**Unit 1 听力原文**

**P4 Passage**

The initials ICYMI stand for the five words of the sentence “In case you missed it.” If you have missed some information, it’s most likely because you’re not on the Internet much. Individuals and media update information every few seconds. They bring links to the attention of others who may not have seen them. The New York Times now even has a section called In Case You Missed It with articles from previous days.

While ICYMI has been used in conversation for a long time, the initials show an anxiety central to the digital age. There is simply too much readable, viewable and listenable data. “I did it! I’m caught up!” someone has to say like this. “I experienced every show, movie, album, book, and video game. Now we can talk about them and I won’t feel cut off from the rest of the world when we hang out.”

We used to receive information from the media cyclically. Now we’re in the middle of the streaming era. The overall effect is overwhelming for both producers of content and its audience. Knowing that everything online lasts forever panics us. ICYMI makes staying connected feel like a constant game of catch-up. It’s as if finding things at a slower pace requires some kind of excuse.

In an earlier time, the full version of ICYMI meant that the receiver was supposed to see something of importance. It was a gentle reminder by the sender. Now the initials of the phrase serve as a desperate call: Can you hear my whisper in these winds?

***Question 1***

Why would people miss some information on the Internet?

“If you have missed some information, it’s most likely because you’re not on the Internet much.”

***Question 2***

What makes up that section In Case You Missed It in The New York Times?

“The New York Times now even has a section called In Case You Missed It with articles from previous days.”

***Question 3***

What do the initials ICYMI indicate in the digital age?

“ICYMI makes staying connected feel like a constant game of catch-up.”

***Question 4***

What did ICYMI mean in an earlier time?

“In an earlier time, the full version of ICYMI meant that the receiver was supposed to see something of importance.”

**P7 News Report 1**

Around 70 million people today claim sign language as their mother tongue, and now, we can add one more to the ranks. But the latest entity to be fluent in sign language isn’t a person – it’s a robotic arm. Meet Aslan, a new 3D-printed structure meant to reduce the communication barrier between the hearing and the deaf.

Intended to serve as a translator, Aslan can hear spoken language, and then turn it into sign language. By means of robotic equipment, spoken language will be immediately translated into sign language. And thanks to its 3D-printed design along with its easily attainable components, the project team believes that the Aslan robot can remain available to the world at a low cost.

Initially started in 2014, the robot is the idea of three postgraduates. As one of them explained in a video about the project, he was talking to friends about how few people can translate sign language. So he and his friends wanted to do something about it. He also wanted to work on robotics for his master’s degree, so they combined the two.

***Question 1***

How many people around the world use sign language as their mother tongue?

“Around 70 million people today claim sign language as their mother tongue, and now, we can add one more to the ranks.”

***Question 2***

What is the purpose of Aslan?

“Meet Aslan, a new 3D-printed structure meant to reduce the communication barrier between the hearing and the deaf.”

***Question 3***

What brings the low cost of Aslan?

“And thanks to its 3D-printed design along with its easily attainable components, the project team believes that the Aslan robot can remain available to the world at a low cost.”

***Question 4***

What inspired the inventors to create Aslan?

“As one of them explained in a video about the project, he was talking to friends about how few people can translate sign language. So he and his friends wanted to do something about it.”

**P8 News report 2**

The social media website Facebook and the search engine Google are struggling to ensure that what they present as news is correct. The huge Internet companies have been fighting fake news for nearly one year. But their efforts have not been as successful as many people would like.

The Internet services are designed to provide news and information that interest users. Now, people at the companies are finding it is not easy to make sure that this information is true. This is especially the case when so-called Internet “trolls” use these websites. Trolls are people who try to make others angry with their posts. When companies put new controls in place, people with harmful plans continuously work to avoid them.

There are many reporters with the largest and most popular media companies. They often express opinions about whether different publications can be believed. They base their opinions on the history of the publications and how strongly they present facts. But that is a much more complex issue for services seeking to appeal to millions of people like Facebook and Google. Steps have been taken to fight fake news including fact reviews from outside organizations. But the effect remains to be seen.

***Question 1***

What are Facebook and Google trying to do?

“The social media website Facebook and the search engine Google are struggling to ensure that what they present as news is correct.”

***Question 2***

What will people with harmful plans do in the face of new controls?

“When companies put new controls in place, people with harmful plans continuously work to avoid them.”

***Question 3***

Which of the following is a standard to judge whether a publication is believable?

“They base their opinions on the history of the publications and how strongly they present facts.”

**Further listening**

**P 14 News report 1**

Businesses that use Microsoft’s Skype for Business have some new trial features to play with, which will make this communication product more useful.

Earlier this year, Microsoft officially renamed its instant messaging service as Skype for Business. At the same time, the new features were also first introduced. They allow businesses to create large-scale meetings and better integrate Skype for Business with traditional phone lines. It’s all designed to make the service more appealing to enterprises when those features become available to general users later this year.

Skype for Business is designed to make large meetings possible over the Internet. A set of meeting organizers can broadcast a video feed of their meeting to up to 10,000 other participants. Those who aren’t speakers can watch the meeting from most Web browsers, without using a plug-in. The system also enables speakers to collect and respond to live feedback in real time.

***Question 1***

What is Skype for Business?

“Businesses that use Microsoft’s Skype for Business have some new trial features to play with, which will make this communication product more useful.”

***Question 2***

What is a new feature of Skype for Business?

“At the same time, the new features were also first introduced. They allow businesses to create large-scale meetings and better integrate Skype for Business with traditional phone lines.”

***Question 3***

What is the aim of Skype for Business?

“It’s all designed to make the service more appealing for enterprises when those features become available to general users later this year.”

***Question 4***

What can speakers do during the meeting according to the news report?

“The system also enables speakers to collect and respond to live feedback in real time.”

**P 14 News report 2**

English teachers have got to be thankful they don’t have to correct grammar for text messages. A new study out of Binghamton University focused on text message grammar. Researchers found that ending each sentence with a period, like you’re supposed to end a sentence, can actually be a bad thing in a text message.

The study involved 126 college students. They saw answers to simple text questions like “Wanna go see a movie tonight?” And they felt that one-word answers with a period like “Yes.” seemed less enthusiastic than just the word “yes” all by itself.

“The results of the current experiments add to the claim that digital communication follows certain rules,” said a researcher. “It wasn’t too long ago that people began using email, instant messaging and text messaging on a regular basis. Because these forms of communication provide limited ways to communicate subtle meaning, especially compared to face-to-face conversations, people have found other tools.”

Apparently, they found that the period made the response seem less friendly. Researchers pointed out that this applied to text messages only. Periods were seen as OK in handwritten notes. The study indicates that the rules of texting are just different.

***Question 1***

What can be a bad thing in a text message according to the news report?

“Researchers found that ending each sentence with a period, like you’re supposed to end a sentence, can actually be a bad thing in a text message.”

