**incorporate** /ɪnˈkɔː.pər.eɪt/ [vt.]

1, to include sth. that it forms a part of sth. 将…包括在内   
e.g. The new car design incorporates all the latest safety measures.  
incorporate sth. in/into/with sth.

2,(often passive) to create a legally recognised company. 注册成立公司  
e.g. The company was incorporated in 1990.

**inundate** /ˈɪn.ʌn.deɪt/ [v.] (usually passive)

1, to give or send sb. so many things that they can’t deal them all.   
 给的太多致使人处理不了  
inundate sb. with sth.

e.g. We have been inundated with offers of help. 主动援助太多

2, to cover an area of land with a large amount of water  
用水淹没

**overlap**

[n.] 1. a shared area of interest, knowledge, responsibility, etc. 重叠之处

2. a period of time in which two events or activities happen together. 交接期 。 e.g. an overlap of a week : 一周的交接期

**aesthetic** /esˈθet.ɪk/  
1, [adj.] connected with beauty and art and the understanding of beautiful things  
e.g. The new building has little aesthetic value/appeal.   
2, [n. C.] the aesthetic qualities and ideas of someting.  
The students debated the asethetic of poems.

**bicker** [vi.] (about/over sth.) to argue about things that are not important.   
e.g. The children are always are bickering about something or another.

**episode** [n. C.] 1, 片段；2, 一集

**delicate** /ˈdel.ɪ.kət/ [adj.]  
1, made or formed in a very careful or detailed way 精致的；  
2, (of colours, smells, flavours) light and pleasant; not strong : 色彩柔和；味道淡；

shepherd /ˈʃep.əd/ [n.] 牧羊人

at this point : 在这个时候  
e.g. At this point I don’t care what you decide to do.

dispute   
[n. C.] 1, 争议 e.g. a dispute between two countries about border.  
[vt.] 2, 提出异议 e.g. to dispute a decision/claim

evasion [n.]  
1, the act of sb. or avoiding something that you are supposed to do  
逃避责任的做法.   
 e.g. She’s been charged with tax evasion

3, 托辞；接口  
e.g. It is all evasion.

**underlying**[adj.](only before noun)   
important in a situation but not always easily noticed or stated clearly.   
e.g. Unemployment maybe an underlying cause of the rising crime rate.

**undermine** [vt.]  
to make something, especiall someone’s confidence of authority, gradually weaker or less effective.  
(undermine something)  
Our confidence in the team has been seriously undermined by their recent defeats.

**intractable** [adj.] (formal)  
(of a problem or a person) very difficult to deal with  
e.g. I had an intractable problem about software designing.

**toss** [vt.]  
1, to throw something slightly or carelessly.   
e.g. He toss the ball to Anna.   
2, to make or make sb./sth. from side to side  
e.g. Branches were tossing in wind. 树枝在风中摇曳。  
3, to throw a coin in air..  
e.g. Let’s toss a coin. 猜硬币。

[n.] (usually single)   
1, an act of throw a coin.  
2, an act of moving your head suddenly upward.

**nail** [n.] 1, 指甲； 2，钉子

**fickle** [adj.] (of a person) often changing their mind in unreasonable way.

**entitle** [v.]   
1,(often passive) to give sb. the right to have sth. or to do sth.   
e.g. You will be entitled to you pension when you reach 65.  
2, to give a title of sth.   
e.g. He entitled his poem “Lilac”.

**vein** [n.] 1, 静脉；2，叶脉；翅膀的脉络

**tend to** : 往往会

**inductive** [adj.] 归纳的.   
e.g. inductive reasoning: 归纳推理/  
an inductive argument: 归纳证明

**squash** /skwɒʃ/ [vt.] to stop sth. from continuing.   
e.g. to squash a plan / an idea

**inhabitant** [n. C.] a person or an animal that lives in a particular place. (某地的)居民

**forefront** [n. sing.]   
at / in / to the forefront of …: in or into an important or leading position in a particular group or activity (处于/进入..重要地位)  
e.g. Lisp is still in the forefront the programming language technology.   
  
**set sb./sth. apart**:   
to make sb./sth. different from or better than others. (使与众不同或优于…)  
e.g. Her elegant sets her apart from other singers.

