Innovation English Integrated Course Book 3

**Unit One**

**Competition and Cooperation**

**Objectives**

Students will be able to:

Grasp the main idea (that cooperation is better than competition.) and structure of the text (introduction of the topic by throwing a question; development of the article by proving the importance of cooperation and listing some ways to facilitate cooperation; conclusion of the article by expressing the value of cooperation);

1. Appreciate how the author illustrates the value of cooperation by drawing on various examples;
2. Acquire the key language points and grammatical structures in the text;
3. Participate in a series of reading, listening, speaking and writing activities related to the theme of the unit.

**Suggested Teaching Steps**

Lead-in

Text A

* Word Study
* Sentence Study
* Structure

After-reading

Additional Materials

**Lead-in**

**Directions: Please watch the video clip and answer the questions.**

1. What are the benefits and possible problems of cooperation?
2. When is competition appropriate?

**Tips:**

1. Benefits: mutual support, better communication, better performance, less tension, stronger cohesion

Possible problems: resistance to outside influence and unhealthy agreement

1. When the competition is between two organizations, it can promote innovation, reduce cost, etc.

**Text A: Competition vs. Cooperation**

Which works better, competition or cooperation? The answer, undoubtedly, is cooperation.

Although most people are surprised by this, scientists have repeatedly verified it in hundreds of studies since the late 1800s. Yet big business, the educational system, the health-care community, and most parents continue to encourage competition, almost totally neglecting the power of cooperation. None of these groups realizes that unabated competition may be costing billions of dollars in sales and overall decreases in human achievement. Furthermore, researchers have shown that too much competition may cause poor health. Yet we continue to hold the cherished belief that competition (not cooperation), to paraphrase Sigmund Freud, “is the royal road to success.”(Explanation: Sentence 1)

If in fact competition brings out the “beast” in us, then research demonstrates that cooperation surely brings out the “best” in us.(Explanation: Sentence 2) This finding has been held in virtually every occupation, skill, or behaviour tested. For instance, scientists who consider themselves cooperative tend to have more published articles than their competitive colleagues. Cooperative business people have higher salaries. From elementary grades to college, cooperative students have higher grade point averages. Personnel directors who work together have fewer job vacancies to fill. And, not surprisingly, cooperation increases creativity. Unfortunately, most people have never been taught cooperative skills.

It seems that cooperation has an impact on individuals working together in several key areas. Not only does it create a more fluid leadership, but it allows everyone to participate actively without fear of censure.(Explanation: Sentence 3) Cooperation also has an impact on an individual’s perception of the work environment.

Another area directly impacted by cooperation is, perhaps surprisingly, health. A fascinating study conducted by the Cooperative Learning Center took a statistical look at competitive hockey players.(Explanation: Sentence 4) The study examined the relation between cooperation/competition and mental and physical health. The Center evaluated 57 collegiate and semi-professional ice-hockey players (aged 18-29 years) trying out for the 1980 Olympic team.(Explanation: Sentence 5) Using sophisticated personality measures and a social-interaction scale, the researchers found that cooperation does much more than help people get along.(Explanation: Sentence 6)

In this study, the more cooperative individuals were better adjusted psychologically and physically healthier than their more competitive colleagues. It seems that competition, or the constant feeling that you have to work against something, has unhealthy physical side effects. Cooperation, and other pro-social/unselfish behaviour, tends to have positive side effects.

As with everything, too much of a good thing can be a problem. In the case of cooperation, as psychologists point out, too much can lead to “group-think,” “yes-man syndrome,” or inappropriate conformity. (Explanation: Sentence 7) Although there’s no doubt that a cooperative environment increases the number of ideas, improves the quality of the outcome, and facilitates a better working environment, cooperation must be done in such a way as to protect the integrity of the project at hand. (Explanation: Sentence 8) Simply put, cooperation is the rule, but objectivity must be maintained.(Explanation: Sentence 9)

There are ways to facilitate cooperation, which have the same effects under any circumstances.

1. Share resources and information. When people are vying for knowledge, work space, personnel, or anything to help them get the job done, cooperation decreases. Resource exchange, however, encourages one person to work with another.
2. Reinforce team efforts. Rather than praising one person for a job well done, utilize a team approach to problem solving.(Explanation: Sentence 10) When the team does well, the entire group is rewarded. This minimizes individual competition, and maximizes cooperation. Distribute the rewards equally among group members.
3. Act cooperatively. Research supports the fact that individuals who have witnessed a cooperative act will “pass it on,” sharing some degree of cooperation with the next person they meet.(Explanation: Sentence 11) Anytime you help another person feel better, you have increased the probability that he or she will be cooperative toward you. As Isaksen summarizes, “Actions speak louder than words and encourage another person to cooperate with you.”
4. For your health’s sake, experience cooperation.(Explanation: Sentence 12) Make it a point to notice how much better you feel when you cooperate with others.(Explanation: Sentence 13) As the researchers suggest, once you experience the positive feelings, there seems to be no other way to work except cooperatively.(Explanation: Sentence 14)
5. In addition, other effective ways should not be overlooked such as focusing on doing well, allowing ample time, using similar language, sharing leadership, learning cooperative problem-solving tools and practicing reciprocity.