***Question 2***

What does a “yes” answer imply according to the news report?

“And they felt that one-word answers with a period like “Yes.” seemed less enthusiastic than just the word “yes” all by itself.”

***Question 3***

Why have people found other tools for communication in the digital age?

“Because these forms of communication provide limited ways to communicate subtle meaning, especially compared to face-to-face conversations, people have found other tools.”

**P 15 Conversation**

**Jean**: What are you doing now?

**Andy**: I really like this video and I will “like” it.

**Jean**: Hum, do you know that “likes” can tell a lot about a person?

Andy: Certainly. People can know my preference and even get a better understanding of what I’m thinking lately.

**Jean**: Far more than this. I’ve recently read a research report that showed researchers could use “likes” on social media to correctly predict personal information, including a user’s gender identity and ethnicity. They could also predict a person’s age, intelligence and opinions about religion and politics.

**Andy**: How did they do it?

**Jean**: They used computer programs to look for hard-to-establish patterns, such as a link between a love for curly fries and higher intelligence. They also found that users rated high on openness often liked Hello Kitty products.

**Andy**: It sounds funny rather than meaningful to me.

**Jean**: You’d better take it seriously. Many businesses urge people to log on to their websites with other social media accounts. This, in turn, provides companies with a complete picture of the user’s birthday, list of friends, schools attended and other personal information.

**Andy**: I get it. You mean marketers often use “likes” and other digital records to sell products and improve services. So when we communicate online, our information is accessible to many people.

**Jean**: Yes, they collect information about large numbers of people without asking for their approval and without them noticing.

**Andy**: That’s horrible!

***Question 1***

What can researchers predict from one’s “likes” on social media?

“They could also predict a person’s age, intelligence and opinions about religion and politics.”

***Question 2***

Which of the following is found to be related to each other?

“They used computer programs to look for hard-to-establish patterns, such as a link between a love for curly fries and higher intelligence.”

***Question 3***

For what purpose do marketers use “likes”?

“You mean marketers often use “likes” and other digital records to sell products and improve services.”

**P 15 Passage**

I believe that there are new, hidden tensions that are actually happening between people and institutions. Institutions can be defined as where people stay in their daily life: schools, hospitals, factories, offices, etc. There is something I see happening which I would like to call a sort of the voice of intimacy. What do I mean by that? I mean that with their communication channels, people are actually breaking a barrier that these institutions are imposing on them. They’re doing it in a very simple way, by calling their mom from work, by instant messaging from their office to their friends, and by texting under the desk.

For 20 years, I’ve been looking at how people use channels such as email, texting, etc. What we actually see is that people are communicating on a regular basis with about six people they are closest to. Some social researchers then feel that we’re closing down and separated from the public. However, think of these settings I’ve talked to you about. It could be a school, an administration and a hospital. If we just step back 15 years, when you clocked in at an office, when you clocked in at a factory, there was no contact with your private sphere for the whole day. Basically speaking, when you walked into those buildings, the private sphere was left behind you. But now we are seeing a greater possibility of intimacy in this digital age.

***Question 1***

What barrier do institutions impose on people?

“I mean that with their communication channels, people are actually breaking a barrier that these institutions are imposing on them.”

***Question 2***

What does the speaker find through her observation?

“What we actually see is that people are communicating on a regular basis with about six people they are closest to.”

***Question 3***

What was the situation 15 years ago?

“If we just step back 15 years, when you clocked in at an office, when you clocked in at a factory, there was no contact with your private sphere for the whole day.”

***Question 4***

What is made possible in this digital age according to the speaker?

“But now we are seeing a greater possibility of intimacy in this digital age.”

**Unit 2 Script**

**P 20 Conversation**

Zoe: So Kevin, you were saying that you’ve been broke a couple of times.

Kevin: Yes, when I was determined to be my own boss, I opened a karate school. I put a lot of money into it including my savings and a small amount of money my grandmother left to me when she passed away.

Zoe: A karate school? Sounds cool. Then what happened?

Kevin: It was the wrong location, and my hometown was really poor. And I lost about $20,000 in six months.

Zoe: That’s a lot of money. What made you start a karate school?

Kevin: When I was 21 years old, I was nidan, second-degree black belt, and I had been teaching at my instructor’s school for a while and he had encouraged me to do it.

Zoe: Oh, I see. What did you do after you went broke?

Kevin: Then I opened a restaurant in New York, but I found myself broke again.

Zoe: When you look back, are you glad that you had those experiences? You know, nothing ventured, nothing gained.

Kevin: Sure, those experiences were valuable. When I listen to other people who have business ideas, I can see they have the same problems I experienced. Then I suggest people make other arrangements or be more careful about this or that, and it works out. So, I’m considering opening a firm to advise people on how to develop a business plan.

Zoe: That would be a good idea!

***Question 1***

What led to the failure of his karate school?

“Kevin: It was the wrong location, and my hometown was really poor. ”

***Question 2***

How long did his karate school last?

“Kevin: And I lost about $20,000 in six months.”

***Question 3***

Why did the man start his karate school?

“Kevin: … and I had been teaching at my instructor’s school for a while and he had encouraged me to do it.”

***Question 4***

What did the man gain from his previous businesses?

“Kevin: Sure, those experiences were valuable. When I listen to other people who have business ideas, I can see they have the same problems I experienced. Then I suggest people make other arrangements or be more careful about this or that, and it works out. ”

**P 21 News report 1**

Meredith Perry turned 22 this month. She just graduated from college and started a new company built around a technology she recently invented.

There’s plenty of bad economic news these days, but Perry and her company are trying to be against it – she’s hiring more workers and talking to investors for additional funding.

Perry’s invention can recharge the batteries in wireless devices using ultrasonic waves. It’s like Wi-Fi, she says, except instead of a wireless Internet connection, hers transfers power over the air.

Perry says the idea came to her when she went to class with a dead personal computer and no power cord. She wondered: Why can’t I recharge without a cord?

It’s one of those ideas that seem too elegant and simple to be true. Perry is used to being asked skeptical questions. No, the waves don’t cause cancer. Yes, she has filed patents. And yes, it has been tried before – but not using ultrasound.

***Question 1***

What is Perry doing for her company?

“… she’s hiring more workers and talking to investors for additional funding.”

***Question 2***

What can Perry’s invention do?

“Perry’s invention can recharge the batteries in wireless devices using ultrasonic waves.”

***Question 3***

When did Perry come up with the idea of her invention?

“Perry says the idea came to her when she went to class with a dead personal computer and no power cord.”

**P 22 News report 2**

About four years ago, with no engineers, no knowledge about space engineering, no connection to the space agencies and not so much money, Mr. Okada started a space garbage collecting company, one of the world’s most difficult cleaning jobs.