**precede** /prɪˈsiːd/ [vt.]   
to happen before sth or come before sb./sth. in order. 在…之前发生或出现  
e.g. She preceded me in the job. 在我之前她做这项工作  
 See preceding chapter, please. 请看前一章

**acquaint** [vt.] (formal) to make sb. familiar with or aware of sth. (使了解/知道)  
e.g. Please acquaint me with the facts of the case.   
  
**succinct** /səkˈsɪŋkt/ [adj.] express clearly in a few words: 简明的  
e.g. a succinct explanation

**facilitate** /fəˈsɪl.ɪ.teɪt/ [vt.]   
to make an action or a process possible or easier.   
e.g. The new trade agreement should facilitate more rapid economic growth.  
  
**leverage** /ˈliː.vər.ɪdʒ/ [n. U.]   
1, the act of using a lever to lift or open sth.   
  
**sustain** [vt.]   
1, to make something continue for sometime without becoming less  
维持  
sustain a marriage

**suffocate** /ˈsʌf.ə.keɪt/ [vi. vt.]  
1, to die because there is no air to breathe. 使…窒息而死  
Many dogs have suffocated in hot cars.   
2, (figurative) constrain 受到束缚  
She felt suffocated by all the rules and regulations.

**patent** /ˈpeɪ.tənt/ [adj.]   
[n.]专利权  
to apply for / obtain a patent on an invention  
[adj.]   
1, 有专利的 patent laws  
2, used to emphasise that something bad is very clear or obvious  
 明显的；赤裸裸的  
It was a patent lie.

**patently** /ˈpeɪ.tənt.li/ [adv.] without doubt (SYN clearly): 毫无疑问地  
It was patently obvious that she was lying.

**conclusive** [adj.] proving sth. and allowing no doubt or confusion. 确凿的;不容质疑的  
conclusive evidence/results

**criterion** [n. single] (pl. **criteria**) a standard or principle by which sth. is judged. 准则  
The main criterion is value for money. 主要准则使钱划不划算。  
**oil paint**: 油画  
**tempera paint**: 蛋彩画

**explicit** [adj.]   
1,(statement or article) clear and easy to understand.   
2,(of person) saying something directly.

**marital** [adj.] connected with marriage 婚姻的

**microscopic** /ˌmaɪ.krəˈskɒp.ɪk/ [adj.]   
extremely small and difficult to see without a microscope.

**differentiate** /ˌdɪf.əˈren.ʃi.eɪt/ [vt.]   
to recognise that two things are not same.  
(between) A and B / A from B  
e.g. It’s difficult to differentiate between the two varieties.

**objective** [adj.] 客观的  
**subjective** [adj.] 主观的

**colloquial** /kəˈləʊ.kwi.əl/ [adj.] (SYN. informal)  
informal and more suitable for use in speech than writing.  
口语的；非正式的。

**initially** (= at first)  
Initially, the system worked well.

**presentation** [n. C.] (在大会上做)介绍；报告；  
give a presentation ： 做报告

**anecdote** /ˈæn.ɪk.dəʊt/   
[n. C.] a short, interesting story about a real person or event. 趣闻轶事  
[U.] a personal account of an event. 个人的说法；传闻

**rehearsal** /rəˈhɜː.səl/ [n. usually single]排练；演习  
to have a rehearsal.  
These training exercises are designed to be a rehearsal for the invasion.  
  
**confiscate** [vt.] 没收；  
The land was confiscated after war.

**precise < accurate :** 精准度比较，accurate更精准，指完全无误。

necessary [adj.]  
1, that is needed for a purpose or a reason: 必需的；必要的；  
2, that must exist or happen and cannot be avoided: 必然的；

**rightmost** [adj.] 最右边的

**overstretch** [vt.]   
to do more than sb are capable of.   
This will overstretch the prison services.

**exaggerate** /ɪɡˈzædʒ.ə.reɪt/ [vi. vt.]  
to make sth larger, better, worse or more important than it really is.  
He tends to exaggerate the difficulties.

**whatsoever**1,=not at all; not of any kind  
e.g. Is there any doubt about it? None whatsoever.  
2, = whatever

**formidable** /fɔːˈmɪd.ə.bəl/ [adj.] you feel fear and/or respect them, because they are impressive or powerful, or because they seem difficult.  
e.g. In debate he is a formidable opponent.

**momentum** [n. U.] the ability to keep increasing or developing.  
They began to lose momentum in the second half of the game.

