they always were in vetting those advisers.

Investors who fear what technology could do to their financial plan can take some comfort in the fact that their meetings with an adviser – at least for people with enough money – are likely to continue for a while. People with less to invest may have to settle for a video chat on their computer.

But whether this push into technology is going to make the advice better is debatable. Ms. Herbers likened the rush to adopt technology to watching a football game when people start to stand. “Sometimes at a football game, if someone in front of you stands up, you can still see perfectly well if you look around him,” she said. But if everyone else is on their feet, “you feel foolish if you don’t stand up.”

Remember that the next time your adviser tries to wow you with some new technology, and ask if it will change the outcome of the game.

**3. Read the article quickly and say which of the following are NOT mentioned in the article.**

1. financial advisers
2. advertisers
3. investment ideas
4. time-consuming tasks

5. facilitators
6. business plan

**4. Read the article again and find the following.**

1. two types of investors mentioned
2. two reasons financial advisers use technology
3. three examples of social media
4. three examples of risks for financial advisers using social media

**5. Find words and phrases in the article that mean the following.**

1. someone who gives professional recommendations
2. not clearly expressed or understood; suspicious; or hidden
3. to compare as similar
4. something for which a person is responsible; for example, a debt
5. a post or status update on Twitter, a microblogging service
6. watchful and alert, especially to guard against danger, difficulties, or errors

**6. Explain the meanings of the following words and phrases used in the article.**

1. consequential matters
2. to go awry
3. sentiment index
4. baby boomers
5. to wow smb
6. mundane tasks

**7. Give the equivalents in your native language for the following words and phrases used in the article.**

1. a facilitator
2. a compliance officer
3. to be in the red
4. a liability
5. in-person meetings and cold calling
6. to be transfixed

### **8. Answer the following questions.**

1. Is the technology good enough to replace guidance from financial advisers? Why? / Why not?
2. What will the trend of enormous investment in technology mean for the clients?
3. Is there any practical value to investors in this push for more technology?
4. What are the advantages and disadvantages of using social media for financial advisers?

### **9. Argue for and against statements from the article.**

1. “The risk is you can imply something that you don’t wish to imply to clients or future clients,” Ms. Herbers said. “Let’s say you tweet out a great article and some of your clients read it. You have no control over how they react to it.”
2. Advisers, Ms. Herbers said, “are on social media to educate clients or potential clients, but I believe they’re creating more stress than anything else.”
3. “Social media has allowed us to cast a wider net and get in front of our target market, but it’s still important to have a strong idea to deliver,” Mr. Rock said.
4. Whether the push into technology is going to make the advice better is debatable.
5. “Sometimes at a football game, if someone in front of you stands up, you can still see perfectly well if you look around him,” Ms. Herbers said. But if everyone else is on their feet, “you feel foolish if you don’t stand up.”

### **10. Translate into English and discuss with a partner the following.**

29.08.2013

Вже цього року китайський ринок інтернет-продажів, як очікують експерти, обжене США, ставши найбільшим у світі за обсягом витрат споживачів.

Про це повідомляє агентство Reuters із посиланням на дані компанії Bain&Company.

За даними аналітиків, китайський інтернет-ринок зростає із середнім темпом 71% від 2009 до 2012 року проти 13% в Америці, і його загальний обсяг, як очікується, досягне 3,3 трлн. юанів (\$539,07 млрд.) до 2015 року.

Водночас наголошується, що витрати китайських споживачів на онлайн-шопінг досягли \$212,4 млрд. у 2012 році проти \$228,7 млрд. у США, наголошують експерти.

Також стало відомо, що китайські компанії роздрібної торгівлі змушені були скоригувати стратегію продажів, щоб витримати конкуренцію з онлайн-суперниками, головний серед яких – Alibaba Group, а також інші, зокрема, 360 Buy Jingdong.

Додамо, що Alibaba прогнозує, що інтернет-торгівля складе половину всіх роздрібних витрат китайських споживачів через десять років проти 6% на даний момент.

Крім вищесказаного наголосимо, що онлайн-торгівля набирає все більшої популярності у світі, привертаючи пильну увагу влади. Так, наприкінці травня поточного року ЗМІ повідомляли, що більшість американських сенаторів підтримали положення, яке може дати державі повноваження збирати податки з інтернет-торгівлі із зовнішніми ритейлерами.

Зазначалося, що це положення поки що не стало законом, але голосування показує високий рівень підтримки цієї ідеї: 75 сенаторів висловилися за цю пропозицію, а 24 проголосували проти. Законопроект був припинений у 2012 році, але його прихильники знову ввели його в законодавчий цикл у 2013 році.

**За матеріалами:** [Reuters](#)

## **11. Write an abstract of the article.**

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**Навчальне видання**

ТОМІЛІН Олександр Михайлович  
САЛІОНОВИЧ Людмила Миколаївна

**MEDIA COMMUNICATION: ENGLISH FOR MEDIA STUDENTS**

**Англійська мова для студентів, які вивчають медіа-комунікації**

Навчальний посібник для студентів, які навчаються в магістратурі зі спеціальності «Медіа-комунікації», а також спеціальностей «Телекомунікаційні системи й мережі» та «Аудіо-, відео- й кінотехніка».

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