

# 수능특강

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영어 + 영어독해연습  
2018 연계교재

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## 1.

All parents should have received a copy of information about the Westfield High School Wildfire Action Plan sent home with students at the start of the year. It is vital that all students and staff know what to do should we face a wildfire. The seriousness of this plan has been carefully explained to all students. The weather conditions for the start of this year have been quite mild, but the risk of fire has still been extreme, making it critical that all students and staff know what to do. The whole school rehearsed our evacuation to the Edenville Sports Centre, the designated “wildfire refuge” in a wildfire situation, and emergency lockdown procedures during the first week of school. The students were impressive with a mature and serious approach to the drills and should be praised for this.

[수특영어 - 1강 E01]

## 2.

Thank you for your patience while the tenure committee considered your possible promotion to Associate Professor. We all agree that you have made significant contributions to the Biology Department in your teaching, and we congratulate you on being voted “Teacher of the Year.” After reviewing the list of your publications, however, we have decided to withhold the promotion to Associate Professor until a later date. While you have several promising research projects in progress, the committee would like to see more publications before granting Associate Professor status. We will be happy to reconsider your request for advancement next year if the number and quality of your publications increase. Again, we salute your contributions to our department and wish you continued success in your professional and academic career.

[수특영어 - 1강 E02]

### 3.

At Metro Bank we try to provide banking facilities of the highest quality in order to accurately meet our customers' needs. To do this it is essential that we listen to what our customers have to say. We would like you to help us by giving us your opinion of Metro Bank's services. We are asking an independent market research company, MIC Limited, to interview a number of customers over the next few weeks. MIC Limited is a reliable company, and your individual responses will be kept completely confidential. They will be conducting the interviews by telephone, so an interviewer may telephone you at some point over the next few weeks. Because MIC Limited will choose who to interview, you might not be contacted at all. If you are, we would value your contribution and hope you will be able to help us if asked.

[수특영어 - 1강 E03]

### 4.

I have been a subscriber to your Internet service for the last two and a half years, but of late the amount of spam has increased dramatically. The popups in particular are very disturbing, and the content of the spam is really offensive. I am totally appalled by these messages. Other members of my family share my computer. Therefore, I demand that you stop these offensive and irritating communications and emails. Please let me know what steps you are going to take to solve this problem immediately. I am currently paying Rs 500 per month for Internet services. I expect you to take better care of and provide proper Internet services for a customer like me. Unless these problems of spam and popups are immediately solved, I am seriously considering switching over to one of your competitors who are eager to provide better services.

[수특영어 - 1강 E04]

## 5.

Our relationships with friends are very different from those with parents and siblings. Unlike family relationships, particularly adult-child relationships, peer relationships are based on a degree of equality between the participants. This allows more negotiation of the terms of the relationship. Also, unlike family relations, which one cannot pick and choose, peer relationships can be relatively easily established and just as easily destroyed. Our parents and siblings are generally stuck with us whether they or we like it or not. But there is always the danger that friends, if we say or do something that hurts or annoys them, will declare, 'I'm not your friend any more.' Children therefore need to make much more of an effort to strengthen and maintain relationships with their peers than with their siblings and parents — or any other adult, for that matter.

[수특영어 - 2강 E01]

## 6.

It is not just the newness of contemporary literature that makes it different, but also the context in which it is written and received, something which gives it a very interesting edge over the literature of the past. Because of globalization, one can expect many more shared references in contemporary literature with regard to history, media and cultural icons, mixed, as a rule, with local or national references. It can easily be held that writers like the Canadian Douglas Coupland and the Japanese Haruki Murakami have more in common with each other than with the literary traditions in which they grew up, because contemporary music, television and other media have had such a significant influence on their work, both formally and thematically, and these are influences to which many writers of the past did not have access.