**take sb/sth for granted** :   
to be so used to sb/sth that you do not recognise their true value.  
e.g. Her husband was always there and she just took him for granted.

**centripetal** /ˌsen.trɪˈpiː.təl/ adj. moving towards a centre.

**audition** [n. C.] short performances, usually by actors, singers or dancers, to show that they are right for a particular play, film or show.  
e.g. She had an audition for drama school.

**versatile** /ˈvɜː.sə.taɪl/ [adj.] able to do many different things.  
e.g. He is a versatile actor who has played a variety of parts.

**genre** /ˈʒɒn.rə/ [n. C.] a particular type of literature, music, art, film, etc that you can recognise because of it special features.  
e.g. His films covers wide range of subjects and genres.

**anticipate** [vt.]   
1. to expect something.  
We don’t anticipate any major problems.  
2. to see what might be happen in the future and take action to prepare for it.  
We need someone who can anticipate and respond to changes in fashion industry.

**credit**   
1. [n. U.] a loan   
2. [C. usually plural] the act of mentioning someone who work on a project such as a film or a TV programme.  
e.g. The credits seemed to last as long as the movie.

**massacre** /ˈmæs.ə.kər/   
1, [n. C. U.] the killing of large amount of people especially in a cruel war.  
Nobody survived the masscre.

2, [vt.] to kill a large amount of people especially in a war  
Hundreds of women and children were masscred.

**hierarchy** /ˈhaɪə.rɑː.ki/ n. U. C. 等级制度

**item** [n.]   
1, one thing on a list of things to buy, do, talk about, etc.  
2, a single piece of news in a newspaper, on televison, etc  
an item of news. / a news item

**content**   
1, /kənˈtent/ [adj.] happy and satisfied with what they have  
e.g. be content with something / be content to do something.  
2, /ˈkɒn.tent/ [n.] the things that are contained in something

**note** [n.]  
1, a short piece of writing to help you remember something.  
2, (Brithsh English) a piece of money paper

**life expectancy**: the number of years that a person is likely to live

**mortal** /ˈmɔː.təl/ [adj.] that can not live for ever and must die

**mortality** /mɔːˈtæl.ə.ti/ n.

**indispensable** [adj.] too important to be without  
Cars have become an indispensable part of our life.  
A good dictionary is indispensable for learning a foreign language.

**go around someone’s neck:**   
Your arms go around your father’s neck.

**evacuate** [vt.]  
1, to move people from a place of danger to a safer place  
Police evacated nerby buildings.  
Children were evacuated from London to a escape the bombing.  
2, to empty you bowels   
  
**Armmageddon** /ˌɑː.məˈɡed.ən/ n.   
(in the Bible)a final war between good and evil at the end of the world.  
e.g. nuclear Armmageddon

**a foregone conclusion:**if you say that something is a foregone conclusion, you mean that it is a result that is certain to happen.

**insular** /ˈɪn.sjə.lər/   
[adj.] (disapproving) only interested in your own country, ideas, etc. and not in those from outside.

e.g. The British are often accused of being insular.

**curtail** /kɜːˈteɪl/ [vt.]   
to limit something or make it last for a short time

**expenditure** /ɪkˈspɛndɪʧə/ [n.U.C.]  
the act of spending or using money; an amount of money spent.  
e.g. the solution is to curtail expenditure.

**fundamental** /ˌfʌn.dəˈmen.təl/ [adj.]  
1, serious and very important.  
A fundamental change in the organisation  
2, central; forming necessary basis of something

**presumptuous** /prɪˈzʌmp.tʃuː.əs/  
[adj.] too confident, in a way that shows a lack of respect for other people  
Would it be presumptuous of me to ask to borrow your car.

**impair** /ɪmˈpeə/ [vt.] to damage something or make something worse.  
His age impaired his chances of finding a new job.  
**impaired** [adj.] damaged or not functioning normally  
Kelly is visually impaired.   
impaired vision/memory

**worth while**: worth spending time, money or effort on  
e.g. It is worth their while  
**worthwhile** [adj.] [SYN]  
e.g. The smile on her face made it all worthwhile.  
 be worthwhile to do something.