In brief, cooperation is a valuable commodity and works best when it is freely given and indirectly encouraged.(Explanation: Sentence 15) It promotes goodwill toward men and women, and is a gift that is always appropriate.

**Word Study**

Word Study: Paraphrase

paraphrase v. to express in a shorter, clearer, or different way 解释，意译

e.g. Please paraphrase the following passage into two paragraphs.

We should give full consideration to the difficulties China might meet in this year’s export, yet that could never be paraphrased as neglecting or even abandoning the foreign market.

Word Study: Fluid

fluid adj. likely to change; not fixed 灵活的，易变的

e.g. My holiday arrangements are fluid and I can come back to work at any time.

Words Study: Censure

censure n. the act of expressing strong disapproval and criticism 指（谴）责，非难

e.g. The new movie only invited the censure of most of the audience.

Some book critics give their praise or censure wholesale.

Word Study: Conduct

conduct

vt.

1) to carry out or direct 进行，实施

e.g. Despite numerous failures, they continued to conduct the experiment without flagging.

We are conducting a survey of consumer attitudes towards organic food.

2) (~ oneself well/badly) behave in the specified way （行为）表现

e.g. I think he conducted himself admirably, considering the difficult circumstances.

n.

1) a person’s behavior in a particular place or in a particular situation 行为，品行

e.g. The prisoner was released early because of good conduct.

2) the way in which an activity is organized and carried out 指导（挥），管理

e.g. There was growing criticism of the government’s conduct of the war.

Word Study: Statistical

statistical adj. of or relating to statistics 统计的；统计学的

e.g. The statistical data shows that the sales in the fourth quarter have decreased.

The school plans to make a survey of students from rural areas for statistical purposes.

Word Study: Collegiate

collegiate adj. relating to a college or its students 大学的，大学生的

e.g. Every June, each team gets the right to admit the best collegiate players as professionals.

It has established collegiate relations with many universities abroad.

Word Study: Sophisticated

sophisticated adj.

1) complicated and advanced in design 复杂的，精密的，尖端的

e.g. The operation of the factory relies on the highly sophisticated computer systems.

We should develop sophisticated technology in national defense.

2) having a lot of experience of life, and good judgment about socially important things such as art, fashion, etc. 世故的，老练的，高雅时髦的

e.g. Customers are getting more sophisticated and more demanding.

Ten-year-olds can have a highly sophisticated grasp of morality

Word Study: Facilitate

facilitate vt. to make sth. easy or easier; to help 使容易（便利），促进

e.g. Computers can be used to facilitate language learning.

It would facilitate matters if you were more cooperative.

Word Study: Maintain

maintain v.

1) to make sth. continue in the same way or at the same standard as before 保（维）持

e.g. I hope you will maintain your recent improvement.

He took the lead, and maintained it until the end of the race.

2) to keep (sth.) in good condition by making repairs to it and taking care of it 维修，保养

e.g. The railway lines have to be constantly maintained.

3) to continue to say that sth. is true, even if other people do not believe you 坚持，主张

e.g. This missile system, Bush maintains, will protect the US against so-called rogue states.

She maintained her innocence throughout the trial.

maintenance n. the act of keeping sth. in good condition by checking or repairing it regularly 维修，养护，保养

e.g. A lot of the cost of maintenance went into renewing brakes.

Word Study: Witness

witness

v.

1) to see or notice (sth.) by being present when it happens 亲眼看见，目击

e.g. Several journalists witnessed the incident in which eight people were injured.

Ambulance crews witness scenes like these every day.

2) to be a sign or proof of 表明，是······的证明

e.g. His tears witnessed the shame he felt.

n. sb. who is present when sth. happens, esp. a crime or an accident 目击者，证人

e.g. Police have appealed to any witnesses to come forward.

Word Study: Commodity

Commodity n.

1) a thing that is useful or has a useful quality 有用（价值）的东西

e.g. Water is a precious commodity that is often taken for granted in the world.

I lead a very busy life, so spare time is a very precious commodity to me.

2) a product or a raw material that can be bought and sold 商品，货物

e.g. Crude oil is the world’s most important commodity.

The government increased prices on several basic commodities like bread and meat.

**Sentence Study**

Sentence Study 1

**Yet we continue to hold the cherished belief that competition (not cooperation), to paraphrase Sigmund Freud, “is the royal road to success”:** However, we still deeply believe that competition is the way of attaining success, which is an idea of Sigmund Freud’s.

【译文】但我们仍抱有信念，坚信竞争（而非合作），用西格蒙德·弗洛伊德的话来说，“是通向成功的捷径”。

**royal road**: short cut or the shortest and easiest way 捷径

e.g. The royal road to success is learning from other people’s experiences.

