**TEXT** **1**

***I. In pairs discuss what you know about Google.***

***II. Arrange the words with similar meaning.***

Provide, encourage, allow, include, feature, promote, predict, function, suggest, incorporate, permit, forecast, supply, offer.

***III. Match each word from the left column with the correct Russian equivalent from the right column.***

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| --- | --- |
| 1. ubiquity | a) доступный |
| 2. headquarters | b) поощрять, содействовать |
| 3. roll out | c) усовершенствование, повышение |
| 4. magnitude | d) вездесущность, повсеместность |
| 5. enhancement | e) подавать, предоставлять |
| 6. encourage | f) поставлять, обеспечивать |
| 7. accessible | g) величина, размер |
| 8. deliver | h) штаб-квартира |
| 9. submit | i) представлять, внедрять, развертывать |

***IV. In the text of task* VI *find the word derived from the verb* to innovate*. Name other derivatives of this verb.***

***V. In the text find nouns which combine with words below to make common collocations.***

1. business

2. physical

3. information

4. market

5. software

6. suggestion

***VI. Look through the text and find the answer to the following question:***

What is the Googleplex?

HOW GOOGLERACED AHEAD

1. Much of Google’s success derives from a business strategy which CEO Eric Schmidt has described as ‘ubiquity first, revenues later’. What is the secret behind Google’s capacity to innovate successfully? Commentators frequently mention the freedom Google gives to its staff to work on projects of their own choice and the fun atmosphere created at the company’s headquarters.

2. People in Google have up to 20 per cent of their time to ‘play’ with ideas and initiatives which might be of interest to the customers,’ explains Phil Anderson, a client director at Ashridge Business School. ‘There is also a wonderful physical environment – the Googleplex – where people are provided with free food, coffee and ‘play areas’. Google stuff say that typically half of all new products and features result from ‘personal project’ time.

3. However, this is not the only way Google promotes innovation. Another key component is Google’s technology platform. Tom Davenport, a professor of information technology and management at Babson College in Massachusetts, explains that this infrastructure ‘allows Google to rapidly develop and roll out services of its own or its partners’ devising. ‘

4. The emphasis, he adds, is ‘not on identifying the perfect offering, but on creating multiple potentially useful offerings and letting the market decide. There is no need for Google to do market surveys to forecast trends: the information is in Google’s database.’

5. Davenport thinks that ‘while few organizations can match the magnitude of Google’s infrastructure investments, many could create reusable software components, put them into its infrastructure, and make them accessible to the enterprise who might be inspired to use them in building and delivering their own applications.’

6. Google has taken the ‘suggestion box’ a step further, by encouraging staff to submit ideas and allowing colleagues to comment on and rate them. Staff can also submit code for projects being run by other teams – such as a feature enhancement – without asking permission, and have the code incorporated into the testing process.

7. One of the reasons Google is able to put this much trust in its employees is that it recruits very carefully and continues to manage them in ways that encourage innovation.

***VII. Say whether the following statements are true (T) or false (F). Correct the false ones.***

1. Google staff spend half their time on their own ideas and initiatives.

2. Google is successful because it carries out extensive market surveys.

3. All Google staff have to access ideas submitted to the ‘suggestion box’.

4. Google takes great care when hiring new staff.

***VIII. Explain how Google encourages innovation.***

***IX. Discuss the following:***

1. Would you like to work at Google? Why/Why not?

2. What sort of working environment encourages innovation?