**trafficking** /ˈtræf.ɪ.kɪŋ/ [n.] the activity of buying or selling something illegally.  
drug trafficking

**proliferate** /prəˈlɪf.ər.eɪt/ [vi.] to increase rapidly in number or amount  
e.g. Farms in this Volga region have proliferated.

**aquaculture** /ˈæk.wə.kʌl.tʃər/   
[U.] the raising of water animals such as fish for foodl, or growing of plants in water for food.   
e.g. Sergeeva is well-traveled and known widely for her aquaculture expertise.

**agriculture** [U.] the science or practice of farming.

**assure**   
[vt.] to tell somebody that something is definitely true or is definitely going to happen, especially when they have doubts about it  
e.g. I can assure you that my life hasn’t changed.

**in the least**: at all or in the smallest degree  
I don’t care in the least what you think of me. (I don’t care at all...)

**collectivism** [n.]   
the political system in which all frams, businesses and industries are owned by the government or all the people  
e.g. state collectivism

**graze**   
[vi.] (of cows, sheep, etc.) to eat grass that is growing in a field  
e.g. There were cows grazing beside the river  
[vt.] graze someting. to put cows, sheep, etc. in a field so that they can eat grass there.  
e.g. The land is used by local people to graze their livestock

**stereo** /’steriEu/   
[adj.] using a sound system that has two seperate speakers  
stereo sound  
[n. C.] a machine plays CDs, etc. sometimes with a radio.  
a car/personal stereo.

**shrine**   
[n. C.] a place where people come to worship because it is connected with a holy person or event.  
a shrine to the Vrigin Mary.

**pilgrimage** /'pIgrImIdZ/ [C. U.]  
a journey to a holy place for religious reasons.

**spontaneous** /spOn'teIniEs/ adj.  
1, not planned but done because you suddenly want to do it  
a spontaneous offer of help.

2, (specialist) happening naturally, without being made to happen.  
spontameous remission of the disease.

3, done naturally, without being forced or practised  
a tape recording of spontaneous speech.

**principal**1, [adj.] most important; main  
The principal reason for this omission is lack of time.  
2, [n.] (NAmE) a person who is in charge of a college or a university  
(BrE) head teacher

**imagination** [n.U.]  
a vivid / fertile imagination

**fertile** [adj.] (of a person’s mind or imagination) that produces a lot of new ideas

**ergonomic** /;EgEnOmIK/ [adj.] designed to improve people’s working conditions and to help them work more efficiently.

**prestige** /pre'sti:Z/ [n.] the respect and admiration that sb./sth. has because of their social positon, or what they have done.

**prune**   
1, [vt.] to cut off some of the branches from a tree, bush, etc. so that it will grow better and stronger.  
When should you prune apple trees?

2, [n.] a dried plum(杏) that is often eaten cooked.

**idiosyncrasy** /IdiE'sINkrEsi/ [C. U.]   
a person’s particular way of behaving, thinking, etc. especially when it is unusual;  
Wearing raincoat, even on a hot day, is one of her idiocyncrasies.

**accumulate** /E'kjU:mjEleIt/   
1, [vt] to gradually get more and more of something over a period of time.  
By investing wisely she accumulated a fortune.  
2, [vi.] to gradually increase in number or quantity over a period of time.  
Debts began to accumulate.

**embroider** /Im'brOIdE/   
[vt.] to decorate cloth with a pattern of stiches usually using coloured thread  
She embroidered flowers on the cushion covers.

**weave** (wove, woven)  
[vt.vi.] to make cloth, a carpet, a basket, etc. by crossing threads or strips across, over and under each other by hand or on a machine called loom.  
The baskets are woven from strips of willow.

**preliminary** /prI'lIMInEri/ adj. happening before a more important event or action  
a preliminary bargaining.

**morale** /mE'rA:l/ [U.] the amount of confidence and enthusiasm, etc.   
Morale amongst the players is very high at the moment.

**converge** [vi]  
1, (of people or vehicles) to move towards a place from different directions and meet  
Thousands of supporters converged on London for the rally.  
2, (of two or more lines, paths, etc.) to move towards each other and meet at a point  
There was a singpost where the two paths converged.

**incline**   
1, [vi] to tend to think or behave in a particular way;   
I incline to think there isn’t any way to beat the limitation.  
2, [vt.] to make somebody to do this.  
Lack of money inclines many young people towards crime  
3, [vt.] incline your head, to bend your head forward, especially as a sign of agreement, welcome, etc.  
He inclined his head in acknowledgement.

