UNIT 8

Searching for Success



In this unit, you will

- read about Google and its business practices.
- review categorizing.
- increase your understanding of the target academic words for this unit.

READING SKILLS Analyzing Criteria; Determining Degree

Self-Assessment

Think about how well you know each target word, and check (✓) the appropriate column. I have...

TARGET WORDS	never seen the word before	seen the word but am not sure what it means	seen the word and understand what it means	used the word, but am not sure if correctly	used the word confidently in *either* speaking *or* writing	used the word confidently in *both* speaking *and* writing
AWL						
bias						
clarify						
compute						
constant						
distribute						
edit						
format						
formula						
found						
investigate						
offset						
potential						
relevant						
scope						

Oxford 3000™ keywords

Outside the Reading What do you know about business?
Watch the video on the student website to find out more.

LIVEWORKSHEETS
www.frenglish.ru

Before You Read

Read these questions. Discuss your answers in small groups.

1. When you hear the name Google, do you have a positive, negative, or neutral attitude toward the company? Why?
2. Google's search engine is so successful that it collects billions of dollars of revenue each year. Yet its search engine is free. Where do you imagine Google's revenue comes from?
3. When you search the Internet, what factors do you consider when you select a search engine?

MORE WORDS YOU'LL NEED

query: a specific demand for information submitted to a web browser
rank: to put in order according to some predetermined system

Read

This newspaper article traces the history of one of the most successful new companies of our time.

Google: A Brief History

If you type into Google's search engine the question "How does Google work?", Google itself offers a curious explanation: PigeonRank. According to this obvious joke, Google uses clusters of trained pigeons to "**compute** the relative value of web pages faster than human **editors** or machine-based algorithms[1]." Pigeons, they tell us, can spot minute differences between web pages and will peck when a **relevant** result appears on the screen. Pages with more pecks move to the top of the list. Google assures us that the pigeons are well treated and not overworked.

Two things are clear. Google wants the workings of its successful page-ranking search engine to remain secret, and Google does not mind if you believe pigeons are involved. Fooling aside, what actually accounts for Google's success? How does the search engine, in 0.18 seconds, find 273,000,000 pages relating to "Batman" and put the ones you are most likely to be interested in near the top of the list? How does Google make any money doing this?

The Google story begins in 1996 at Stanford University in California. Two graduate students, Larry Page and Sergey Brin, wanted to find a better way to search websites. Current search engines ranked search results according to how frequently the search words appeared on a page. This approach had several disadvantages. Users had to sort through too many listings to find **relevant** information. Plus, people could trick search engines to get their page listed at the top of a search query. A user who types in "Batman" does not want to see a web site selling sports equipment at the top of the rankings. Larry Page and Sergey Brin hypothesized that a page is more valuable if other sites link to it. If someone links to a page, then the page has at least some importance. If a very important website links to

[1] *algorithm:* a complicated set of procedures for accomplishing a task. It is designed so that a specific initial condition will lead to a definite result.

www.frenglish.ru
LIVEWORKSHEETS

the page, that indicates even greater importance. So Brin and Page designed a search engine that could "crawl" the web, download every web page, and analyze its **relevance** using a secret, **constantly** changing **formula**. Pages with higher scores get listed toward the top.



Google **founders** Larry Page and Sergey Brin

Unable to sell their search engine software at the $1 million asking price to companies like Yahoo!, the two left Stanford in the fall of 1998 to **found** Google.com. The obvious superiority of their search engine quickly attracted financial backing[2]. So the two set up a data center in a garage and several rooms of a house, a venue they soon outgrew as the popularity of their search engine increased. In less than a year, prominent investors provided $25 million to aggressively grow the company and improve its search engine. Sergey Brin promised a perfect search engine that "will process and understand all the information in the world" and without charging anyone to use it.

But could Google make money? A free search engine that worked well quickly attracted users, an increase of about 50 percent each month, but that required investing in more **computing** power, and expensive **supercomputers** could cost $800,000. To avoid this expense, Brin and Page purchased thousands of ordinary PCs. Using software they designed, they linked these **computers** together to make the equivalent of dozens of **supercomputers** with impressive storage space—all this for about one third the cost of what their competitors were paying for **computing** power. To deal with the inevitable problem of individual **computers** failing, Brin and Page wrote software that simply ignored a failing **computer** rather than bothering to replace it. By locating **computers** in multiple locations and duplicating their functions, they were protected against losing data when trouble occurred.