Sentence Study 2

**If in fact competition brings out the “beast” in us, then research demonstrates that cooperation surely brings out the “best” in us:** If competition actually makes our “beast characteristics” clear, research shows that cooperation surely causes our “best” qualities to be seen.

【译文】如果竞争确实凸显我们的“兽性”，那研究表明，合作会凸显我们的“人性”。

**bring ... out**

1) to make sth. easier to see, taste, notice, etc. 使······显现，引出

e.g. The increased responsibility brought out her best qualities.

That friend of his seems to bring out the worst in him.

2) to present (a new product) to the public, introduce for sale 推出（新产品），推销

e.g. They are bringing out a new model of the car next year.

Sentence Study 3

**Not only does it create a more fluid leadership, but it allows everyone to participate actively without fear of censure:** With cooperation, leadership would become more flexible, and everyone would play a more active role without fear of criticism.

【译文】它不仅令领导方式更为灵活，而且让每个人毫无顾虑地积极参与其中。

Notice the inverted word order in the structure of “not only … but (also) …”.

e.g. Not only did I know her, but I was her best friend.

Not only is she pretty but also kind-hearted.

Not only did I hear about it, but I saw it.

Sentence Study 4

**A fascinating study conducted by the Cooperative Learning Center took a statistical look at competitive hockey players:** The Cooperative Learning Center launched a very interesting statistical research on competitive hockey players.

【译文】“ 合作学习中心 ” 开展了一项有趣的调查，对爱竞争的冰球运动员进行统计分析。

“conducted” 为过去分词作定语，修饰 “study”。句子的谓语动词是 “took a … look at …”。

Sentence Study 5

**The Center evaluated 57 collegiate and semi-professional ice-hockey players (aged 18-29 years old) trying out for the 1980 Olympic team:** The Center made an assessment of 57 collegiate and semi-professional ice-hockey players (aged 18-29) who were candidates to be chosen as players for the 1980 Olympics.

【译文】中心评估了 57 名参加 1980 年奥运选拔赛的高校和半职业冰球运动员（年龄从 18 至 29 岁不等）。

“trying out for” 为现在分词作定语，修饰句子的宾语 “players”。

try out for: to compete for a position or place in something, or to be a member of a team 参加······的选拔，争取参加

e.g. Most boys tried out for the school basketball team.

Those players not initially selected can be invited to try out for a team and are sometimes signed to playing contracts.

Sentence Study 6

**Using sophisticated personality measures and a social-interaction scale, the researchers found that cooperation does much more than help people get along:** Through sophisticated measuring of personality and social-interaction, the researchers found that cooperation can bring many benefits besides helping people get along.

【译文】通过复杂的个性测量方法和社会计量，研究人员发现，合作远不仅是有助人们融洽相处。“using” 为现在分词作伴随状语，句子的主谓结构是 “the researchers … found …”。

do much more than: do not only 不仅仅是，多于

e.g. Computers can do much more than solve problems in the scientific field.

Talking with people can do much more than make friends.

Sentence Study 7

1. **In the case of cooperation, as psychologists point out, too much can lead to “group-think,” “yes-man syndrome,” or inappropriate conformity:** In terms of cooperation, psychologists note that too much of it can make people obey the rules of the group without careful consideration or people can always accept the ideas of the group and say “yes” to anybody.

【译文】就合作而言，心理学家指出，太多合作会导致“群体思维”“人云亦云”或盲目跟风。

**in the case of**: so far as whoever or whatever is specified is concerned 就······而言，关于

e.g. In the case of a physical change no new substance is formed.

In the case of a highly intelligent animal, elementary training is easy.

**in case**: if it happens that, if it should happen that, lest 假使，以防万一

e.g. Take an umbrella in case it rains.

**in any case**: whatever happens or may have happened, anyway, anyhow 无论如何，不管怎样

e.g. We have to help her to pay the debt in any case.

**in no case**: under no circumstances, never 无论如何不，决不

e.g. In no case should he be allowed to get up until he is completely recovered from his illness.

**in case of**: if whatever is specified should occur 万一，假如发生

e.g. In case of fire, break the glass to sound the alarm.

“Group-think” refers to the phenomenon that people obey the group’s rules inappropriately.

“Yes-man syndrome” refers to the behaviour of always saying “yes” to others.

Sentence Study 8

**Although there’s no doubt that a cooperative environment increases the number of ideas, improves the quality of the outcome, and facilitates a better working environment, cooperation must be done in such a way as to protect the integrity of the project at hand:** It is certain that a cooperative environment is better for increasing the number of ideas, improving the quality of the outcome, and facilitating a better working environment, but cooperation should be carried out so as to protect the completeness and purpose of the present project.

【译文】尽管合作的氛围无疑能集思广益，优化成果，改善工作环境，但合作必须旨在完成当前项目。make sure（of sth. / that.)

