

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ  
Нижегородский государственный университет им. Н.И. Лобачевского

## **LEADERSHIP**

**Сборник текстов для чтения и заданий по английскому языку  
для студентов 2 курса Института экономики и предпринимательства,  
обучающихся по направлению подготовки  
230700.62 «Прикладная информатика»**

Практикум

Рекомендовано методической комиссией филологического факультета  
для студентов 2 курса Института экономики и предпринимательства  
ННГУ им. Н.И. Лобачевского,  
обучающихся по направлению подготовки  
230700.62 «Прикладная информатика»

Нижний Новгород  
2015

УДК 811.111(076.5)  
ББК Ш143.21я73-4  
С 23

Рецензент: д.филол.н., профессор **Постникова С.В.**

С 23 Сборник текстов для чтения и заданий по английскому языку для студентов 2 курса Института экономики и предпринимательства, обучающихся по направлению подготовки «Прикладная информатика». Составители: Чащин В.А., Кузьмин Р.А. Практикум. – Нижний Новгород: Нижегородский госуниверситет, 2015 – 44 с.

Настоящий практикум предназначен для студентов 2 курса, обучающихся по направлению «Прикладная информатика», и является специализированным дополнением к общему базовому курсу английского языка. Пособие включает в себя 2 части и приложения. Первая часть направлена на совершенствование лексико-грамматических навыков устной речи, чтения и аудирования на материале текстов, взятых из биографии Билла Гейтса. Финалом первой части является ролевая игра, направленная на активацию изученных грамматических структур и лексических единиц в устной речи. Во второй части предлагаются материалы и задания на развитие стратегий ознакомительного и поискового чтения на тему истории успеха Стива Джобса, задания на освоение вокабуляра по теме, а также составление рецензии на статью. Особое внимание уделяется использованию метода ситуационного анализа (case-study). В приложениях предлагаются правила написания рецензии, тесты на самопроверку, а также ключи к заданиям и тестам.

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УДК 811.111(076.5)  
ББК Ш143.21я73-4

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## PART\_1

### SUCCESS\_STORY\_OF\_BILL\_GATES

#### Lesson 1. Reading

*Before reading the text, train the pronunciation of the following words with your teacher.*

microprocessor chip, excitement, microcomputer, The Information Highway, machine, company, smart

#### Introduction<sup>1</sup>:



Picture 1

I wrote my first program for a computer when I was thirteen years old. A program tells a computer to do something. My program told the computer to play a game. This computer was very big and very slow. It didn't even have a *computer screen*. But I thought it was wonderful. I was just a kid, but the computer did everything I told it to do. And even today, that's what I love about computers. When I write a good program, it always works perfectly, every time.

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<sup>1</sup> Содержание текстов для чтения и аудирования 1-8 заимствовано из пособия *The Road ahead Bill Gates: Составители: Andy Hopkins, Jocelyn Potter – Edinburgh: Pearson Education Limited, 2008. – 48 p.*

<sup>2</sup> <http://www.celebmagz.com/Bill-and-Melinda-Gates---Aboutcom-Marriage>

The computer was our toy. We grew up with it. And when we grew up, we brought our toy with us. Now the computer is in our homes and in our offices. It has changed our lives and it is changing them again, because now the computers are coming together to make a new system. In this system, computers all over the world are beginning to work together. Our computers will be our telephones, our post office, our library, and our banks.

When we talk about this new system, we call it the Internet. This book will try to answer questions about the future of the Internet - what it will be like, and how we will use it. Sometimes when we talk about the future of the Internet, we call it the "Information Highway." The Information Highway, when it comes, is going to bring new ways of doing things. New ways are strange, and sometimes people worry about them, but they are also exciting. I'm very happy that I will be a part of this strange new time. I've felt this happiness and excitement before. After I wrote that first program at the age of thirteen, my friend Paul Allen and I spent a lot of time using computers. Back then computers were very expensive. It cost forty dollars an hour to use one. We made some of our money during the summers, when we worked for computer companies. My friend Paul knew a lot more about the machines than I did. I was more interested in the programs. But I learned from him. One day in 1972, when I was sixteen and he was nineteen, he showed me something that he was reading. It was about a company called Intel that had a new *microprocessor chip*.

A microprocessor chip is the part of the computer that thinks. This new one wasn't very smart, but we wanted to see if we could write a program for it. In the end, we made a program for it, but we didn't make much money from it.

The next microprocessor from Intel came out in the spring of 1974. It was much smarter than the earlier one. When we read about it, I told Paul that the days of the big computers were finished.

The Altair was a microcomputer (a small computer) with the new Intel microprocessor chip. When we saw that, we thought "Oh no! People are going to write real programs for this chip!" I was sure of this, and I wanted to be part of it.

It took us five weeks of hard work, but in the end we did it. We had a program for the Altair and we had something more. We had the world's first company that wrote programs for microcomputers. In time we named it "Microsoft."

Starting a company isn't easy. Sometimes it means that you can't do other things that you like. I loved college. I liked having conversations and sharing ideas with so many smart people. But I knew that I had to choose. That spring, Paul decided to leave his job and I decided to leave college. I was nineteen years old.

Memorize adverbial modifiers, typical for Present Perfect: already, not yet, just, ever, never.

Compare

I have bought a book today (this week, this month), The time span is not finished - Present Perfect

I bought a book yesterday (last week, last month), The time span is finished - Past Simple

Memorize these sentences:

I have never been to France. Have you ever been to London? I haven't seen you for ages. I haven't met him for a long time, I haven't been to Moscow since last year.

**Exercise 1. Insert the verb in the right tense form (The Present Perfect tense or the Past Simple Tense.**

- 1) I (to write) my first program for a computer when I (to be) thirteen years old.
- 2) It (to change) our lives and it is changing them again, because now the computers are coming together to make a new system.
- 3) I'm very happy that I will be a part of this strange new time. I (to feel) this happiness and excitement before.
- 4) One day in 1972, when I (to be) sixteen and he was nineteen, he (to show) me something that he was reading.
- 5) After I (to write) that first program at the age of thirteen, my friend Paul Allen and I (to spend) a lot of time using computers.
- 6) The first computer on which Bill Gates (to work) (to be) very big and very slow. It (not have) a *computer screen* .\*
- 7) After I (to write) that first program at the age of thirteen, my friend Paul Allen and I (to spend) a lot of time using computers.
- 8) When Bill Gates (to study), he loved college. He (to like) having conversations and sharing ideas with so many smart people.
- 9) The next microprocessor from Intel (to come out) in the spring of 1974.
- 10) The computer (to be) our toy. We (to grow up) with it. And when we (to grow up), we (to bring) our toy with us.

**Exercise 2. Insert to, the, a, up, per, than, in, on, that.**

- 1) My program told the computer \_\_\_ play \_\_\_ game
- 2) It didn't even have \_\_\_\_\_ *computer screen* .\* But I thought it was wonderful
- 3) We grew \_\_\_\_\_ with it.
- 4) It cost forty dollars \_\_\_\_\_ hour to use one.
- 5) It was much smarter \_\_\_\_\_ the earlier one.
- 6) \_\_\_\_\_ the end, we made \_\_\_\_\_ program for it, but we didn't make much money \_\_\_\_\_ it.
- 7) My friend Paul knew a lot more about the machines \_\_\_\_\_ I did.
- 8) But I knew \_\_\_\_\_ I had \_\_\_\_\_ choose.
- 9) When we talk about this new system, we call it \_\_\_\_\_ Internet.
- 10) Sometimes when we talk about \_\_\_ future of \_\_\_\_\_ Internet, we call it \_\_\_\_\_ "Information Highway."

**Exercise 3. Match the words with their definitions.**

1) computer screen	1) the part of a television or computer where the picture or information appears
2) microprocessor chip	2) a computer system that allows millions
3) the Internet	

4)microcomputers	of computer users around the world to exchange information 3) a small computer 4) the central CHIP in a computer, which controls most of its operations
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***Give your own definitions to the three words from the left column, using the expressions, given in bold in the right column.***

***Exercise 4. Cover the text. Insert the correct word.***

- 1) The first computers were very big and very slow. They didn't even have \_\_\_\_\_.
- 2) Sometimes when we talk about the future of \_\_\_\_\_, we call it the "Information Highway."
- 3) One day in 1972, when I was sixteen and he was nineteen, he showed me something that he was reading. It was about a company called Intel that had a new \_\_\_\_\_.
- 4) The Altair was a \_\_\_\_\_ (a small computer) with the new Intel microprocessor chip.