[수특영어 - 2강 E02]

### 7.

Competition seems to interfere with achievement primarily because it is stressful. The anxiety that arises from the possibility of losing interferes with performance. Even if this anxiety can be suppressed, it is difficult to do two things at the same time: trying to do well and trying to beat others. Competition can easily distract attention from the task at hand. Consider a teacher asking her pupils a question. A little boy waves his arm wildly to attract her attention, crying, "Please! Please! Pick me!" Finally recognized, he has forgotten the answer. So he scratches his head, asking, "What was the question again?" The problem is that he has focused on beating his classmates, not on the subject matter.

[수특영어 - 2강 E03]

### 8.

Newspapers, especially large city editions, face a number of trying factors such as declining readership, poor advertising revenues, and stiff competition with other forms of media, most notably multimedia. In reaction, many newspapers now offer online editions of their publications. The job outlook for newspaper reporters is mixed. The bottom line with newspapers rests on the advertising-to-editorial-content ratio, which is dependent on the health of the economy. Many businesses reduce their spending on advertising when the economy is poor. During severe recessions, reporters' jobs are among the first to go. Competition for jobs with large city papers will be fierce; experienced graduates, with completed internships, will fare well. Writing opportunities for minorities will increase to better reflect the diverse communities served by newspapers. Because the population growth of the suburbs is expected to continue, the number of suburban dailies and weeklies will increase to meet the demand for local news, creating jobs for less experienced reporters or those who prefer working for a smaller paper.

[수특영어 - 2강 E04]

9.

Blue may be the most preferred colour but in many circumstances, for example in food colouring, people would be opposed to blue, and in other circumstances, for example, the preferred colour of cars, blue would be less popular than other colours, such as red. One reason for this is that colours have meanings that influence preferences in particular contexts. Black is a popular colour for certain items of clothing — ‘the little black dress’ — but a black shirt may have unacceptable political connotations for people over a certain age. Perhaps people have a mental image of the ideal colour for different kinds of foods and advertisers can make use of these images by arranging the lighting in colour photographs or in supermarket displays to enhance the desirability of the products. Items whose colours deviated from the ideal would be judged unappealing even if the same colour was liked in the abstract or in another context.

[수특영어 - 2강 E05]

10.

Contemporary reading and writing practices are transforming before our eyes. Interactive reading and writing now increasingly engage us. One can read together with others remotely, commenting between the virtual lines and in the margins, reading each other’s comments instantaneously, composing documents together in real time by adding words or sentences to those just composed by one’s collaborators. The lines between one’s own words and those of another’s — let alone between whole sentences — become quickly blurred. Hyperlinking has encouraged reading not just within and then between discrete texts but much more robustly across texts, inter-referencing and interweaving insights and lines of referencing. How texts relate, as a consequence, has become dramatically magnified, making visible what hitherto has been hidden largely from view.

[수특영어 - 2강 E06]

### 11.

Based on our biases in Western culture, we generally presume that all actions have an antecedent cause. Things do not just happen; it is not a random world, so all things have a cause. Our primary objective is to find and establish that relationship. In the social sciences, that may be easier said than done. It is very difficult to be value-free; we come with a great deal of cultural bias and can easily misinterpret or unknowingly manipulate facts. We do not have the luxury of working with petri dishes or chemical interactions. Human behavior may be highly unpredictable; our subjects have free will, and our models may not be applicable in various situations. For example, our American model of the nuclear family (spouses and children) is less accurate than the more universal model (mother and child) when it comes to understanding family relationships and composition in many societies.

[수특영어 - 2강 E07]

### 12.

Advertisers seek to reach a target audience consisting of those consumers most likely to be influenced favorably by their messages. Mass media such as broadcast television are extremely effective in reaching large, relatively undifferentiated audiences. Such media are useful vehicles for advertisers selling products such as soap, clothes, foodstuffs, or retail services that nearly every household might use. Broadcast television is inefficient, however, for advertisers seeking small or specialized target audiences, such as potential buyers of expensive antiques. An antique dealer seeks to reach potential customers who are both geographically concentrated near the dealer's location and suitable in terms of income and taste. Such an advertiser would use certain periodicals, local newspapers, flyers, and, where available, direct-mail advertising.