Okada said it began with a handwritten message by Japan’s first astronaut, “Space is waiting for your challenge.” Okada and the astronaut met during a camp at NASA’s Marshall Space Flight Center in the United States.

With rubbish in the endless space as his cleaning object and satellites as his tools, Okada said he had never imagined the challenge would be so difficult.

Okada recalled that he had to solve five things at the same time including technology, funding, building a business model, related rules and regulations and raising people’s awareness of the space environment.

The company now has a team of 25 people who call themselves “space sweepers.”

Okada said finding ways around these various barriers was more than a business proposal; it would also be the fulfillment of a childhood dream.

“I see a business opportunity in solving a problem that nobody knows how to solve,” Mr. Okada said. “But I’m excited because I am going back to my teenage passion: space.”

***Question 1***

What do Okada and his company do?

“Mr. Okada started a space garbage collecting company, one of the world’s most difficult cleaning jobs.”

***Question 2***

What inspired Okada to start his company?

“Okada said it began with a handwritten message by Japan’s first astronaut, ‘Space is waiting for your challenge.’”

***Question 3***

What makes Okada excited about his business?

“But I’m excited because I am going back to my teenage passion: space.”

**Further listening:**

**P 28 News report 1**

When Ari Winkleman was a freshman at university, he wanted to get involved. “If you’re a college student and you show up on campus, one of the most important things you want to do is find out what’s going on around you,” says Winkleman, a business major. But, information on the campus notice boards may not always be updated, and students may not receive Facebook event invites, so it is difficult to find out about events on campus.

Because of this, Winkleman founded an event calendar app and website that integrates with Facebook and school calendars to find events based on a user’s interests.

The start-up has had a user base of students from more than 100 campuses since it was launched in 2011. Although running a start-up in college is difficult, Winkleman says the opportunities to build the business are greater on campus than after leaving school.

***Question 1***

Who may find the app and website especially useful?

“When Ari Winkleman was a freshman at university, he wanted to get involved.”

***Question 2***

What can the app and website do?

“Winkleman founded an event calendar app and website that integrates with Facebook and school calendars to find events based on a user’s interests.”

***Question 3***

What does Winkleman think of college entrepreneurs?

“Although running a start-up in college is difficult, Winkleman says the opportunities to build the business are greater on campus than after leaving school.”

**P 28 News report 2**

Requirements for attending NYU Stern School of Business include an excellent résumé and grades – as well as evidence that you’re a functional, socially-integrated human, not totally lacking empathy.

Stern, which is among the top-ranked business schools in the US, asks applicants this summer to send in letters from friends or coworkers that speak to their social skills and emotional intelligence.

These letters should be in the words of the recommender and are meant to get to the heart of who applicants really are, the associate dean of MBA admissions at Stern said.

He added that friends’ letters often offer more reality than recommendations from professors or previous bosses. Applicants to any school are likely to misrepresent themselves on paper. They may exaggerate their achievements or be too humble.

Researchers who interviewed several senior investment bankers in London suggested they are shutting off their emotions. And according to a survey, 40 percent of MBA applicants have drafted their managers’ recommendation letters themselves.

Friends and colleagues meeting Stern’s new requirements have to write a 250-word statement describing the applicant’s empathy, self-awareness and other personal qualities.

***Question 1***

Whose recommendation letters does Stern ask applicants to send in?

“Stern, which is among the top-ranked business schools in the US, asks applicants this summer to send in letters from friends or coworkers ...”

***Question 2***

What is the purpose of Stern’s new requirements?

“These letters should be in the words of the recommender and are meant to get to the heart of who applicants really are …”

***Question 3***

What may be the problem of managers’ recommendation letters?

“… 40 percent of MBA applicants have drafted their managers’ recommendation letters themselves.”

**P 29 Conversation**

Abby: Mr. Su, you are called a “matchmaker” by many Chinese media. Is your café a place where people find their Mr. Right or Mrs. Right?

Mr. Su: No. The Garage Café is more like a bridge connecting the investors and the start-ups. China now is in an era of rising start-ups seeking funding and investors looking for good projects. So, The Garage Café is founded as a platform to connect these people.

Abby: In what way is The Garage Café different from other cafés?

Mr. Su: In The Garage Café, there is a job board near the half-meter tall counter and a corner with a platform and projector. While people gather in front of the job board to look for partnerships, start-ups stand on the platform to share their ideas and discuss problems.

Abby: Wow! This would be a great place to start a business!

Mr. Su: Sometimes we invite giants like Sina, one of China’s largest news websites, or 58.com, the famous classified advertisements website in China.

Abby: That sounds amazing. Mr. Su, why do you choose the Zhongguancun business street for your café?

Mr. Su: In the US, many cafés of this kind are located in Silicon Valley. So I think mine should also be in China’s most innovative district.

Abby: Do you make money? Your café provides customers with 24-hour free access to Wi-Fi in exchange for the price of just one cup of coffee.

Mr. Su: We barely make ends meet. To me, the happiest thing about running a start-up is not how much money you earn, but how many supporters you have.

***Question 1***

Why do people call the man a “matchmaker”?

“Mr. Su: The Garage Café is more like a bridge connecting the investors and the start-ups.”

***Question 2***

How is the man’s café different from other cafés according to the conversation?

“Mr. Su: While people gather in front of the job board to look for partnerships, start-ups stand on the platform to share their ideas and discuss problems.”

***Question 3***

Why is the man’s café located on the Zhongguancun business street?

“Mr. Su: So I think mine should also be in China’s most innovative district.”

***Question 4***

What makes the man feel happier?

“Mr. Su: To me, the happiest thing about running a start-up is not how much money you earn, but how many supporters you have.”

P 29 Passage

This American businessman was born to a poor family in Scotland. He was the founder of Carnegie Steel – a company that produced more steel than all that of Great Britain at one point.

He grew up in poverty, living in a one-room house, often sleeping to forget the pain of hunger. To fight hunger, his family moved to the US. His first job was working in a factory. In his spare time, he would read works of historical Scottish heroes like William Wallace. His next job was as a telegraph messenger. He was a hard worker, and soon was promoted as an operator. Carnegie’s education and passion for reading were promoted with the help of James Anderson. Anderson opened his personal library of 400 volumes to working boys like Carnegie each Saturday afternoon.

Carnegie did a series of railroad jobs. There, he learned about the industry and business in general. It was during this time that he began making investment in steel and oil companies that earned him huge returns. By 1889, Carnegie Steel Company was the largest of its kind in the world. He went on to become the richest man in the world.

Known as one of the people who helped shape the nation, in 1901, he sold Carnegie Steel and became committed to charity. He donated millions to the New York Public Library, established Carnegie Mellon University and created the Carnegie Foundation for the Advancement of Teaching.

***Question 1***

What would Carnegie do in his spare time?

“In his spare time, he would read works of historical Scottish heroes like William Wallace.”

***Question 2***

How did Carnegie learn about the industry and business?