**contemptuous** /kEn'temptSuEs/   
[adj.] feeling or showing that you have no respect for somebody or something.  
She gave him a contemptuous look.

**suite** /swi:t/   
[n.] a set of rooms, especially in a hotel  
a suite of rooms

**automate** /'O:tEmeIt/ [vt.] (usually passive)   
to use machines or compters instead of people to do a job or task.   
The entire manufacturing process have been automated.

**monolith** /'mOnEliT/  
[n.] a large single vertical block of stone, especially one that shape into a column by people living in acient times, and that may have religious meanings  
**monolithic** [adj.]

**modular** /'mOdjulE/ adj.  
consiting seperate parts or units that can be join togegther.

**conform** [vi.]   
(conform to.with sth. ) to obey a rule, law, etc.  
The building doe not conform with safety regulations.

**lament** /lE'ment/ [vt.]   
lament something/that. (formal) to fell or express great sadness or disappointment about somebody/something.  
In the poem, he lements the destruction of the countryside.

**parcel** [n.C.]   
1, something is wrapped in paper or put int a envelope so that it can be sent by mail, carried easily, or given as a present.  
There is a parcel and some letters for you.  
2, a piece of land  
The last remaining parcels of farmland on the edge of Austin were all dotted with for-sale signs.

**percentile** /pE'sentaIl/ n.  
one of the 100 equal groups that a larger group of people can be divided into, according to their place on a scale meseauring a particular value.  
e.g. Overall these students rank 21st percentile on the tests-thatis, they did worse than 79 per cent of all children taking the test.

**conformist** /kEn'FO:mIst/  
[adj.] (often disapproving) the quality of thinking and behaving in the same way as most other people and not wanting to be different  
Chinese are conformist, but not unite.  
[n. C.] a person who ...

**subtle** /'sVtl/   
[adj.] not very noticeable or obvious  
subtle colours/flavours/smells, etc.

**outright**   
[adj.] 1, open and direct. There was outright position for the plan  
 2, complete and total. an outright ban/victory

**adequacy** /'QdIkwEsi/ [U.]   
the fact of being enough in quantity, or good enough in quality, for a particular purpose or need.  
e.g. to achieve nutirent adequacy and protect against diet-related dieases

**escalate** /'eskEleIt/ [vi. vt]  
to become or make something greater, worse, more serious, etc.  
[vi] The fighting escalated into a full-scale war.  
[vt] escalate something. We do not want to escalate the war.

**allege** /E'ledZ/ [vt.] (often passive) (formal)  
to state something as a fact but without giving proof.  
The prosecution alleges that she was driving carelessly.

**tremendous** /trE'mendEs/ [adj.]   
1, very great  
a tremendous explosion   
A tremendous amount of work has gone into the project.  
2, extremely good  
It was a tremendous experience.

**destiny** /'destEnI/ [n.C.]  
what happens to somebody or what will happen to them in the future, especially things they cannot change or avoid.  
He wants to be in control of his own destiny.

**critical**   
1, [adj.] expressing disapproval of somebody/something and saying what you think is bad about them.  
a critical comment / report  
2, [adj.] (SYNONYM) crucial  
extremely important because a future event will be affacted by it.  
a critical factor in the election campain.

**novice** /'nOvIs/ n.   
a person who is new and has little experience in a skill, job or situation  
I am a complete a novice at skiing.

**seeming** [adj.] appearing to be something that my not be true.  
**seemingly** [adv.]

**recur** /rI'kE:/ [v.] to happen again or a number of times  
This theme recurs several time throughout the book.   
a recurring nightmare/illness

**stretch**  
1. [vi. vt.] to make something longer, wider or looser.  
the beach streches.  
Is there any way of streching shoes?  
2. [n. C.] an area of land or water, especially a long one.  
an unspoilt stretch of coastline.  
3. [n. C.] a continuous period of time.  
They worked in four-hour stretches.

**lead up to**: to be an introduction to or cause of something.  
When were you first led up to computer science?  
the events leading up to the strike.