Even with operating costs kept down, the company still needed to generate cash. One obvious tactic was to sell advertising space on Google's home page. By the end of 1999, Google averaged 7 million searches each day. But research showed that large banner ads[3] and pop-up ads seemed more annoying to the user than profitable for the advertiser. Users already loved Google's uncluttered and easy-to-use home page. Why crowd it with ads for products that users were not interested in? Brin and Page had a second problem with ads. Advertisers did not want to spend on advertising unless their ad was near the top of the search results. If Google pleased advertisers, **relevance** to the user would no longer be the primary page-ranking consideration.

Brin and Page's solution allows ads but does not **bias** the page ranking results in favor of advertisers. The Google home page remains free of ads. On search results pages, ads are text-only and appear in a clearly marked "sponsored links" area along the right margin of the page. To place an ad, advertisers bid on specific "keywords" that relate to the products they sell. If the user searches for "running shoes," a dozen or more ads appear because advertisers suspect that the user wants to buy running shoes. If the user types in "gorilla species," few or no ads will appear since the user is most likely not interested in purchasing anything.

The cost of an ad ranges from a few cents per click to $30 or more, depending on how much advertisers are willing to bid. Since advertisers are charged only if the user clicks on their ads, advertisers must maintain an

[2] *backing:* support
[3] *banner ad:* a long, thin ad across all or part of a web page

LIVEWORKSHEETS
www.frenglish.ru

acceptable "click-through rate"[4] for each keyword. If the click-through rate is too low, Google suspends the ad or places it lower on the page even if it outbid other ads. Ads clicked on frequently are assumed to be **relevant** and not likely to bother users. By clicking or not clicking, users decide what ads appear. Clever, indeed, but does it work? In 2001, at a time when most dot-coms were closing their doors, Google earned a profit of $7 million, and in 2002, $100 million. Pay-per-click advertising worked.

In 2004, the privately-owned company arranged for an initial public offering (IPO) of shares. Taking their company public[5] was a frightening prospect for Brin and Page. It would raise lots of cash, but it also meant competing companies could see how profitable Google had become, and shareholders might have the power to change the company's goals. On August 19, 2004, Google went public, offering 19,605,052 of its 270 million shares at $85 per share on the NASDAQ stock exchange. At the end of the first day of trading, over 22 million shares changed hands, with the shares valued at $100.34. Google now had a market capitalization[6] of $23 billion dollars. In late 2007, the price of a single share of Google peaked at $716 U.S. per share, making Google one of the highest priced companies in the United States.

Drawing on that success, Google continues to expand its services to achieve its goal of making all the information in the world available online. Google Books, for example, aims to have searchable versions of every book ever published online, including rare books from university library collections. Google Earth offers up-close satellite photographs of the entire planet. In October 2006, Google announced its purchase of YouTube, the popular online video site, for $1.65 billion. And its Android technology has made Google a strong competitor in the smart-phone market. To strengthen its position, Google announced in August 2011 that it was acquiring Motorola Mobility Inc., a major producer of smartphones.

Has Google reached its peak? Can it keep growing and generate enough sales to justify the high price of its stock? So far Google is financially sound[7]. Google's earnings have continued to rise, with profits of $8.5 billion U.S. on sales of over $29 billion in 2010, while holding nearly $40 billion in cash—numbers that suggest that Google can continue expanding without taking on debt. Larry Page and Sergey Brin are no doubt brilliant and innovative, but the odds say they will make mistakes, and other bright people may figure out a way to cut into their search engine business. Plus, as a company grows, its talent becomes diluted[8]. Has Google already captured so much of the Internet search and advertising market that it will now have to expand into areas where Google's brilliant team has less expertise?