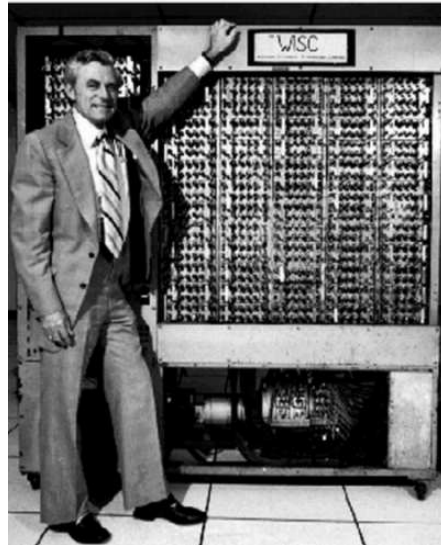
***Exercise 5. Write a sentence with each new word, which you memorized at the lesson.***

***Lesson 2. Listening.***

***Exercise 1. Pre-listening activity. Train the pronunciation of the following words and try to guess their meaning***

Computer, software, binary system, switches, voice, fax
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***Exercise 2. You are going to listen to the story about the predecessors of up-to-date computers. Your task is to listen to the text and insert the missing phrases in the text below.***



Picture 2

To understand the future, it helps to look at the past. More than a hundred and fifty years ago, a British man named Charles Babbage had an idea about a \_\_\_\_\_ that could work with \_\_\_\_\_. He wanted to make a machine that could follow different \_\_\_\_\_ to do different \_\_\_\_\_. Today, we call this sort of machine a \_\_\_\_\_, and we call the orders \_\_\_\_\_. Software is a group of rules that you can give to a machine to tell it how to do something. Computer programs are software.

For the next hundred years, people worked on Babbage's idea. Finally, in the 1940s, they built the first computer. The United States and Great Britain worked on it together during the war, and the work was secret. Three of the most important men who helped to build it were Alan Turing, Claude Shannon and John Von Neumann.

Even before the war, Claude Shannon was interested in "thinking" machines. He showed how small switches could be the computer's \_\_\_\_\_. In his system, a switch that was off meant "true" and a switch that was on meant "not true." This simple system is called the \_\_\_\_\_, and computers still use it today.

John Von Neumann, an American born in Hungary, added something just as important. He had an idea about how computers could use a memory in powerful ways. As soon as this was possible, the modern computer was born.

It is not always possible for a computer to keep all its information in its memory without changing it. Often the computer has to make the information smaller so that its memory can hold more of it at one time. Many times it does this before it moves the information to another computer.

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<sup>3</sup> <http://avtoschool.lg.ua/engine/classes/index.php?p=first-ever-computer...>



Each year we'll be moving more \_\_\_\_\_. Data is another word for information. Almost all of the data that we get today in different ways will come through our computer, and the computer will send it to different machines around the house. If the computer gets a \_\_\_\_\_ message, for example, the telephone will ring. If the message comes as a picture or pictures - as a movie, for example - it will show them \_\_\_\_\_. Writing - a newspaper or \_\_\_\_\_, for example - will show up on the computer screen. There will probably be other kinds of information, too, but we can't know yet what it will be, because the future is always full of surprises.

***Exercise 3. Listen to the story and answer the following questions:***

- 1) Who was the first man who had an idea about a machine that could work with numbers?
- 2) When did Great Britain and the USA build the first computer?
- 3) Who was interested in "thinking" machines before the war?
- 4) Which idea did John von Neumann have?
- 5) When was the modern computer born?

***Exercise 4. After listening activity.***

Surf the Internet. Find some information about one person, mentioned in the text. Make a 2 minute report about his contribution to the development of computer technologies. Use the Past Simple tense.

***Lesson 3. Reading***



*Picture 3*

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<sup>4</sup> <http://internetua.com/search/index/83>

## **The Beginning of Microsoft Company**

There are no surprises in the past, but there are lessons. Companies that put their money into the Information Highway will try not to make the same mistakes that other computer companies have made during the last twenty years. In the past, they spent too much time working on the machine and not enough time on the software. And they didn't always make computers that could work with other companies' software.

When we started Microsoft, we worked with MITS, the company that built the Altair 8800. By 1977, other companies - Apple, Commodore and Radio Shack - were also making small computers, and we sold them our software. Our software was an important part of these computers, because users could write their programs for it, too.

But users were doing another thing with our software, too; they were stealing it. One person bought it and then shared it with many other computer users by making copies of the software. Sadly, this stealing of software has not disappeared

Even with this problem, we were still selling a lot of software, and not only to American companies. By 1979, almost half of our business was coming from Japan.

In 1979, Paul and I moved Microsoft to a town near Seattle, Washington. The company was growing. Microsoft was doing so well because we made only software, never computers. The computer companies came to us for the programs. And because almost all of them bought their software from us, our programming language, Microsoft BASIC, was the most Important computer programming language.

In the beginning, television was not as important in our lives as it is today. At first, there weren't many televisions and so there weren't that many television shows. But as companies sold more televisions, there were more reasons to make more shows. And with more shows, more people wanted to buy televisions.

The same thing happened with *compact disc* music machines. When compact disc machines first arrived in the stores, you couldn't find many of your favorite singers or songs on compact discs. But when enough people began to buy the machines, music companies had to start making more discs. Today, when you want to buy music, you usually buy a compact disc.

These lessons are important for the computer companies. Companies have to remember that people want their computers to do as many different things as possible.

In 1980, two men from IBM came to Microsoft to talk about personal computers, smaller computers that people could use at home or in small businesses. IBM wanted to have these new computers ready in less than a year. It also wanted us to make the software.

IBM's idea seemed wonderful. We wanted to be a part of this. The software system that we made for them was called MS-DOS. We gave them a very low price for using it, and their computers with our software sold very well. Soon other people began to write software that built on top of the MS-DOS system. This was good news for us, because in this way our system became more useful for everyone. For a few years, more than half of all personal computers in business were IBM computers.

The business we did with IBM was very important to us, but in 1992, after some difficulties with different software systems for newer computers, we stopped our work with them.

Nothing that you sell will do well forever unless you work on it and make it better. We made MS-DOS better and better, but in the end we stopped making it. Instead, we sell Microsoft's Windows software. We are planning to make a completely new Windows system every two or three years.

Everyone makes mistakes now and then. What is important is what you do after these mistakes. The secret to winning in our business is change. I believe a company can stay on top by making the right changes at the right time.

***Exercise 1. Put the verbs in the correct form (Past Simple or Past continuous)***

Past Simple vs. Past Continuous

Adverbial modifiers typical for the Past Continuous tense: at... o'clock yesterday, when mother came home, from 5 till 6 yesterday, the whole evening, by 1978

Pay attention to the following two sentences:

- We played chess in the evening.- Past Simple
- We were playing chess the whole evening. - Past Continuous
- We use the past continuous to talk about something that was going on around a particular time in the past.
- We often use the past continuous to describe an action which was already in progress when something else happened.
- We use the past simple to talk about actions or events that we see as completed.

- 1) When we (to start) Microsoft, we (to work) with MITS, the company that (to build) the Altair 8800.
- 2) By 1977, other companies - Apple, Commodore and Radio Shack -also (to make) small computers, and we sold them our software.
- 3) In 1979, Paul and I (to move) Microsoft to a town near Seattle, Washington. The company (to grow).
- 4) Microsoft (to do) so well because we (to make) only software, never computers
- 5) In 1980, two men from IBM (to come) to Microsoft to talk about personal computers, smaller computers that people (can) use at home or in small businesses.
- 6) The business we (to do) with IBM (to be) very important to us, but in 1992, after some difficulties with different software systems for newer computers, we (to stop) our work with them.
- 7) By 1979, almost half of our business (to come) from Japan.
- 8) But when enough people (to begin) to buy the machines, music companies had to start making more discs.

***Exercise 2. Insert the appropriate word or phrase.***

- 1) PASCAL is one of the most popular \_\_\_\_\_.
- 2) Microsoft produced only \_\_\_\_\_ and never computers.
- 3) Music, recorded on \_\_\_\_\_ was sold everywhere at the beginning of the 21st century. Nowadays all music is downloaded from the Internet.
- 4) A company may stay on \_\_\_\_\_ making right changes at the right time.
- 5) There are no \_\_\_\_\_ in the past, but there are \_\_\_\_\_. (a proverb).