“Carnegie did a series of railroad jobs. There, he learned about the industry and business in general.”

***Question 3***

When did Carnegie Steel Company become the largest of its kind in the world?

“By 1889, Carnegie Steel Company was the largest of its kind in the world.”

***Question 4***

For what purpose did Carnegie donate money?

“He donated millions to the New York Public Library, established Carnegie Mellon University and created the Carnegie Foundation for the Advancement of Teaching.”

**Unit 3 Script**

**P 33 Conversation**

Linda: Hello listeners. This is Linda at University Radio with our program Big Leaders and with me in the studio is Mr. Maeda. He is a well-known, important figure in the computer science and design world. Welcome!

Mr. Maeda: Thank you, Linda.

Linda: We know your innovative ideas about leadership are inspiring the younger generation. Did your cultural upbringing impact you?

Mr. Maeda: Yes. I grew up in a family-run tofu shop in Chinatown in Seattle, Washington. Being around many Asians influences me profoundly. I became comfortable with being different, and learned to notice the value of sharing differences among cultures.

Linda: It’s cool. I guess Americans and Asians think very differently.

Mr. Maeda: Right. I often noted the conflict across different lines of thinking.

Linda: So, these experiences have guided you in your current career.

Mr. Maeda: My Asian upbringing often comes into play in my role as a leader. I usually cite Laozi’s definition of leadership: A leader is best when people barely know he exists.

Linda: Oh, never heard of this, but it’s inspiring.

Mr. Maeda: It is a definition that is probably losing popularity in the modern Asian world, but I love it.

Linda: Are there any Asian-Americans whom you currently admire?

Mr. Maeda: I was definitely inspired by Jeremy Lin when he was in the press a lot last year. His response to those interviews shows he is both humble and confident.

Linda: I know him. He’s great. Thank you, Mr. Maeda, for coming into the studio today and sharing your story. That’s all for today’s talk. Goodbye everyone.

Mr. Maeda: Goodbye.

***Question 1***

On what occasion do you think the conversation takes place?

“Hello listeners. This is Linda at University Radio with our program Big Leaders and with me in the studio is Mr. Maeda.”

***Question 2***

What do we know about the man?

“Being around many Asians influences me profoundly.”

***Question 3***

How does the man’s upbringing influence him?

“My Asian upbringing often comes into play in my role as a leader.”

**P 35 News report 1**

The Donald C. McCleary Gardere Leadership Scholarship this year was presented to Angela Oliver on April 1. Oliver is a second-year law student at SMU.

The scholarship is awarded each year to a second-year SMU law student in memory of the former Gardere managing partner Don McCleary. Those who receive the award are evaluated and chosen based on excellent academic performance, leadership, character, involvement in both law school and the community, and core values embraced by Mr. McCleary.

“As Ms. Oliver has fully demonstrated through her service to others, being an effective leader requires more than simply being organized, efficient and visionary,” says the chair of the firm. “An effective leader encourages others and promotes their success. Ms. Oliver demonstrates what it means to be an effective leader, and in turn, illustrates the spirit of Don McCleary. It is with great pride that we present her with the scholarship."

***Question 1***

Which of the following is correct about the scholarship?

“Those who receive the award are evaluated and chosen based on excellent academic performance, leadership, character, involvement in both law school and the community, and core values embraced by Mr. McCleary.”

***Question 2***

What do we know about Angela Oliver?

“As Ms. Oliver has fully demonstrated through her service to others, being an effective leader requires more than simply being organized, efficient and visionary…”

***Question 3***

What is required to be an effective leader according to the chair?

“An effective leader encourages others and promotes their success.”

**P 36 News report 2**

As people around the world celebrate International Women’s Day, 12 female Olympians are preparing to begin a year-long journey to develop their leadership potential. This mentoring program was created by the EY’s Women Athletes Business Network.

EY and the International Women’s Forum recently announced the names of the 2017 Olympians selected for the mentoring program. This highly respected mentoring experience offers elite female athletes tailored support as they transition to careers in business and other professional fields.

Members of the 2017 class come from 11 countries and over 20 sports including rowing, football, swimming and so on. Now in its third year, the program pairs athletes with top executives from the International Women’s Forum’s global network. This network includes more than 6,500 women business leaders across 35 nations and six continents.

EY’s global vice-chair added, “Our research has shown that a background in sport can help improve a woman’s professional career. The drive, discipline and devotion of top female athletes, in particular, make them a unique leadership talent pool. By pairing these inspiring women with top female executives, we want to develop their leadership skills for extraordinary success not only in sport but also in the business world."

***Question 1***

What does the program intend to do?

“As people around the world celebrate International Women’s Day, 12 female Olympians are preparing to begin a year-long journey to develop their leadership potential.”

***Question 2***

With whom does the program pair the athletes?

“Now in its third year, the program pairs athletes with top executives from the International Women’s Forum’s global network.”

***Question 3***

How does a background in sport influence a woman according to EY’s global vice-chair?

“Our research has shown that a background in sport can help improve a woman’s professional career.”

**Further listening:**

**P 42 News report 1**

The format of the reality television show The Team was borrowed from an American program The Apprentice. In the American show, a group of candidates compete against each other to be picked by the boss for a job.

But the prize in the Russian series The Team was rather unusual – a top government position as an assistant to the leader of Chechnya.

A final team of 16 was chosen from more than 1,000 applications, according to the Russia 1 channel. They competed over eight episodes to overcome their competitors in a series of tasks, including a walk through fast-flowing rivers, stepping into the boxing ring and solving business problems.

Each of the final 16 came armed with a plan for how they would develop the republic over the coming years. But the leader made it clear that even the best political mind is of no use to him if the person is “weak-spirited,” so there were physical as well as mental challenges in the game.

***Question 1***

What did the competitors in the Russian reality show compete for?

“But the prize in the Russian series The Team was rather unusual – a top government position as an assistant to the leader of Chechnya.”

***Question 2***

How many episodes did the reality show have?

“They competed over eight episodes to overcome their competitors in a series of tasks…”

***Question 3***

What was required of the competitors besides their mental ability?

“…so there were physical as well as mental challenges in the game.”

**P 42 News report 2**

When Satya Nadella took over Microsoft as CEO in 2014, the company had a reputation for its vicious corporate culture and failure to surpass its competitors in innovation. The tech industry had shifted from desktop computers to smartphones – from Microsoft’s Windows to Apple’s iOS and Google’s Android. Windows’ market share on phones fell to below four percent.

Nadella responded by asking top management to read Nonviolent Communication and encourage empathy. The required reading was the first clear indication that Nadella was going to focus on transforming not just the business strategy but the culture as well. And during a speech at Microsoft’s developer conference, he was quick to point out the dark side of AI, which is the major challenge that is currently being faced by tech companies.

