

CORE SET

H3



NAME

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사 용 매 뉴 얼

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■ COMBO Series *콤보 시리즈*

회차당 6문제로 구성된 지속 학습용 수능 대비 교재

회차 번호	난도	회차당 문항수	총 문항수	기타
101-200	하	6	600	·101번에서 300번까지는 다음 단계에 대비할 수 있도록 서서히 난이도가 높아집니다. ·300번 이후는 전체적인 난이도가 유지됩니다.
201-300	중	6	600	
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유형별 약점을 보완하기 위한 집중 학습용 수능 대비 교재

구분	권 번호	난도	권당 문항수	총 문항수	기타
B 빈칸 추론	B1-B3	하	99	297	·빈칸 문제 모음입니다. ·고3은 수준에 따라 B5부터 선택 가능합니다.
	B4-B6	중	99	297	
	B7-B12	상	99	594	
Bx 빈칸 추론 (추가분)	Bx1-Bx2	하	99	198	·B1-B12의 문제와 겹치는 문항이 일부 있을 수 있습니다.
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	Bx5-Bx6	상	99	198	
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	G4-G6	중	99	297	
	G7-G10	상	99	396	
V 어휘	V1-V2	하	99	198	·V1, V3, V5, V6, V7은 단어 선택형이고, V2, V4, V8은 단어 선택형과 틀린 단어 찾기가 섞여 있습니다.
	V3-V4	중	99	198	
	V5-V8	상	99	396	
A 순서 배열	A1	하	66	66	
	A2	중	66	66	
	A3-A5	상	99	297	
L 위치 찾기	L1	하	66	66	
	L2	중	66	66	
	L3-L5	상	99	297	
T 주제 추론	T1	하	66	66	·T3는 선택지가 우리말로 되어 있습니다.
	T2	중	66	66	
	T3	중	66	66	
	T4-T5	상	99	198	
U 무관한 문장	U1	하	66	66	
	U2	중	66	66	
	U3-U5	상	99	297	
H 제목 추론	H1	하	66	66	
	H2	중	66	66	
	H3-H4	상	99	198	
HM 함축 의미 추론	HM3-HM4	상	60	120	
S 문단 요약	S1	하	60	60	
	S2	중	60	60	
	S3	상	100	100	
2Q 장문 독해 (2문제 유형)	2Q1	하	100	100	·장문 독해 중 2문항 유형(41-42번)을 모아 놓았습니다.
	2Q2	중	100	100	
	2Q3	상	100	100	

※ 이외에도 저난도 문제 유형 모음인 《HAPPY SET series *해피셋 시리즈*》와 중등부 수능 대비 프로그램인 《COMBO Jr series *콤보 주니어 시리즈*》가 있습니다.

※ 수정 작업 중인 교재가 있을 수 있으니, 필요한 교재가 있을 『인사이트온웹』의 홈페이지(<https://insightonweb.com>)에서 확인하시기 바랍니다.

※ 다음 글의 제목으로 가장 적절한 것을 고르시오.

1) The vast majority of scientists have never been more than craftsmen of a single trade. That is even more the case today. They are professionally focused; however, their education does not orient them to the vast boundaries of the world. They acquire the training they need to travel to the frontier and make discoveries of their own, and as fast as possible, because life at the growing edge is expensive and risky. The most productive scientists, working in million-dollar laboratories, have no time to think about the big picture and see little profit in it. The rosette of the United States National Academy of Sciences, which the two thousand elected members wear on their lapels as a mark of achievement, contains a center of scientific gold surrounded by the purple of natural philosophy. The eyes of most leading scientists, alas, are fixed on the gold. It is, therefore, not surprising to find physicists who do not know what a gene is or biologists who guess that string theory has something to do with violins.

*rosette 장미 매듭[장식] **lapel (양복 등의) 접은 깃

- ① The Risk of Adventure Without Effort
- ② Why So Interested in Money, Scientists?
- ③ Specialization Leads to Better Achievement
- ④ Scientists Stuck in Each Room of Their Own
- ⑤ The Necessity of Support for Theoretical Physics

2) Skinner once placed some pigeons in Skinner boxes and encouraged them with food every now and then no matter what they were doing. Despite the fact that there was no real connection between their behavior and its consequences, each pigeon acted as if there was. One bird began to flap its left wing, another to hop on one leg, a third to turn around in complete circles, and so on, despite these behaviors being quite unnecessary to receive encouragement. However, humans wouldn't behave that way, right? Don't bet on it. When Skinner did this research, he had in mind human behavior like that of a golfer who always taps his club on the ground three times before hitting a shot. This probably started because once, by chance, the golfer tapped his club three times immediately before hitting a great shot. The tapping behavior was followed by success, and was hence reinforced, even though it had nothing to do with the great shot.

- ① How Do Humans Differ from Animals?
- ② Are We Less Conditioned than Pigeons?
- ③ Opening Skinner Box: Great Experiments
- ④ Can Nonhuman Animals Deserve Human Rights?
- ⑤ Difference Between Human Behavior and Animal Behavior

3) For years, Switzerland has been considering where to store its radioactive waste. The authorities considered a few different locations for the underground repository, including the village of Wolfensschissen in the center of the country. Economist Bruno Frey and his fellow researchers at the University of Zurich traveled there and recorded people's opinions at a community meeting. Surprisingly, 50.8 percent were in favor of the proposal. Their positive response can be attributed to several factors: national pride, common decency, social obligation, the prospect of new jobs, and so on. The team carried out the survey a second time, but this time they mentioned a hypothetical reward of \$5,000 for each towns person, paid for by Swiss taxpayers, if they were to accept the proposal. What happened? Results suddenly dropped: Only 24.6 percent were willing to approve the proposal.

- ① Public Opinion: A Powerful Predictor
- ② Selfishness: An Enemy of Development
- ③ Material Rewards May Have Side Effects
- ④ What Makes Critics Change Their Opinions
- ⑤ Overcoming Difficulties Through Cooperation

4) For many years now, mediated entertainment such as TV and film has been able to stimulate our optical and auditory senses with sights and sounds. Some forms of new media, however, even engage our senses of touch and smell. The view the wearer of some special device sees is projected on the screen behind him. Wearers become immersed in the computerized scene and use the gloves to pick up and move simulated objects. Many virtual reality games and rides now allow audiences and players to feel sensations of motion and touch. New media may also include aromas, such as Disney's "Soaring Over California" attraction at the California Adventure theme park, where audiences smell orange orchards and pine forests while enjoying a simulated hang-gliding experience across the countryside. Makers of emerging forms of entertainment will likely continue to experiment with ways they can simulate and manipulate reality by stimulating our senses.

- ① TV and Film: Blessing or Curse?
- ② How We Operate an Audio System
- ③ Seeing Is More Important Than Touching
- ④ "Soaring Over California," a Theme Park Adventure
- ⑤ New Mediated Entertainment: Stimulate More Senses!

5) A typical major league fastball travels around ten feet in 75 milliseconds, which is the time it takes for sensory cells in the retina simply to confirm that a baseball is in view and for information about the flight path and velocity of the ball to be relayed to the brain. The entire flight of the baseball from the pitcher's hand to the plate takes just 400 milliseconds. And because it takes half that time merely to initiate muscular action, a major league batter has to know where he is swinging shortly after the ball has left the pitcher's hand, well before it's even halfway to the plate. The window for actually making contact with the ball, when it is within reach of the bat, is 5 milliseconds, and because the angular position of the ball relative to the hitter's eye changes so rapidly as it gets closer to the plate, the advice to "keep your eye on the ball" doesn't make sense. Humans don't have a visual system fast enough to track the ball all the way in.

- ① Baseball: The Sport of Tricks and Speed
- ② How a Hitter Tracks Various Types of Balls
- ③ What Enables a Pitcher To Throw a Fastball
- ④ The Mystery of Fastballs' Changing Speeds
- ⑤ Tracking a Fastball Is Impossible for the Hitter

6) Humans can certainly feel pain without physical damage—after the loss of a loved one, or the break-up of a relationship. Some scientists think that only humans and primates can feel emotional pain. However, research has provided evidence that dogs, monkeys, cats, and birds show signs of emotional pain. Also, they can display specific behaviors associated with depression during a painful experience, such as lack of motivation or energy, and unresponsiveness to other animals. Although many modern philosophers have debated whether animals experience emotional pain, we simply don't know the answer. In his essay "What Is It Like to Be a Bat?" Thomas Nagel concluded that unless humans can actually get inside the head of an animal and actually "be it," they will never know exactly how that animal feels. Many arguments about what animals feel can only be based on human experience.

- ① What Is the Value of an Animal's Life?
- ② Accept and Acknowledge What Animals Feel!
- ③ What Kind of Animals Are Capable of Feeling Pain?
- ④ Animals' Emotions Are Different from Human Emotions
- ⑤ A Controversial Issue: Can Animals Feel Emotional Pain?

7) With so many technologically driven and modernistic items—cars, computers, and smartphones—it seems that we notice differences between versions rather than common features. We even rapidly tire of what we have, continuously searching for new versions, and after that, another “improved” new version. These impulses to buy new things that will eventually lose their novelty, particularly when compared to newer things, are called *treadmill effects*. This treadmill effect has been investigated by Danny Kahneman and his peers when they studied the psychology of what they call hedonic states. People acquire a new item, feel more satisfied after an initial boost, then rapidly return to their baseline of well-being. So, when you “upgrade,” you feel a boost of satisfaction with changes in technology. But then you get used to it and start hunting for the *new* new thing.

*hedonic 쾌락의

- ① Constant Hunger for Novelty
- ② Learning New Ways from the Old
- ③ Competitive Products as a Market Booster
- ④ A Great Passion for Creating Something New
- ⑤ Monumental Moments in the History of Inventions

8) It's no coincidence that some people are just like their dogs. Researchers in Bath, England, conducted an online survey of 1,000 dog owners and found that certain human personality traits link to specific canines. The research claims that if you own a German Shepherd, you're most likely outgoing. Got a Golden Retriever? Odds are you're conscientious. A Chihuahua? Research says you're agreeable. “It seems likely that personality types are subconsciously drawn to certain breeds,” reported study author Lance Workman in a British Psychological Society news release. The study indicates that you may be able to predict someone's personality based on his or her dog of choice. Of course, lifestyle plays a part too. For example, according to Workman, more active individuals are better suited to athletic, pastoral breeds such as Border Collies, while those who are considered emotionally stable might be suited to hound dogs such as Beagles or Greyhounds.

- ① Just Stick to Your Belief!
- ② What Your Dog Says about You
- ③ Popular Misconceptions about Dogs
- ④ Dogs: The Cure for a Broken Heart
- ⑤ Which Animal Would Make a Good Pet?

9) We speak of the complex network of meanings of a Shakespeare play without always supposing that Shakespeare was holding these meanings in his head at the exact moment of writing the words down. How could any poet of such prodigal imaginative fertility keep in mind all the possible connotations of his meanings? To say ‘This is a possible meaning of the work’ is sometimes to say that this is what the work can be plausibly interpreted to mean. What the author actually ‘had in mind’ may be completely beyond recovery, even for himself. Many writers have had the experience of being shown patterns of meaning in their work which they did not mean to put there. And what of unconscious meanings, which are by definition not deliberately intended? ‘I really do think with my pen’, Wittgenstein observes, ‘because my head often knows nothing about what my hand is writing.’

*prodigal 풍부한 **connotation 함축적 의미

- ① Why Do Writers Try to Assign a Meaning to Life?
- ② Imagination: The Most Important Quality of a Writer
- ③ There Are Still Writers Who Write with Pen and Paper
- ④ The Moment of Writing: Not an Escape, But an Adventure
- ⑤ Do the Meanings of a Work Lie Just Within the Writer's Head?