**at hand**: 在手边；即将到来

e.g. He always kept the picture of his girlfriend’s close at hand.

As the selling season is at hand, lots of fresh orders will pour in.

Sentence Study 9

**Simply put, cooperation is the rule, but objectivity must be maintained:** To put it in a simple way, cooperation is the rule, but the standard of objectivity must be maintained.

【译文】简而言之，合作是规则，但得遵从客观现实。

“put” in this sentence means “to express something using words”; for example, “to put it bluntly”, “to put it mildly” or “to put it another way”.

Sentence Study 10

**Rather than praising one person for a job well done, utilize a team approach to problem solving:** Instead of singling out one person for praise for a good job, adopt the view that the problem solving is done by a team.

【译文】与其称赞一个人的工作完成得漂亮，不如将问题的解决归功于团队的力量。

rather than: in preference to, instead of 宁愿；而不

e.g. In an attempt to lose weight, he walks to work rather than going by car.

Chrysler should go into bankruptcy rather than approach the government for help.

Sentence Study 11

**Research supports the fact that individuals who have witnessed a cooperative act will “pass it on,” sharing some degree of cooperation with the next person they meet:** Research shows that, if people have seen, or been part of, a cooperative act, they will continue to behave in this cooperative way; they may cooperate to some degree with the next person they meet.

【译文】研究证实：目睹了合作行为的人会把这行为“传递”下去，和他们遇到的下一个人达成一定程度的合作。

“Research supports the fact that …” 是同位语从句，说明 fact 的具体内容。

Sentence Study 12

**For your health’s sake, experience cooperation:** You should cooperate with others for the benefit of your health.

【译文】为了你的健康，去体验合作。

**for sb.’s /sth.’s sake**: (= for the sake of ...) on account of, because of, for the benefit of 为了，因为

e.g. Maybe later he would realize that all she had done was for the children’s sake, not her own.

He had loved poetry for beauty’s sake.

Sentence Study 13

**Make it a point to notice how much better you feel when you cooperate with others:** It is essential to notice the more pleasant feelings when cooperating with others.

【译文】留意同他人合作给自己带来的乐观情绪。

**make it a point to do sth.**: (= make a point of doing sth.) to do sth. deliberately, even when it involves making a special effort 特意去做······，决心做······

e.g. I have always made it a point to visit my mother on her birthday.

She made it a point to write home once a week.

He made a point of thanking the hostess before he left the party。

Sentence Study 14

**As the researchers suggest, once you experience the positive feelings, there seems to be no other way to work except cooperatively:** The researchers suggest that from the moment you experience the positive feelings, the only way to work is to work cooperatively.

【译文】研究表明，一旦你体验到合作的乐趣，合作几乎就是唯一的工作方式了。

as: conj. 正如，如同

e.g. As is announced in the newspaper today, the two large groups will cooperate in extensive fields for a few years.

As we know, Beethoven is one of the greatest musicians in history.

once: conj. as soon as, when 一旦；当······的时候

e.g. Once you get used to the new job, you will have no further difficulties.

If the facts once become known, he will be punished.

Sentence Study 15

**In brief, cooperation is a valuable commodity and works best when it is freely given and indirectly encouraged:** Briefly speaking, cooperation works best when it is willingly given and encouraged indirectly.

【译文】简而言之，合作是一种有价值的东西，只有乐于给予和间接鼓励，合作才能发挥最好的效果。

in brief: in a few words 简而言之

e.g. Describe, in brief, the main plot of the novel.

In brief, what you have done benefits the program a lot.

**Structure**

**Directions: Choose the answer that best completes each sentence or answers each question.**

1) According to the text, the educational system and most parents neglect \_\_\_\_\_\_.

A) the power of competition **B) the power of cooperation**

C) the cost of dollars D) the decrease in human achievement

2) The research shows that \_\_\_\_\_\_ tend to be less successful.

**A) competitive colleagues**  B) personnel directors who work together

C) participants without fear of censure D) creative individuals

3) In the study conducted by the Cooperative Learning Center, the more competitive individuals \_\_\_\_\_\_.

A) were better adjusted psychologically B) were healthier physically

**C) suffered from negative physical side effects** D) benefited from positive side effects

4) Which is NOT true about “cooperation” according to the text?

A) It works better than competition.

**B) Too much cooperation can improve the quantity of income.**

C) It is a gift that is always appropriate.

D) A team approach may be more useful than praising one person for a job well done.

5) According to the text, too much competition may \_\_\_\_\_\_.