In an era where emotional intelligence is just as valued as technical expertise, Nadella’s leadership proves how such an approach can impact the profits as well. Microsoft’s share price has surpassed its previous highs during the dot-com bubble. It has generated more than $250 billion in market value in just three and a half years.

***Question 1***

What was true about Microsoft in 2014?

“The tech industry had shifted from desktop computers to smartphones – from Microsoft’s Windows to Apple’s iOS and Google’s Android. Windows’ market share on phones fell to below four percent.”

***Question 2***

Why did Nadella require his management to read Nonviolent Communication?

“The required reading was the first clear indication that Nadella was going to focus on transforming not just the business strategy but the culture as well.”

***Question 3***

What does Nadella’s leadership bring to his company?

“Nadella’s leadership proves how such an approach can impact the profits as well.”

P 43 Conversation

Amy: This year marks 50 years since the death of Winston Churchill.

Mike: I remember in a famous speech given in June 1940, Churchill said “never surrender” when France was being invaded by the forces of Nazi Germany.

Amy: Yes, and this shows the spirit of this very famous leader still admired today.

Mike: But he was a controversial figure, wasn’t he, Amy?

Amy: Yes. You know what, Mike, many people think Churchill has a lot to teach some of today’s politicians. He was very determined. When Churchill believed in an idea, he didn’t give up easily.

Mike: That’s right! And he was deeply engaged in all the details and that helped him to get the right answer. I learn that in the 1930s he actually went to Germany to assess the situation there first hand.

Amy: Well, but there were other things he got wrong. He made mistakes in many situations. He occupied different posts in government and sometimes he didn’t get his strategy right. His strategy in some military campaigns ended in disaster.

Mike: Yes. His strategy regarding the British economy may have actually contributed to a period of economic crisis known as the Great Depression. And when he became prime minister again, his government wasn’t very good.

Amy: Yes. This tells us different perspectives on a famous leader.

Mike: As the saying goes, to err is human. And leaders are human, too.

***Question 1***

What does the man say about Winston Churchill?

“But he was a controversial figure, wasn’t he, Amy?”

***Question 2***

What can today’s politicians learn from Winston Churchill according to the woman?

“Many people think Churchill has a lot to teach some of today’s politicians. He was very determined.”

***Question 3***

What do we know about Winston Churchill from the conversation?

“He occupied different posts in government and sometimes he didn’t get his strategy right.”

**P 43 Passage**

For CEOs, creativity is now the most important leadership quality for success in business, outweighing even integrity and global thinking, according to a new study by IBM.

The study is the largest known sample of one-on-one CEO interviews. Over 1,500 corporate heads and public sector leaders across 60 nations and 33 industries were polled. They were asked what drives them in managing their companies in today’s world.

A manager at IBM Global Business Services expressed surprise at this key finding, saying that it is very interesting that coming off the worst economic conditions they’d ever seen, CEOs didn’t return to traditional management discipline, existing best practices, rigor or operations. In fact, they did just the opposite.

About 60 percent of CEOs polled cited creativity as the most important leadership quality, compared with 52 percent for integrity and 35 percent for global thinking. Creative leaders are also more prepared to break with the traditions of the industry, enterprise and revenue models, and they are 81 percent more likely to rate innovation as a “crucial capability.”

Other key findings showed a large gap between views of North American CEOs and those from other territories. For example, in North America, 65 percent of CEOs think integrity is a top quality for tomorrow’s leaders, whereas only 29-48 percent of CEOs in other territories view it as such. While company leaders in North America will bring more integrity to the job, they also expect far more regulation than foreign heads.

***Question 1***

What is said about the poll of leadership quality?

“The study is the largest known sample of one-on-one CEO interviews.”

***Question 2***

Which of the following is highly rated by those creative leaders?

“About 60 percent of CEOs polled cited creativity as the most important leadership quality, compared with 52 percent for integrity and 35 percent for global thinking.”

***Question 3***

What is considered the most important for future leaders in North American CEOs’ opinion?

“In North America, 65 percent of CEOs think integrity is a top quality for tomorrow’s leaders.”

**Unit 5 Script**

**P 60 Conversation**

Rob: I hate big cities. Cars and lorries are everywhere.

Daisy: Uh-huh, I often go to London but keep off the tube and motorized traffic. Instead, I mostly take all the side roads and walk through parks.

Rob: Walking may be a good idea – no traffic, less noise and air pollution, and less chance of getting knocked down by a car or a bus! Oh! Do you know that there are plans to make Oxford Street friendly to walking, which is one of the busiest shopping streets in London?

Daisy: Yes. The mayor of London wants to tackle air pollution in this very busy spot – where the amount of traffic is definitely a problem!

Rob: Air pollution isn’t the only problem from traffic. Cars have come to control our environments: It is hard to find anywhere away from background traffic noise.

Daisy: The biggest problem is – the traffic doesn’t just disappear. You ban it from one area – and it gets directed somewhere else.

Rob: Build huge park and ride car parks outside the city center with regular buses into the center, and you have a deal.

Daisy: But what about the people who live in the areas where you want to build park and ride facilities?

Rob: Well, I’m not a city planner – and I don’t have the answers.

Daisy: I think we should not lose our love of cars. Perhaps this is getting harder in cities where cars cannot be fully enjoyed or used to full potential.

Rob: OK. But at least I can walk.

***Question 1***

How does the woman usually travel in London?

“Instead, I mostly take all the side roads and walk through parks.”

***Question 2***

What does the mayor of London plan to do with Oxford Street?

“The mayor of London wants to tackle air pollution in this very busy spot.”

**Question 3**

What is the biggest problem of traffic according to the woman?

“The biggest problem is – the traffic doesn’t just disappear. You ban it from one area – and it gets directed somewhere else.

***Question 4***

What is the woman’s opinion about cars?

“I think we should not lose our love of cars.”

**P 63 News report 1**

Cities: Skylines is the best-selling city building game. It allows players to create and manage a city of their own design. Players have to face the challenges of maintaining community policies, building infrastructure and solving traffic problems as their population grows and their citizens’ needs become increasingly complex.

This time, the game is used to assist city planners from Stockholm to design and build a new city district. This is one of Europe’s largest urban development projects focused on long-term sustainability. It will be a new city district within Stockholm, which will add 12,000 new housing units and 35,000 work spaces. This will provide much-needed growth for a city that doesn’t have enough accommodation for its increasing population. During a workshop on September 3 and 4, the game will be used by real-world city planners.

***Question 1***

What does the game allow players to do?

“It allows players to create and manage a city of their own design.”

***Question 2***

Which of the urban challenges is not mentioned in the news report?

“Players have to face the challenges of maintaining community policies, building infrastructure and solving traffic problems as their population grows and their citizens’ needs become increasingly complex. ”

***Question 3***

What can we learn about the new district in Stockholm?

“This is one of Europe’s largest urban development projects focused on long-term sustainability.”