***Exercise 3. Translate from Russian into English***

- 1) К 1977 году такие компании как Эппл уже производили компьютеры, а компания Майкрософт продолжала производить программное обеспечение.
- 2) В 1980 году двое людей из компании «Айбиэм» приходили обсудить персональные компьютеры, небольшие компьютеры, которые люди могли использовать дома.
- 3) Идея IBM казалась нам превосходной. Мы хотели стать частью этого проекта
- 4) Вначале телевидение не было настолько популярным, насколько оно популярно сейчас.
- 5) Это были хорошие новости для нас.
- 6) В начале 80-х наибольшее количество бизнес - операций нашей компании проводилось в Японии
- 7) Вскоре данная компания стала производить (создавать) программное обеспечение на платформе MS- DOS.
- 8) Наши совместные с IBM бизнес проекты были очень важны для нас, но в 1992 году мы прекратили наше сотрудничество из-за ряда трудностей, с которыми нам пришлось встретиться.
- 9) Компьютерные программы приходили к нам за программами.

***Lessons 1-3. Final exercises***

***Exercise 1. Put these sentences in the correct order. Write 1-5.***

- a) Microsoft makes a new software system for IBM, called MS-DOS
- b) John Von Neumann has an idea about how computers can use memory in powerful ways,
- c) Charles Babbage tries to make a machine that works with numbers
- d) The US and Great Britain build the first computer
- e) Gates and his friend start Microsoft and two years later they are selling their software to other companies

*After reading and listening tasks*

***Exercise 2. Discuss these questions.***

- a) How important is Claude Shannon's binary system?
- b) What are some of the lessons that computer companies have learned from their mistakes?
- c) Why was Gates's work with IBM important to Microsoft?

***Lesson 4. Listening.***

Some Things Computers Can Do for Us.

Listening comprehension activity

***Exercise 1. Before listening train the pronunciation of the following word. Identify the meaning of the following words.***

VCR, through, laptop
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***Exercise 2. Listen to the text and be ready to answer the following questions***

- 1) Which show did Bill Gates watch when he was a child?
- 2) Does TV really let us watch what we want?
- 3) When did VCR appear? How did it alter the process of watching tv programs?
- 4) How has talking on the telephone change?
- 5) What can the Internet give to humankind?
- 6) What can happen with the cash money in the near future with the advent of sound?

***Exercise 3. Listen to the first part of the text once again and insert the necessary preposition. (Prepositions of time, place and verbal phrases).***

When I was a kid, the Ed Sullivan Show was on television \_\_\_\_ eight o'clock \_\_\_\_\_ Sunday nights. You were \_\_\_\_ front \_\_\_\_\_ the television \_\_\_\_\_ eight o'clock or you missed it. And no one wanted to miss the Ed Sullivan Show.

We decide what we watch, but television companies decide when we will watch it. That's the way I watched the Ed Sullivan Show thirty years ago, and that's the way most of us will watch the news tonight.

In the early 1980s, the VCR began \_\_\_\_\_ arrive in homes. The VCR is a machine that makes a copy of movies or TV shows so that you can watch them later or even keep them. Now you can choose when you want \_\_\_\_\_ watch something.

Talking \_\_\_\_\_ the telephone has changed, too. Before the telephone answering machine, you came home after work and you didn't know that someone wanted to speak \_\_\_\_\_ you. Now we can listen \_\_\_\_\_ our messages and call people back when we want to.

In the future there will be television as there is now, but there will also be television \_\_\_\_\_ the computer. You will be able to watch anything that has already been on TV, at any time you want.

**Exercise 4. Work with a partner. Discuss other possible pros of using the Internet and computer.**

**Lesson 5. Reading.**

**Exercise 1. Train the pronunciation of the following words with the teacher**

Filters, agent, to share, hacker, cable television, movie

**Too Much Information on the Internet**



Picture 4

One of the problems that people think of when they hear about the future of the Internet is "Too much information." They think that the Internet will be a mountain of data, and that the mountain will fall on them. But "too much information" is not a new problem, and it's not a problem that we only have with computers. Think about books for a minute. When you go to a library, do you worry about reading all the books there? No, of course not. You know what you are interested in. You know what you want to read. And the library system helps you find it.

The Internet has *filters*. A filter helps you choose the information you want. Tomorrow's filters will be better than today's- If you are interested in football, your computer will show you the winners of the football games first when you ask it about sports. Of course, you'll have to tell it things first. The filter will work better if it knows more about you.

Today's computers are like first-day workers. You have to give careful orders about everything. And these computers will always be first-day workers. They cannot learn from you.

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<sup>5</sup> <http://www.sodahead.com/living/what-do-you-think/question-2679043/>

A filter that knows a lot about you can learn. It will remember what you're good at. It will remember what you like and don't like. And it will try to help you in other ways.

Because filters will learn, they will also change. When a filter becomes very smart, we call it an "agent." It will even have a voice. Some people don't like the idea of talking to a computer. "It's too strange," they say. But we talk to machines already. When your car or your computer doesn't work, you shout at it. We shout at things all the time. Now, instead of shouting, we will be able to talk. But most of this won't happen for several years. Building the future Internet - the Information Highway - will be a big job. The system will have to work with many different kinds of computers and other information machines, too. And it will be expensive to build. But building it has begun already. The Internet is a group of computers that share information. The Internet is already here, and it is the most important new idea in the computer business since the personal computer.

The Internet uses the telephone systems. When I send you a message, it goes from my computer to the telephone, and then from there to my Internet company. Then my company sends it to your Internet company, and your company sends it to you.

The Internet is a wonderful system but it has some problems. One of the most serious problems is *hackers*, people who know a lot about computers and use this to get into other people's computer systems. On November 2, 1988, thousands of computers using the Internet began to slow down. Many of them just stopped. Companies lost work hours and money. The reason for the trouble was a program that a hacker put into the system several months before.

But most of the time, the Internet works smoothly. Millions of people are using it today, and they are happy with it.

Another change for the Internet is coming, too. Soon you will see movies on your television or on your computer screen because you chose them. These movies will come from *cable television* companies. Cable television and telephone companies will fight to get you as a customer for the things they offer: movies, banking, shopping, etc.

The personal computer has helped people in many ways. The Internet will do more; it will open the doors to most of the world's information.

***Exercise 2. State whether these statements are true or false (T, F)***

- 1) One of the problems that people think of when they hear about the future of the Internet is "Too little information.
- 2) The Internet has *filters*. A filter helps you to avoid contaminated sites and files.
- 3) The Internet uses the telephone systems.
- 4) Not so many people are using the Internet today.
- 5) The Internet rarely works smoothly.

**Exercise 3. Grammar. Modals. Can (to be able to) and must.**

**CAN**

The main function: **describing ability**

**Present Simple**

*She can dance well*

**Past Simple**

*She could read and write before she was three.*

**Future Simple**

*She **will be able** to pass the exam if she is more responsible.*

**MUST**

The main function: **saying that something is necessary or very important.**

*You must sound and appear confident.*

*But we use **mustn't** to say that somebody is not allowed to do something.*

*You **mustn't** sell cigarettes to anyone underage. (= Don't sell cigarettes to anyone underage.)*

- 1) The VCR is a machine that makes a copy of movies or TV shows so that you \_\_\_\_\_ watch them later or even keep them.
- 2) Now you \_\_\_\_\_ choose when you want to watch something on TV.
- 3) Today's computers are like first-day workers. You \_\_\_\_\_ give careful orders about everything. And these computers will always be first-day workers. They \_\_\_\_\_ learn from you.
- 4) A filter that knows a lot about you \_\_\_\_\_ learn.
- 5) In the future there will be television as there is now, but there will also be television through the computer. You \_\_\_\_\_ watch anything that has already been on TV, at any time you want.
- 6) Computer screens will be better than they are now. Their pictures will be clearer, and we \_\_\_\_\_ to use some of them to Write or draw on.
- 7) In a few years' time you won't keep money in your pockets, because you'll use your pocket computer to buy things. It will be your little bank, and only you \_\_\_\_\_ to use it.
- 8) We talk to machines already. When your car or your computer doesn't work, you shout at it. We shout at things all the time. Now, instead of shouting, we \_\_\_\_\_ talk.
- 9) If you are interested in football, your computer will show you the winners of the football games first when you ask it about sports. Of course, you \_\_\_\_\_ tell it things first.
- 10) Today's computers are like first-day workers. You \_\_\_\_\_ give careful orders about everything. And these computers will always be first-day workers.
- 11) Building the future Internet - the Information Highway - will be a big job. The system \_\_\_\_\_ work with many different kinds of computers and other information machines, too.



