

ACADEMIC SKILLS

LISTENING Listening for Advantages

Using Columns

SPEAKING Defining Terms

Saying Parentheticals

CRITICAL THINKING Evaluating

THINK AND DISCUSS

- 1 What do you think these people are seeing or experiencing?
- 2 How do you think a virtual reality experience is different from usual viewing?
- 3 What would you like to view with virtual reality glasses?

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EXPLORE THE THEME

Look at the photo and read the information. Then discuss the questions.

1. What type of new technology is shown in the photo? How is it useful?

2. What are some other new workplace technologies, and how are they changing the work world? 3. Look at The Future of Work 2020. Rank the drivers from strongest to weakest, in your opinion. 4. Which key skills do you think are most relevant for each driver?

Dmitry Grishin, CEO of Mail.ru, the Russian Internet giant, holding a virtual meeting with his telepresence robots

WORK SKILLS FOR THE FUTURE



The Future of Work 2020

Drivers of Change in the Workplace

Smart machines and systems











Key Skills Needed in the Future Workplace

Creative thinking

Social intelligence

Knowledge of multiple disciplines

Media literacy Managing mental overload

Computational thinking

Crosscultural
understanding

Virtual collaboration

Vocabulary

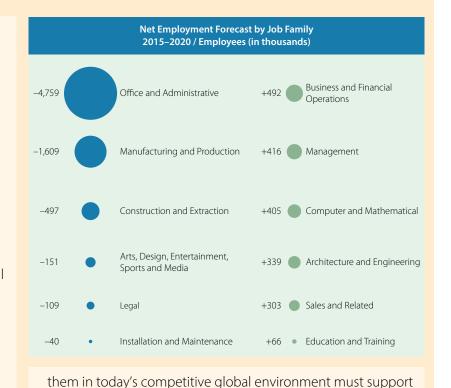
MEANING FROM CONTEXT

A \(\bigcap 2.2 \) Read and listen to the article. Notice each word or phrase in blue and think about its meaning.

GLOBAL EMPLOYMENT TRENDS

Globalization is producing enormous changes in **labor** markets, changes that are creating both winners and losers in the workplace. Here are two areas of change that **pertain to** both employers and employees.

- Advanced technologies, a key **component** of globalization, are more widespread than ever before. New developments in technology will continue to **facilitate** tasks in business **sectors** such as architecture and engineering. It is not, however, a **promising** trend for office workers or the administrative sector, where jobs will **inevitably** be lost.
- The globalization of communication means more opportunities to learn via remote sources. Accessing information from global sources can increase a person's career **competence** and earning power. Companies who value their employees and hope to **retain**



and fund learning opportunities for ambitious and motivated

B Match each word or phrase from exercise A with its definition.

10. _____ widespread (adj)

a. area of a society or economy 1. ____ competence (n) b. to relate, belong, or apply to 2. ____ component (n) 3. _____ facilitate (v) c. showing signs of future success 4. ____ inevitably (adv) d. to keep 5. _____ labor (n) e. work or employment 6. ____ pertain to (v phr) f. the ability to do something well 7. ____ promising (adj) g. certainly, necessarily h. to make something easier or more efficient 8. _____ retain (v) 9. _____ sector (n) i. existing or happening over a large area

j. a part of a larger whole

workers—or risk losing them!

Work in a small group. Look at the information in exercise A. Discuss the questions.

CRITICAL THINKING: ANALYZING

- 1. For which sectors is the future promising? For which is globalization having a negative effect? Are any of the predictions surprising? Explain.
- 2. Choose four of the sectors and discuss how globalization might be expanding or shrinking the labor force in each.

VOCABULARY SKILL Using Collocations

Collocations are combinations of words that are frequently used together. Two common patterns are:

Noun + Noun (The first noun acts like an adjective.)

labor markets business sector earning power

Adjective + Noun

advanced technologies remote control private sector

Complete each global career tip with the correct collocation.