A) lead to success B) bring out the “best” in us

**C) cause health problems**  D) increase the number of ideas

After Reading

**Summary of the Text**

**Directions: The text can be divided into 4 parts. Now fill in the blanks with appropriate words from the text to complete the main idea of each part.**

|  |  |  |
| --- | --- | --- |
| **Parts** | **Paragraphs** | **Main Ideas** |
| Part One | 1 | Undoubtedly, cooperation works better than 1)**competition**. |
| Part Two | 2—6 | Competition brings out the 2) **beast** in us, and research demonstrates that cooperation brings out the 3) **best** in us. Cooperation has an 4) **effect** on individuals in several key areas, including health. |
| Part Three | 7—13 | In order to facilitate cooperation, we can 5) **share** resources and information, reinforce team efforts, act cooperatively and 6) **experience** cooperation. |
| Part Four | 14 | Cooperation is a valuable 7) **commodity** which promotes 8) **goodwill** toward men and women. |

**Key to Exercises—Vocabulary**

1. statistical 2) commodities 3) distributed 4) sophisticated
2. vacancies 6) facilitate 7) interaction 8) witnessing

9) conducted 10) maintained.

**2.**  1) neglected 2) in case of 3) costs

4) source 5) at hand 6) vacant

7) awarded 8) specially

**Key to Exercises—Structure**

**1.**

1) **As with hiking** ( 如同徒步旅行一样 ), you should always think about your safety and wear good clothes.

2) **As (it is) with learning any language** ( 如同学习任何语言 ), the old saying that “Practice makes perfect”

applies.

3) **It seemed that he didn’t adopt/take my advice** ( 看来他没有采纳我的建议 ) and I was quite upset.

4) **It seemed that my father would lose his temper** ( 看来父亲要发火了 ) but it was not my fault.

5) **It seems that Professor Smith can’t come** ( 看来史密斯教授不能来了 ), so we have to invite another expert.

1. I’ll send you my address once/when I’ve found some place to live.
2. I would have little influence over her once she (had) made up her mind.
3. You will be very happy and relaxed once you have got to know everyone in the company.
4. He would be offended once he understood what the real purpose was.
5. We can make use of online resources once we have registered.

**Key to Exercises—Cloze Comprehensive Exercises**

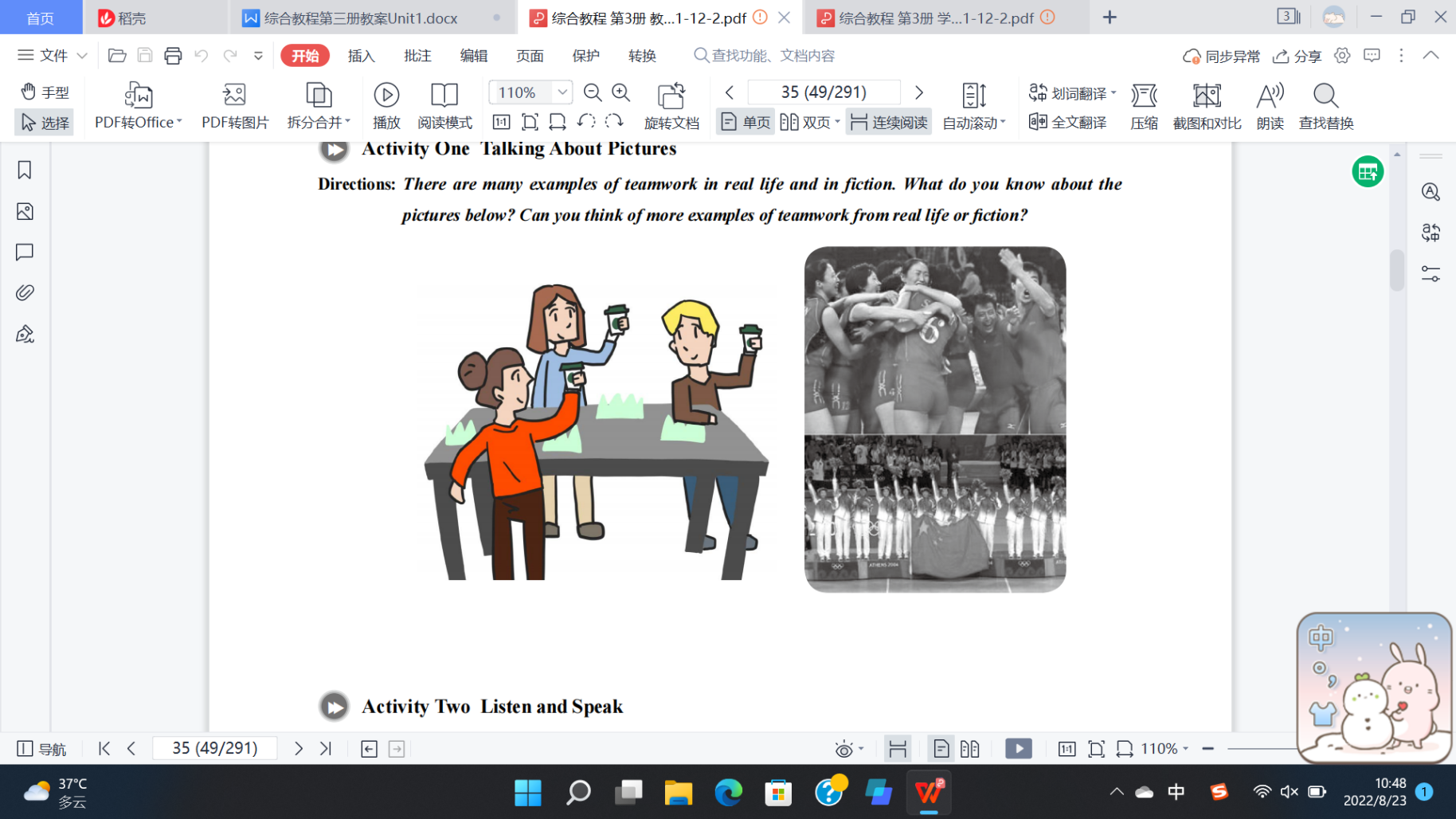
1) J consequences 2) K quest 3) G chew 4) N sharing 5) D collectively 6) I compared 7) B fittest 8) H thrived 9) C make 10) E inhabited