**P 64 News report 2**

Paris has started its first bike highway. Opened last May, the newly paved road is part of an initiative to build bike lanes free of motorized vehicles. It’s only the first section of the 28-mile network of bike highways that will cross the city by 2020.

In 2015, the city voted to spend €150 million on expanding and improving its biking infrastructure. Cyclists will benefit from more bike-friendly rules. For example, they will have the freedom to turn without waiting for a green light at every road crossing.

The president of a biking association says one reason people don’t bike in Paris is that they don’t feel safe competing with motorized vehicles on the road. He says that people in Paris would rather take the Metro for a short ride than bike to work. But Metro, while popular, is not valued for comfort or cleanliness, especially during rush hours. Passengers breathe in more pollution using Metro than riding a bike.

Since the automobile became popular in the 20th century, the city has continued to give priority to cars over bicycles. But it is stressed that this is outdated as more people consider biking for getting around the city. All that’s missing is the right infrastructure to encourage more riders.

***Question 1***

Which of the following is true about the bike highways in Paris?

“In 2015, the city voted to spend €150 million on expanding and improving its biking infrastructure.”

***Question 2***

Why do people dislike riding bicycles in Paris?

“The president of a biking association says one reason people don’t bike in Paris is that they don’t feel safe competing with motorized vehicles on the road.”

***Question 3***

Which of the following is true about the Paris Metro?

“But Metro, while popular, is not valued for comfort or cleanliness, especially during rush hours.”

***Question 4***

What can we learn about giving priority to cars over bikes?

“But it is stressed that this is outdated as more people consider biking for getting around the city.”

**Further listening:**

**P 70 News report 1**

Researchers from the Rockefeller Foundation have created a City Resilience Index. This is a tool that will help cities identify their strengths and weaknesses to help them prepare for the shocks and stresses of climate change, terrorism and natural disasters.

The Rockefeller Foundation intends for city governments to use the CRI tool to self-evaluate resilience in the face of shocks. These include natural disasters or slower-burning stresses such as booming populations and environmental pollution.

The CRI is essentially an expansive online test. It focuses on four key areas: health and well-being, economy and society, infrastructure and environment, and leadership and strategy. Those categories are then further broken down into 12 goals and 52 indicators. Cities answer 156 questions that evaluate a huge range of subject matters, such as “How affordable is transport? How much green space is there?” In the end, cities get a qualitative and quantitative score about their resilience.

***Question 1***

What is the purpose of CRI?

“This is a tool that will help cities identify their strengths and weaknesses to help them prepare for the shocks and stresses of climate change, terrorism and natural disasters. ”

***Question 2***

Why does the news report mention booming populations?

“The Rockefeller Foundation intends for city governments to use the CRI tool to self-evaluate resilience in the face of shocks. These include natural disasters or slower-burning stresses such as booming populations and environmental pollution.”

***Question 3***

Which of the following is not included in CRI?

“It focuses on four key areas: health and well-being, economy and society, infrastructure and environment, and leadership and strategy.”

P 70 News report 2

Amsterdam is planning on raising its tourist tax by an extra 10 euros a night. This is because so many people come to the city for weekends of hanging out. The government hopes to encourage high-spending tourists.

“We need more people who actually spend money in the city,” Udo Kock, the city official responsible for finance, told the newspaper.

Amsterdam tourists staying in the city center currently pay a five-percent tax for their room. The rate will increase to six percent next year.

As one of the most popular tourist destinations in the world, Amsterdam has seen its popularity grow in the last few years. About 17 million people visited the city last year, which is a 15-percent increase from 2011. And the number will only get higher. That means more cleaning and more police in the streets.

City planners and residents worry that large numbers of tourists put stress on city resources and raise rents for locals. And Kock isn’t the only local politician to propose making tourists pay a few more euros to solve the problem. But others have offered different approaches, including encouraging repeat visitors to explore areas away from the main tourist areas.

***Question 1***

What is Amsterdam planning to do to encourage high-spending tourists?

“Amsterdam is planning on raising its tourist tax by an extra 10 euros a night.”

***Question 2***

How much tax do Amsterdam tourists staying in the city center have to pay for their room currently?

“Amsterdam tourists staying in the city center currently pay a five-percent tax for their room.”

***Question 3***

What are Amsterdam’s city planners concerned about in terms of the large number of tourists?

“City planners and residents worry that large numbers of tourists put stress on city resources and raise rents for locals.”

P 71 Conversation

Jack: Do you know, Catherine, a guy actually talked to me on the tube this morning!

Catherine: Wow! I should perhaps point out that talking to someone you don’t know on the tube is quite unusual behavior in big cities! So, Jack, what did he say?

Jack: Well, he said what a lovely day it was, great to see the good air quality – something like that. But it was actually nice to chat instead of sitting there with a long face, while I played with my phone.

Catherine: That is what you probably always do to pass the time on public transport.

Jack: Yes, it is – me and thousands of others. But it got me thinking … If it makes me feel better to talk to people on the way, why don’t I and other passengers do it more often?

Catherine: An organization called Talk to Me has created these Tube Chat badges that you can wear to show that you’re happy to talk to a stranger. Maybe you should get one!

Jack: Yeah, maybe I should. But the thing is, people in big cities are often scared to start a conversation with a stranger because, well, you don’t know what might happen.

Catherine: That’s true. People can behave in ways that are hard to predict. There are too many people in this city and that large number may make us indifferent and rude.

Jack: Yeah, I see what you mean. And the fact that we are constantly on guard for potential threats affects our behavior.

Catherine: Now, it’s good to point out that people living in cities have something to do.

***Question 1***

How does the man feel about a stranger talking to him on the tube?

“But it was actually nice to chat instead of sitting there with a long face….”

***Question 2***

What does the man usually do on public transport?

“… while I played with my phone.”

***Question 3***

What’s the purpose of Tube Chat badges?

“An organization called Talk to Me has created these Tube Chat badges that you can wear to show that you’re happy to talk to a stranger.”

***Question 4***

Why are people in big cities unwilling to talk with strangers?

“But the thing is, people in big cities are often scared to start a conversation with a stranger because, well, you don’t know what might happen. ”

**P 71 Passage**

At the beginning of the 17th century, Paris was known for separate monuments but had not yet put its brand on urban space. Like other European cities, it was still emerging from its medieval past. But in a short century Paris would be transformed into the modern and famous city we know today.

Though most people associate the typical features of Paris with the public works of the 19th century, the Parisian model for urban space was in fact invented two centuries earlier. During that time, the first complete design for the French capital was drawn up and performed. As a result, Paris saw many changes. It became the first city to tear down its fortifications, inviting people in rather than keeping them out.

Parisian urban planning displayed new kinds of streets, including the original avenue, as well as public parks and the earliest sidewalks and bridges without houses. Many places opened for urban entertainment of all kinds, from the opera and ballet to entertaining shopping. Parisians enjoyed the earliest public transportation and street lighting, and Paris became Europe’s first great walking city.