If you want to follow the ongoing Google story, it is simple. Just type "goog" into Google's search engine to see how its stock is doing. ■

[4] *click-through rate:* the number of times users click on an ad
[5] *take a company public:* make it possible for the general public to buy shares in the company. Each share represents ownership of a small piece of the company.
[6] *market capitalization:* the number of shares in existence multiplied by the value of those shares. This number is a measure of a company's success.
[7] *sound:* healthy
[8] *dilute:* weaken by spreading thin

www.frenglish.ru
LIVEWORKSHEETS

Reading Comprehension

A. **Mark each sentence as *T* (true) or *F* (false) according to the information in Reading 1. Use the dictionary to help you understand new words.**

___1. Larry Page and Sergey Brin studied the behavior of pigeons to design their search engine.

___2. Page and Brin stayed ahead of competitors and tricksters by regularly modifying their search engine.

___3. The reading implies that Yahoo! made a mistake when it did not buy Google for $1 million.

___4. Google results pages give priority to advertisers over other types of results.

___5. Google makes its money by loading every search results page with advertising.

___6. Google is no longer a privately held company.

___7. Google would like to make it possible for users to read many different kinds of books online.

___8. The reading predicts that Google will soon face financial problems.

B. **Imagine that you need to check some information in Reading 1 for a report. Scan the article quickly to find answers to these questions. First think about the words you will scan for.**

1. Where did the two founders of Google get started on their project?

   They started working on Google when they attended Stanford University.

2. What word did the reading use to describe the way the Google search engine works?
3. In what year was Google founded?
4. Did Google lose money during the years when the dot-com bubble burst?
5. What does IPO stand for?
6. Did Google have a lot of debts at the time the article was written?

READING SKILL Analyzing Criteria

LEARN

A *criterion* is a condition or description used when making judgments. We establish criteria (plural) so that we can be consistent and accurate. Reading 1 gives evidence that Google is a successful company. We know this because Google meets many criteria for success:

- It has millions of customers and a well-known trademark.
- It has a successful product that the current competition cannot beat.
- It generates billions of dollars of revenue.
- It is financially sound with no debt and lots of cash.
- It has a high market capitalization.

LIVEWORKSHEETS
www.frenglish.ru

APPLY

A. Let's consider the long-term survival of Google. Read these criteria that indicate whether a company is likely to survive and grow. Skim Reading 1 and identify which criteria Google meets by answering the questions. Write *Yes*, *No*, or *?* (if you're not sure).

___ 1. customers and market share: *Does the company have a large customer base?*

___ 2. market capitalization: *If the company is publicly traded, does its stock have a high value?*

___ 3. business model: *Does the company have a business model that will lead to profit?*

___ 4. growth: *Does the company have a potential for growth in its core business?*

___ 5. expansion: *Can the company expand into new markets either through developing new products or acquiring existing ones?*

___ 6. liquidity: *Does the company have enough cash to fund current and future operations?*

___ 7. debt: *Does the company have a manageable amount of debt?*

___ 8. competitive advantage: *Is it difficult for other companies to imitate this company?*

___ 9. trademark: *Does the company have a recognized name or logo?*

___10. management: *Can the company survive changes in management?*

___11. talent: *Can the company hold onto its talent or attract new talent?*

B. Do you think Google meets enough criteria to continue its success into the future? Discuss your ideas in a small group.

Vocabulary Activities

Noun	Verb	Adjective	Adverb
bias	bias	biased unbiased	_____
computer computation	compute	computational computed	computationally
constant	_____	constant	constantly
editor edition editorial	edit	edited editorial	_____
formula	formulate	formulaic	formulaically
founder	found	founded unfounded	_____
relevance	_____	relevant irrelevant	relevantly

www.frenglish.ru

LIVEWORKSHEETS

A. **Fill in the blanks with a target word from the chart that completes the sentence in a grammatical and meaningful way.**

1. Many dot-coms in the late 1990s were _____ on an unsound business model.
2. The business was under _____ pressure to expand into new markets.
3. A complicated algorithm _____ the importance of each web page for the purposes of ranking it.
4. What is Google's _____ for success?
5. I know he's a hard worker and wants the job, but unfortunately that's not really _____. We need someone with real expertise in the field.
6. The websites of many reputable newspapers may not be as carefully _____ as the print editions. They may have more errors.