1.	Just knowing your	isn't enough these da	ays. Learn a second one.
	a. natural language	b. native language	c. national language
2.	Do your own Internet resea	rch to keep up with	in your chosen field.
	a. major trends	b. upper trends	c. considerable trends
3.	Take a trip overseas during	to explore er	nployment options.
	a. spring break	b. spring pause	c. spring intermission
4.	Don't forget that companie	es often fill their	with local talent.
	a. superior positions	b. senior positions	c. elder positions
5.	If you hope to work in the _	, do a leadersh	ip training program.
	a. managing sector	b. manager sector	c. management sector
6.	If you have an	, look for a position abroac	d.
	a. adventurous spirit	b. adventurous energy	c. adventurous body
7.	Develop the ability to adap	t to other cultures, as it's part o	of a global career
	a. skill series	b. skill collection	c. skill set
8.	Join online discussions relat	red to your of	expertise or interest.
	a. specific region	b. specific field	c. specific environment

Work in a group. Discuss the career tips above. Then use the collocations to make your CRITICAL THINKING: own career tips.

APPLYING

> Don't worry if you don't speak English as well as your native language. A lot of successful international businesspeople are still perfecting their English!

GOING GLOBAL 65 64 UNIT 4 LESSON A

Listening A Lecture about Succeeding in Business

BEFORE LISTENING

- PRIOR KNOWLEDGE A Work in a small group. Discuss these questions.
 - 1. What does it take to be successful in today's globalized business world?
 - 2. You are going to hear a lecture about four skills, called "competences", needed to succeed in business today. Look at the skills and discuss what you think each means.
 - personal competence

• business competence

social competence

cultural competence

WHILE LISTENING

LISTENING SKILL Listening for Advantages

When introducing new ideas, speakers often point out the advantages of those ideas. Listen for the following ways speakers express advantages.

• a clear statement of the advantage

The advantage/benefit (of) . . . is . . .

- ... is useful/beneficial/important because ...
- ... is essential for ...
- a question before introducing an advantage

Why is ... useful/beneficial/important?

- an explanation of what the advantage allows us to do or what it makes possible
 - ... allows/helps us/you (to)...
 - ... makes it possible to ...





NOTE-TAKING SKILL Using Columns

To organize two corresponding sets of information, you can use two columns. Write the main ideas in the left-hand column. Then add a column to the right for the supporting ideas or details that pertain to those main ideas. Using arrows or lines between the corresponding information can make it easier to see and remember the connections between the main ideas and the supporting details.

B ∩ 2.3 ► 1.8 Listen to the lecture and follow along with the notes in the first column. LISTENING FOR DETAILS

Competences		Advantages	
Personal competence			
1. understanding yourself	\rightarrow	helps you use time and	correctly
2. emotional intelligence	\longrightarrow	facilitates	
3. be realistic but optimistic	\rightarrow	helps you be positive when things go wrong	
Social competence			
1. practical trust	\rightarrow	helps you trust ppl to	done
2. constructive impatience	\rightarrow	sends message: do things	
3. connective teaching	\rightarrow	makes poss. for others to teach	
Business competence			3
1. managing chaos	\rightarrow	allows you to deal w/	in bus.
2. fluency with technology	\rightarrow	makes avail. latest e-bus	
3. developing leadership	\rightarrow	helps bus, succeed &	
Cultural competence			
1. understanding your culture	\rightarrow	allows you to value strengths &	
2. international curiosity	\rightarrow	allows you to look beyond yr	
3. bridge building	\rightarrow	allows creation of connections across cultrs	

C \(\Lambda \) 2.3 Listen again and complete the second column of notes in exercise B. Write no NOTE TAKING more than two words in each blank.

AFTER LISTENING

D Work with a partner. Discuss these questions.

PERSONALIZING

- 1. Which of the competences that the lecturer spoke about is an area of strength for you? If possible, give an example.
- 2. Which of the competences would you like to develop? Explain.

Speaking

SPEAKING SKILL Defining Terms

When giving a presentation, you may sometimes use terms that are related to a specific field. Your listeners may not be familiar with these terms, and their meaning may differ from the dictionary definitions. In these cases, you should define the terms using language that your audience will understand. Here are some expressions you can use:

The term . . . refers to/means . . . By . . . , I mean is defined as ... This means . . .