A century of planned development made Paris both beautiful and exciting. It gave people reasons to be out in the public as never before and as nowhere else. And it gave Paris its modern identity as a place that people dreamed of seeing. By 1700, Paris had become the capital that would completely change our idea of the city and of urban life.

***Question 1***

What was Paris famous for at the beginning of the 17th century?

“At the beginning of the 17th century, Paris was known for separate monuments but had not yet put its brand on urban space.”

***Question 2***

When was the Parisian model for urban space invented?

“Though most people associate the typical features of Paris with the public works of the 19th century, the Parisian model for urban space was in fact invented two centuries earlier.”

***Question 3***

Which of the following is true about Paris?

“It became the first city to tear down its fortifications…”

***Question 4***

What can we learn about Paris in the 17th century from the passage?

“By 1700, Paris had become the capital that would completely change our idea of the city and of urban life.”

**Unit 7 Script**

**P 88 Passage**

Paintings tell more than you can imagine. Timothy Brook, a historian, chooses Johannes Vermeer’s paintings to illustrate globalization in the 17th century. The paintings are just a starting point for a whole discussion about world trade. He begins with Vermeer’s painting of a landscape. He studies the socioeconomic factors of specific structures, like the homes and the ports, and their importance in global trade.

Besides, in the painting Girl Reading a Letter at an Open Window, it shows a white and blue Chinese plate. He uses this to dig deeper into trade with China. The exchange between Europe and China went in two directions, but it was unequal. The Chinese produced a range of excellent goods, for example, silk. Overseas expansion made Europeans seek out such products. However, Europeans did less well with their goods in China.

Another painting that Brook discusses is Officer and Laughing Girl. Brook uses this painting to describe trade between North America and Europe. This point is supported by the large hat that is worn by the officer in the painting. What is important is what the material of that hat was and where it came from. The hat was made of beaver fur. That brings him to French traders in North America. Furthermore, it implies how the traders found their trade route and how helpful the sale of beaver fur was.

***Question 1***

What is the speaker mainly talking about?

“Paintings tell more than you can imagine.”

***Question 2***

What does Brook want to illustrate with Vermeer’s paintings?

“Timothy Brook, a historian, chooses Johannes Vermeer’s paintings to illustrate globalization in the 17th century.

The paintings are just a starting point for a whole discussion about world trade.”

***Question 3***

What does Brook try to describe with the painting Officer and Laughing Girl?

“Brook uses this painting to describe trade between North America and Europe.”

P 89 Conversation

Charlie: Do you watch the Olympic Games?

Anna: Of course yes. As the world is more connected digitally than ever before, the Olympics have become a grand media and commercial event.

Charlie: But what about the original intent of the Olympics: to bring people from different cultures together?

Anna: This has been maintained and would hardly change. We know that the Beijing 2008 Summer Olympics were a success. And the Sochi Winter Games in 2014 brought at least 2.1 billion people to their TVs.

Charlie: Maybe you are right. With so many eyes watching, it is a golden opportunity for cultural exchanges.

Anna: The present Olympics are organized by the nonprofit International Olympic Committee. And one of its goals is to encourage and support efforts to combine sports with culture and education.

Charlie: In fact, I didn’t know this before. I just think that the Olympics are not perfect, but if we can let these Olympic athletes from different countries have conversations beyond sports, that would be meaningful and very interesting.

Anna: That’s what is happening now. There are many occasions for athletes to understand each other. Effective cross-cultural communication can happen in a short period of time. From the opening ceremony, to lunch in the Olympic village, to the post-competition activities, there are many opportunities for interpersonal communication. If athletes can take these opportunities, they will develop and strengthen relationships.

Charlie: That’s great. I guess most athletes and visitors would take advantage of this moment.

Anna: So that’s why so many people love it and want to participate in the event.

***Question 1***

What is the original intent of the Olympic Games according to the man?

“But what about the original intent of the Games: to bring people from different cultures together?”

***Question 2***

How many people watched the Sochi 2014 Winter Games on TV?

“And the Sochi Winter Games in 2014 brought at least 2.1 billion people to their TVs.”

***Question 3***

What would make the Olympic Games more interesting according to the man?

“…but if we can let these Olympic athletes from different countries have conversations beyond sports…”

***Question 4***

Why is the opening ceremony of the Olympic Games mentioned in the conversation?

“Effective cross-cultural communication can happen in a short period of time.”

**P 91 News report 1**

An Indian movie director is to direct Little Dragon, a movie about the martial arts legend Bruce Lee.

The story is about how the social and political forces of 1950s’ Hong Kong shaped Bruce Lee into the most famous martial arts star of all time and a significant modern-day philosopher. Themes include family disappointment, young love, true friendship, deep poverty and an inner fire that threatened to destroy his destiny.

Production is by Bruce Lee Entertainment, a company operated by Lee’s daughter, along with other entertainment companies. She conducted significant new research into her father’s youth and formative years, a subject which has not previously been explored in depth. The director, who also serves as the executive producer, co-wrote Little Dragon with Lee’s daughter.

One of the producers said that this movie was a deeply personal exploration of Lee before his inner power and discipline had shaped him into the icon that continued to inspire people throughout the world.

***Question 1***

How does the news report describe Bruce Lee?

“The story is about how the social and political forces of 1950s’ Hong Kong shaped Bruce Lee into the most famous martial arts star of all time and a significant modern-day philosopher.”

***Question 2***

Which of the following is not a theme of the movie Little Dragon?

“Themes include family disappointment, young love, true friendship, deep poverty and an inner fire that threatened to destroy his destiny.”

***Question 3***

Which period of Bruce Lee’s life is the focus of the movie?

“The story is about how the social and political forces of 1950s’ Hong Kong shaped Bruce Lee…”

**P 92 News report 2**

A major exhibition in India co-organized by the British Museum represents a bold experiment in exhibitions. The show, which opened earlier this month at a museum in Mumbai, was inspired by the London institution’s former director Neil MacGregor. It is described as the first encyclopedic presentation of works from a European museum with pieces from institutions on another continent.

Mukherjee, the director of the Mumbai’s museum, says that the exhibition is named as India and the World: A History in Nine Stories. It provides a model for museums to share their collections with people across the world. It presents 120 non-Indian objects from the British Museum, along with 90 objects from Indian collections.

The concept emerged three years ago, when the two directors met in London. Impressed by the 2010 BBC radio series A History of the World in 100 Objects, Mukherjee wondered if the idea could be brought to his museum. So after the retirement, MacGregor was invited to develop the project as a part-time adviser.

The main challenge was to create a joint collaboration rather than a pre-packaged exhibition from London. They had to choose the right objects to tell the right story.