10) Within every problem, difficulty, or hardship lies the opportunity to experience the opposite through the choice of deciding what to believe. It is your perception of the situation. Sometimes you may wonder why certain things happen, such as financial difficulties or relationship problems, and it is very difficult to understand what greater good may come of it. Within every perceived difficulty lies the ability to experience the opposite. You can change your perception towards anything by viewing life from the opposite side. Both views are complementary; one cannot exist without the other. By understanding the law of opposites, the next time a problem arises, you can remind yourself to think of what good has or will come of it. The quicker you learn how to look for the side that is not currently dominant, such as joy out of misery, the quicker you will learn how to negate the negative and move forward in your life.

- ① Making Good Things Come out of Adversity
- ② Not Easy to Distinguish Between Good and Evil
- ③ You Don't Have to Respond to Every Opposition
- ④ Avoid People Who Will Rob You of Your Happiness
- ⑤ Don't Turn Your Past Troubles into Your Present Excuses

11) A defining element of catastrophes is the magnitude of their harmful consequences. To help societies prevent or reduce damage from catastrophes, a huge amount of effort and technological sophistication are often employed to assess and communicate the size and scope of potential or actual losses. This effort assumes that people can understand the resulting numbers and act on them appropriately. However, recent behavioral research casts doubt on this fundamental assumption. Many people do not understand large numbers. Indeed, large numbers have been found to lack meaning and to be underestimated in decisions unless they convey affect (feeling). This creates a paradox that rational models of decision making fail to represent. On the one hand, we respond strongly to aid a single individual in need. On the other hand, we often fail to prevent mass tragedies or take appropriate measures to reduce potential losses from natural disasters.

* catastrophe 큰 재해

- ① Insensitivity to Mass Tragedy: We Are Lost in Large Numbers
- ② Power of Numbers: A Way of Classifying Natural Disasters
- ③ How to Reach Out a Hand to People in Desperate Need
- ④ Preventing Potential Losses Through Technology
- ⑤ Be Careful, Numbers Magnify Feelings!

12) The sailor first has to distinguish between the species of birds that wander all over the ocean and those that are land-based, such as terns, noddies, and frigate birds. Because each species has a characteristic flight range, identifying the birds provides an estimate of maximum distance from land. Just after dawn, when they fly to their fishing grounds, and just before sunset, when they make their return flight, their flight paths indicate the direction of land. Toward evening the frigatebirds, for example, will be seen to abandon their leisurely patrolling, climb even higher, and set off in one direction, probably homing by sight. About the same time the terns will be following a very exact path toward their home. The sailor then has only to set his course in the same direction to be assured of making landfall.

- ① Birds: The Sailor's Compass
- ② Are Birds a Bad Luck Symbol?
- ③ Sailors Can Catch Fish Using Birds
- ④ Birds Serve as Weather Forecasters
- ⑤ How Can We Save Endangered Birds?

13) Sometimes we respond to things emotionally before we are able to articulate what has happened. This is clearest in the primitive fright response where we shrink away from something before we can register it consciously as threatening. But it can also happen with more complex emotional responses. We may come away from a conversation with an uneasy feeling that something was not quite right in what was said or agreed, and only later be able to work out what it was; when this happens we can appreciate the intelligence of emotions. To be emotional is therefore not necessarily to be irrational; in fact, in some situations absence of an emotional response can suggest a cognitive deficiency. Imagine a friend who had just lost her home and job simultaneously, but was not at all anxious or in any way emotional about it: in such a case we would doubt her rationality, her grasp of reality.

- ① Viewing Emotions as Capable of Being Rational
- ② The Process of Emotional Response to Reality
- ③ Bonding the Relationship by Sharing Emotions
- ④ Why Does Reason Come Before Emotion?
- ⑤ Emotion: The Secret Source of Healing

14) Let's say that someone in your work team is struggling with a particular project you have asked him to manage. Perhaps this team member is losing confidence in his abilities to provide what the project requires. A useful approach, assuming that you still believe him to be capable of the task, would be to remind him how hard-working and persevering he is. You should even point out examples of previous times when he has triumphed over similar challenges. Teachers, trainers and parents can apply this labelling strategy to make desired behavior by pointing out to their audience that they regard them as just the type of person who would thrive when given this sort of challenge.

- ① Forget Past Success for Future Success
- ② Necessary Traits to be a Successful Negotiator
- ③ Labelling Technique for Improving Confidence
- ④ Particular Ability for Performing a Particular Task
- ⑤ Success Breeds Success and Failure Breeds Failure

15) People are hungry because they cannot afford food, not because the population is growing so fast that food is becoming scarce. International trade and economic policies have led to immense poverty and hunger, not food scarcity due to overpopulation. In other words, this is a political problem, not necessarily a shortage problem. For many decades food production has more than kept up with population growth. When weighing the impacts on demands by populations versus the way large chemical companies and industrial agricultural businesses promote certain types of agricultural practices, and the serious threat of top soil loss (which will affect yields in the future, where large populations could feel an additional burden), it is less certain that populations and "over" population is the main cause.

- ① The Dark Sides of International Trades
- ② How Can We Solve Famine Problems?
- ③ We Must Restore Damaged Environment
- ④ Hunger Doesn't Result from Overpopulation
- ⑤ Unbalanced Distribution of Wealth in the World

16) Sometimes a child will intentionally misbehave just to irritate a teacher, but most misbehavior is a result of immaturity, impatience, frustration, or the desire to fulfill some imagined or real need. Children act like children because they are children (and many teens are still children). As imperfect human beings, students are likely to make mistakes. Don't take your students' behavior personally unless it is clearly a personal attack on you. When we think that children's behavior just represents the children, we limit our ability to assess a situation objectively and choose the best response. We need to follow the saying, "Hate the behavior, love the child." This attitude helps us focus on solving problems and helping students learn to make better choices, instead of simply punishing the student or assigning meaningless consequences.

- ① Show the Child What the Problem Is
- ② Evaluate Children by Their Potentials
- ③ Separate Children from Their Behaviors
- ④ Children Already Know Their Problems
- ⑤ Children Eagerly Want to Talk with Adults

17) Traditional consumption was not particularly thrifty. The concept of thrift emerged out of a more affluent money culture. In traditional societies where resources continued to be scarce, consumption was more seasonally and communally orientated. In years of bountiful crops people ate heartily, and in lean years they starved. People were not particularly motivated to produce more goods for stockpiling, as there was little incentive to do so where there was little security from raids. When times were good, celebrations of gluttony were held in the winter season when stocks could not be refilled. These rituals were more important than the potential hardships such celebrations might later bring, as they served to bind people together and distribute resources. Holiday rituals were typically structured around cultural practices such as song, dance, theater, and feasting, and took a great deal of time away from work.

*affluent 풍부한 **gluttony 폭식

- ① What Motivated Traditional Consumption?
- ② Communal Production of Winter Foods
- ③ Refilling Stocks: A Survival Necessity
- ④ How to Survive after a Bad Harvest
- ⑤ What Constitutes Holiday Rituals?

18) One of the great masterpieces of classical music is Handel's Messiah. Handel composed this masterpiece five years after he had suffered from a life-threatening heart attack. Picasso didn't have health problems, but early in his career he had serious money problems. When he was a young, unknown painter struggling to make ends meet, he was often forced to burn his own paintings in the fireplace in order to keep warm. Mozart struggled to make ends meet early in his career, too. At one point he was so poor that he couldn't even afford to buy wood to heat the little room where he lived. During the winter he wrapped his hands in woolen socks as he composed the music that would make him great. These individuals confronted tremendous walls of adversity in their lives, but they found a way over or through those walls. As a result, they made major contributions to humanity.

- ① Daily Rituals: How Artists Work
- ② How Great Mistakes Are Made
- ③ There Is No Such Thing As Impossible
- ④ Great People Overcame Great Problems
- ⑤ Recovering Health Through Adversity

19) The inhabitants of great cities use gyms as a substitute for the sports of the country. They may strengthen the limbs that need development, but no city gyms can offer the invigorating breezes of the mountain. We require not only exercise but exposure, that is, we need a sort of conviction that makes a man go out in all weathers. The postman who brings my letters walks eight thousand miles a year and enjoys the most perfect health. There are machine operators in factories who go through quite as much bodily exertion, but they do not have the postman's fine condition. An old gentleman in my neighborhood did what the postman does as regularly, though more moderately, for the preservation of his health. He went out every day; and as he never consulted the weather, he never had to consult the physicians.

- ① Exercise Can Make You Beautiful
- ② Create a Safe and Healthy Workplace
- ③ Healthy Balance Between Work and Play
- ④ Exercise Slowly, Build a Long-lasting Habit
- ⑤ Outdoor Activity: The Secret of Good Health

20) In one study, fourteen-month-olds watched an adult experimenter bend over and activate a light by pressing the button with her head. For some of the infants, the adult's hands were bound by a blanket. The babies were then given the light switch to play with. Infants who saw the adult whose arms were bound activated the light switch with their hand because they understood that the adult was unable to use their hands. However, if they were the ones who saw that the adult's hands were free, then the infants bent over and activated the button with their head, too. They must have reasoned that it was important to use the head and not the hands. Infants were not simply copying the actions but rather repeating the intended goal.

- ① What the Body Language Means to Adults
- ② Infants' Unconditional Imitation of Adults
- ③ Infants Get Satisfaction from Bodily Movements
- ④ Infants' Ability to Understand *Why* Beyond *How*
- ⑤ What Matters in Mind Reading: Not *Why* but *Who*

21) When we lose anything that we cherish, the sense of emptiness we are left with can be overwhelming. The feelings of pain, loss, and separation can sometimes be difficult to bear. While it is always important to honor what we have lost, sometimes this can also represent a chance for a new beginning. When we are ready, the vacancy left by a relationship, a job, or a dream can then be viewed as open space that can be filled with something new. There are many methods to weave the threads of loss into a blessing. For example, if you have lost a job, your first thoughts maybe revolve around filling the void with similar work. But try not to rush into anything to fill up the emptiness. The loss of a job can free you up to explore new opportunities, especially if you have outgrown the old one.

- ① Always Be Ready for Happiness
- ② Cherish Everyday Small Blessings
- ③ Loss: A Chance for a New Blessing
- ④ Don't Be Afraid of Making a Mistake
- ⑤ Emptiness: A Permanent Condition of Man

22) Nowadays, clothing retailers like The Gap or Eddie Bauer can automatically build profiles of customers from the things they buy. If you buy one pair of gray pants and two cotton shirts, what can the retailer possibly learn about you from this data? If each one of the items you bought carried a bit more contextual information, much more of you would pop into focus. Let's say the pants are tagged as "urban youth." With this bit of knowledge, the clothing system can move beyond your spending habits and start to look into your personal tastes — in much the same way Amazon.com calculates the kind of reader you are from the books you buy. A clothing system can send you coupons for garments that appeal to urban youth. And depending on the store's privacy policy, it might decide to sell that data to other companies eager to market songs or cars to the same group.

- ① Benefits of Storing Data in Online Storage
- ② Customer Analysis for Sales Promotion
- ③ Fashion: A Way to Create an Identity
- ④ Don't Judge People by Their Clothes
- ⑤ Ways to Reward Loyal Customers

23) Some parents think it's better if their children speak only one language because they think that speaking two languages slows kids down at school. Also, some studies have claimed that bilingual kids have smaller vocabularies and they are slower to process words and weaker in both languages than monolingual kids. However, linguistic research has shown that kids who speak more than one language don't do any worse at school than kids who speak just one language. According to that research, speaking two languages is good for the brain: it increases neural pathways and improves memory and attention. And this is a life-long advantage. A bilingual brain ages more gracefully—it resists the inevitable decline in memory and other cognitive functions related to problem solving, verbal reasoning, and attention. The common people's ideas as well as research findings on bilingualism are diverse and still controversial.