## *Lesson 6. Listening.*

### **Documents.**

*Exercise 1. Train the pronunciation of the following words and guess their meaning*

Document, electronic encyclopedia, bulletin, message, virtual reality, VR, computer glasses, unreal
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*Exercise 2. Listen to the text. State whether these sentences are true or false (T,F)*



*Picture 5*

- 1) A document is only a piece of paper that tells you something.
- 2) Microsoft Encarta is a social networking site.
- 3) Today, most computer games are on special films.
- 4) Virtual Reality, or VR, is a science fiction film sponsored by the Microsoft Company.
- 5) Nowadays VR is just a game.
- 6) Virtual Reality systems won't just show us places that we know.

*Exercise 3. Listen to the first part of the text once again and insert the missing words or phrases.*

The Internet has let millions of people get to know electronic documents that move from one computer to another. Because computers can do more than paper can, these documents often are more useful to you. The idea of a " \_\_\_\_\_ " will change.

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<sup>6</sup> <http://seamlessolutions.com/ssiblog/>

When I was young, I loved the \_\_\_\_\_ that my family had. When I wanted to learn about something, I could read about it and look at pictures of it. I spent a lot of time with the encyclopedia, and I read a lot of it.

Microsoft *Encarta* is an \_\_\_\_\_. It has a million words but it also has photographs, movies and music. If you want to know about Egyptian music, you can hear the real music while you read about it. You can also hear what famous people said, or see a movie that explains how a machine works. No paper encyclopedia can give you this.

Paper documents aren't the only ones that will change. The television news will be as long as you want. If you want more information on something they're talking about, you will be able to ask for it.

Already you can share information on the Internet. You can share ideas, too, by putting your \_\_\_\_\_ or \_\_\_\_\_ on a \_\_\_\_\_. An \_\_\_\_\_ \_\_\_\_\_ is a place in a system of computers where people can read or write messages about something that interests them. A million people can read what you write, or maybe no one will. But either way, you've put your ideas there. And there are bulletin boards about almost everything on the Internet.

***Exercise 4. Match the word or the phrase in the left column with its definition in the right column***

Document	1) a spoken or written piece of information that you send to another person or leave for them
Electronic encyclopedia	2) book or CD, or a set of these, containing facts about many different subjects, or containing detailed facts about one subject:
Message	3) a piece of paper that has official information on it; a piece of written work that is stored on a computer
Bulletin board	4) a place in a computer information system where you can read or leave messages
Virtual reality	5) glasses for playing computer games
Computer glasses	6) an environment produced by a computer that looks and seems real to the person experiencing it
Unreal	7) an experience, situation etc that is unreal seems so strange that you think you must be imagining it

***Exercise 5. Work with a partner. Sum up the changes that have taken place in the development of the concept of document system.***

***Final exercises (Unit 3,4)***

*After you read*

1) Discuss these questions.

a. What does Gates think about the filters for the Internet? How will they help us?

- b. What does he mean by "Information Highway" and "Virtual Reality"?
- 2) When Gates was a boy he loved the Ed Sullivan Show and encyclopedias. What ideas grew out of these as he grew older and interested in computer software programs?

## Lesson 7.

### The World of Business



Picture 6

We are leaving the world of paper documents, and because of this, business is changing. The personal computer has already changed how we work, and now that computers are talking to each other business will change even more. The possibilities are exciting, but people have to remember that a computer is only a tool. It can help you with many of your problems, but those problems won't disappear just because you have a computer.

When I was a kid, computers were big machines and only big businesses used them. The computers were part of the reason that these businesses did better than the small ones who used paper and pencil

But today, personal computers have changed all that. Businesses of all sizes use them, and they help their users to do more work.

Today, people in business share information by sending messages and letters, by talking on the telephone and by meeting people from other companies around a table. All of this costs time and money.

At Microsoft, we began to use electronic mail, letters that travel through computers, in the early 1980s. E-mail, as everyone calls it, took the place of paper.

E-mail is easy to use and goes from computer to computer immediately. At Microsoft, anyone in the company can send me messages by e-mail. The e-mail messages at Microsoft are usually a sentence or two. The reader gets the information that he needs but it doesn't take as long as a telephone conversation. In the future, e-mail will get better, changing in ways we haven't thought about yet.

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<sup>7</sup> [PC!http://lj.rossia.org/users/mgsupgs1/411544.html?thread=2320792](http://lj.rossia.org/users/mgsupgs1/411544.html?thread=2320792)

Telephones will also get better. You will still hear the other person, but you will also see them, if the other person wants you to. Or you will be able to show other pictures through the same system.

People in business will "meet" without leaving their offices. I'm sure you've already seen people using this sort of communication on news shows on television. People in different countries talk together about the same thing, while a reporter in another place asks them questions. Businesses will find this system useful because it works better than telephone conversations, and it will be cheaper and quicker than bringing people together from around the country or around the world.

There is another part of work that is already changing. In the United States, millions of people work without going to an office every day. They do their jobs at home by using computers, e-mail and fax machines. When you work somewhere and then send your work to another place, you are telecommuting. The people who do this are telecommuters, and more and more people will be telecommuting in the future, using the Internet.

For this new system of telecommuting to work better businesses will have to find a new way of thinking about work time. When you are in an office, the company pays you for every hour that you are there. When you are telecommuting from your home, there will be times when you are looking after the baby or doing other things. When this happens, telecommuters will tell their computer, and the computer will tell the office that they are not working at this time.

A lot of companies will become smaller, using telecommuters only when they need them. Big is not always better in business.

Many telecommuters will work for more than one company. They will put their work schedules into the computer, and other businesses will know when they are free to work for them.

Telecommuting will change our lives in many ways. Many of today's problems are problems of the city, of too many people living in the same place because they can find work there.

Of course, there are good things, too, about living in the city. There is more to see and do and the hospitals and schools are bigger and sometimes better. But when people choose to live in the city, they live with the bad so that they can have the good.

Over time, as the Internet brings your work to your home, it will also bring many of the other good things from the city with it: college lessons, city tours, or conversations with doctors at hospital far away. It is possible that when this happens, people will begin to leave the city. It seems strange, but this will possibly help the cities, too. If one person out of ten leaves the city, the city will have more money to spend on the other nine people.

***Exercise 1. State whether the statements are true or false.***

- 1) When Bill Gates was a kid, computers were big machines and only big businesses used them.
- 2) First E- mails appeared in the early 70s

- 3) To read and to write an E- mail takes more time than a telephone call
- 4) Telecommuting makes it impossible to work for two companies at one and the same time
- 5) Today meetings around the table do not take part in big companies

***Exercise 2. Defining relative clauses. Insert who, which or where.***

**Defining relative clauses with *who, which, where***

- Use relative clauses to explain what a place, thing, or person is or does. That's the woman **who** won the lottery last year. This is the restaurant **where** we had dinner last week.
- Use **who** for a person, **which** for a thing, and **where** for a place.
- You can use **that** instead of **who** or **which**. She's the girl **who** / **that** works with my brother. It's a thing **which** / **that** connects two computers.

- 1) The computers were part of the reason that these businesses did better than the small ones \_\_\_\_\_ used paper and pencil
- 2) At Microsoft, we began to use *electronic mail*, letters \_\_\_\_\_ travel through computers,
- 3) The reader gets the information \_\_\_\_\_ he needs but it doesn't take as long as a telephone conversation
- 4) There is another part of work \_\_\_\_\_ is already changing.
- 5) Bill Gates, \_\_\_\_\_ has worked all his life on the development of personal computer software, is one of the richest people in the world. He is the typical representative of the USA, the country, \_\_\_\_\_ greatest inventions came to life

***Exercise 3. Discuss in pairs the following questions:***

- 1) Do you often use the Internet?
- 2) Do you send E- mails at home or at work mostly?
- 3) Do you see the future in telecommuting?
- 4) Have you ever worked as a telecommuter?
- 5) What was this job connected with?

***Lesson 8. Listening.***

**Bulletin Boards**

***Exercise 1. Train the pronunciation of the following words. Try to guess their meanings***

Middleman, Schwarzenegger, Levi Strauss, stomach, advertising, advertisement, movie companies



Picture 7

***Exercise 2. Listen to the story and discuss the following questions in pairs.***

- 1) What are the two problems that bulletin boards have?
- 2) Which of the problems seems to you most difficult?

***Exercise 3. Listen to the first part of the story and insert the appropriate connector***

Allien Adam Smith wrote *The Wealth of Nations* in 1776, he talked about a world \_\_\_\_\_ every buyer knew every seller's price, and every seller knew how much to ask for.