You can also define a term by simply pausing after the term and giving a definition.

 \land \land 2.4 Work with a partner. Take turns reading the sentences aloud using expressions from the skill box. Then listen and fill in the expressions the speaker uses.

1.	emotional intelligence, understanding your
	own emotions and those of others.
2.	social competence the skills required
	to engage with and get the best out of other people.
3.	The third component of social competence is known as <i>connective teaching</i> .
	being just as eager to learn from others as you are t
	pass on your knowledge to them.
4.	Cultural competence an understanding of cultural
	differences and how to make use of that knowledge.

B Match each term related to globalization on the left with its definition on the right.

1	_ coca-colonization	a. the distance food is transported from producer to consumer
2	_ postnationalism	b. the globalization of American culture through U.S. products
3	_ food miles	c. inequality in access to computers and the Internet
4	_ worldlang	d. an active user of social media and the Internet
5	_ netizen	e. the process by which nations become global entities
б	_ digital divide	f. a new language created from several modern languages

DEFINING TERMS C Work with a partner. Practice saying sentences to introduce and then define the terms in exercise B. Use expressions for defining terms from the Speaking Skill box.

> > One aspect of globalization that isn't always welcome is coca-colonization. By cocacolonization, I mean the globalization of American culture through U.S. products.

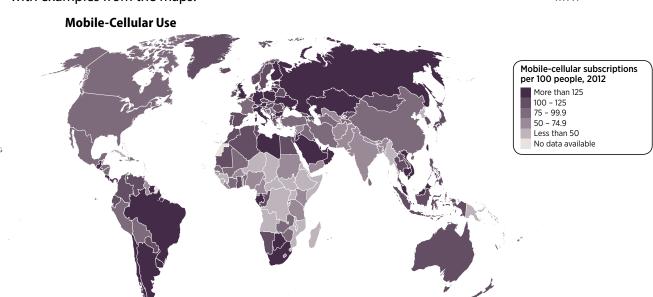
D Work in a small group. Discuss the advantages and/or disadvantages of the six aspects CRITICAL THINKING: of globalization. Take notes below. Write an advantage and disadvantage for each.

EVALUATING

Aspects of Globaliza	tion	Advantages	Disadvantages
1. coca-colonization	\rightarrow		
2. postnationalism	\rightarrow		
3. food miles	\rightarrow		
4. worldlang	\rightarrow		
5. netizen	\rightarrow		
6. digital divide	\rightarrow		

E Work with a partner. Compare the two maps. What conclusion(s) can you make about the relationship between mobile-cellular use and Internet access? Support your ideas with examples from the maps.

CRITICAL THINKING: INTERPRETING A MAP





Percentage of individuals

More than 80

40 - 59.9 20 - 39.9

Less than 20 No data available

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GRAMMAR FOR SPEAKING Gerund Phrases

A gerund phrase is a type of noun phrase. Gerund phrases begin with a gerund (the base form of a verb plus -ing) and include one or more modifiers and additional objects. They are used as the subject or subject complement of a sentence, object of a verb, or object of a preposition.

Being realistic but at the same time optimistic allows us to stay positive even when things go wrong.

The first component of personal competence is **understanding yourself**. You should not avoid **making difficult decisions**. Social competence is essential for **bringing together groups of** talented people.

F Put the words and phrases in the correct order to create sentences with gerund phrases about career skills. More than one answer may be possible.

	 to think critically / is / for problem solving / being able / essential
	2. are vital / accessing current information / Internet search skills / for
	3. huge amounts of data / facilitate / analyzing / Big Data skills
	4. a high level of / working with others successfully / emotional intelligence / requires
	5. decisions / a fundamental skill / of leaders / is / making
	6. many employers / is / solve problems effectively / look for / a skill / being able to
	7. change / is / to welcome / a key skill / being able
	8. a foreign language / toward becoming / a global citizen / is / learning / an important step
CRITICAL THINKING: G RANKING	Work in a small group. Look at the career skills. Add two more to the list. Then discuss how important they are, and number them from 1 (most useful) to 10 (least useful). a. analyzing data f. speaking a foreign language

_____ g. welcoming change

____ h. working with others

LESSON TASK Role-Playing a Job Interview

A Work with a partner. You are going to role-play a job interview. Look at the list of interview questions and add one more question about work experience.