[수특영어 - 2강 E08]

## 13.

Are animals truly protected by existing laws? Many people, including legal experts, disagree on this question. The law defines animals as property, as mere resources or "things" for human use and consumption, and this means that it is extremely difficult for animals to get meaningful legal protection. Animals can almost never win when human and animal interests are pitted against each other. The mere fact that there are laws that permit something to happen — "It's legal, so we can do it" — does not mean that no one can challenge these laws and change them as a result of open discussions. Did you know that it is possible for people to privately own great apes? This should not be possible, but loopholes in existing laws allow it to occur.

[수특영어 - 3강 E01]

## 14.

Mozart, one of the best-known composers, made enough money to live a good life. However, he was not smart enough to manage his income, and he died a poor man. Yet most average people manage their finances well. Albert Einstein was a poor communicator and had difficulty in articulating his thoughts, despite his profoundly superb intelligence. Thus, we see that when a person enjoys an unusual amount of intelligence or talent in one field, it is usually confined to that particular field. Thus, not only are all humans not equally intelligent, but those who are truly intelligent are also not equally as intelligent in every field. Examples such as Leonardo da Vinci, who enjoyed talent in many different fields, are very rare exceptions to the rule.

[수특영어 - 3강 E02]

### 15.

At times, coaches are so focused on helping athletes improve that they take good performance efforts for granted. Nonreinforcement means failing to acknowledge athletes' effort, skill execution, and performance improvements. Have you ever failed to point out the positives because you were so focused on identifying what athletes needed to do to improve? It's an easy trap to fall into. Coaches who fail to provide reinforcement when it is warranted assume that athletes know their work is noticed and appreciated. In reality, when you fail to acknowledge strong effort and performance, this communicates a negative message to athletes, leaving them to question whether their effort and improvement are recognized and valued.

[수특영어 - 3강 E03]

### 16.

When it comes to dealing with relational challenges wisely, the starting point is always your relationship with yourself. If you don't have self-awareness and an appreciation of who you are as a human being, you'll find that your relationships are going to be fraught with frustrations. By understanding your own reactions and "hot buttons," you can better understand others. By knowing your most characteristic way of dealing with all your life's issues and challenges, you'll get a better picture of how your personal orientation mixes with the orientations of others. You'll know why you get along with certain types of people and not with others. You'll know why certain people drive you up the wall while you find others a delight.

[수특영어 - 3강 E04]

## 17.

One approach to human-wildlife conflicts is to create preserves, wildlife refuges, or parks where human impact on wildlife is minimized. Although this approach is well intended, it does little to resolve human-wildlife conflicts because societal demands for natural resources are so great that only a small fraction of the environment can ever be set aside in parks. There is also the problem that wildlife may not respect our boundary lines and will not stay inside parks. In fact, the vast majority of wildlife live outside parks — the same place people live. Wildlife populations thrive in our most densely settled cities. Clearly, if human-wildlife conflicts are going to be resolved, ways must be found for humans and wildlife to coexist harmoniously without either having an adverse impact on the other.

[수특영어 - 3강 E05]

## 18.

The most pressing task may lie in the issue of climate change. Long before fossil fuels run out, we'll have to face up to the consequences of using these fuels. Global warming will be a much greater threat in 20 years than it is today. Changes in the atmosphere have never occurred as rapidly as they do now. Our current tools and social structures are not sufficiently effective for us to manage the climate or to prosper in hostile surroundings. We must either learn how to change the climate in our favor or develop technologies that will enable us to survive in different environments. Both are clearly lacking today. The development of science and technology in these areas should therefore be given the highest priority. If we manage to solve these problems in the decades ahead, we have grounds for hoping that our descendants will also survive into the distant future.