We do not have that world yet. Sometimes you buy something for \$500 and then see it in another store for \$300, and you feel stupid. It happens with many different things, but for the same reason. You didn't have enough information.

The Internet will bring buyers and sellers together. You will be able to shop for anything, using your computer. And as this happens, the middlemen, the people \_\_\_\_\_ sell things for other people, will have to do more for both the buyers and sellers to keep their jobs.

This idea will frighten a lot of people. But it will stop frightening most of them when it becomes part of our lives. We will ask for more, and get more, from the middlemen.

The travel business is a business of the middleman. The people at the travel office will have to work harder to keep their customers. It will be easy to get travel information through the Internet, and many people will start to plan their own travel.

On the Internet, lots of people will buy things straight from the companies \_\_\_\_\_ make them. Because of this, advertising will change. And when you think that something you bought isn't very good, or when you really love it, you'll be able to tell other shoppers about it on the electronic bulletin boards. Before you buy

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<sup>8</sup> [Upper St. Clair High School / Overviewhttp://uscsd.schoolwires.com/uschs](http://uscsd.schoolwires.com/uschs)

something, you'll be able to read what other people are saying about it on the bulletin boards, too.

Of course, you don't have to listen to everything everyone on a bulletin board says. Sometimes a few users try too hard to tell people how they feel. Their messages become angry. I've seen this happen with bulletin boards, and it kills them.

There's another problem, too, with the bulletin boards. Today, if someone keeps telephoning you and you don't want to hear from them, the police and the telephone company will work together to stop them. But no one will get angry at the telephone company. They will get angry at the person \_\_\_\_\_ is telephoning.

It's different with newspapers. If a newspaper tells lies about you, the newspaper is in trouble.

***Exercise 4. Formulate the rule. When do we use who, which, that, and where in defining relative clauses?***

***Exercise 5. Subordinate clauses of time and condition Put the verbs into the right tense form***

<b>if + present, will + infinitive</b> If I miss the bus, I'll get a taxi. She won't be angry if you tell her the truth. What will you do if it rains?
You can also use the imperative or can. If you miss the bus, get a taxi. If you miss the bus, you can get a taxi.
Use if + present, will + infinitive to talk about a possible future situation and its consequence. The if clause can come first or second. I'll come if you like. OR If you like, I'll come.

- 1) When companies (to know) more about you, you won't have to look at advertising for things that don't interest you.
- 2) There will also be pay-messages. These will give you money if you (to have to) look at them.
- 3) But when someone (to want) you to notice them specially, you probably (to get) more.
- 4) But as the Internet (to become) better it (not to be) very important to have your bank near you.
- 5) There (to be) electronic banks - computers to watch your money - and these banks (to be) everywhere because they (to be) in your computer, too.
- 6) Many companies (to have to) change when the Internet (to arrive). Some old jobs (to disappear) but many new ones (to take) their place.

### **Final tasks:**

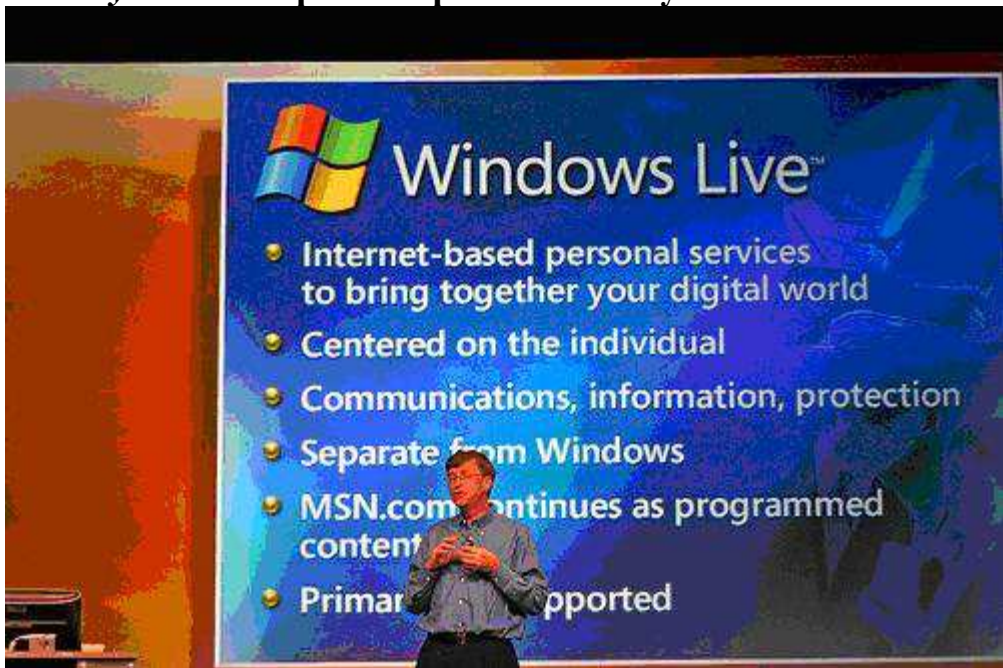
**Exercise 1** Explain why Gates thought that electronic mail and telecommuting will be important to business in the future.

### **Exercise 2** Roleplay the dialogue.

*Student A:* You are the owner of a travel office and this is the year 1995. You are afraid that computers will destroy your business. Ask Bill Gates questions about the future of your business.

*Student B:* You are Bill Gates. Explain how computers will be good for business. Explain about changes that businesses will have to make.

### **Case study: The new product presentation by Bill Gates**



*Picture 8*

Congratulations! You are lucky to participate in the real Bill Gates's presentation of his new operation system windows 8 and the software, created on its basis.

Imagine you are one of the participants of this meeting. Choose one personage Bill Gates, 59 years, the main shareholder of the Microsoft Company, its president.

Managers:

- 1) John, 25, the promoter of Windows 8
- 2) Michael, 35, his favorite operation system is Windows 7
- 3) Linda, 24, has a negative attitude towards the new operation systems, tries to convince everyone to keep using and buying Windows Vista.

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<sup>9</sup> <http://www.batangastoday.com/powerpoint-ban-swiss-political-party-want...>



Customers /Users:

- 1) Mandy
- 2) Tracy
- 3) Linda
- 4) Jackson
- 5) Paul
- 6) Kenny

*All customers are quite hesitant in choosing the optimal operation system for home using and ask plenty of questions.*

*Useful phrases for making a presentation*

<p>INTRODUCING YOURSELF Hello everyone, my name's... Good morning, I'm...</p>	<p>OUTLINING THE PRESENTATION First, I'll give you some basic information. Next, I'll talk about our products. Then, I'll discuss the reasons for our success. Finally, I'll tell you about our advertising and marketing.</p>	<p>CHANGING TO A NEW SECTION OF THE TALK Moving on now to our mission. OK/ Right. What about our system?</p>
<p>STATING YOUR AIM My purpose today is to talk to you about our company. Today, I'd like to talk about our new projects.</p>	<p>INTRODUCING NEW INFORMATION Here are some basic facts. Here are some key facts about our company.</p>	<p>ENDING THE PRESENTATION Thanks very much for listening to my presentation. Thanks for coming to my talk. Are there any questions?</p>

*Role Cards:*

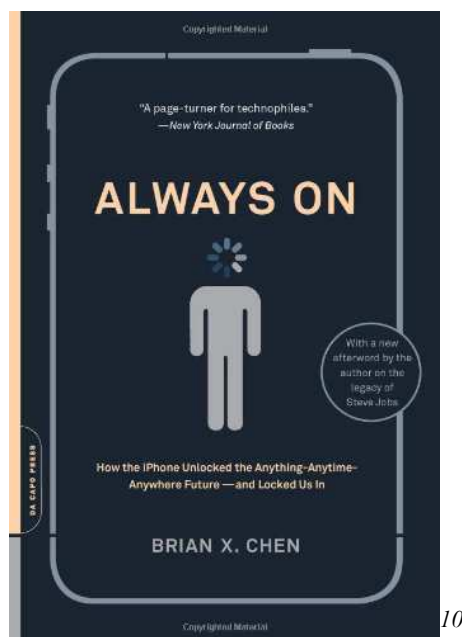
- Bill Gates, you lead the meeting  
Your first task is to make a short 2 minute presentation about the company. Make a power point presentation on the basis of the texts for reading and listening comprehension from the manual. You can use some internet resources.
- Lead the conversation, pass the word to project managers. Use the following phrases:
  - 1) Let us listen to M. He/ She is going to talk in more detail about \_\_\_\_\_.
  - 2) Now we are going to direct our attention to Mr/Ms X who is going to tell us about the new system
  - 3) It is always interesting to listen to the people who almost always choose products which are checked by time and usage. Pay your attention to X's words.
- Give word to the consumers.
  - 1) We've got 4 young people in our audience! Let's meet them!
  - 2) Now let's listen to
  - 3) As for our customers, what will you choose if you have money?