INTERVIEW QUESTIONS

- 1. Can you tell me a little about yourself?
- 2. What are your greatest strengths?
- 3. What is your greatest weakness?
- 4. Describe a stressful workplace situation you experienced. How did you handle it?
- 5. What is your approach to working successfully in a team?
- 6. This position requires working with people from different cultural backgrounds. What skills or qualifications do you have to work cross-culturally?

B On your own, study the interview questions and prepare your answers. Make notes to use during the interview. Use any work, school, or life experience you've had, information from this lesson, and your imagination, as necessary.

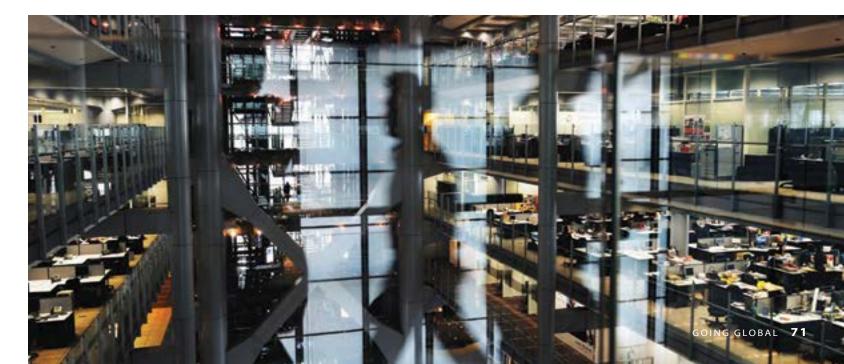
CRITICAL THINKING: APPLYING

EVERYDAY LANGUAGE Asking about Experiences

Can you tell me about a time that/when you . . . ? *Have you ever had the chance/opportunity to . . . ?* Have you ever had any experience with . . . ?

With your partner, role-play an interview between a hiring manager at an international company and an applicant. Ask the interview questions from exercise A, as well as any follow-up questions as appropriate. Use expressions from the Everyday Language box. Then switch roles and repeat.

The Hongkong and Shanghai **Banking Company** (HSBC) is a globally focused company with headquarters in Hong Kong and branches throughout the world.



__ b. being able to think critically

_____ e. solving problems effectively

_ d. researching information online

____ c. decision-making



BEFORE VIEWING

- **A** Work in a small group. Look at the photo and discuss the questions.
 - 1. Where do you think the Sherpa live? What might the climate be like?
 - 2. The Sherpa people are famous for the work they do. What do you think they do?
 - 3. In Lesson A, you learned about some of the ways globalization is affecting job markets and workers. How do you think globalization is affecting the lives and work of the Sherpa people?

WHILE VIEWING

NOTE TAKING **B** > 1.9 Watch the introduction of the video, given by mountain climber and National Geographic Explorer Conrad Anker. Complete the notes. Write no more than two words or a number in each blank.

The Sherpa People				
The Sherpa people	\rightarrow	One of 70 ethnic groups w/in	1	
Migrated from	\rightarrow	2		
Meaning of "Sherpa"	\rightarrow	3		
Activity connected to	\rightarrow	4		
Year Sherpa culture change	$d \rightarrow$, the year Tenzing Norgay	
		and Sir Edmund Hillary	6	