- ① Monolingualism as a Cultural Pride
- ② Bilingualism: A Contemporary Trend
- ③ Bilingualism: Advantage or Disadvantage?
- ④ Simultaneous Acquisition of Two Languages
- ⑤ Does Bilingualism Affect Personality Forming?

24) A number of new lightweight devices that athletes can wear on the field may help coaches keep better track of hits to players' heads during games and practice sessions. The devices, packed with sensors and microprocessors, register a blow to a player's head and immediately signal the news by blinking brightly, or by sending a wireless alert. Athletes can wear the devices pressed tightly to their heads, held in place by a headband within a small hat. Many of the systems are in research and development, but a few products are coming to the market this year, including the CheckLight, a washable hat. The hat has electronics inside it, and a blow to the head sets off an LED display on the outside. It starts blinking yellow if the impact is moderate, and red if it is severe. The CheckLight can be worn under a helmet for football or hockey, or by itself for soccer and other helmet-free sports.

- ① Various Kinds of Helmets for Extreme Sports
- ② Devices for Monitoring Head Hits During Games
- ③ Competitive Sports: Major Threats for Teenagers
- ④ CheckLight: A Product for Protecting Players' Eyes
- ⑤ How Do Sports Affect Mental and Emotional Health?

25) At Chef Allen's, a \$3 million restaurant in North Miami Beach, owner Allen Susser runs a "Chow Now" program. Susser gives servers and cooks \$50 each to dine at any restaurant with cuisine similar to that of Chef Allen's. Employees return with short written and oral reports on what they learned. One cook, for example, reported at a staff meeting that he had sampled a competitor's fare and was dismayed to find elegant food being served on cold plates, ruining the meal. Nearly all thirty staffers have participated, at a rate of two or three each month. "They like to laugh at the little mistakes and believe they wouldn't make them," says Susser. And there's no doubt that they now pay more attention to warming plates up—and the hundreds of other details that make a restaurant truly elegant.

- ① Send Your People to Get Good Ideas
- ② Be More Specific in Persuading
- ③ Seek Out What Your Boss Likes
- ④ Make Employees Help Each Other
- ⑤ Be Considerate to Your Coworkers

26) At some time in their lives, most people pause to reflect on their own moral principles and on the practical implications of those principles, and they sometimes think about what principles people should have or which moral standards can be best justified. When a person accepts a moral principle, naturally the person believes the principle is important and well justified. But there is more to moral principles than that. When a principle is part of a person's moral code, that person is strongly motivated toward the conduct required by the principle, and against behavior that conflicts with that principle. The person will tend to feel guilty when his or her own conduct violates that principle and to disapprove of others whose behavior conflicts with it. Likewise, the person will tend to hold in esteem those whose conduct shows an abundance of the motivation required by the principle.

- ① Feeling Guilty? Check Your Self-Esteem First
- ② Do Not Let Your Moral Principles Change!
- ③ Moral Integrity: A Principle of Philosophy
- ④ How Do People Form Their Personalities?
- ⑤ Moral Principles: Guiding Our Conduct

27) The key to successful risk taking is to understand that the actions you're taking should be the natural next step. One of the mistakes we often make when confronting a risk situation is our tendency to focus on the end result. Skiers who are unsure of themselves often do this. They'll go to the edge of a difficult slope, look all the way down to the bottom, and determine that the slope is too steep for them to try. The ones that decide to make it change their focus by analyzing what they need to do to master the first step, like getting through the first mogul on the hill. Once they get there, they concentrate on the next mogul, and over the course of the run, they end up at the bottom of what others thought was an impossible mountain.

*mogul 모굴(스키의 활주 사면에 있는 단단한 눈 더미)

- ① Separating the Possible from the Impossible
- ② Focus on the Next Step, Not the Final Result
- ③ Start with Ultimate Goals in Mind!
- ④ The Wonders of Committed Efforts
- ⑤ Success Through Risk Avoidance

28) Twenty-three centuries ago, Plato argued that the gods who lived atop Mt. Olympus were no longer praiseworthy. He complained that they had become too mischievous, too immoral, and too undignified. More than that, this famous Academician sniffed those old gods were now too provincial for a Greek empire that had expanded dramatically under the Macedonian leadership of King Philip II (and soon would grow even larger under his son, Alexander the Great). Such a vast and victorious civilization needed world-class divinities. "A man may give what account he pleases of Zeus and Hera and the rest of the traditional pantheon," Plato said, but it was time for the Greek people to enlarge their religious horizons above the narrow area governed by the gods living on Mt. Olympus.

*pantheon (한 국가·민족의 모든) 신들

- ① Plato's Justification of Greek Gods
- ② Gods Who Reflect on Human Nature
- ③ Greek Gods Criticized as Immoral and Local
- ④ Why Religion Won over Philosophy in History
- ⑤ How Greek Gods Were Changed by the Romans

29) Testosterone is a hormone associated with masculinity. Most people look upon testosterone as a good thing. Jim Dabbs, one of psychology's leading experts on testosterone, reported that as he became known for this research, he received many inquiries from individuals about whether it was possible to increase their testosterone level. No one ever asked him about how to reduce it! Such one-sided interest suggests that people think very favorably of testosterone and will do almost anything for more of it. People don't seem to appreciate the trade-offs. In reality, testosterone is a very mixed blessing. High-testosterone men are more exciting but less reliable. They are restless in many ways, shown by their frequent interest in exploring new places and meeting new people, but this also makes them less prone to stay at home and take care of their families.

- ① Does Testosterone Affect Our Body?
- ② Testosterone: A Blessing and a Curse
- ③ Where Does Testosterone Come From?
- ④ Testosterone Deficiency: The Hidden Disease
- ⑤ Testosterone for Life: Recharge Your Vitality

30) Although the Internet seems truly global these days, less than half of the world's population has access to it. Some four billion people are still unconnected. This spring, IT engineers will begin to shift to the next phase in a grand plan to bring the Internet to everyone. Their goal is to establish a network of high-altitude balloons that will rain 4G LTE signals down to anyone with a 4G device. Regional telecom companies will transmit the signals to the balloons, and then each balloon will relay the signals to a ground area many miles in diameter. In this way, farmers in remote areas will be able to access weather data, and rural children will be able to pursue online educations. By the end of the year, the engineers aim to have 100 balloons about 13 miles up.

*altitude 높이, 고도

- ① Balloons for Weather Forecasting
- ② Balloons to Connect the World
- ③ A One-Day Tour in a Balloon
- ④ Online Education for Farmers
- ⑤ 4G: The Fastest Connection

31) Inflation can be a major life concern for most people. It makes it difficult for households to plan ahead. This is because 'future problems' concerning inflation often make us change our plans for the future. For instance, how much should the parents of a newborn start regularly saving to pay for her college education? If inflation averages two percent, prices roughly double every thirty-six years. But if inflation gets up to eight percent, prices roughly double every nine years. A Harvard education that currently costs \$100,000 may therefore end up costing half a million dollars for an infant born today. Millions of workers who retired with pensions during the 1960s and 1970s found that inflation pushed up costs far beyond their expected expenses. Many had to reenter the workforce just to make ends meet.

- ① What Causes Inflation?
- ② Inflation Affects Future Plans
- ③ Various Ways to Reduce the Inflation Rate
- ④ Actual Benefits Exceed Estimated Expenses
- ⑤ How Quickly Can the Inflation Rate Climb?

32) John Seely Brown, a cognitive theorist, points out that the crucial nature of social coordination, as well as cognitive ability, is perhaps nowhere more evident than in today's scientific enterprises, where advanced knowledge grows through coordinated efforts. Brown explains, "Many theorists think of learning from a purely cognitive viewpoint, but if you ask successful people to reflect on how they learned what they currently know, they'll tell you: 'We learned almost all we know from and with each other.' That takes social coordination, not just cognitive ability. Many people have trouble because they don't understand how you become part of a human situation, part of a relationship. It's easy to focus on cognitive ability and ignore social coordination. However, you can never create magic without social coordination."

- ① Social Coordination Is Necessary for Learning
- ② Secrets of Successful People Are in Themselves
- ③ How Do People Develop Their Cognitive Ability?
- ④ Ups and Downs of Current Scientific Enterprises
- ⑤ Latest Technology Is Crucial for Corporate Success

33) Economic theory has traditionally focused on optimality in decision making. What bundle of supermarket purchases maximizes the consumer's utility? What business decisions do maximize company profits? In recent years, after careful calculation and comparison of the payoffs in terms of the decision makers' goals, a number of economists and psychologists have questioned the implied assumption that economic decisions are made rationally. They have found a lot of evidence of behavior that is inconsistent with economists' typical rationality assumptions. For instance, one professor loves trips on ocean liners because the meals are free. Of course, he knows that the cost of the meals is included in the price of his ticket, but that does not change his feelings about the matter. Such behavior is an excellent example of economically irrational behavior.

- ① What Benefits Does Irrational Behavior Have?
- ② The Economic Approach to Human Behavior
- ③ Decision Making of Perfect Decision Makers
- ④ Elements of Decision Making in Economic Activity
- ⑤ Are Economic Decisions Really Made Rationally?

34) We have seen that individuals in many species are more likely to behave in an altruistic way when close relatives or kin will benefit than when only non-relatives will gain. This suggests that they can recognize which members of their species are kin and which are not. How does this occur? A key point is that individuals are by no means always accurate on this issue. For example, there are several species of birds in which the parents will ignore their own offspring if they are put outside their nest. However, if a cuckoo or other bird deposits an egg inside their nest, they will look after the bird when it hatches as if it were their own. These observations suggest that individuals tend to regard any other animal living in their home as kin even if there is no close physical resemblance.

- ① Why Altruism Influences the Social Behavior of Birds
- ② Nest Defence Is the Top Priority of Parent Birds
- ③ Recognizing Relatives Is the Key to Survival
- ④ Hatching Eggs: A Symbol of Aspiration
- ⑤ Kin Recognition: Is It Always Precise?

35) Maximilian Ringelmann, a French engineer, studied the performance of horses in 1913. He concluded that the power of two animals pulling a coach did not equal twice the power of a single horse. Surprised by this result, he extended his research to humans. He had several men pull a rope and measured the force applied by each individual. On average, if two people were pulling together, each invested just 93 percent of his individual strength, when three pulled together, it was 85 percent, and with eight people, just 49 percent. Science calls this the *social loafing* effect. It occurs when individual performance is not directly visible; it blends into the group effort. It occurs among rowers, but not in relay races, because here, individual contributions are evident. *Social loafing* is rational behavior: Why invest all of your energy when half will do—especially when this little shortcut goes unnoticed? Quite simply, *social loafing* is a form of cheating of which we are all guilty even if it takes place unconsciously, just as it does with the horses.

- ① Why Teams Are Lazy
- ② How Cooperation Maximizes Efficiency
- ③ Where Individual Capability Stands Out
- ④ Group Competitions Make People More Alert
- ⑤ Social Loafing: Booster of Individual Performance

36) Have you ever sat in a lecture totally lost or read some profound idea in a book and thought to yourself, "How did anyone ever come up with this stuff?" Great question. Understandably, origins of ideas are often covered up, giving the impression of magic, spontaneous creation rather than that of gradual evolution, which is a far more accurate description. Every great idea is a human idea that evolved from hundreds of individuals struggling to make sense of the issue at hand. Thoughtful individuals moved the boundaries of our knowledge forward little by little, often by applying the elements of thinking, such as gaining a deeper understanding and asking questions. Every wandering step, every misstep, and every dead end provided new insight that moved those struggling minds along the path of discovery.