The nine stories told by the exhibition cover more than 1.5 million years, taking in Asia’s ancient empires and the end of colonialism.

***Question 1***

Who inspired the exhibition?

“The show, which opened earlier this month at a museum in Mumbai, was inspired by the London institution’s former director Neil MacGregor.”

***Question 2***

What is unique about the exhibition?

“It is described as the first encyclopedic presentation of works from a European museum with pieces from institutions on another continent.”

***Question 3***

How many objects are on display in the exhibition?

“It presents 120 non-Indian objects from the British Museum, along with 90 objects from Indian collections.”

***Question 4***

What is the main challenge of the exhibition?

“The main challenge was to create a joint collaboration rather than a pre-packaged exhibition from London.”

**Further listening**

**P 98 News report 1**

Many contemporary black people feel a disconnect when it comes to the native culture. This is likely a direct result of the history of slavery. To help reestablish this connection, a six-year-old girl named Vanae James-Bey and her mother have created a coloring book that highlights native black culture.

“I’m glad to share it with everyone,” Vanae said of the book.

The idea for the book came when Vanae asked her uncle to draw pictures of her wearing native jewelry and clothes. Her uncle then helped the coloring book become a reality.

“Culture is very important to our family,” Vanae’s mother said, “as well as knowing about our native roots. Being home-schooled, we tend to stick to a more African-centered curriculum and notice how hard it was to find specific materials for lessons, and many other parents and students must feel the same.”

***Question 1***

How do many contemporary black people feel about their native culture?

“Many contemporary black people feel a disconnect when it comes to the native culture.”

***Question 2***

Why did Vanae and her mother create the coloring book?

“To help reestablish this connection, a six-year-old girl named Vanae James-Bey and her mother have created a coloring book that highlights native black culture.”

***Question 3***

Which of the following is true about Vanae’s education?

“Being home-schooled…”

**P 98 News report 2**

For thousands of years, Iran has prospered as a trading center linking the East and the West. Now, that role is set to expand in coming years as China launches the Belt and Road Initiative. More than $1 trillion in infrastructure investment – bridges, railways, ports and energy – is planned in over 60 countries across Europe, Asia and Africa. Iran, historically a crossroads, is at the center of those plans.

When Lin Zuoru, a Beijing entrepreneur, first heard about business opportunities in eastern Iran, he was skeptical. But then he bought a map and began to imagine the region without any borders, as one huge market.

Components of the infrastructure network are being put in place. In eastern Iran, Chinese workers are busily modernizing one of the country’s major rail routes, improving the track bed and rebuilding bridges, with the final goal of connecting Iran to other countries.

It is not just roads and rail lines that Iran is getting from the initiative. Iran is also becoming an increasingly popular destination for Chinese entrepreneurs like Mr. Lin. Since 2013, when the Belt and Road Initiative was started, he has had many visitors from China and multiple meetings with the Chinese ambassador in Iran.

***Question 1***

What does the news report say about Iran?

“Iran has prospered as a trading center linking the East and the West. Now, that role is set to expand in coming years as China launches the Belt and Road Initiative.”

***Question 2***

How did Mr. Lin first react to the business opportunities in eastern Iran?

“…he was skeptical.”

***Question 3***

Why are Chinese workers improving the major rail route in Iran?

“…with the final goal of connecting Iran to other countries.”

***Question 4***

For whom is Iran becoming a popular destination?

“Iran is also becoming an increasingly popular destination for Chinese entrepreneurs like Mr. Lin. since 2013…”

**P 99 Conversation**

Jim: How do you like Japanese culture?

Kate: Well, I know something about traditional Japanese culture.

Jim: It’s said that traditional Japanese culture has its roots in some traditional Chinese culture. We can see this in the designs of Japanese gardens and temples.

Kate: Yes. Like the Horyuji Temple, one of the first Buddhist temples built in Japan. And it may follow the style of the Sui Dynasty of China with its double-roof structure.

Jim: However, Japanese culture, even historically, differed from Chinese culture. What do you think is the cause of the difference?

Kate: I guess it’s due in part to the separation of the two land masses, plus periods when Japan shut itself off from the outside world, which further increased the differences between the two cultures.

Jim: Sounds reasonable.

Kate: A particular aspect of culture when imported from China was of course very Chinese at first. However, as time goes on, this would change and take on a distinctly Japanese style.

Jim: Yes. One thing I find interesting is that in modern times Japan has become a popular traveling destination for the younger Chinese generation.

Kate: Right. More than that, the younger Chinese have seen modern Japanese culture as a source of inspiration, particularly in the field of Japanese fashion culture.

***Question 1***

What example does the woman mention to show the roots of Japanese culture in traditional Chinese culture?

“We can see this in the designs of Japanese gardens and temples.”

***Question 2***

What is partly responsible for the difference between Chinese culture and Japanese culture?

“I guess it’s due in part to the separation of the two land masses…”

***Question 3***

What would happen after a particular aspect of Chinese culture was exported to Japan?

“However, as time goes on, this would change and take on a distinctly Japanese style.”

***Question 4***

What are younger Chinese particularly interested in about Japan?

“More than that, the younger Chinese have seen modern Japanese culture as a source of inspiration, particularly in the field of Japanese fashion culture.”

**P 99 Passage**

Tonight you might add a bit of it to your salad or use it to make a steak taste better, but pepper was once so valuable that it could be used to pay the rent.

Five centuries ago, pepper, along with other spices, was only available in the eastern part of the world. It was so hot that it drove nations to sail across vast oceans searching for new routes to the spice-rich East. Spices didn’t just make merchants rich across the globe – they established vast empires, made the whole world known to Europeans and tipped the balance of world power. If the modern age has a true beginning, it was set off by the spice trade, some historians have argued.

Spices were an important component of ancient commerce well before the 15th century, but were controlled for centuries by Middle Eastern and North African traders. These merchants guarded their valuable sources closely and became incredibly wealthy for them.

At one point in the 1300s, when taxes were at their highest, some spice in Europe was more valuable than gold. Even the aristocracy, one of the biggest consumers of imported spices, began finding it hard to afford the shipments.

By the 1400s, navigational equipment had improved to the point that long-distance sailing became possible. The kings and queens of Europe set out to change the balance of world trade by funding spice-hunting teams of their own.

For better or for worse, the world’s attempt at globalization had begun, all in the pursuit of a more delicious dinner.

***Question 1***

What could people do with pepper at one time?

“…but pepper was once so valuable that it could be used to pay the rent.”

***Question 2***

How do some historians view the importance of spice trade?

“If the modern age has a true beginning, it was set off by the spice trade, some historians have argued.”

***Question 3***

Who controlled spices before the 15th century?

“…but were controlled for centuries by Middle Eastern and North African traders.”

***Question 4***

When did long-distance sailing become possible?

“By the 1400s, navigational equipment had improved to the point that long-distance sailing became possible.”