C	>	1.10 Watch the entire vi	UNDERSTANDING MAIN IDEAS		
	1.	Karma Tsering	Tsering a. Sherpa education, healthcare, and clothing have all improved.		
	2.	Conrad Anker	b. Sherpa can earn enou	gh money, although life feels hurried	
	3.	Max Lowe	c. Sherpa society has bec	ome much more connected than bef	ore.
	4.	Kancha Sherpa	d. Many Sherpa people a	are ambitious and seek success abroa	ad.
	5.	Mahendra Kathet	e. Sherpas learned a mo	dern skill thanks to a foreigner's gift	
D	>	1.10 Watch the video ac	gain and choose the corre	ct answer.	UNDERSTANDING
	1.	Sir Edmund Hillary rewar	ded his Sherpa guides witl	h watches as	DETAILS
		a. payment	b. a bonus	c. a prize	
	2.	In terms of health care, th	ne Sherpa now have	and medical clinics.	
		a. an eye doctor	b. a dentist	c. a pharmacy	
	3.	The only issue Kancha Sh	nerpa is concerned about is	S	
		a. making money	b. dealing with tourists	c. global warming	
	4.	Some believe that peopl	e are losing the ability to fo	ocus on	
		a. true happiness	b. the tourist trade	c. mountain climbing	
	5.	An increase in food	has led to hea	Ithier diets.	
		a. diversity	b. production	c. education	
	6.	You can now use a cell p	hone Mo	ount Everest.	
		a. at the top of	b. from anywhere on	c. at the base camp of	

AFTER VIEWING

physical well-being

CRITICAL THINKING Evaluating

When you evaluate, you make a judgment based on criteria. To evaluate situations or concepts, make sure you have a good understanding of the criteria you are using. This will allow you to explain your evaluation more clearly to other people. Highlight your evaluation criteria by beginning with one of these expressions:

In terms of [diet], ... With regard to [culture], ... As far as [education] goes, ...

E Work in a small group. Use the criteria below to evaluate this statement: *Since 1953*, Sherpa life has changed for the better.

technological level

traditions and culture

CRITICAL THINKING: EVALUATING

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Vocabulary

 \land 2.5 Listen and check (\checkmark) the words you already know. Use a dictionary to help you with any new words.

☐ anticipate (v)	emerging (adj)	☐ influential (adj)	portable (adj)
\square application (n)	□ enrich (v)	□ mass (adj)	□ prominent (adj)
\square collaborate (v)	\square implication (n)		

ANALYZING

CRITICAL THINKING: **B** Read the definition of *augment*. Then read the "Revealed World" section in the article below. What do you think augmented reality means? Discuss your ideas with a partner.

augment (v): to make something larger, stronger, or more effective by adding to it

 \cap 2.6 Complete the article with words from exercise A. Use the correct form of the words. Then listen and check your answers.

THE WORLD OF **Revealed World AUGMENTED REALITY** Augmented reality is one Imagine bubbles floating before your eyes, filled with cool info about of the most promising and stuff you see on the street. Science fiction? Nope. It's augmented reality. And one day it'll be as routine as browsing the Web. _ global trends of recent years. This muchtalked-about __ technology is most often used we see through a cell phone or other ______ device with fun or useful information, images, sounds, or videos. ____ of augmented reality that are already being widely used include apps that highlight and display information about restaurants, historic sites, museum exhibits, or where you parked your car. A variety of outdoor games use the technology to allow players to ______ as they hunt for digital objects. Among such games, Pokémon Go is the most _____ _____ example; it has introduced augmented _____ audience. The augmented reality experience is also available through special eyewear or headsets, and soon even contact lenses. As we look toward ____ many more uses for this promising technology with for nearly every aspect of life in the years to come.

Complete the chart with the correct form of each word. Use a dictionary to help you.

	Noun	Verb	Adjective
1.		collaborate	
2.	implication		
3.			influential
4.		anticipate	
5.		X	prominent
6.		emerge	

Work with a partner. Discuss these questions.

- 1. Look at the photo below and read the caption. What is another way that augmented reality could enrich a museum experience?
- 2. Would you prefer to access the Internet via glasses or a headset? Explain.
- 3. Do you think that augmented reality will continue to generate mass interest? What future uses for this emerging technology do you anticipate?
- 4. Do all uses of augmented reality enrich our lives? Or are there any negative implications of the mass use of this technology? Explain.