<ul style="list-style-type: none"> <li>• Draw a conclusion concerning the work of your team and the choice of your customers.</li> </ul>
<p>John, 25, the promoter of windows 8 Make a short 2 minute presentation on the product you have chosen. Make a ppt presentation. Use some internet resources and the phrases from the box:</p> <ul style="list-style-type: none"> <li>• Pass a word to your colleague, Michael, 35</li> <li>• Answer customer's questions in turn.</li> </ul>
<p>Michael, 35, his favourite operation system is windows 7</p> <p>1) Make a short 2 minute presentation on the product you have chosen. Make a ppt presentation. Use some internet resources and the phrases from the box:</p> <p>2) Pass a word to your colleague, Linda, 24</p> <p>3) Answer customer's questions in turn</p>
<p>Linda, 24, has a negative attitude towards the new operation systems, tries to convince everyone to keep using and buying windows vista.</p> <p>1) Make a short 2 minute presentation on the product you have chosen. Make a ppt presentation. Use some internet resources and the phrases from the box:</p> <p>2) Answer customer's questions in turn</p>
<p>Customers</p> <ul style="list-style-type: none"> <li>• Ask questions to managers <ol style="list-style-type: none"> <li>1) How much does the new package of software cost?</li> <li>2) Which of the packages of software has more opportunities?</li> <li>3) Which of the operational systems is most simple in its interface</li> <li>4) Is it possible to upgrade this operational system?</li> <li>5) Are applications for other operational systems compatible with the one you advertise?</li> <li>6) What technical requirements of hardware does it need?</li> <li>7) Are programs for iOS compatible with the OS you offer?</li> <li>8) Can I install your OS on any hardware?</li> </ol> </li> <li>• Chose one and only one option managers offer you. <ol style="list-style-type: none"> <li>1) Use the phrases, mentioned below:</li> <li>2) Oh, I'd better choose .... because....</li> <li>3) I'd rather choose .... than ..... because.....</li> </ol> </li> </ul>

*The task is thought to be completed, if all customers have finally chosen the operation system for their home personal computers or laptops. Do the preliminary work (surf the Internet and make PPT presentations) at home.*

## PART\_2

### THE\_PAST\_AND\_FUTURE\_OF\_APPLE



Picture 9

### ***READING: SKIMMING AND SCANNING<sup>11</sup>***

***Exercise 1. Read the text and use the information to do the tasks in exercises 2 and 3.***

Good reading skills are of vital importance for academic studies. The main reading skills are scanning, skimming, understanding main ideas, reading for detail, understanding opinions.

**Skimming** means reading very quickly. It involves selective reading of the most important parts of the text to find out how the text is organized (the way it is divided into sections and paragraphs) and get a general idea of what the text is about. It helps us understand what is the most important part to read.

When you **scan** a text, you move your eyes over it very quickly in order to find something specific and easily recognizable. When scanning you are looking for particular information – names, places, dates, specific phrases etc.

<sup>10</sup> <http://ecx.images-amazon.com/images/I/41lsjgC2KBL.jpg>

<sup>11</sup> Содержание упражнений 1-3 заимствовано из *Сборника текстов для чтения и заданий по английскому языку для магистрантов ФСН: Составители: Каминская Н.В., Мартыанова Т.В., Шемарова Е.В.: Практикум. – Нижний Новгород: Нижегородский госуниверситет, 2011. – 50 с.*

**Exercise 2. Tick (V) what you should read to get a quick overview of a text.**

- a) The title and sub-heading \_\_\_;
- b) the introduction \_\_\_;
- c) every part of the text \_\_\_;
- d) the first and the last sentences of each paragraph in the main body \_\_\_;
- e) the conclusion \_\_\_;
- f) the middle of each paragraph \_\_\_.

**Exercise 3. Which of these types of a text would you normally scan? Which would you skim?**

<b>A text type</b>	<b>Skim</b>	<b>Scan</b>
an Internet page to see the weather forecast		
a list of references to find a particular author		
a magazine article		
a research paper you might need for your study		
a survey report		

**Exercise 4. Read through the article quickly to say what it is about.**

- A. Several case studies of Steve Jobs.
- B. The case study of Steve Jobs's career.
- C. The case study of creating iPod, iPhone and iPad
- D. The reasons why Steve Jobs has quickly become widely used as a case study.

**Exercise 5. Match the titles with the article paragraphs. There is one extra title.**

- A. The creation of iPod, iPhone and iPad.
- B. Jobs's achievements and failures.
- C. The larger purpose behind it all.
- D. The rarity of immediate case studies.
- E. What will Jobs be remembered for?
- F. Jobs's undisputable role in the history of American business.
- G. It is the present day financial meltdown that marks out Jobs's success story?

## Steve Jobs, the Immediate Case Study<sup>12</sup>

By Nancy Koehn

October 14, 2011

1. In all kinds of places this past week — from Twitter feeds to boardrooms — people discussed Steve Jobs’s career at Apple as a kind of informal but very important case study. This is not surprising, given his contributions to technology and the lasting impact he’ll have on the way we communicate. On the other hand, given the currency of Jobs and Apple’s achievements, this is quite rare. John Rockefeller, IBM’s Thomas Watson Sr., and many others have been recognized for their skills as strategists and organizational builders, but we didn’t use them as case studies — at business schools or in conversation — until decades and decades after their deaths.

2. Last week, almost every major business magazine put Jobs on its cover and filled pages with praise for the entrepreneur’s bold vision and uncanny ability to understand what customers wanted. Some also noted how Jobs was able to “connect the dots” across his career, applying learning from one experience to another (For example, Jobs created the iPod, which, in turn, helped power the iPhone and iPad, by using what he had learned at his first stint at Apple and at NeXT computer). In all this history making, however, we risk forgetting that not every product Jobs touched turned to gold. In the early 1980s, the Apple Lisa and Macintosh were disappointments for both the company and its co-founder. As a result, Apple’s board tried to limit Jobs from launching any more expensive and experimental products. After a scuffle with Apple’s then CEO, John Sculley, Jobs left the company and launched NeXT, a competitor to Apple that never came close to taking off. And at Pixar, which Jobs bought in the mid 1980s, it was more than a decade before *Toy Story* made the company a smashing success.

3. So why, given Jobs’s bright but imperfect track record, are we holding him and his company up as such important role models so soon? Perhaps it’s today’s bleak economic landscape — a financial meltdown and protestors at the doors of Wall Street — that draw us so strongly to Jobs. Given the public’s largely cynical opinions of the corporate world, Jobs stood out as a businessman we could look up to.

4. Yes, we are impressed with how Jobs steered Apple toward market leadership and a series of financial home runs these past ten years. But we are even more touched by the larger purpose behind all that Jobs did. He set out to change the world through his products. As he said more than 15 years ago, the revolution in information distribution was all about creating opportunity by helping individuals do things “that only large groups of people with lots of money could do before. ... (W)e have much more opportunity for people to get to the marketplace — not just the marketplace of commerce but the marketplace of ideas. The marketplace of publications, the marketplace of public policy. You name it.” If we think about the role of smart phones in the Arab Spring or the Occupy Wall Street protests, we see just how right Jobs was. This is deep, lasting impact. And as we know, Jobs chased

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<sup>12</sup> <https://hbr.org/2011/10/steve-jobs-the-immediate-case.html>

this purpose with unflagging passion, occasional harshness, and extraordinary persistence.

5. This is how ultimately Jobs will be remembered: as an entrepreneur who dreamed things that never were and asked “why not?” Future historians are likely to compare him to Henry Ford or Alexander Graham Bell, individuals whose visions expanded both our sense of individual freedom and our connections with each another, and who expanded our own sense of possibility and, indirectly, motivated us to do better, harder, perhaps more important things than we could have done without their insights and products.

6. Steve Jobs’s death begs the question: who is next? Perhaps it will be a while before we see another entrepreneur as iconic. What’s certain is that Jobs has already secured his role in the greater history of American business.