**assault**1. [n.C. U.] the crime of attacking somebody physically.  
sexual assaults.  
2. [C.] (by an army, etc.) the act of attacking a building, an area, etc. in order to take control it.  
assault on/upon/against/ somebody/something.  
An assault on the capital was launched in the early hours of the morning.  
3. [C.] the act of trying to achieve somethin that is difficult or dagerous.  
The government has mounted a new assault on umemployment.

**employ**1. to give somebody a job to do for payment.  
  
2. [vt.] to use something such as a skill, method, etc. for a particular purpose.  
He critised the repressive methods employed by the country’s government.  
  
**phonomenon** /fE'nOmInEn/: (plural) **phenomena**a fact or an event in nature or society, especially one that is not fully understood.

**sematic** /sI'mQtIK/ [adj] connected with the meaning of words and sentences

**acronym** /'QkrEnIm/ n.  
a word formed from the first letters of the words that make up the name of something.

**strike/touch a chord with somebody**  
to say or to do something that makes people feel sympathy or enthusiasm.  
The single biggest idea that struck a chord with me was test-driven development.  
(From book named “TDD...” written by Lasse Koskela)

**dissident** /'dIsIdent/   
1, [adj.] strongly disagreeing or criticizing your government, especially in a country where this kind of action is dangerous.  
e.g. the suppression of dissident views  
2. [n.] a person who strongly disagrees or criticizes theire government, especially in a country where this kind of action is dangerous.  
e.g. regime that murder political opponents and imprison dissidents.

**misgiving**   
[n. C. usually plural, U.]  
feelings of doubt or anxiety about what might happen, or about wether or not something is right to do.  
She decided to go despite her misgivings.

**take advantage of somebody/something**1, to make sure something well; to make use of an opportunity  
She took advantage of the children’s absence to tidy theire rooms.  
2, (SYNONYM exploit) to make use of somebody or something in a way that is unfair or dishonest.  
He took advantage of my generosity.

**catalyst** /'kQtElIst/ (chemistry) [C.]  
a substance that makes chemical reactioin happen faster witout being changed itsself.

**contrast** /kEn'trA:st/   
1, [vt.] to compare two things in order to show the differences between them.  
It is interesting to contrast the British legal system with the American one.  
2, [n.C. U.]

**CEO** : chief executive officer  
executive /'IgzekjEtIv/ adj.

**celebrate**  
1, [vt. vi] to show that a day or an event is important by doing something special on it.  
2. [vt.] (formal) to praise somebody or something  
celebrate somebody / something.

**cope**  
1, [vi.] to deal successfully with somethind difficult  
I got to the stage where I wasn’t coping any more.  
(cope with something)  
He wasn’t able to cope with the stress and strains of the job.  
2, [n.] a long loose piece of clothing worn by priests on special occasions.

**initiative**[n.C.] a new plan for dealing with a particular problem or for achieving a particular purpose.  
a United Nations peace initiative.

**curfew** /'kE:fju:/  
[C.U.] a law which says that people must not go outside after a particular time at night until the morning; the time which nobody must go outside.  
The army imposed dush-to-dawn curfew.

**mantatory** /'mQndEtEri/  
adj. (formal) required by law.  
(synonym) compulsory  
to enforce a mandatory stay-at-home order.

**accomplice** /E'kVmplIs/  
[n. C.] a person who help another to commit crime or to do something wrong.  
e.g. an accomplice to murder.

**collateral** /kE'lQtErEl/   
1. [n.] (finance) property or something valuable you promise to give to somebody if you can not pay back the money that you borrow.  
We had to put our house up as collateral for our loan.  
2, [adj.] connected to something else, but in addition to it and less important.  
collateral benefits.

**legimitate** /lI'dZItImEt/ [adj.]  
1, for which there is a fair and acceptable reason.  
 [SYNONYM] valid, justifiable  
a legitimate grievance.  
2, allowed and acceptable according to the law.  
the legitimate government of the country.  
  
**trigger sb’s interest**

**splurge** /splEdZ/   
[n.]  
[vi. vt.] (informal) to spend a lot of money on something that you not really need.  
splurge on something.  
He splurged his whole week’s money on a champange dinner.  
(OPPOSITE)   
**skimp**[vi] to try to spend less money, time, etc. on something than is really needed.  
Older people should not skimp on food or heating.

**pahtetic** /pE'TetIk/  
[adj.]   
1. making you feel pity or sadness.  
a pathetic and lonely old man.  
2. weak and not successful.  
a pathetic excuse.