- ① What Qualities Make a Good Leader?
- ② Doubt: The Starting Point of All Knowledge
- ③ Why Is the Wisdom of Crowds Not Trusted?
- ④ A Great Idea: The Sum of Individuals' Efforts
- ⑤ Great Discoveries Sometimes Happen Overnight

37) The assertion that 'I am right!' may be a justifiable statement backed up by evidence. It may be equally justified to say it and allow others to accept or reject it. But when you become attached to your 'rightness' it changes into mere arrogance and egocentrism. Nothing can disturb balance as quickly as having to defend the 'hill of rightness' that you have so rashly charged up. Don't confuse assertiveness with rightness. When you are assertive, you are acknowledging and expressing your feelings in an open and appropriate way. When you are proclaiming rightness you are really trying to humiliate the other persons by proclaiming that they are wrong. If you have a strong tendency in this direction a sensible maxim to follow is: "When I think I'm right I'm probably wrong, and when I think I'm wrong, I'm probably right!"

- ① Don't Stick to Your Rightness
- ② When Is It Okay to Tell a Lie?
- ③ Facts Will Prove Your Arguments
- ④ Can Science Tell Right from Wrong?
- ⑤ Try to Make Your Act Morally Right

38) It is interesting to note that most people, when presented with the task of picturing the most and least successful people they know, think of those with the most and least money—not those who are the happiest and most contented, regardless of their wealth or lack of it, and those who are least happy, even though they might be millionaires. In the pursuit of happiness it is important to realize what really matters to you, what it is that will make you happy, irrespective of what makes others happy. So often we just assume that wealthy people must be happy since they can buy anything they want, but of course it doesn't necessarily work this way at all. A large proportion of lottery winners say they wish they had never won. So understanding what you want from life and working hard to pursue it is the best strategy for achieving true and lasting happiness.

- ① Focus on What Really Matters to You
- ② Having Less Means More Happiness
- ③ Wealth: Signs of Worries and Troubles
- ④ Don't Pay Attention to What Others Say
- ⑤ Happiness Depends on What You Achieve

39) Sometimes we feel incredible bitterness and anger over mundane, repetitive daily tasks such as making the bed or doing the dishes. We need to be vigilant about noticing these symptoms and looking for the reasons why we feel the way we do. We need to recognize the underlying causes and take action. Maybe you're furious about your spouse who doesn't help with chores. Or, maybe you're tired and need some rest. But so often we don't do that. Instead, we look for simple ways to alleviate the symptoms of stress in the short term. But that's a dangerous game: It's like seeing the red signal and the warning lights at the railroad crossing. You can acknowledge that the signal is serious and you'd better slow down. Or you can make a run for it and try to beat the train across the track—of course, if you do that, you stand a good chance of being flattened like a pancake.

- ① Speeding Leads to Fatal Traffic Accidents
- ② Make Use of Your Stress to Avoid Mistakes
- ③ Keeping Busy Doesn't Mean You Are Competent
- ④ Listen Carefully to the Warning Signals from Yourself
- ⑤ To Avoid Conflicts, Try to Understand Others' Feelings

40) It has been stated that dramatic play helps the child develop from a purely egocentric being into a person capable of sharing and of give-and-take. In dramatic play, children create a world of their own in which to master reality. They try in this imaginative world to solve real-life problems. They repeat, reenact, and relive these experiences. In the book *Understanding Children's Play*, the authors observe that through this activity children are given an opportunity to imitate adults. They are also encouraged to play out real-life roles with intensity, to express their own most pressing needs, to release unacceptable impulses, to reverse the roles usually taken to try to solve problems, and to experiment with solutions. If adults encourage such behavior by providing the place, the equipment, and an atmosphere in which a child feels free, dramatic play is a natural and healthy manifestation of human growth.

- ① A Variety of Characters in Dramatic Play
- ② Socialization through Repetitive Learning
- ③ Give-and-Take as a Basic Human Activity
- ④ Dramatic Play: A Stage for Children's Growth
- ⑤ Egocentrism: A Major Characteristic of Infants

41) If your eyes are apt to skip ahead, scanning for dialogue or drama, violence or scandal, skimming over passages of description, it may be that you're reading a bad novel. You'd better read a better one. But it may be that your capacity to delay gratification has been eroded and you need to retrain your brain to slow down and digest. Your therapy is to read a novel one page at a time—no more, no less. A page before you go to sleep, a page when you wake in the morning, a page as you eat your lunch. The point is to allow whatever you read to trigger your thoughts, and then to spend time with these thoughts. Do you want to live your life on the surface, just picking the icing off the cake? Sometimes chewing on a piece of really good bread is the most satisfying part of the meal. It's certainly the part that will fuel you through the rest of your day.

*icing (케이크에 장식용으로 쓰는) 당의(糖衣)

- ① Don't Skip: Read One Page at a Time
- ② Too Busy to Read? Listen to Audiobooks
- ③ Experience Is More Important than Books
- ④ Don't Read the Summary Before Reading the Book
- ⑤ Don't Read Alone, Find a Book Discussion Group

42) Effective coaches prioritize. They focus on a single task instead of trying to multitask. They understand that multitasking is another way of saying you are going to complete several tasks, none of which are going to be very good. Yuhong Jiang, professor of psychology at Harvard University, points out that the brain isn't built to concentrate on two things at once. It works more slowly if it tries to. Effective coaches focus on those things that need to get done and separate out everything else. Separating what's important from what's not important is prioritizing. Ineffective coaches fail to put the big tasks first. They either believe they have unlimited time, thinking that they will have more time tomorrow to get something done, or they underestimate how much time they really do have. They have no ability to estimate how long a task will take.

- ① How Effective Coaches Approach Tasks
- ② Why Psychologists Support Multitasking
- ③ New Horizons of Research on Brain Science
- ④ Prioritizing Leads to Inefficiency in Performance
- ⑤ Everything Has Side Effects, But Not Multitasking!

43) Value has both emotional and physical aspects. Let's say you've found a buyer for a railroad switch lock that you own. It's a nice one: all brass and stamped with initials on the shackle to indicate the Erie Railroad. The lock, ordinarily, is worth about \$75. But this buyer's grandfather worked on the Erie, and the buyer collects anything associated with that line. In this special circumstance, the lock could easily bring twice its ordinary value because of the personal connection. There is, of course, your own personal value assigned to certain items, such as your grandmother's old butter churn. But that wouldn't help you if you were to sell it. Who would care that it belonged to your grandmother? Every old butter churn belonged to someone's grandmother! It's priceless, obviously to you, since you certainly would not want to part with it. Its extra value is only to you and your family.

*butter churn 버터 교반기(우유를 저어 버터를 만드는 장치)

- ① Recycling Is Not Always the Best Option
- ② Your Valuables Can Be Different from Others'
- ③ There Is a Changing Trend in Antique Collecting
- ④ The Material Matters in Deciding an Antique's Value
- ⑤ Objective Price Systems Needed in Antique Auctions

44) One of the remarkable occurrences of the twentieth century was the mechanization of agriculture. Many technologies that were developed for the agricultural industry have contributed to larger farms. Many people were displaced from their family farms because they were slow to adopt the new technologies and farming practices that were needed to make their farms more efficient. Many of these people have learned trades other than farming and have become productive citizens in other industries. Without the farming revolution of the last 60 years, our citizens would not be free to pursue other occupations. The U.S. space program is possible because our scientists do not have to produce their own food. The efficiency of U.S. farms has contributed to the freedom of our citizens to engage in many new and exciting occupations.

- ① Why Did Agriculture Lose Its Importance?
- ② What Made the Market Revolution Possible?
- ③ Farm Efficiency Has Led to Occupation Diversification
- ④ Technology: Driving Force of Economic Development
- ⑤ Farming Revolution: A Contributor to Income Inequality

45) Some people have claimed that elephants cry, weeping at being reunited with their handlers or after being scolded. However, no objective proof of these rare and odd tears has ever been made. In his autobiography, the elephant trainer George Lewis, for instance, tells the story of Sadie, a young elephant who wept when she was punished. Sadie has since been offered as the evidence that emotional tears occur in other species, but she is a poor one. Lewis mentions only one case in a lifetime of elephant handling, and since Sadie never cried a second time, Lewis is not entirely sure that what he saw was actual emotional weeping. Poodles have been reported to weep, but only by their owners. Arguments have been made for seals, beavers, and dolphins, but all of them are groundless.

- ① Do Animals Really Weep?
- ② Where Do Animals Shed Tears?
- ③ How to Identify Animals' Loyalty
- ④ Weeping: A Hidden Weapon of Animals
- ⑤ Let Your Animals Express Their Feelings

46) When we lived as foragers with earthbound religions, animals were the first beings, world-shapers, and the teachers and ancestors of people. When we became agriculturalists and looked to the heavens for instruction about the seasons and bad weather, we saw animal forms among the stars. Of the forty-eight Ptolemaic constellations, all but a few are organic, and twenty-five are named for animals. Of the twenty-two more that were added in the 17th century, nineteen have animal names. When people built huge earthworks to appeal to the powers of heavens, they built them in animal forms. Some in Peru are over a mile long. One in Ohio is in the shape of a giant snake with an egg in its mouth.

*constellation 별자리

- ① Human Fascination with Animal Forms
- ② Efforts to Record Disappearing Species
- ③ Origins of the Names of Heavenly Bodies
- ④ Influence of Animals on Scientific Progress
- ⑤ Historical Background of Astronomical Progress

47) Bargain hunting represents one of the significant reasons why people shop. It's all about the excitement of finding merchandise at surprisingly low prices and being able to take advantage of such discounts. The thrill of bargain hunting motivates shoppers and gives them a feeling of winning over the retailers. It's an important part of the shopping mentality and one that retailers could probably take better advantage of. How many retailers set out with the explicit goal of literally raising the adrenaline levels of their shoppers by offering prices that are truly unbelievable or exciting? This is surely one way to spur sales and increase the interest of shoppers. Everyday sale prices are not the same—the bargain must truly stand out in the consumer's mind as a good deal that is just too exceptional to pass up.

- ① Bargain Hunting: A Motivation for Shopping
- ② Customer Service Outweighs Price
- ③ Low Prices, Low Productivity
- ④ Online Shopping Causes Crisis for Retailers
- ⑤ To Shop or Not to Shop? Just Say No to Shopping

48) These days, the TV and newspapers bombard us with an endless stream of bad news. Such phenomenon is getting more and more serious. Consequently, our own lives are filled with multiple diverse stress. With so much negative information overwhelming us at all times, we need an easy and effective way to fill our souls again. Fortunately, movies readily available can play such a significant role. A good movie is truly a remarkable gift of modern technology. In about two hours you can enter a whole new world and become absorbed into its story, characters, and underlying message. When a movie touches your heart, it can inspire you to new heights of hope and possibility. It can almost instantly change your attitude and how you feel.

- ① Movie: An Inspiration for Souls
- ② Can a Little Stress Be a Good Thing?
- ③ Change Your Thinking, Change the World
- ④ How Does Mass Media Influence Our Society?
- ⑤ A Good Movie: The Product of Collaborative Work

49) Every time you take a bite of food, you are making a small yet important choice. Each drink requires yet another small decision. When you make a choice that does more good than harm, such as opting for a salad over a burger, the resulting net gain gives your body a positive charge. Deciding to drink a sugary soda instead of water produces a net loss. Most meals contain both good and bad ingredients, such as high nutrient content but an excess of sugar. You probably eat some foods that are less than ideal several times a day. But try to do some mental accounting. Based on all you know about the components of a certain item or meal, ask yourself what you are about to eat is a net gain or loss. As you continue to ask this question, you should become better at making decision in the moment.