B. **The word *bias* has technical and non-technical uses. Which meaning of the word *bias* is expressed in each sentence? Match the sentence on the left with the definition on the right. Compare answers with a partner.**

___ 1. Since the defendant was a relative, the judge was replaced to avoid any charges of bias.	a. favoritism toward one side in an argument, decision, or report
___ 2. The results of the research are biased because they did not include a broad enough sample of students.	b. actions or attitudes favoring one group over another
___ 3. The course covers world history, but with a bias toward the Renaissance.	c. favoring or focusing on one aspect of a broad subject
___ 4. Brin and Page's solution allows ads but does not bias the page ranking results in favor of advertisers.	d. not favoring one side or the other
___ 5. She assured both sides that she had nothing at stake in the outcome and was trained to make an unbiased judgment.	e. having an error in a statistical study

C. **Here are some studies where the sample may be biased. What bias can you detect in the sampling method? Discuss your ideas with a partner.**

1. Researchers want to know which candidate for public office is more popular. So they call people's homes Monday morning, one day before the election. Candidate A is more popular in the telephone study, but Candidate B wins Tuesday's election easily. What happened?
2. Researchers wonder if cold winter weather might reduce arthritis pain, the leading cause of disability for people over 55. So they compare sales of arthritis pain medicine during the winter in Utah, a cold state, and Florida, a warmer state. A sampling of pharmacies showed higher arthritis pain medication sales in Florida. Should we trust the results of this study?

LIVEWORKSHEETS
www.frenglish.ru

We can raise doubts about a claim if we show that the arguments and evidence offered in support are *irrelevant*. Consider the analogy used to support the thesis "university education should be free."

Analogy	Both education and air are necessary for a successful life. Air is free, so university education should be free, too.

Most people agree that education and air are necessary, but the argument is weak because the similarity is irrelevant. Air is usually free because it is so plentiful, not because it is necessary. There are also degrees of necessity. To be convincing, an analogy needs many *relevant* similarities and few *relevant* differences.

D. Analogies are used to support each of these theses. Are the similarities relevant? Can you think of any relevant differences? Discuss your answers in a small group.

1. Thesis: Parents should have to get a license before they have children.

   Argument: A poorly raised child can do as much damage as an unlicensed driver of a motor vehicle. Citizens are required to pass a driving exam before driving a car alone. Likewise, parents should be required to prove they are competent parents before they are permitted to have a child.

2. Thesis: Children should not be required to go to school.

   Argument: Forcing children to attend school is a violation of their rights. Students and prisoners both must remain in a facility against their will for extended periods of time. Prisoners can't be put in prison unless convicted in a court of law. Children are forced to go school without a trial. Therefore, forcing children to go to school is a form of illegal imprisonment.

3. Thesis: Smoking should be allowed on public sidewalks in the downtown areas of major cities.

   Argument: People can eat and drink while they're walking on the sidewalk, so they should be able to smoke, too.

www.frenglish.ru

LIVEWORKSHEETS

READING 2

Before You Read

Read these questions. Discuss your answers in small groups.

1. Successful companies, like Google, tend to attract suspicion and the attention of *watchdogs*—people or groups who monitor their activities. What kind of things might these watchdogs look for?
2. Internet companies can collect information on the interests and purchasing habits of Internet users by examining the kinds of sites they visit. Is this an invasion of privacy? Should companies limit the kind of information they collect?
3. By 2011, over 80% of Internet searches worldwide were conducted via Google. Do you see any problems if a single company has that much "market share"?

MORE WORDS YOU'LL NEED

copyright: the legal right given to the originator of a "work" to publish or print it in any form and to prevent others from copying it or publishing it illegally
fraud: the act of cheating or deceiving someone in some way (the adjective is *fraudulent*)
a royalty: a sum of money paid to an author or composer for each copy of a work sold or performed

Read

This online article discusses some of the challenges faced by Google when its business model came into conflict with reality.