[수특영어 - 3강 E06]

### 19.

So many boys, even at a very young age, feel that they need to act like a "sturdy oak." When there are problems at home, when he suffers his own failures or disappointments, or when there's a need for somebody who's physically or emotionally "strong" for others to lean on and he feels he has to be that support, the boy is often pushed to "act like a man," to be the one who is confident and unflinching. No boy should be called upon to be the tough one. No boy should be hardened in this way. So through thick and thin, let your boy know that he doesn't have to act like a "sturdy oak." Talk to him honestly about your own fears and vulnerabilities and encourage him to do the same. The more genuine he feels he can be with you, the more he'll be free to express his vulnerability and the stronger he will become.

[수특영어 - 3강 E07]

### 20.

Parents must teach their only child to be an attention giver or else they become complicit in raising a child who believes attention getting is what matters most. Sometimes parents believe that if they model attention giving to the only child, from their example, attention giving is what the child will learn. Unfortunately, a more common outcome of their beneficence is for the child to become an attention getter instead. As one mother of an only child wrote: "Only children who don't develop good listening skills may grow up believing that what they have to say is more important than what anyone else has to say. Even though we may enjoy listening to our only child, they should hear us as well. The child who continually interrupts adults or always has to draw attention to herself is a child who isn't thinking enough about those around her." If she grows up with this priority in mind, she may be "spoiled" for later relationships.

[수특영어 - 3강 E08]

## 21.

Self-driving vehicles have the potential to completely change the way we think about cars, particularly in a city environment. Autonomous taxis may someday be parked on every street, in every city. When you want to go somewhere, you will be able to summon one using your mobile phone, and it will be parked outside your house ready for you by the time you have walked out of your front door. Once it has taken you to your destination, it drives off for its next customers. Self-driving vehicles may be used to collect children from school, take elderly people to shops, and carry out all the usual, everyday journeys, all at a small percentage of the cost of what you would expect to pay to own a car.

[수특영어 - 4강 E01]

## 22.

The vast library of data about you is being supplemented all the time. This advance was made possible by computers that can capture and store all of this data, and especially by the sudden drop in the price of data storage capacity through the early 2000s. But computers have also allowed other changes that increase your vulnerability and the value of information about you. Not only is this new data stored electronically but it also resides in searchable databases that allow collectors to make useful lists of the types of data that interest them. It is easy to see a list of all advance ticket purchasers for the concert next Saturday, or who checked into the gym on Saturday, and then to further process this list by gender, age, income level, or zip code to find exactly the class of person you seek.

[수특영어 - 4강 E02]

23.

Modern American society differs from traditional societies in the number, source, and claimed function of toys. American toy manufacturers heavily promote so-called educational toys to encourage so-called creative play. American parents are taught to believe that manufactured store-bought toys are important to the development of their children. In contrast, traditional societies have few or no toys, and any toys that do exist are made either by the child itself or by the child's parents. An American friend who spent his childhood in rural Kenya told me that some of his Kenyan friends were very inventive, and used sticks and string to build their own small cars with wheels and axles. When he returned as a teenager to the United States and watched American children playing with their plastic ready-made store-bought toys, he gained the impression that American children are less creative than Kenyan children.

[수특영어 - 4강 E03]

24.

Most of us are embarrassed to admit that our opinions can be strongly affected by an appeal to our emotions. We tend to take pride in our rationality and feel a bit ashamed of our emotions, as if rationality were more likely to be right and the emotions commensurately apt to be wrong. Where rationality is concerned, we feel in control; where emotions dominate, we feel out of control, as if our emotions have a life of their own and are even somewhat alien to us. This is a cultural prejudice. Our emotions, no less than our faculty of reason, are part of us, and there is nothing abnormal or regrettable, let alone shameful, about being moved by emotion. In fact, very few of the major decisions we make are based purely on reason or purely on emotion. Even the most rational of decisions typically have an important emotional component, and many emotionally motivated decisions are quite reasonable.

[수특영어 - 4강 E04]

25.