CRITICAL THINKING: EVALUATING

Augmented reality adds another level of information to museum exhibits. Dinosaur bones get a layer of flesh and the ability to move around at the Royal Ontario Museum, Canada.



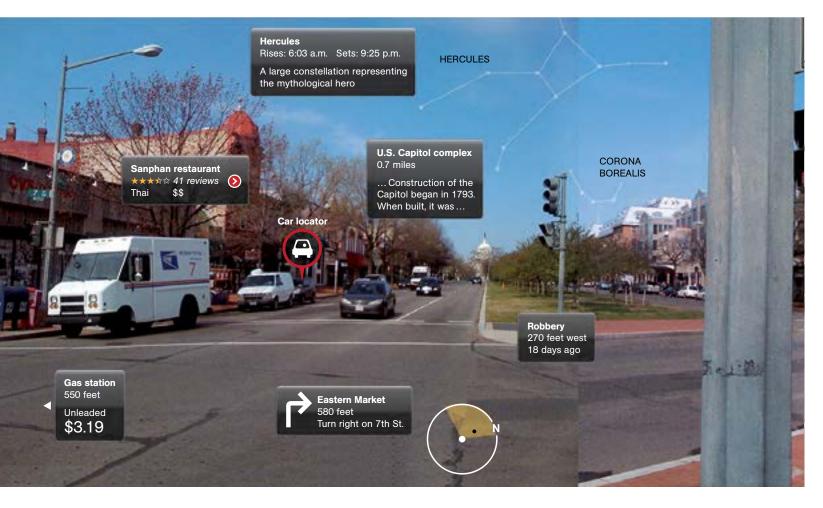
Listening A Podcast about Augmented Reality

BEFORE LISTENING

CRITICAL THINKING: INTERPRETING VISUALS

A Work with a partner. Discuss these questions.

- 1. Where might you see an image like the one below?
- 2. What kinds of information are available in the image?



WHILE LISTENING

MAIN IDEAS

LISTENING FOR B △ 2.7 Listen to a podcast about augmented reality (AR). Check (✓) the two main ideas the speakers discuss.

- 1. \square AR is a useful technology with many different applications.
- 2. \square AR's popularity has contributed to the widespread use of portable devices.
- 3. \square AR is useful when deciding which pieces of furniture to purchase.
- 4. \square AR facilitates the globalization of culture through popular games.
- 5. Pokémon Go's popularity has unquestionably benefited local economies.

1 Listen again and complete the outline. Write no more than two words in each blank.

LISTE	ΝI	NG	FOI
DETAI	1	5	

I. Intro to AR—an emerging trend in tech	
A. Combines info/images w/the	
B. Later, AR will integrate sounds	
II. AR has importnt implications for globalization of bus.	
A. Potential to enrich	
B. Could imitate facial & glances	
III. More ppl using AR \rightarrow more affordable	
A. In industry, machines marked w/	
B. Shopping for furniture—see how looks in room	
IV. Pokémon GO	
A. More than Facebook/Twitter in 1 yr	1
B. How to play	
1. Look for animated(i.e., Pokémon)
2. Goal: capture them in your	
C. Reasons for success	
1. Pokémon was already a brand	
2. Ppl felt better walking around outside	
3. Chances for other ppl	
D. The business side	
1. Has pwr to make areas or	
2. Hunters may want to buy snacks, drinks, etc.	

AFTER LISTENING

Work in a small group. Discuss these questions. Use your notes from exercise C to help you. CRITICAL THINKING:

REFLECTING

- 1. What is an application of AR that would improve your own life? Explain.
- 2. Some believe that games that are played worldwide, such as Pokémon GO, have contributed to the globalization of culture. Others see them as global fads that have no significant impact. What is your view?
- 3. What are some of the benefits of the globalization of culture? What are some of the drawbacks?