GOOGLE CONTROVERSIES

When Google **founders** Larry Page and Sergey Brin began their quest for the perfect search engine at Stanford University in the mid 1990s, they had a lofty[1] goal—to make all the information in the world available online for free. Within a few years, they had achieved much of that goal and were able to bring vast amounts of information to anyone with access to the Internet. "Google it" is now a common phrase in many of the world's languages.

Google has an unusual company motto: *Don't be evil.* Most people familiar with Page and Brin's achievements would likely agree that the two have improved the world and lived up to that motto. But Google's astounding rise from a start-up company working out of a garage to one of the most recognized brand names in the world has naturally attracted scrutiny[2]. And there are many who have raised questions about the ethics and legality of Google's business practices.

One early complaint was "click fraud." Advertisers make bids to place ads along the top and

[1] *lofty:* noble
[2] *scrutiny:* close inspection

www.frenglish.ru
LIVEWORKSHEETS

right-hand sides of Google search result pages. When **potential** customers click on an ad, Google collects a fee ranging from a few pennies to $30 or more, depending on how high the bidding went. Advertisers worry that dishonest businesses click on a competitor's ad to drive up their advertising costs. Non-Google websites can also cheat advertisers. To extend its advertising reach, Google allows websites to display Google ads and split the fee when a visitor clicks on an ad. Google prohibits website owners from clicking on an ad they host, but there is still room for mischief if a website owner uses different IP addresses[3] to make fraudulent clicks. Google obviously wants advertisers to continue buying ads and recognizes that advertisers will need to lower their bids in order to **offset** losses due to click fraud. To reduce complaints, Google has continually improved its ability to spot fraudulent clicks and remove them before they are charged to the advertiser. But critics contended that Google did not make a big enough effort to police click fraud and made huge profits from these clicks.

The most complicated issue from a legal standpoint is copyright law. In the United States, for example, any book published after 1923 is protected by copyright laws. Printing and **distributing** copies of the work requires permission of the copyright owner, and copyright owners often demand a royalty payment. In 2004, Google began scanning and digitizing millions of books in order to host them online in a searchable **format**. The value of such an enterprise is undisputed. Scholars will have easy access to rare books and all books will be forever in print. Many authors believe Google Books will provide free publicity and a new avenue for sales. But others worry that Google will use their works without paying royalties. Google has addressed this fear by touting Google Books as a book marketing program, in which authors sell their works, not an online library. Google also allows authors to remove their books from Google Book Search if they wish. Despite these assurances, the legal challenges from authors and publishers continue. Google's acquisition in October 2006 of YouTube, the popular Internet video download site, also raised unresolved copyright issues that should keep courts around the world busy for years to come.

Many of Google's services raise privacy issues. Gmail, Google's free email service, pays for itself by inserting click-through ads into emails that Gmail account holders receive. To target the ads toward the interests of the user, Google analyzes the content of incoming email to search for keywords that will trigger the ads. If these were generic ads placed in all emails automatically, few would complain. But scanning content strikes some as an invasion of privacy. Google defends the practice by saying that the emails are only read by **computers**, not people, for the purpose of ad placement and that many email services do the same thing in order to detect spam[4]. Critics, however, feel Google should not analyze the email from non-Gmail accounts unless it gets the sender's permission first.

An even bigger privacy surprise for Google involved reaction to Google Street View. Tied to its Google Earth and Google Maps services, Street View hopes to provide 360° photographs of every street in the world. Who could object to such an ambitious and amazing undertaking? Google soon found out when entire countries as well as individual citizens complained. Many people simply did not want to be in these pictures. Google naturally sought a technological solution—creating software algorithms that blur faces and car license plates. Several countries worried about security threats if bad guys had access to free pictures of every building.

Another fear is that governments can use Google to invade privacy. Google has huge data collections that it uses to improve its searches and select ads. This information could **potentially** be seized by governments and analyzed at relatively little cost. In the

[3] *IP address:* Internet Protocol Address; a **computer** address used to identify devices using the Internet, such as Internet Service Providers and printers. It can be compared to a telephone number in a phone network.
[4] *spam:* undesired email sent in bulk or **irrelevant** messages posted on a forum or blog

www.frenglish.ru
LIVEWORKSHEETS

past, collecting data on, let's say, people who had read or purchased a controversial book would require an army of **investigators** to search through library records and bookstore sales. It is hard to imagine a government even bothering. But data mining[5] through a single database could quickly yield leads if Google has access to library records and has copies of emails sent between online booksellers and customers.