*net gain 순이익

- ① Look for a Quick Energy Boost
- ② Check If Every Bite Is a Gain or Loss
- ③ How to Identify Food Ingredients Easily
- ④ What Leads to Gaining or Losing Weight
- ⑤ Charge Yourself Fully with Adequate Foods

50) Gallup's research suggests that when you use your strengths, you can double your number of high-quality work hours per week from 20 to 40. It also reveals that people who focus on their strengths every day are six times as likely to be engaged in their jobs and more than three times as likely to have high levels of overall life satisfaction. If you spend most of your life trying to be good at everything, you eliminate your chances of being great at anything. Focusing on strengths is in many ways a basic time-allocation issue. Every hour you invest in an area where you have natural talent has a multiplying effect, whereas each hour you spend trying to remedy a weakness is like working against a gravitational force. Yet many people spend years or even decades working on weaknesses in hopes that doing so will make them well-rounded.

- ① Focus on What You Are Good at
- ② How to Be a Well-rounded Person
- ③ Happiness Depends on Contentment
- ④ What Matters Is Quality, Not Quantity
- ⑤ Turn Your Weaknesses into Strengths

51) If you were planning on doing a job, would you rather take an easy one that pays \$20 per hour or a difficult one that pays \$10 per hour? The answer is obvious. Your teacher is paying you to answer questions, although she pays you in points per minute, rather than in dollars per hour. Picking the low-hanging fruit is the best way to start off an exam, for psychological reasons as well as logical ones. Most students are nervous at the start of an exam, and securing some points in the beginning is a good way to alleviate this feeling. It doesn't matter whether you are taking a multiple-choice test, a true-false test, or a problem test; look at the first problem and if you immediately know how to do it, then do it. If not, go on to the next problem until you find one that is easy enough for you. If you can't find such a problem, you didn't study enough.

- ① Take a Class That Suits Your Level
- ② Easier Ones First, Harder Ones Next
- ③ Choosing the Hard Way Is Beneficial in Studying
- ④ Hard Exams: Good for Studying, Bad for Grades
- ⑤ There Are Much More Than Salaries to Choosing Jobs

52) Some say that releasing Genetically Modified Organisms (GMOs) into the environment could have many unforeseen ecological consequences. Others say that moving organisms between continents could create more problems than GMOs because there is no known biological control to bring them back into equilibrium when these organisms are relocated. Another concern is that GMOs may not be safe to eat, which is possible. However, others say that when a GMO is produced, we know exactly which gene is being introduced so it is highly unlikely that a problem will arise, as compared to traditional plant breeding. When new plants are produced via traditional plant breeding, large segments of DNA with many genes are transferred between plants, which can cause many unknown problems. The possibility exists that the GMOs used for food will contain novel allergens; however, this can be readily tested for prior to making GMOs available to the general public.

*equilibrium 평형, 균형 상태

- ① Disputes over the Safety of GMOs
- ② Genetic Engineering Used in GMOs
- ③ Restrictions on Cultivation of GMOs
- ④ Environmental Damages Caused by GMOs
- ⑤ Necessity of Government Control of GMOs

53) As teachers, we should continually ask ourselves if we are *explaining* or *simply telling*. This question has profound implications, especially for lectures in middle and high school. A good lecture lets the learners in on the teacher's thinking, and does not simply repeat information that they could have read. What students do not need is an "information dump" from teacher to student. A good lecture also models critical thinking, as the teacher questions his own assumptions, refers to inconvenient theories, facts, and philosophies that he has deliberately overlooked, and demonstrates an openness to alternative viewpoints. Finally, a good lecture, while brief in nature, conveys new terms and concepts and draws connections between ideas.

- ① What Is a Good Lecture?
- ② Organize Information by Category
- ③ Question: A New Form of Teaching
- ④ Who Is More Qualified for Teaching?
- ⑤ Critical Thinking: The Art of Argument

54) Insects are very sensitive to temperature changes, and the reaction of some species to heat and cold gives a good idea of the temperature. The grasshopper is noisiest at 95°F, and is unable to chirp when the temperature falls below 62°F. Whenever you hear a grasshopper, you know the temperature is at least 62°F. Crickets are still more accurate. To calculate the temperature from the house cricket's tune, count the number of chirps he makes in fourteen seconds, and to that add 40, and you will have the temperature—that is, the temperature at the location of the cricket. Honeybees cluster outside their hive when the temperature reaches 102°F, and cluster compactly inside their hive when the temperature falls to 57°F. At 48°F, the clustered bees begin buzzing to generate heat. 85°F is the best working temperature for bees.

*chirp 짹짹거리다; 짹짹

- ① Insects: Nature's Thermometers
- ② Who Are the Enemies of Insects?
- ③ Dietary Requirements of Insects
- ④ Food Chain: From Insects to Birds
- ⑤ How Do Insects Adapt to the Weather?

55) When we learn any new thing, like French or golf or speaking in public, we never advance steadily. We do it by waves, by abrupt starts and sudden stops. Then we remain stationary a time, or we may even slip back and lose some of the ground we have previously gained. These periods of stagnation, or retrogression, are well known by all psychologists: they have been named "plateaus in the curve of learning." Students of effective speaking will sometimes be stalled, perhaps for weeks, on one of these plateaus. Work as hard as they may, they cannot seem to get off it. The weak ones give up in despair. Those with patience persist, and they find that suddenly, almost overnight, they have made great progress. They have risen from the plateau like an airplane. Abruptly, they have acquired naturalness, force, and confidence in their speaking.

*plateau 정체기, 안정기 **stall 교착 상태에 빠뜨리다

- ① Never Give Up But Keep Going
- ② Never Overestimate Your Ability
- ③ Have Confidence In Whatever You Do
- ④ Try to Learn from Everyone You Meet
- ⑤ Learn to Be Content with What You Have Now

56) One of the most scenic urban highways in the world is Chicago's Lake Shore Drive, which hugs the Lake Michigan coastline that is the city's eastern boundary. The drive offers stunning views of Chicago's magnificent skyline. There is one stretch of this road that puts drivers through a series of S curves. These curves are dangerous. Many drivers fail to slow to the reduced speed limit of 25 miles per hour. In September 2006, the city adopted a new strategy for slowing traffic. It painted a series of white lines perpendicular to the traveling cars. The lines progressively narrow as drivers approach the sharpest point of the curve, giving them the illusion of speeding up, and causing them to tap their brakes. According to an analysis conducted by city traffic engineers, there were 36 percent fewer crashes in the six months after the lines were painted.

*perpendicular 직각의, 수직의

- ① Scenery Along the Lake Michigan Coastline
- ② A Novel Idea That Reduced Road Accidents
- ③ The Difficulties of Building a New Highway
- ④ A Miraculous Survival in a Deadly Accident
- ⑤ A Strict Law on Speeding and Drunk Driving

57) Most people like to think that their sense of style is unique and original, but an ongoing photo series by Dutch photographers Ari Versluis and Ellie Uyttenbroek shows just how similar outfits are for people who fit into certain subcultures. The project is called "Exactitudes," and so far it includes 154 different portraits of men and women. Each series shows how the category defines what the individuals wear, and the similarities are pretty incredible. "A shocking conclusion for us after 20 years of taking pictures is that the world is rapidly becoming the same," Versluis told *The Cut*. "In Europe, you can go to Copenhagen, Rome, Berlin, or Madrid, and young people all look the same nowadays. There's hardly any real subculture. Everything is driven by the Internet." He says we can buy the popular items on the Internet all around the world, which makes us wear the same things at the same time.

- ① The Internet Enables Us to Look All Alike
- ② Our Outfits Reflect Our Values and Status
- ③ A Photo Is Stronger than a Thousand Words
- ④ What Brought Genderless Outfits in Fashion?
- ⑤ Long-term Projects Are Historically Important

58) Often students have prior knowledge that could help them reason about new material and learn it more deeply. Thus, it can be useful to ask students questions that require them to use their prior knowledge to make predictions about new information before they actually encounter it. For example, before asking students to read an article from the 1970s, you might ask them what was going on historically at the time that might have affected the author's perspective. Or when presenting students with a design problem, you might ask them how a famous designer, whose work they know, might have approached the problem. This requires students not only to draw on their prior knowledge but also to use it to reason about new knowledge.

- ① Reasoning: A Powerful Tool for Active Learning
- ② Ask Students Questions to Use Prior Knowledge
- ③ What's True in the Age of Information Overload
- ④ Prior Knowledge: What Interferes with Reasoning
- ⑤ How Knowledge Is Structured and Used by Experts

59) When we remark with surprise that someone "looks young" for his or her chronological age, we are observing that we all age biologically at different rates. Scientists have good evidence that this apparent difference is real. It is likely that age changes begin in different parts of the body at different times and that the rate of annual change varies among various cells, tissues, and organs, as well as from person to person. Unlike the passage of time, biological aging resists easy measurement. What we would like to have is one or a few measurable biological changes that mirror all other biological age changes without reference to the passage of time, so that we could say, for example, that someone who is chronologically eighty years old is biologically sixty years old. This kind of measurement would help explain why one eighty-year-old has so many more youthful qualities than does another eighty-year-old, who may be biologically eighty or even ninety years old.

- ① In Search of a Mirror Reflecting Biological Aging
- ② Reasons for Slow Aging in the Modern Era
- ③ A Few Tips to Guess Chronological Age
- ④ Secrets of Biological Aging Disclosed
- ⑤ Looking for the Fountain of Youth

60) There's no subject you don't have permission to write about. Students often avoid subjects close to their heart—skateboarding, cheerleading, rock music, cars—because they assume that their teachers will regard these topics as 'stupid.' No area of life is stupid to someone who takes it seriously. If you follow your affections, you will write well and will engage your readers. I've read elegant books on fishing, mountain climbing, giant sea turtles and many other subjects I didn't think I was interested in. Write about your hobbies: cooking, gardening, photography, knitting, jogging, sailing, scuba diving. Write about your work: teaching, nursing, running a store. Write about a field you enjoyed in college and always meant to get back to: history, biography, art, archeology. No subject is too specialized if you make an honest connection with it when you write about it.

- ① Good Reading Leads to Good Writing
- ② Creativity Comes from Writing Regularly
- ③ Cultivation of Reading as a Lifetime Habit
- ④ Take Criticism from Your Readers Seriously
- ⑤ Want to Write Well? Go with Your Interests

61) Just like water and ice, wind has the power to change landscapes by wearing away rock formations and by moving large quantities of small rock particles such as sand and dust. It can lead to the formation of sand hills beside lakes and along shorelines. Wind erosion can also cause large dust storms, which deposit quantities of fine material across the landscape. Wind erosion has the greatest effect on desert landscapes and on other areas where there is little moisture. Wind that's carrying sand can carve weird-shaped rocks, just as rubbing sandpaper on a block of wood can round off its edges. Wind erosion can also create natural, odd arches of rock. Arches National Park in eastern Utah has many of these formations.

- ① Wind Energy Is Blown Away!
- ② Pros and Cons of Using Wind Power
- ③ Conditions That Cause Wind Erosion
- ④ Wind Erosion: A Creator of Landscapes
- ⑤ Wind Erosion: A Friend or an Enemy?

62) Although money can provide all kinds of wonderful things, from tastier food to safer neighborhoods, wealth comes at a cost. Just thinking about wealth can push us away from likable behaviors—such as playing nicely with others. In one study, students received a big stack of Monopoly money and spent several minutes imagining a wealthy future. Other students were left with no Monopoly money and spent time thinking about their plans for the next day. Suddenly a research assistant stumbled in front of them, spilling pencils everywhere. Students with the stack of cash picked up fewer pencils. In another study, individuals who merely saw a photograph of money preferred solitary activities, choosing personal cooking classes over a catered dinner with friends. This research helps to explain why the would-be lottery winners sought isolation. Just being reminded of wealth can propel people to distance themselves from others, undermining their happiness.