**Key to Exercises—Translation**

Nowadays competition among countries is mainly a competition among talented professionals. In order to maintain our competitiveness in the world, the nation makes it a point to fully introduce and utilize the overseas students and the professionals. The departments that are to introduce talented people from outside are mainly banking, insurance industry, large state-owned enterprises, etc, because these departments are exposed to increasingly fierce competition and are more open to the outside world. Furthermore, the government also pays much attention to the scientific and technological exchanges and cooperation with other countries.

**After-reading Activity 1: Talking About Pictures**

**Directions: There are many examples of teamwork in real life and in fiction. What do you know about the pictures below? Can you think of more examples of teamwork from real life or fiction?**

****

**After-reading Activity 2：Listen and Speak**

**Directions: What makes a good team? After listening to the passage, list characteristics of good leaders and team members. Explain why the characteristics are important to successful teamwork. (p35)**

**After-reading Activity 3：Read and Speak**

**Directions: Read the dialogue and discuss the topic below.**

**Teamwork vs. Individualism**

**A:** If you and your team-mates have different opinions over certain issues, what will you do?

**B:** I will have a discussion and give reasons why I want to do it this way and so on.

**A:** What if, after several discussions, your team still could not come to a consensus? Or others think your opinion is inappropriate, but when you look at it yourself for a long period of time you find nothing wrong. At this time, will you say “I will listen to the majority, and I will not feel uncomfortable even if I still deem my own opinion the best one”?

**Work in groups, and discuss how to strike a balance between individualism and teamwork.**

**Additional Materials**

**Activity One**

**Directions: Cooperation is the process of people working together to reach a shared goal, as opposed to competing for individual gain. Please read the following sayings and translate them into Chinese.**

**Reference answers：**

* Two heads are better than one.

**三个臭皮匠，顶个诸葛亮。**

* One tree doesn’t make a forest.

**独木不成林。**

* In union there is strength.

**团结就是力量。**

* The path to greatness is along with others.

**与人同行，成就卓越**。

* Many hands make light work.

**人多好办事。**

* Sticks in a bundle are unbreakable.

**兄弟同心，其利断金**。

* It’s not in numbers but in unity that our great strength lies.