As Google extended the **scope** of its operations overseas, questions concerning freedom of speech arose. In its early days, Google saw itself as operating outside of government control and offering an unrestricted freedom in finding information. But when Google looked to expand its Web services into China, Google faced its first decision with major political implications. Could Google accept restrictions imposed on political content by the Chinese government without compromising its values? Google did not want to lose the Chinese market and agreed to China's terms. It hoped to lessen criticism by better **clarifying** the meaning of its noble "Don't be evil" principle. As CEO Eric Schmidt tells it, Google used an "evil scale" to weigh its decision. Living with the Chinese government's restrictions is less evil than not serving Chinese users at all. And less profitable, critics might add. Google's decision led to bad press[6] around the world and requests for hearings in the U.S. Congress. In 2010, controversy over apparent government hacking[7] of Google accounts within China prompted Google to reduce significantly its presence in China. Google ended up losing most of the Chinese market while tarnishing its image.

Despite these legal and ethical issues, Google remains an extremely popular company. After all, most of its services are free, and the public appreciates the company's engineering genius. Yet some inside Google complain that a company that always looked ahead to see how it could improve the world has, to quote a Google engineer, started "chasing taillights." Google, it seems, did not foresee the rise of online social networks such as Facebook or LinkedIn and worries these services will draw advertising revenue away from its search engine. Google wants to be in that market, but can it do so without chasing taillights? Larry Page and Sergey Brin want to use Google's immense resources and talents to design better, more profitable products, but others worry that the company will become self-protective and survive by crushing or absorbing innovative competitors. And that, they warn, would be...evil.

[5] *data mining:* electronically searching huge databases for small pieces of **relevant** information, such as a list of customers who buy a specific product
[6] *bad press:* negative news reports
[7] *hacking:* breaking into a **computer** system or account without permission

Reading Comprehension

Mark each sentence as *T* (true) or *F* (false) according to the information in Reading 2. Use the dictionary to help you understand new words.

___ 1. Some critics feel that Google's effort to dominate the Internet has compromised its company motto.

___ 2. Google has refused to do anything to combat click fraud.

___ 3. In the coming years, we can expect many battles in court involving the Internet and intellectual property.

___ 4. Gmail promises not to scan the content of individual emails.

___ 5. Data mining raises privacy issues for many Google users.

___ 6. The reading claims that Google's goal is to prevent other companies from improving Internet services.

LIVEWORKSHEETS
www.frenglish.ru

READING SKILL Determining Degree

LEARN

Earlier in this unit, you evaluated Google's potential by asking whether the company met several criteria important for growth. You were asked to answer the questions with a *yes* or *no*. Most of the answers, however, were not absolutes—definitely yes or definitely no. Rather, they could distribute themselves along a continuum between yes and no.

APPLY

A. With a partner, examine these criteria and decide whether they are absolute categories (*A*) or whether the answers could distribute themselves along a continuum of values (*C*).

___ 1. Is the company listed on a stock exchange?

___ 2. Does it have a high market capitalization?

___ 3. Is it a non-profit corporation?

___ 4. Are its top managers experienced?

___ 5. Does the company have potential for earnings growth?

B. There are several ways to use a continuum. One popular format asks people to indicate agreement or disagreement with a statement on a 5-point scale. Based on what you read in Reading 2, how would you rate Google's ethics? Discuss your answer in a small group.

Google's business practices are ethical.

___ 1. Strongly disagree

___ 2. Disagree

___ 3. Neither agree nor disagree

___ 4. Agree

___ 5. Strongly agree

C. You can also determine the degree of relevance or importance by ranking criteria. Drawing on what you read in Reading 2, first decide on four more criteria that could be used to judge whether a company is ethical. Then rank each criterion's importance, with *1* as highest and *5* as lowest.

Are the company's products and services typically used to cheat people?