- ① Why We Find So Few Generous Businessmen
- ② Money Paradox: The Wealthier, the Lonelier
- ③ Lottery: A Wrongly Blamed Means of Happiness
- ④ Image Training: A Misleading Training Technique
- ⑤ The Value of Money: Measured by Opportunities It Promises

63) Because our tastes for food are such an intimate part of our selves, it is considered that they must be mostly genetic: something you just have to accept as your lot in life. Parents often tell children that their particular passions place them on this or that side of the family—you got your fussiness from your grandfather and you were destined from birth to eat a certain way. Sometimes it is incredible how a suspicion of celery or a deep hunger for blackberries replicates from parent to child. When we notice these familial patterns, it confirms us in our view that food preferences must be inherited through our genes.

*fussiness 안달복달함

- ① Make Family Mealtime Enjoyable
- ② Your Genes Determine What You Eat
- ③ The Food We Eat Controls Our Health
- ④ Should We Genetically Modify Food?
- ⑤ Families Who Eat Together Are Happier

64) Becoming indispensable can be as much about how you work as what you produce. Many employees believe they will receive the recognition they desire by attacking their work with a singular vision. They are driven with laser-beam focus, believing this will help them create optimal results that will showcase their talents and impress those at the top. But when you do this, something important is missing. A narrow focus tends to produce narrow results only valuable to your little corner of the company. The most successful employees are not those who focus solely on their own work. They are those who maintain a broader focus, keeping their tasks in line with what's most important to the company and its future. Producing through the lens of the bigger picture will make your work seem larger than life, while work produced with a narrow focus is usually dismissed as "typical."

- ① What Makes You a Confident Person?
- ② Take Initiative Rather than Standing Back
- ③ A Broader View: The Road to Success at Work
- ④ Talent: The Fruit of Efforts, Not Innate Ability
- ⑤ Can We Have Success Both at Work and at Home?

65) In 1844, an Englishman, Austen Henry Layard, was examining mounds in the city of Mosul—in what is now Iraq—and uncovered the ancient palaces of Nineveh. One of the rooms turned out to be the library of the last Assyrian king, Ashurbanipal (668-627 B.C.). There Layard discovered more than twenty thousand clay tablets inscribed in cuneiform. The tablets were transported to the British Museum and ignored. It wasn't until 1857 that archaeologists realized that the tablets were written in Akkadian, the language of the Babylonian empire. In 1872, a curator found a tablet describing the life, times, and adventures of an ancient Sumerian king, Gilgamesh, who ruled in Mesopotamia in the city of Uruk around 2750 B.C. He had discovered the oldest story in the world written down.

*cuneiform 췁기문자

- ① The Oldest Story About to Be Destroyed
- ② How Was the Story of Gilgamesh Discovered?
- ③ Why Is It So Difficult to Decipher Cuneiform?
- ④ The British Museum: A Storehouse of Lost Items
- ⑤ Who Is to Blame for the Loss of the Oldest Story?

66) Children and adolescents from many cultural groups place high value on getting a good education. However, to some degree, different cultural groups seem to encourage different kinds of values related to learning. For example, many Asian societies emphasize learning for learning's sake: with knowledge come personal growth, better understanding of the world, and greater potential to contribute to society. Important for these cultures are hard work and persistence in academic studies, even if such studies are not intrinsically enjoyable. On the other hand, like students from European American backgrounds, European Australian and New Zealand students are less likely to be diligent when classroom topics have little intrinsic appeal, but they often find value in academic subject matter that arouses their curiosity and in assignments that require creativity, independent thinking, or critical analysis.

- ① Cultural Differences in Motivating Learning
- ② Education: Preparation for a Better Life
- ③ Learning and Motivation in a Limited Context
- ④ Motivation: A Key Issue in Getting a Good Education
- ⑤ Promote Respect for Cultural Diversity in the Classroom

67) Consider what occurs before, during, and after a trip with loved ones. If you plan a vacation well in advance, you experience several exciting months of anticipation. Then you have the actual experience of a trip with friends or family, followed by many years of fond memories. Compare all of this happiness with the cheap thrill of buying a new shirt for yourself, or even a new car. You might get a small spike in happiness immediately after the purchase, but the excitement of buying that new car fades quickly when you're sitting in traffic the following Monday morning. Even brief interpersonal experiences, such as going out to dinner with your spouse or taking your kids to a sporting event, are a much better use of your financial resources.

*spike 급증

- ① Don't Depend on Others for Your Happiness
- ② Lowering Expectations Is the Key to Happiness
- ③ Travel Alone or with Someone: Which Is Better?
- ④ Spend Financial Resources on Experiences with Others
- ⑤ How to Maximize Profits Through Planned Consumption

68) Mere greetings will not help the sick person; a little bit of watery soup has to be there as well. Mere words will not always get you where you want to be. You will have to prove your worth as well. In this day and age, eloquence seems to run the world. Those who can speak most and loudest are heard and make progress. However, action is needed even more. And we should not disregard that. It is unfortunate that many managers these days allow themselves to get dazzled by workers who can talk a great deal. However, the emotionally intelligent leader knows that many talkers are not doers, and many doers are not talkers. The soup will come from the doers, and the greetings from the talkers. As an organizational leader, you should consider which one of the two is more valuable for the progress of all team members.

*dazzle 현혹하다

- ① Live by Faith, Not by Fear
- ② Judge by Actions, Not by Words
- ③ Friendship: Not by Force, But by Choice
- ④ Persuasion: Not by Arguments, But by Facts
- ⑤ Create Your Values by Design, Not by Accident

69) Almost everyone concedes that some restrictions are warranted when the exercise of individual freedom endangers others or imposes large external costs. A more subtle but more pervasive limit to freedom arises when it conflicts with the individual's desire for security. In the face of the complexities and uncertainties of modern life, many people willingly vote for programs that restrict freedom—their own and that of others—in exchange for the promise of greater security. For instance, numerous laws deny consumers the freedom to buy products that have been judged to be dangerous. But not everyone makes the same evaluation of the tradeoff. Rational individuals will seek an optimal balance between freedom and security, but this balance varies among individuals, depending upon their ability to benefit from freedom and to bear the cost of insecurity. This variation is the major reason why it is so difficult to reach consensus on this issue.

- ① Social Rules: The Efforts to Keep Justice in Society
- ② Freedom Threatened by Conflicts Among Social Groups
- ③ Are Humans Born with a Natural Fondness of Freedom?
- ④ Economy Can Be Risked in Search of Individual Freedom
- ⑤ Can Balance Between Security and Freedom Be Agreed Upon?

70) Savannas pose a bit of a problem for ecologists. There is an axiom in ecology that 'complete competitors cannot coexist': in other words, where two populations of organisms use exactly the same resources, one would be expected to do so slightly more efficiently than the other and therefore come to dominate in the long term. In temperate parts of the world, either trees dominate (in forests) or grasses dominate (in grasslands). Yet, in savannas grasses and trees coexist. The classic explanation proposes that trees have deep roots while grasses have shallow roots. The two plant types are therefore able to coexist because they are not in fact competitors: the trees increase in wetter climates and on sandier soils because more water is able to penetrate to the deep roots. Trees do indeed have a few small roots which penetrate to great depth, but most of their roots are in the top half-metre of the soil, just where the grass roots are.

*axiom 원리, 공리

- ① A War at Hand Between Plants in Savannas
- ② A Rivalry for Wetter Soils among Savanna Trees
- ③ Are Savannas a Hidden Treasure of Bio-Diversity?
- ④ Cyclic Dominance of Trees over Grasses in Savannas
- ⑤ Strange Companions: Savanna Plants Confuse Ecologists

71) Most people think they do something solely based on their own intentions. However, in fact, right before we act, the positive subconsciousness and negative subconsciousness begin to play tug-of-war inside our heads, and the selected subconsciousness automatically decides our ultimate action. "I want to exercise at the gym at least five days per week, but I keep on putting it off." "I want to quit playing computer games, but I can't do it." "I want to go on a diet, but I keep craving food." "I pledged I would wake up early, but I keep getting up late." We can easily conceive these instances as having a weak will, but these results come from a foundation of strong subconscious operations.

- ① What Is the Basis of Good Judgment?
- ② Do Not Rely Only on Your Own Thoughts!
- ③ Subconsciousness: Positive Energy in Our Life
- ④ Our Actions Are Determined by Our Subconsciousness
- ⑤ Willpower: The Art of Replacing One Habit with Another

72) Something extraordinary from a cognitive perspective happens when a group starts to sing together. On your own, you might get stuck after the first line of the song. Singing with a single friend, your companion might remember the first word of the second line and that keeps you going for another few words, but then neither of you can remember the third line just now. In a large group, no one has to be able to recollect the entire song. Just one person singing the first syllable of a word can trigger a recollection in another group member to bring the second syllable of that same word, which in turn can cue a group of people to that whole word and the next three words after it. Imagine this notion propagated through a large group of dozens or hundreds of people, and throughout every syllable of the song—a sort of group consciousness emerges in which no single member of the group can be said to know the song, but the group itself does.

*propagate 전파하다

- ① Group Singing: A Secret Bridge to Solving Conflicts
- ② Magic of Singing Together: Recollecting Lyrics
- ③ How Melody Triggers Our Hidden Memories
- ④ Why Not Shape Your Life like a Song?
- ⑤ Which Comes First, Lyrics or Melody?

73) Quite often, people will come up to me after a seminar and say that they have decided upon their goal. When I ask them what it is, they tell me that they have decided to become a millionaire or even a billionaire in the next year or two without mentioning what they should do to make more than their monthly pay in a month or two. They believe that all they need to do is to think happy thoughts and they will magically attract everything they need to overcome decades of frustration and failure. When people tell me that they want to be a millionaire as soon as possible, I suggest that they first save one thousand dollars. After they have managed to gain a thousand dollars and get out of debt, they can then really save ten thousand dollars, and so on. You should walk before you run. You have to make it in the minors before you can be successful in the majors.

- ① Take Small Steps Toward Your Goal
- ② Life Is Filled with Opportunities
- ③ How Can We Evaluate Our Capability?
- ④ Learn the Lesson from Failures
- ⑤ Thinking Big: The Key Secret of Success

74) The comfort zone by its very nature is neutral ground. It's kind of like an empty space where nothing extreme ever happens and you wonder why life has gotten so monotonous. Creativity was born from extremes—extreme pain, happiness, work, tears. Studies show that challenging situations will often bring out the best in us. This goes so far that researchers found that something as simple as having a bad phone connection and having to strain to hear the person on the other line will mean we are able to focus better and remember more of the information discussed during the phone conversation than if the sound quality had been perfect. Anything challenging will automatically switch on the part of your brain that has to innovate for survival. As long as you remain anchored to the safe neutral ground of your comfort zone, your creativity will wither.

- ① Get Out of the Comfort Zone and Be Creative
- ② The Brain Feeds on Academic Knowledge
- ③ Many Experiences Converge on Neutrality
- ④ Why Not Improve Your Quality of Life?
- ⑤ The More Comfort, The Less Happiness

75) The dinosaur was a remarkably successful creature. Man has only been around for some ten million years but the dinosaur survived for a hundred and thirty million years. So when we regard the dinosaur as a classic failure of adaptation we are looking at the moment of failure rather than at the many years of success. Right up until the moment of failure the dinosaur was a success. But hindsight satisfaction with success was no protection against extinction in the future. Furthermore, right up to the end the various parts of the dinosaur were carrying out their evolved function in perfect order: the heart, the brain, the muscles and sinews were all performing as competently as ever. So neither a successful history nor physiological soundness was sufficient to guarantee the dinosaur a future in its evolved state. The one evolutionary quality it had not got was that of adaptation. The success it had experienced while living in a stable environment for a hundred and thirty million years had left it unprepared for a changing world.