**人心齐，泰山移**

**Activity Two**

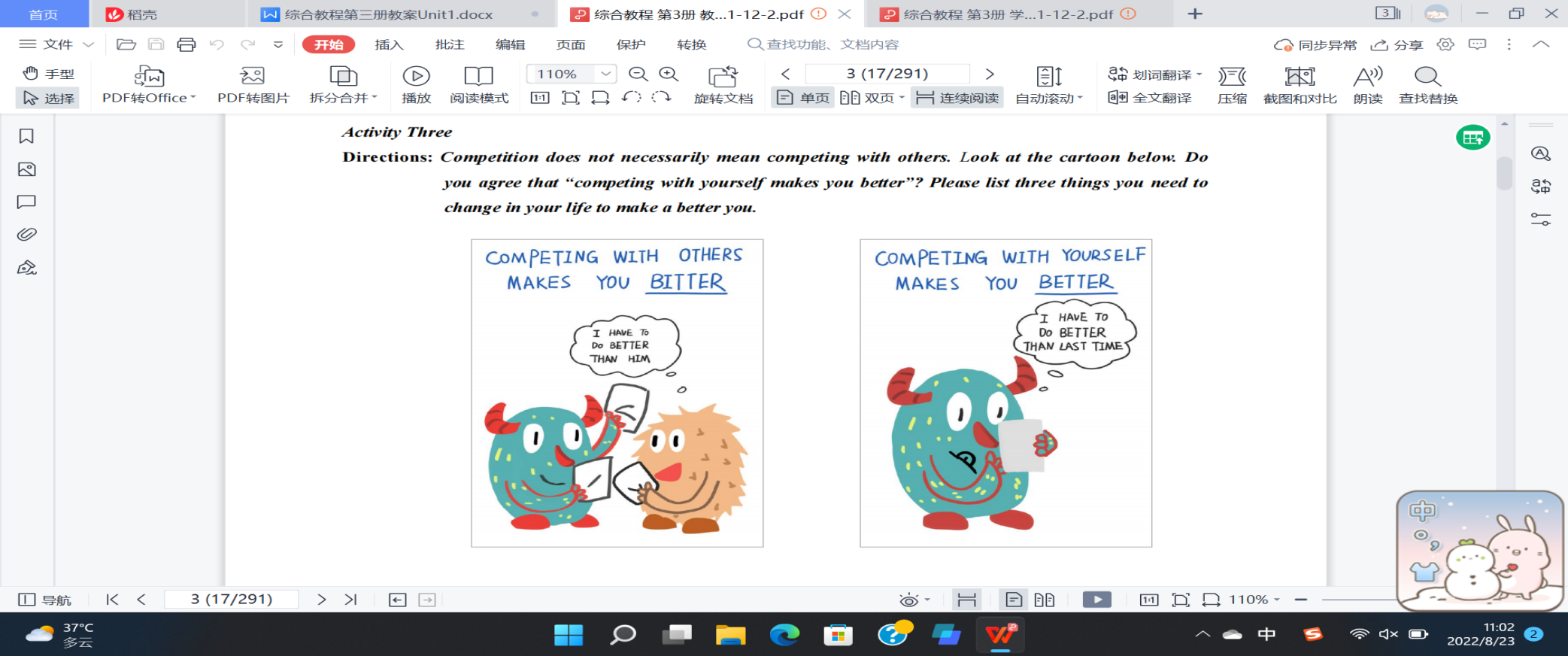
**Directions: Cooperative learning happens in environments where students work in groups or teams, structuring learning. Competitive learning typically places students in opposition to one another, using the intrinsic desire to win to motivate students to succeed. Work in groups, and list advantages and disadvantages of cooperative learning and competitive learning. Which works better for you? Why?**

**Tips**：

|  |  |  |
| --- | --- | --- |
|  | Advantages | Disadvantages |
| Cooperative  learning |  making study more interesting   helping to teach each other   helping you gain a deeper grasp of that subject   developing social skills |  lower efficiency   leading to laziness |
| Competitive  learning |  getting highly motivated   recognizing individual accomplishment   developing independence   higher efficiency |  huge pressure   lack of communication   sometimes getting frustrated |

**Activity Three**

**Directions: Competition does not necessarily mean competing with others. Look at the cartoon below. Do you agree that “competing with yourself makes you better”? Please list three things you need to change in your life to make a better you.**

****

**Background information**

1. **Sigmund Freud**

Sigmund Freud (1856-1939) was an Austrian physiologist, medical doctor, and psychotherapist. He is also regarded as one of the most influential thinkers of the twentieth century and as the founder of psychoanalysis as both a theory of personality and a therapeutic practice. He proposed the existence of an unconscious element in the mind which influences consciousness, and of conflicts in it between various sets of forces. Freud also stated the importance of a child’s semi-consciousness of sex as a factor in mental development; his theory of the sexual origin of neuroses aroused great controversy.