***Exercise 6. Scan the article for the following phrases and say who or what they refer to.***

1. made the company a smashing success
2. deep, lasting impact.
3. bold vision and uncanny ability to understand what customers wanted
4. applying learning from one experience to another
5. strategists and organizational builders
6. disappointments for both the company and its co-founder
7. iconic
8. individuals whose visions expanded both our sense of individual freedom and our connections with each another
9. a competitor to Apple that never came close to taking off

***Exercise 7. Translate the following phrases from the article into Russian. Compare with you partner.***

1. twitter feeds
2. boardrooms
3. contributions to technology
4. a lasting impact on the way we communicate
5. to be recognized for
6. until decades and decades after their deaths
7. bold vision and uncanny ability
8. to apply learning from one experience to another
9. Not every product Jobs touched turned to gold

1. the Apple Lisa and Macintosh were disappointments for both the company and its co-founder
2. Apple’s board
3. to limit sb from doing sth
4. to launch products
5. a scuffle

6. a competitor to Apple that never came close to taking off
7. made the company a smashing success
8. track record
9. today's bleak economic landscape

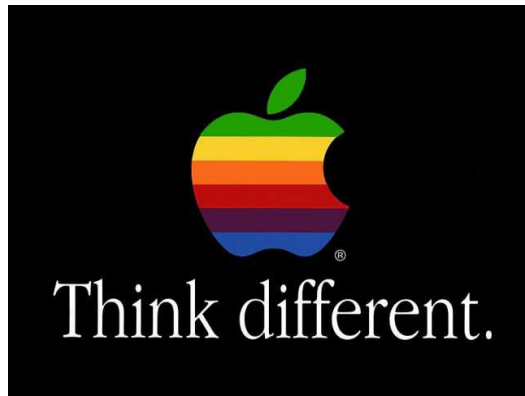
1. a financial meltdown
2. to look up to sb
3. to set out to do sth
4. to chase one's purpose with unflagging passion, occasional harshness, and extraordinary persistence
5. ultimately
6. insights
7. to secure one's role (in history)

***Exercise 8. Skim and scan the article to complete the summary below.***

The author of the article starts by saying that Steve Jobs has quickly become widely used as a (1) \_\_\_\_\_ despite the fact it is very rare that a person, even a really successful one, gets used as a case study (2) \_\_\_\_\_ after his death. In addition, the author reminds that Jobs's career was bright but actually not (3) \_\_\_\_\_ for (= because) Steve did have failures. Anyway, the author supposes that the reason for the enormous public interest to Steve Jobs could be the contrast between 'today's bleak economic landscape' and Apple's rapid move from (4) \_\_\_\_\_ to market (5) \_\_\_\_\_ under Jobs's guidance. Finally the author argues that a greater reason (6) \_\_\_\_\_ it all is that Apple's products have allowed (7) \_\_\_\_\_ to do things that only people with lots of (8) \_\_\_\_\_ could do before, and this is Jobs's ultimate role in the (9) \_\_\_\_\_ of American business.

**Exercise 9. Study the appendices at pp. 36-37 and review the article.**

## APPLE CASE STUDY<sup>13</sup>



14

Picture 10

**Without Steve Jobs,  
will Apple go back  
into a crisis of near bankruptcy  
again?**

### **Brief Bio of Steve Jobs**

- *Born: February 24th, 1955, San Francisco, California*
- *Adopted by Clara and Paul Jobs*
- *Reed College, Portland, Oregon*
- *In 1976, at age 21, Steve Jobs paired with college friend Steve Wozniak and developed the first personal computer in Jobs' garage. By 1980, Apple became a publicly traded company with a market value of \$1.2 billion on its first day of trading*



15

Picture 11



16

Picture 12

- *In 1985, Jobs was fired by the board of directors because he was described as being very controlling and unmanageable. After 12 years, Jobs returned as CEO of Apple because the company was close to bankruptcy*

<sup>13</sup> This case study is based on <http://www.slideshare.net/BrittanyBarney/steve-jobs-case-study>

<sup>14</sup> [http://ko.com.ua/opyat\\_dumaj\\_inache\\_46765](http://ko.com.ua/opyat_dumaj_inache_46765)

<sup>15</sup> [http://news.bbcimg.co.uk/media/images/54811000/jpg/\\_54811629\\_jobs12.jpg](http://news.bbcimg.co.uk/media/images/54811000/jpg/_54811629_jobs12.jpg)

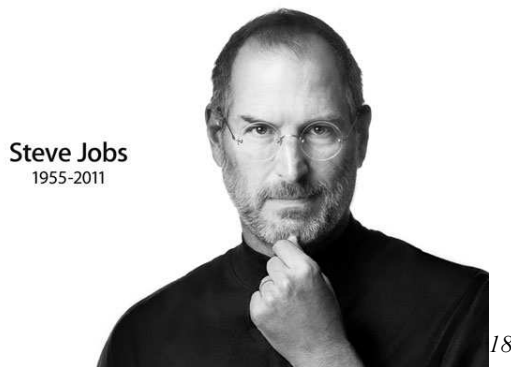


- Under Jobs's guidance, the company pioneered a series of revolutionary technologies, including iPhone and iPad
- In 2009, Jobs took a 6 month leave for a liver transplant
- In 2011, Jobs took another leave for unknown reasons, but came back later that year to introduce the iPad 2



Picture 13

- On August 24th, 2011 Steve Jobs resigned as CEO to establish Tim Cook as the new CEO
- Died from pancreatic cancer: October 5th, 2011 Palo Alto, California



Picture 14



Picture 15  
Tim Cook

**To understand the roots of Jobs' success, discuss the following questions<sup>20</sup> in small groups.**

- What is the role of a leader in changing the fortunes of a company?
- What was Steve's role as the chief innovator at Apple?
- What was Jobs's leadership and management style?
- What Steve Jobs's personal characteristics and traits contributed to his success?

**Now go to p. 43 to read some possible answers.**

### **Case study task**

Without Steve Jobs, will Apple's performance deteriorate and go back into a crisis again? Discuss and debate what leadership approach Tim Cook should adopt in order to continue Apple's success story.

<sup>16</sup> <http://guardianlv.com/wp-content/uploads/2013/10/1985-newsweek-cvr280.jpg>

<sup>17</sup> [http://news.cnet.com/i/tim/2011/03/02/apple-ipad-2-cnet-photos-5381\\_610x407.jpg](http://news.cnet.com/i/tim/2011/03/02/apple-ipad-2-cnet-photos-5381_610x407.jpg)

<sup>18</sup> <http://cdn.macrumors.com/article-new/2011/10/jobs.jpg>

<sup>19</sup> <http://images.kdramastars.com/data/images/full/94575/apple-ceo-tim-cook-gay.jpg>

<sup>20</sup> The ideas for the questions derive from

<http://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN081.htm>

## APPENDICES

### *The structure of your review should include:*

- an initial identification of the article (author, title of article, title of journal, year of publication, and other details that seem important, e.g., it is originally a French edition, etc), and an indication of the major aspects of the article you will be discussing;
- a brief summary of the range, contents and argument of the article. Occasionally you may summarise section by section, but in a short review you usually pick up the main themes only. This section should not normally take up more than a third of the total review;
- a critical discussion of 2-3 key issues raised in the article. This section is the core of your review. You need to make clear the author's own argument before you criticise and evaluate it. Also you must support your criticisms with evidence from the text or from other writings. You may also want to indicate gaps in the author's treatment of a topic; but it is seldom useful to criticise a writer for not doing something they never intended to do;
- a final evaluation of the overall contribution that the article has made to your understanding of the topic (and maybe its importance to the development of knowledge in this particular area or discipline, setting it in the context of other writings in the field).

### *Steps to follow*

#### **Step 1:** Get to know the article you are reviewing:

Look at the title and the introduction. These should give you some idea of the central focus and the coverage of the article and the author's reasons for writing the article.

Skim quickly through the whole article, running your eye over opening sentences of paragraphs and glancing at any tables, illustrations or other graphic materials.

Read more closely the first section, which should tell you the main issues to be discussed.

Read closely the final section, which should cover the author's conclusions and summarise the main reasons why these conclusions have been reached.

Now that you are familiar with the text, read the whole text thoroughly.

**Step 2:** Decide which aspects of the article you wish to discuss in detail in your review. Usually you will discuss the main issues which the author has specifically examined. Sometimes you may choose a particular issue because it has importance for you and the course you are studying, even if it is not the main issue for the author.

**Step 3:** Now, on the basis of your overall knowledge of the article and your decision about which issues you will discuss, read in closer detail the sections which are relevant to these issues. Make notes of the main points and key quotations.

If necessary, read other articles or books which are relevant to your topic, possibly to provide supporting evidence or alternative theoretical models or interpretations of data.