*sinew 힘줄

- ① Survival Instinct: The Basic Instinct of All Creatures
- ② Evidence of Dinosaurs' Evolution from Preserved Fossils
- ③ The Mass Extinction of the Dinosaurs: A Scientific Mystery
- ④ Archaeological Proof that Dinosaurs Survived the Ice Age
- ⑤ Constant Adaptation: A Missing Key that Led Dinosaurs to Extinction

76) Demades the Athenian, accused a man whose business was to sell what is needed for funerals, of asking too high a price for his services. Demades said this man could only make this profit by the death of a great many people. This may seem like an ill-reasoned judgement, since no profit can be made except at another's expense, and so by this rule we should have to accuse every person for any type of gain. The merchant only thrives on the extravagance of youth, the farmer on the high price of grain, and the architect on the falling down of houses. No physician takes pleasure in the health of his friends, and no soldier enjoys the peace of his city. And what is worse, if anyone searches their heart, they will find that our inward wishes are for the most part, born and nourished at the expense of others.

*extravagance 낭비, 사치

- ① The Importance of Business Ethics
- ② How to Make Money in Partnerships
- ③ One Person's Profit Is Another's Loss
- ④ Selflessness: the Art of Earning Money
- ⑤ Painstaking Efforts Will One Day Pay Off

77) Women's transition to more masculine fields has left many so-called nurturing careers understaffed. These careers include not only nursing and teaching, but also the hardest and least glorious job of all: stay-at-home parenting. Yet as sociologist Jennifer Sherman recounts in her book *Those Who Work, Those Who Don't*, some men are dipping their toes into this hazardous occupation. Sherman's book documents her year spent in a rural North California community after federal legislation to protect the spotted owl shut down local logging and milling occupations. This move left many men without work and forced many women to work outside the home. Sherman found that the families suffering the least strife were the ones who revised their notion of masculinity from meaning sole breadwinner to active father—a role filled with changing diapers, helping with homework, and attending sports matches. The men saw their new roles as extensions of the older male mandate to work hard and take care of one's family.

*strife 싸움, 불화

- ① Families Are Breaking Down Due to Unemployment
- ② Staying-at-Home Parenting: A Job with Few Rewards
- ③ Changing Dad's Roles Redefine the Meaning of Community
- ④ Why Educated People Are Leaving Jobs to Raise a Family
- ⑤ Nurturing Dad: A Decent Extension of Men's Traditional Roles

78) During World War II, all sorts of strange weapons were proposed and tried. One of the strangest was the bat bomb. This bomb consisted of a container that held dozens of bats, each with a small incendiary device attached to it. The bomb would release its bats several hundred feet above one of the Japanese cities. The bats would seek refuge in the attics of the buildings and a timing fuse would ignite the incendiary device, so that dozens of buildings would catch fire at about the same time. Oddly enough, though this thing was designed to bring misery to our human enemies, the tie that held the incendiary device to the bat was said to be such that the bat could chew through it and escape. How humane! Or it is more correct to say, "How human!" The war is said to have ended shortly before the bomb was ready for use.

*incendiary 불을 지르기 위한, 방화의

- ① Living Bravely Through a Never-Ending War
- ② Bat Stories: Why They Are Popular Among Kids
- ③ Families Facing Many Challenges During Wartime
- ④ Technological Progress Making War More Humane
- ⑤ Bat Bombs: Inhumane to Humans but Humane to Bats

79) A strategic vision has little value to the organization unless it's effectively communicated down the line to lower-level managers and employees. It would be difficult for a vision statement to provide direction to decision makers and energize employees toward achieving long-term strategic intent unless they know of the vision and observe management's commitment to that vision. Communicating the vision to organization members nearly always means putting "where we are going and why" in writing, distributing the statement organizationwide, and having executives personally explain the vision and its justification to as many people as possible. Ideally, executives should present their vision for the company in a manner that reaches out and grabs people's attention. An engaging and convincing strategic vision has enormous motivational value—for the same reason that a stone mason is inspired by building a great cathedral for the ages.

*stone mason 석공 **cathedral 대성당

- ① What Makes a Strategic Vision Successful?
- ② Why Is Creating a Vision Statement Difficult?
- ③ Building a Future: Innovative Leadership Training
- ④ Effective Decision-Making Processes in Organizations
- ⑤ Motivating Employees through Organizational Development

80) Supporters of globalization argue that trade based on comparative advantage raises living standards everywhere. However, opening markets to free trade will harm some individuals and firms. When goods are produced by the lowest-cost producer, people working in that industry in less competitive countries will no longer be employed. If foreign competition were limited, then these jobs would be saved. In addition, free trade may encourage countries to compete for international investment by offering low or no environmental regulations or labor standards. Environmental safeguards and workers' rights will be ignored in order to attract the investment and jobs that come from a concentration of production based upon comparative advantage. Free trade agreements are seen as roadblocks to democratic decision-making at the local level, as they transfer power away from local authorities to multinational authorities.

- ① How Are Prices Determined in the Market?
- ② Do Free Trade Agreements Really Benefit All?
- ③ Consumers' Needs: The Drive for Better Goods
- ④ Competition Leads to Increased Competitiveness!
- ⑤ Comparative Advantage: The Base of International Trade

81) *Fortune* recently asked the question, "Power: Do Women Really Want It?" Many of the women leaders quoted in the article expressed discomfort with the traditional interpretation of power and little inclination for seizing it for its own sake. Likewise, a cover story in *Fast Company* not long ago asked, "Where Are the Women?" and answered its own question: "Not in the corner office for executives, even after all these years. Not now. Maybe not ever. So what happened?" A widely cited article from *The New York Times Magazine*, written by Lisa Belkin and entitled "The Opt-Out Revolution," struck a similar chord. Women, the article noted, are less likely than men to pay the price over the long haul in the corporate setting and are increasingly likely to "opt out" for more family-focused roles.

- ① Double-Income Families: Are They Happy?
- ② Women: Do They Want a Position with Power?
- ③ Women's Power: The Movement for the Weak
- ④ Women Are Forced to Choose Home or Work
- ⑤ The Mass Media: Do They Report the News Fairly?

82) At one level, there have been massive improvements in communication methods over the past few years. The ability to transmit messages and gather information through a wide range of sophisticated technological devices, from the Internet to video conferencing, has become part of everyday life. But how much of this has actually improved the quality of communication between individuals is unclear. Indeed, the assumption that more information transmitted to more people means a substantial improvement in understanding between people is highly debatable. While there has been a massive increase in the volume of information available, technology has not overcome many of the difficulties of interpersonal communication. This is because the communication process has several characteristics that are only marginally affected by technological improvements.

- ① The Internet Has Brought People Closer
- ② Information: Quantity Leads to Quality
- ③ More Information Means Better Communication?
- ④ Changes in Communication Patterns
- ⑤ Technology Has Enhanced Communication Skills!

83) Often when someone tells us something we don't immediately agree with, our first reaction is to make a judgment. We tend to say it is wrong or weird, rather than trying to see where the other person is coming from. By asking a few simple questions, we can give people the chance to explain themselves—or admit they need to go back to the drawing board. Say, for example, your best friend wants to get her tongue pierced. You could say, "Yuck, not only is it disgusting, but piercings are out of fashion," but ignoring her desire isn't likely to get the point across. Instead, why not ask a few leading questions, like, "What happens if it gets infected? And do you mind if you break your front teeth? My dentist says that's common." She may realize on her own she has some more thinking to do.

- ① Teach with Examples and Dedication
- ② Don't Be Defensive to Healthy Criticism
- ③ Use Questions to Let Others Think Twice
- ④ Be Honest When You Are Giving Advice
- ⑤ Don't Disturb Others When They're Thinking

84) Unless we know the history of a word, it is nearly impossible to tell which words are formed through backformation, even though many words enter the language in this way. Backformation is a process by which a word is formed by omitting what appears to be a morpheme but which in reality is not. For example, *edit* is a backformation from *editor*, and *scavenge* is backformed from *scavenger*. Both *editor* and *scavenger* came into English from other languages: *editor* from Latin *editus* and *scavenger* from Old French *scawager*. Note the /n/ that was inserted from the French word to the English word; this by analogy with other words like *messenger* (French, *messenger*) and *passenger* (French, *passager*). Although each of these words ends in *-er*, this *-er* is not equivalent to the *-er* affix that means "one who does X," as with *driver* and *teacher*, where the *-er* is affixed to the verbs *drive* and *teach*. However, English speakers, by analogy, nevertheless unconsciously analyzed *scavenger* and *editor* as ending in the familiar "agentive" *-er* and backformed the verbs *edit* and *scavenge*.

*morpheme 형태소 **affix 접사(접두사, 접미사); 붙이다

- ① Why Some English Words Can Have Multiple Meanings
- ② Knowing the History of a Word Enables Backformation
- ③ Latin and Old French: The Roots for Many English Words
- ④ Misguided Analogy Sometimes Leads to Backformation
- ⑤ Backformation: A Good Tool for Inferring the Meaning of Words

85) If you engage in intercultural communication for any length of time, inevitably you will encounter some type and degree of conflict. The conflict may arise due to differences between you and the other individual(s), or it could be an internal conflict, resulting from having to make decisions when confronted by culturally different beliefs or values. Encountering disagreements is a natural characteristic of interacting with individuals who have differing perceptions of what is right or wrong, good or bad, acceptable or unacceptable, etc. The important aspect is not whether conflicts will occur, because they will, but rather how to successfully manage the situation. Normally, the best resolution of an external conflict happening in intercultural communication is one where both parties are satisfied—mutual agreement. This is often achieved through reciprocal compromise, as in international business and diplomatic negotiations. In these cases, an agreement is usually reached through an adjustment over interests, such as price, time, or support, e.g., how much an item costs, when it will be delivered, and the type of warranty.

- ① Resolve Intercultural Conflicts Through Compromise
- ② When to Compromise and When to Confront
- ③ A Conflict Is Good in a Negotiation Process
- ④ Obstacles to Reaching Mutual Agreement
- ⑤ Accept the Inevitability of Conflicts

86) Each morning, we wake up and experience a rich explosion of consciousness—the bright morning sunlight, the smell of roast coffee and, for some of us, the warmth of the person lying next to us in bed. As the slumber recedes into the night, we awake to become who we are. The morning haze of dreams and oblivion disperses and lifts as recognition and recall bubble up the content of our memories into our consciousness. For the briefest of moments, we are not sure where we are and then suddenly “I,” the one that is aware, awakens. We gather our thoughts so that the “I” who is conscious becomes the “me”—the person with a past. The memories of the previous day return. The plans for the immediate future are reformulated. The realization that we have things to get on with reminds us that it is a workday.

*slumber 잠, 수면 **oblivion 망각

- ① Identity: Just an Extension of Unconsciousness
- ② Dreams Recreate the Past and Foretell the Future
- ③ Human Memory Can Be Distorted by a Very Subtle Means
- ④ Becoming Conscious of Ourselves: The Ritual of Every Morning
- ⑤ Human Relationship Exists for the Fulfillment of Human Needs

87) Even though media coverage of sports is carefully edited and represented in total entertainment packages, most of us believe that when we see a sport event on television, we are seeing it “the way it is.” We don’t usually think that what we see, hear, and read is a series of narratives and images selected for particular reasons and grounded in the social worlds and interests of those producing the event, controlling the images, and delivering the commentary. Television coverage provides only one of many possible sets of images and narratives related to an event, and there are many images and messages that audiences do *not* receive. If we went to an event in person, we would see something quite different from the images selected and presented on television, and we would develop our own descriptions and interpretations, which would be very different from those carefully presented by media commentators.