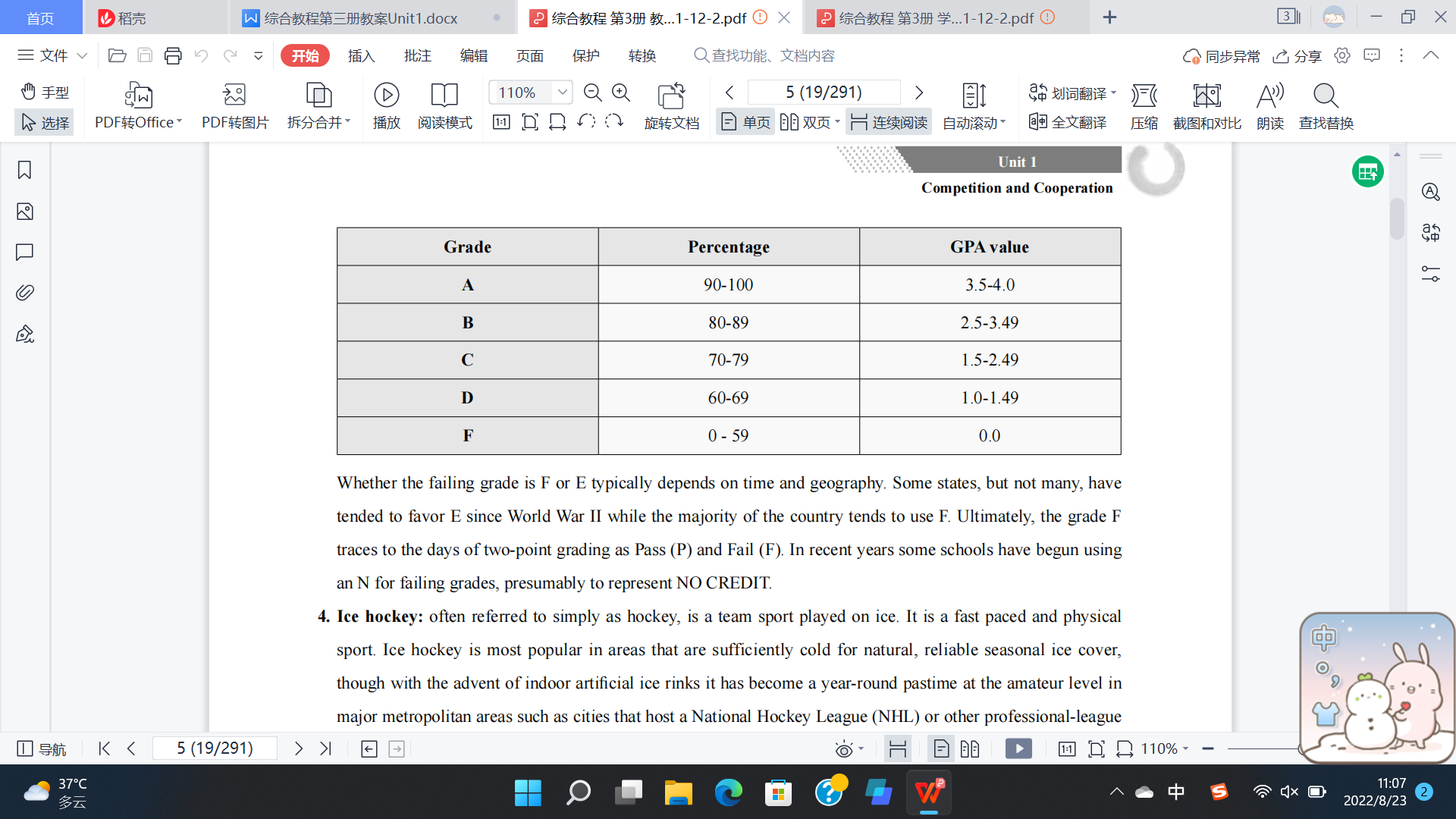
1. **The Cooperative Learning Center**

The Cooperative Learning Center is a research and training center focusing on how students should interact with each other as they learn and the skills needed to interact effectively. It has been a part of the College of Education at the University of Minnesota for over 20 years. The training of the cooperative learning centre includes instructors from pre-school through college in all subject areas. The training has concentrated on North America, but interest is growing around the world.

**3 . Grade Point Average (GPA) & Grades in the United Sates**

**Grade Point Average (GPA):** In education, a grade (or mark) is a teacher’s standardized evaluation of a student’s work. In some countries, evaluations can be expressed quantifiably, and calculated into a numeric grade point average (GPA), which is used as a metric by employers and others to assess and compare students. A cumulative grade point average (CGPA) is the mean GPA from all terms, whereas GPA may only refer to a single term.

**Grades in the United Sates:** Classical five-point discrete evaluation with grades is the system most commonly used in the United States, but there are many variations. There are also a few schools that eschew discrete evaluation (letter grading) in favour of pure discursive evaluation. There is no standardized system of grading in the United States, as these issues are left up to individual universities, schools, and states. Grades in the United States are generally assigned by a letter: A (highest grade, excellent), B (above average), C (average), D (usually the minimum passing grade), and F (fail). Additionally, most schools will calculate a student’s grade point average (GPA) by assigning each letter grade a number and using a mathematical formula to come up with a numerical representation of a student’s work. Generally, American schools equate an A with a numerical value of 4.0. The percentage needed in any given coursework needs to achieve a certain grade and the assignment of GPA point values varies from one school to another. The most general and common grading scale is as follows:



Whether the failing grade is F or E typically depends on time and geography. Some states, but not many, have tended to favour E since World War II while the majority of the country tends to use F. Ultimately, the grade F traces to the days of two-point grading as Pass (P) and Fail (F). In recent years some schools have begun using an N for failing grades, presumably to represent NO CREDIT.

**4 . Ice hockey**

Ice hockey: often referred to simply as hockey, is a team sport played on ice. It is a fast paced and physical sport. Ice hockey is most popular in areas that are sufficiently cold for natural, reliable seasonal ice cover, though with the advent of indoor artificial ice rinks it has become a year-round pastime at the amateur level in major metropolitan areas such as cities that host a National Hockey League (NHL) or other professional-league team. It is one of the four major North American professional sports, with the National Hockey League (NHL) at the highest level, and the Canadian Women’s Hockey League (CWHL) and the Western Women’s Hockey League (WWHL) at the highest level of women’s ice hockey in the world. It is the official national winter sport of Canada, where the game enjoys immense popularity.