D. CEO Eric Schmidt says that Google uses an "evil scale" to weigh its decisions and determine its business practices. His scale apparently involves choosing the lesser evil. What criteria would you use to decide if a business practice is evil? How would you rank the criteria?

www.frenglish.ru

LIVEWORKSHEETS

REVIEW A SKILL **Categorizing** (See p. 68)

The article "Google Controversies" discusses ethical and legal complaints regarding Google's business practices. Make a list of these complaints and categorize them as legal, ethical, or both. Can you think of a different way of categorizing them? See Unit 5 for help with categorizing.

Vocabulary Activities

Noun	Verb	Adjective	Adverb
clarification	clarify	clarified	_____
distribution distributor	distribute	distributive	_____
format	format	formatted unformatted	_____
investigator investigation	investigate	investigative	_____
offset	offset	offset offsetting	_____
potential potentiality	_____	potential	potentially
scope	scope (out)	_____	_____

A. Fill in the blank with a target word from the chart above that completes the sentence in a grammatical and meaningful way. Be sure to use the correct form.

1. In response to a query, search engines have the _____ to search every book, paper, or article ever published.
2. Google has used the same basic _____ for its home page since its inception. It has no graphics except the Google logo and limits text to just over 40 words.
3. If a Web page uses Google ads, a portion of the advertising fee is _____ to the Web page owner.
4. Since its initial appearance, Google has expanded the _____ of its operation to include dozens of services and products.
5. Google's operations in China prompted members of the U.S. Congress to call for a(n) _____ .
6. Critics have called on Google, Yahoo!, and other companies to _____ their company policies concerning search engine censorship.

www.frenglish.ru

LIVEWORKSHEETS

Collocations Chart			
Verb/Adverb	**Adjective**	**Noun**	**Verb/Prepositional Phrase**
seek, demand, request, ask for	further	*clarification*	of sth
clarify	_____	meaning, intention, position, point, issue, situation	_____
_____	*constant*	use, need, pressure, complaint, problem, supply, reminder	_____
_____	fixed, standard, new, different, useful, typical, accessible, traditional	*format*	_____
formulate	_____	policy, response, solution, idea, strategy, proposal, plan	_____
_____	*investigative*	report, journalist, procedures, team	_____
attach, see, hold, have, find	little, no, considerable, increasing, decreasing, declining, obvious, direct, special, particular	*relevance*	_____
expand, extend, broaden, match, reduce, limit, restrict, define, determine	_____	(the) *scope*	of the problem, law, program, book, course, plan, work, study

B. The chart above shows some of the more predictable collocations, or word partners, for selected target vocabulary. Using the chart, complete these sentences with a likely word.

1. The _____ team uncovered evidence of widespread ethical violations.
2. They decided to restrict the _____ of their study to smaller companies with a market capitalization of less than $50 million.
3. The management was under _____ pressure to cut payroll.
4. The press pressured the CEO to _____ the meaning of his company's recent announcement.

www.frenglish.ru

LIVEWORKSHEETS

5. The CEO's statement seemed to have little or no _____ to the issues raised during the investigation.
6. The portable listening device used files of a different _____ from those used by other devices on the market.
7. We will need to seek further _____ of this matter before making a decision.
8. The committee met and _____ a new strategy for expanding into overseas markets.

C. ***Distribute*** **and** ***distribution*** **have the general meaning of giving something out or spreading something in an organized way. Which meaning of** ***distribute*** **is expressed in the sentences? Match the sentences on the left with the definitions on the right. Compare answers with a partner.**

___ 1. Each year a portion of the company's profits were distributed to the employees as a year-end bonus.	a. give out items widely to a group
___ 2. To distribute weight better throughout the plane, the flight attendant invited several passengers to sit in First Class.	b. the act of supplying goods to retailers to sell
___ 3. This year the business extended the distribution of its cheese products to North America for the first time.	c. spread something evenly throughout a system
___ 4. Several countries have been accused of permitting businesses to distribute copyrighted works without paying royalties.	d. the location of something across a wide area
___ 5. The diagram shows the distribution of the animal populations in this area.	e. divide something into portions and give it out

LIVEWORKSHEETS
www.frenglish.ru