- ① Televised Sports: A Partial Reflection of a Sports Event
- ② How Media Limits the Popularity of Some Sports
- ③ Can We Get Better at Sports Just by Watching?
- ④ What Makes Sports Fans So Enthusiastic?
- ⑤ Sports Can Tear Down Social Barriers

88) Despite the appearance of similarity between the two hemispheres of the brain, they are somewhat different in the functions they control and in the ways they control them. Certain behaviors are more likely to reflect activity in one hemisphere than in the other, or are lateralized. Keep in mind that the differences in specialization between the hemispheres are not great, and the degree and nature of lateralization vary from one person to another. If, like most people, you are right-handed, the control of language is probably concentrated more in your left hemisphere. By contrast, if you are among the 10% of people who are left-handed, it is much more likely that the language centers of your brain are located more in the right hemisphere. Furthermore, the two hemispheres of the brain function in tandem. It is a mistake to think of particular kinds of information as being processed solely in the right or the left hemisphere. The hemispheres work interdependently in deciphering, interpreting, and reacting to the world.

*lateralize (기능을) 좌뇌·우뇌 한쪽이 지배하다 **in tandem 동시에

- ① The Specialization of the Hemispheres: Two Brains or One?
- ② The Evolution of Hemispheric Specialization in Humans
- ③ Hemispheric Imbalance: Individual Differences
- ④ Myths About the Brain: Separating Fact from Fiction
- ⑤ Right-Brained People in a Left-Brained World

89) Distortion is an unavoidable problem of representing a sphere on a flat map. But when a map depicts only a small area, the distortion should be insignificant. If we use a map of a state park for hiking, this distortion will be too small to affect us. On maps that show large regions or the entire world, the Earth's curvature causes apparent and pronounced distortion. To be skilled map users, we must know which properties a certain map depicts accurately, which features it distorts, and for what purpose a map is best-suited. If we are aware of these map characteristics, we can make accurate comparisons and measurements on maps and better understand the information that the map conveys.

*curvature 만곡(활 모양으로 굽음)

- ① A Practical Guide to Map Making
- ② How to Choose the Most Accurate Map
- ③ Distortion: A Difficulty in Map Making
- ④ What Are the Differences Between Maps and Globes?
- ⑤ Knowing the Nature of Maps Leads to Better Map Literacy

90) In moderate winds, leaves bend back and flutter. As the wind's force increases, leaves change their behavior and absorb a portion of the wind's strength, using it to furl into a defensive posture. The leaves fold onto themselves, rolling their margins to the center. They take on shapes of strange fish, shedding air from their aerodynamic surfaces. The compound leaves of hickories fold each leaflet to the central stalk, forming a loosely rolled cigar. Air rushes past, its death grip loosened. As the wind weakens, the leaves spring back, unrolling into sails again. Lao Tzu reminds us: "Grass and trees are pliant and fragile when living, but dried and shriveled when dead. Thus the hard and strong are the comrades of death; the supple and the weak are the comrades of life. A weapon when strong is destroyed; a tree when strong is felled."

*furl 감다, 말다 **pliant 유연한 ***shrivel 오그라들다

- ① Flexibility: The Key Strategy of Survival
- ② Nature Prefers the Stronger to the Weaker
- ③ Death: The Birth of a New Life in Nature
- ④ Going Against the Wind Means Getting Stronger
- ⑤ Leaves: The First Indicator of Trees' Well-Being

91) One of history's few iron laws is that luxuries tend to become necessities. Once people get used to a certain luxury, they take it for granted. Then they begin to count on it. Finally they reach a point where they can't live without it. Let's take a familiar example from our own time. Over the last few decades, we have invented countless time-saving devices that are supposed to make life more relaxed—washing machines, vacuum cleaners, dishwashers, telephones, mobile phones, computers, email. The majority of households in the developed world have them and can't even imagine life without them. Previously it took a lot of work to write a letter, address and stamp an envelope, and take it to the mailbox. It took days or weeks, maybe even months, to get a reply. Nowadays I dash off an email, send it halfway around the globe, and receive a reply a minute later.

- ① Newly Accustomed Luxuries: Indispensable and Irreversible
- ② Time: The Most Expensive Item We Have Sought for
- ③ Too Many Devices Occupy Our Life and Space
- ④ A Leisurely Life: Humans' Lasting Dream
- ⑤ Why We Feel Happy When We Are Busy

92) If you have a camera around your neck when traveling to a foreign country, it gives you a reason to wander in and explore places where someone without a camera might seem out of place or suspicious. At the same time, in many places, when people see you with a camera, they feel you're 'safe'—just an ordinary tourist—and often they may help you find your way. Or they may suggest areas to get interesting pictures. A camera also can provide an opening for conversation about other things. People see the camera and start talking about that, opening the door for conversations about other things. If you are receptive to such developments, you can encourage them by responding to their casual comments in a way that invites more conversation. And sometimes these meetings can blossom into ongoing relationships with someone who will introduce you to new parts of the culture.

- ① Camera: A Passport to a New World
- ② Digital Cameras: Blessing or Curse?
- ③ Your Picture: A Window to Yourself
- ④ A Picture Is Worth a Thousand Words
- ⑤ Tips to Never Lose Cameras While Traveling

93) Contact with the natural environment can provide an antidote to some of the unhealthy aspects of an urban lifestyle, and there is a growing realization that this should influence the way that our surroundings are planned and managed. Trees and other vegetation have been used in traditional, modern and alternative medicine as sources of pharmaceuticals and other chemicals. But they also help to moderate the effects of other physical environmental factors by acting as a biological buffer. They can filter potentially harmful air pollution and solar radiation, they provide natural shelter against the wind and they help to cool and moisten the air. Contact with nature and contact with animals and plants can have a powerful therapeutic or preventative effect on many people, by reducing stress and helping to improve both mental and physical ability.

*antidote 해독제

- ① Nature Is But Another Name for Health
- ② Environmental Education: Attractive But Ignored
- ③ Should We Intervene in Nature to Meet Our Needs?
- ④ Science: Efforts to Tame Uncontrollable Natural Forces
- ⑤ Nature vs. Science: Which Is the Better Force in the World?

94) What determines whether the slowing of time is an empowering experience or a drag? In large part, the difference between the martial artist's slow-motion world and that of boredom narrows down to a matter of perceived control. The martial artist controls the speed of events. He or she slows down the external world in order to take charge of what would otherwise be too complex to take on. The resulting sense of competence is exhilarating. In Zen, the extreme slowing of time is a complete sense of timelessness—literally, nirvana. In the case of boredom, the slowing down of the clock feels outside of one's control. The boredom controls the individual's sense of time. Affectively, this slowing down is experienced at the very least as unpleasant; often it is extremely painful. At the pathological extreme of boredom lies a sense of hopelessness. Clinically depressed individuals often describe their pain with the very same words spoken by the martial artist—that each moment feels like eternity. For the depressed person, however, the stretching of time is a chilling experience.

*nirvana 열반, 해탈(의 경지)

- ① Time-Stretching: A Blessing or a Curse?
- ② Keeping Pace with the Slow-Motion World
- ③ Spending Quality Time Against Your Boredom
- ④ The Illusion Caused by Time Slowing Down
- ⑤ The Hidden Value of Free Time and Boredom

95) Through evolution, our brains have developed to deal with acute dangers, whether saber-toothed cats or thunderstorms. Our nerve connections will ensure that we become aware of the dangers and react to them to protect ourselves, being alerted by their peculiar smell, their threatening looks, or their scary noise. But nothing in our past has prepared us to deal with the insidious chemical threats that endanger the development of the next generation's brains. On the contrary, we are thoroughly enjoying the immediate benefits of attractive consumer goods, efficient technologies, and handsome profits that we generate from producing and disseminating hazardous chemicals. Our senses are not geared toward detecting the underlying dangers. The irony is that the resulting harm to the brain may wipe out some of those senses that we badly need to manage this very problem.

*insidious 모르는 사이에 진행되는 **disseminate 퍼뜨리다

- ① Chemicals as a Blessing in Disguise
- ② Under Undetectable Attack by Chemicals
- ③ Brain Chemicals: Traces of Human Evolution
- ④ Chemical Signals: Brain's Communication Tools
- ⑤ Beyond Biological Evolution to Chemical Evolution

96) It is difficult to understand what it means to be noble, elegant, courageous, or even unselfish, unless we meet people in stories whose actions show us what these things mean. What would you understand about "beauty" if you had never seen or heard anything beautiful? A young woman once wrote to J. R. R. Tolkien, "You have made truth and honor more meaningful to me." If you have read *The Lord of the Rings* and followed the courageous Sam Gamgee and Frodo on their adventure, you already know why she wrote to Tolkien in this way. All of us face choices that involve honor and truth. When it comes to moral issues, especially, it helps to think in terms of stories, rather than abstract concepts.

- ① Good Stories Put Flesh on Abstract Ideas
- ② The Fine Line Between Fact and Fiction
- ③ There's No Better Time Killer Than a Novel
- ④ No More Fiction, Now It's Time for Nonfiction!
- ⑤ Don't Read a Summary First, Just Read It Through!

97) In 1990 a team of psychologists investigated the facial features that determined male facial attractiveness. Among many features, mustaches and beards were associated with lower attractiveness ratings. However, in one of their trials, the researchers ran across a positive correlation of attractiveness with stubble. The study deliberately excluded faces with mustaches or beards from the experimental sample, but some of the photographed faces nonetheless appeared smoother (more clean-shaved) than others. The women's responses showed a surprising preference for faces with a more visible (though shaved) beard. The researchers interpreted this to mean that the capacity to grow a beard was a favorable mature feature, whereas an actual beard would obscure the desirable young qualities of the face. In short, stubble was the sort of balance women were looking for: masculine, but not too much.

*stubble (최근에 면도하지 않아서) 거뭇거뭇한 수염 자국

- ① Hair on Men's Faces Was Affected by Power
- ② Beards: Positive to Men, Negative to Women
- ③ Why Women Prefer Young Looks in Men's Faces
- ④ Shaving: A Sign of Men's Diligence and Self-control
- ⑤ Attractive Balance Between Hairy and Smooth Faces

98) Every company wants to retain customers for a long time. Here are three important factors which work against every business' wish and drive high customer turnover. The first is infrequency of use by any one person. Products and businesses that have had a constant influx of new customers for this reason include funeral services, landscaping projects, pregnancy tests, real estate agencies, and moving companies. The second factor is durability. We use cars and refrigerators all the time, but because they typically last for many years, we buy them only once in a while. People who purchase such products, therefore, behave like new customers; unlike consumers of toothpaste and other disposable products, they're not constantly in the market. The third factor relates to how narrow the age range of the intended audience is: Products and services aimed at specific age groups have transient customers. Think of diapers, young-adult books and movies, bridal magazines, and retirement communities.

- ① Competition for Loyal Customers
- ② Satisfy Customers from Cradle to Grave
- ③ Do to Others as You Would Be Done by
- ④ What Prevents Customers from Staying with You for Long
- ⑤ Out of Sight, Out of Mind: Keep in Touch with Your Customers

99) Every growing male needs to feel that he brings something significant to the table of every important relationship in his life. He wants to provide something that is entirely male and unique to him. He wants and needs to provide. So encourage him. What is he good at supplying that no one else can? Help him discover what he can give that will make another person's life better. By doing this and acting on these instincts, he begins to sense that he is exercising masculine power. This ability is extremely important to healthy masculinity. The reason men so often define themselves by how much they earn, how well they lead, or how effectively they protect their families is that men (and boys) really do need to feel that they are providing something useful. It is crucial to their sense of self-respect. A male's desire to provide, protect, and lead can make him a great husband, a great boss, and a great dad. Help him direct and fulfill these instincts.

- ① Being Helpful to Others: A Basis for Male Identity
- ② Is Our Society Ruled by a Male-Dominated Culture?
- ③ Male and Female Brains: Similarities and Differences
- ④ The Influence of Social Media Use on Gender Identity
- ⑤ Is Gender Identity Determined Biologically or Socially?