***Plan for Rendering an Article***

1. The title of the article.
2. The author of the article; where and when the article was published.
3. The main idea of the article.
4. The contents of the article (some facts, names, figures, the conclusion the author comes to).
5. Your opinion on the article.

***Useful phrases***

- The article is headlined.... - The headline of the article I have read is...
- The author(s) of the article is (are) ... - The article is written by ... - It is (was) published/ printed in ... - The article is taken from...
- The main idea of the article is - The article is about ... - The article is devoted to ... - The article deals with ... - The article touches upon ... - The purpose of the article is to give the reader some information on ... - The aim of the article is to provide the reader with some facts/material/data on ...
- The author starts by telling (the reader) (about, that ...) - The author writes (states, stresses upon, thinks, points out) that ... - The article describes ... - According to the text ... - Further the author reports (says) that ... - The article goes on to say that ... - In conclusion... - The author comes to the conclusion that...
- I find/found the article topical=urgent (interesting, important, dull, of no value, too hard to understand ...) because.... - In my opinion the article is worth reading because...

## TESTS

### VOCABULARY SELF-ASSESSMENT TEST 1

Complete the words in the sentences.

1. I wrote my first **p**\_\_\_\_\_ for a computer when I was thirteen years old.
2. This computer was very big and very slow. It didn't even have a **c**\_\_\_\_\_ **s**\_\_\_\_\_.
3. It was about a company called Intel that had a new **m**\_\_\_\_\_ **c**\_\_\_\_\_.
4. The Altair was a **m**\_\_\_\_\_ (a small computer) with the new Intel microprocessor chip.
5. Today, we call this sort of machine a **c**\_\_\_\_\_, and we call the orders **s**\_\_\_\_\_.
6. Each year we'll be moving more **d**\_\_\_\_\_.
7. The same thing happened with **c**\_\_\_\_\_ music machines.
8. In 1980, two men from IBM came to Microsoft to talk about **p**\_\_\_\_\_ **c**\_\_\_\_\_, smaller computers that people could use at home or in small businesses.
9. For years we've had the **l**\_\_\_\_\_ a small computer that you carry with you.
10. The Internet has **f**\_\_\_\_\_.

### VOCABULARY SELF-ASSESSMENT TEST 2

1. I would love to add our **T**\_\_\_\_\_ **f**\_\_\_\_\_ to our app, but to do so I need it in an RSS feed. Any way to find that? HELP!
2. Making a **l**\_\_\_\_\_ **i**\_\_\_\_\_ on the world is not an easy task, nor is it impossible.
3. The University Strategic Plan sets forth a **b**\_\_\_\_\_, comprehensive and action-oriented **v**\_\_\_\_\_ of Sacred Heart University as an institution that attracts and cultivates academic excellence and achievement.
4. There was a **s**\_\_\_\_\_ between the police and some demonstrators.
5. The job needs someone with a good **t**\_\_\_\_\_ **r**\_\_\_\_\_ in investment.
6. Every kingdom **u**\_\_\_\_\_ depends on moral influence and not on physical force.
7. He was a man of forceful character, with considerable **i**\_\_\_\_\_ and diplomatic skills.
8. That was the last **d**\_\_\_\_\_ of the nineteenth century.
9. She had an **u**\_\_\_\_\_ feeling that she was being watched.
10. Everyone had already assembled in the **b**\_\_\_\_\_ for the 9:00 a.m. session.

## KEY TO EXERCISES

### PART\_1. SUCCESS\_STORY\_OF\_BILL\_GATES

#### Lesson 1

##### ***Exercise 1. p. 4***

1. wrote, was
2. has changed
3. have felt
4. was showed
5. wrote, spent
6. worked, was
7. didn't have
8. studied, loved
9. came out
10. was, grew up, grew, brought

##### ***Exercise 2 p. 4***

1. to, a
2. a
3. up
4. per
5. than
6. in, than
7. than
8. that, to
9. the
10. the, the, the

##### ***Exercise 4 p. 5***

1. screen
2. the Internet
3. microprocessor chip
4. pocket computer

#### Lesson 2

##### ***Exercise 2 p.5***

1. numbers
2. orders
3. job
4. computer
5. software

6. alphabet
7. binary system
8. data
9. voice
10. on the television
11. a fax message

### Lesson 3

#### ***Exercise 1 p. 8***

1. started, were working, built
2. were making
3. moved, was growing
4. did, made
5. came, could
6. were doing, was, stopped
7. were coming
8. began

#### ***Exercise 2 p. 5***

1. programming languages
2. software
3. compact discs
4. top
5. surprises, lessons

### Lesson 4

#### ***Exercise 3 p. 10***

1. on
2. in
3. of
4. at
5. to
6. to
7. to
8. on
9. with
10. to
11. through

## Lesson 5

### ***Exercise.2 p. 13***

1. f
2. f
3. t
4. f
5. f

### ***Exercise 3 p. 13***

1. can
2. can
3. can
4. can
5. can
6. will be able
7. will be able
8. can
9. will have to
10. have to
11. will have to

## Lesson 6

### ***Exercise 2 p. 15***

1. f
2. f
3. f
4. f
5. f
6. t

### ***Exercise 3 p. 16***

1. Encyclopedia
2. electronic encyclopedia
3. letters, messages, bulletin boards

## Lesson 7

### ***Exercise 1 p. 21***

1. t
2. f
3. f
4. f

5. f

**Exercise 2 p. 21**

1. which
2. which
3. where
4. which
5. who

Lesson 8

**Exercise 3 p. 22**

1. where
2. who
3. that/which
4. who

**Exercise 5 p. 23**

1. have
2. have
3. wants, will
4. becomes, won't be
5. will be, will be
6. will have to, arrives, will disappear, will take

**PART\_2. THE\_PAST\_AND\_FUTURE\_OF\_APPLE**

**Exercise 2, p. 30.** a), b), d) and e)

**Exercise 4, p. 30.** D. The reasons why Steve Jobs has quickly become widely used as a case study.

**Exercise 5, p. 30.**

Paragraph #	Paragraph heading
1	The rarity of immediate case studies
2	Jobs's achievements and failures.
3	It is the present day financial meltdown that marks out Jobs's success story?
4	The larger purpose behind it all.
5	What will Jobs be remembered for?
6	Jobs's undisputable role in the history of American business.

The extra title is 'The creation of iPod, iPhone and iPad.'



***Exercise 7. p. 32.***

1. case study
2. immediately
3. perfect
4. bankruptcy
5. leadership
6. behind
7. individuals
8. money
9. history

***APPLE CASE STUDY***

***The leadership and management style of Jobs***

- Steve's management style was characterized as highly energetic, aggressive, self-reliant, persuasive and dominant. Steve always maintained singular instincts in making decisions on Apple products.
- Steve was task oriented, highly critical of Apple products and employees and paid close attention to detail. Former Apple employees respected him for his continuous advancements and high standards.
- Steve was able to communicate ideas effectively and functioned as *company spokesperson as well*.

***The personal characteristics and traits of Jobs***

- Determined, driven and successful.
- Dominating and influential.
- Aptitude for taking responsibility.
- Intelligent.
- Innovative. His innovative ideas brought in a lot of revenue. Steve Jobs said, "Innovation distinguishes between a leader and a follower."
- Even though Jobs was harsh, he is described by many previous employees as charismatic.

## KEY TO TESTS

### Answers to assignments in vocabulary self-assessment test 1

1. program
2. computer screen
3. microprocessor chip
4. computer
5. software
6. data
7. compact disc
8. personal computers
9. laptop
10. filters
11. hackers
12. cable
13. electronic mail
14. telecommuters
15. bulletin boards

### Answers to assignments in vocabulary self-assessment test 2

1. Twitter feed
2. lasting impact
3. bold vision
4. scuffle
5. track record
6. ultimately
7. insight
8. decade
9. uncanny
10. boardroom

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**Сборник текстов для чтения и заданий по английскому языку для студентов  
1 курса Института экономики и предпринимательства,  
обучающихся по направлению подготовки  
230700.62 «Прикладная информатика»**

Практикум

Федеральное государственное бюджетное образовательное учреждение  
высшего профессионального образования  
«Нижегородский государственный университет им. Н.И. Лобачевского»  
603950, Нижний Новгород, пр. Гагарина, 23

Подписано в печать . Формат 60 x 84 1/16.  
Бумага офсетная. Печать офсетная. Гарнитура Таймс.  
Усл. печ. л. 2,8. Заказ № . Тираж экз.

Отпечатано в типографии  
Нижегородского госуниверситета им. Н.И. Лобачевского  
603600, г. Нижний Новгород, ул. Большая Покровская, 37