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PRONUNCIATION Saying Parentheticals

1 2.8 We sometimes use parenthetical expressions to help clarify our ideas. We separate them with a short pause before and after. The intonation of these expressions begins a bit lower than the phrase before the interruption and rises slightly at the end. This prepares the listener for the continuation of the interrupted sentence.

Augmented reality, **or AR as it's often called**, has been a prominent trend in recent years... They can join meetings by phone, **which is great**, but it's not the same as being there.

- 1 2.9 Underline the parenthetical expression in each sentence. Then listen and check your work. With a partner, practice saying these sentences, using correct intonation and pauses with the parentheticals.
 - 1. That car service, though convenient and affordable, is taking jobs away from taxi drivers everywhere.
 - 2. Pokémon GO is, at least for now, a wildly popular augmented reality game.
 - 3. Wearable technology, despite all the advertising, hasn't had the mass appeal we'd anticipated.
 - 4. Bollywood-style dance classes, believe it or not, are a growing trend in many places.
 - 5. Digital art that is created for use on the Internet is sometimes, in my opinion, extremely stunning.
 - 6. Robots and other machines, although they are undeniably useful, are causing some people to lose their jobs.
 - 7. People born between 1982 and 2004, sometimes called "millennials," are skilled at using social media to collaborate.
 - 8. The increase in injuries to teens, which few anticipated, is linked to the global extreme sports trend.
- Work with a partner. Make five statements about topics from popular culture (movies, TV, music, sports, fashion, technology, etc.) using the parenthetical expressions in the box below or ones of your own. Use correct intonation and pauses.
 - A: Robert Downey, Jr., I think you'll agree, is a really great actor.
 - B: Oh, definitely. He was in the Iron Man movies, which I love, and in Spiderman.

I think you'll agree	though I've never tried it	believe it or not
in my opinion	which I love	as far as I'm concerned

- C Work in a small group. Read about four emerging global trends. Then discuss the benefits and drawbacks these trends could have on people, businesses, or organizations. ANALYZING
 - CRITICAL THINKING:

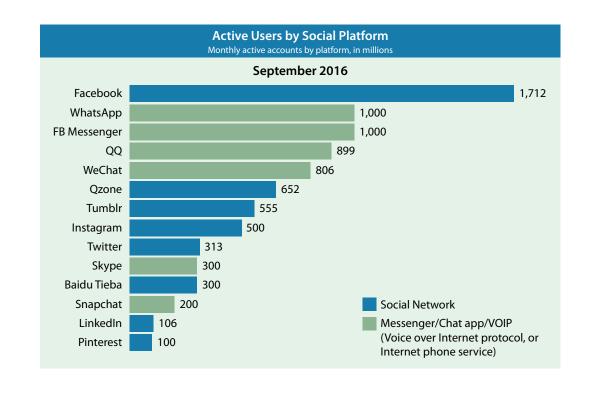
- A: Synthetic food could inevitably save the lives of millions of animals.
- B: That's true, but would it be healthy to eat? It could have some negative effects on people who eat it, couldn't it?
- 1. **Synthetic food:** Plant-based meat replacements and meat grown in laboratories without harming animals will be coming to grocery stores.
- 2. Virtual reality (VR): You will be able to watch live shows and concerts and feel as if you're actually there without leaving your living room.
- 3. **Self-driving cars:** Companies like Tesla and Uber are creating systems that will eliminate the need for drivers and reduce the number of road accidents.
- 4. Artificial art: Computers are already writing songs and will soon be creating movies, paintings, novels, and poetry.

FINAL TASK Evaluating a Social Media Platform

You are going to research a social media platform, evaluate its importance for globalization, and present your findings to your group.

- Work in a small group. Look at the bar graph and discuss these questions.
 - 1. How are the social media platforms ranked in the chart?
 - 2. What do the different bar colors represent?
 - 3. Which of the platforms have you heard of? Which have you used?

CRITICAL THINKING: INTERPRETING A GRAPH



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ORGANIZING IDEAS

B Choose a platform from the graph in exercise A or another to research. Then prepare a presentation using the outline below.

I.	Introduction
	A. A brief description of the platform
	B. A brief history of the platform
II.	The Business Side
	A. How does it make money?
	B. Who are its competitors?
	C. How does it compare with its competitors? What are the similarities and differences?
.	Globalization
	A. Where is it most popular?
	B. How does the platform facilitate globalization?
IV.	The Future
	A. Is the platform currently becoming more or less popular?
	B. How will the platform likely change in the future?

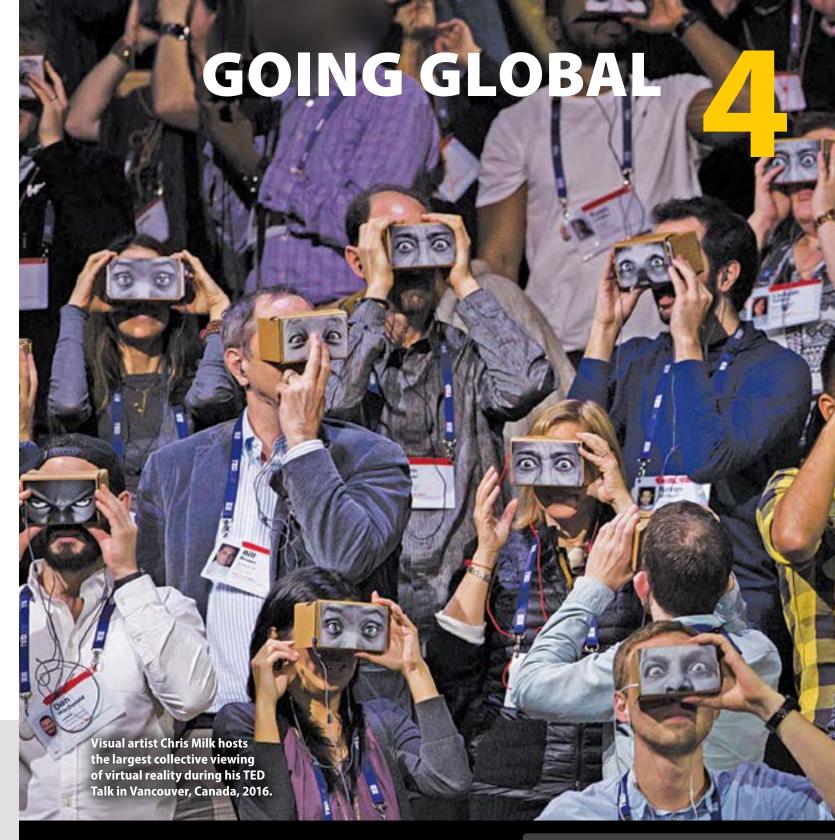
PRESENTATION SKILL Managing Nervousness

It is normal to be a little nervous at the beginning of a presentation. Because the first impression you make on your audience is important, learn to manage any nervousness. First of all, remember to breathe and be as natural as you can. Make an effort to speak slowly and calmly. Memorizing the first few sentences you plan to say can sometimes help. Soon you will feel more comfortable and confident.

PRESENTING C Present your platform to your group. Notice which strategy you use to manage nervousness. When you finish, answer any questions.

REFLECTION

1.	What information that you learned in this unit is likely to be the most useful to you? Why and how?	3.	 Here are the vocabulary words and phrases from the unit. Check (✓) the ones you can use. 		
			☐ anticipate 🚾	☐ facilitate 🚾	□ portable
			□application	☐ implication ▲ ■	□prominent
2.	What trend in the unit did you find the most interesting?		□ collaborate	□ inevitably ເ	□ promising
			□competence	□influential	□ retain 🚾
			□ component w.	□ labor AWL	☐ sector ►
			emerging M	□ mass	☐ widespread
			□enrich	□ pertain to	



ACADEMIC SKILLS

LISTENING Listening for Advantages **Using Columns** SPEAKING Defining Terms

CRITICAL THINKING Evaluating

THINK AND DISCUSS

- 1 What do you think these people are seeing or experiencing?
- 2 How do you think a virtual reality experience is different from usual viewing?
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