A great change occurred with the arrival of the phonograph. Recorded music privatized and decontextualized what had often been a social event — and church music or sailors' songs could now be heard while dressing in the morning, while Beethoven was transformed into "wall paper." At its simplest level music was heard, but performers were no longer seen. Sounds of all sorts could thus be integrated into everyday life as a kind of aural background — but more often to enhance a mood or decorate some setting than as a focused object of attention. Claude Debussy in 1913 fretted that recorded music could be bought as easily as "one can buy a glass of beer." And with no hint of irony, the first issue of Gramophone (1923) called for listening to recorded music while shaving.

[수특영어 - 4강 E05]

26.

Humans are creatures of story, so story touches nearly every aspect of our lives. Archaeologists dig up clues in the stones and bones and piece them together into a story about the past. Historians, too, are storytellers. Some argue that many of the accounts in school textbooks, like the standard story of Columbus's discovery of America, are so full of distortions and omissions that they are closer to myth than history. Business executives are increasingly told that they must be creative storytellers: they have to spin compelling narratives about their products and brands that emotionally transport consumers. Political analysts see a presidential election not only as a contest between influential politicians and their ideas but also as a competition between conflicting stories about the nation's past and future. Legal scholars regard a trial as a story contest, too, in which opposing counsels construct narratives of guilt and innocence — arguing over who is the real protagonist.

[수특영어 - 4강 E06]

27.

Clearly, danced rituals did not seem like a waste of energy to prehistoric peoples. They took the time to fashion masks and costumes; they joyfully burned calories in the execution of the dance; they preferred to record these scenes over any other group activity. Thus anthropologist Victor Turner's attribution of danced ritual to an occasional, marginal, or liminal status seems especially unjustified in the prehistoric case — and more representative of the production-oriented mentality of our own industrial age than of prehistoric priorities. Surely these people knew hardship and were often threatened by food shortages, disease, and wild animals. But ritual of a danced and possibly ecstatic nature, was central to their lives. Perhaps only because our own lives, so much easier in many ways, are also so constrained by the imperative to work, we have to wonder why.

[수특영어 - 4강 E07]

28.

In the first minutes of its existence, the universe cooled so rapidly that it was impossible to manufacture elements heavier or more complex than hydrogen, helium, and (in minute amounts) lithium. In the heat and chaos of the early universe, nothing more complex could survive. From a chemical point of view, the early universe was very simple, far too simple to create complex objects such as our earth or the living organisms that inhabit it. The first stars and galaxies were constructed from little more than hydrogen and helium. But they were a sign of our universe's astonishing capacity to build complex objects from simple building blocks. Once created, stars laid the foundations for even more complex entities, including living organisms, because in their fiery cores they practiced an alchemy that turned hydrogen and helium into all the other elements.

[수특영어 - 4강 E08]

29.

He played with that child, the whole day long, and they were very merry. The sky was so blue, the sun was so bright, the water was so sparkling, the leaves were so green, and the flowers were so lovely. Everything was beautiful. This was in fine weather. When it rained, they loved to watch the falling drops and to smell the fresh scents. When it blew, it was delightful to listen to the wind. But, when it snowed, that was best of all because they liked to look up at the white flakes falling fast and thick, like down from the breasts of millions of white birds, to see how smooth and deep the drift was, and to listen to the hush upon the paths and roads.

[수특영어 - 5강 E01]

30.

The hall was filled with noise: there were hundreds of people crowding the floor with more looking down from above. Men and women were crossing the floor, talking, watching, dancing, standing, spread out across the vast room. The entry hall was set a little above floor level, and from our position Luna and I could see out across the whole crowd. To one side a band was playing on a stage, and on the dance floor maybe fifty people were dancing while others looked on. Another area had been set aside for a variety of entertaining games and amusements. Near the central column was a buffet, and on the far side, partially blocked by the column, I could see the greyish glow of a sphere arena, suspended in midair.

[수특영어 - 5강 E02]

### 31.

A Finally, as the hour of the broadcast grew closer, Mike took his place with the other contestants and was as joyful as a child on Christmas morning at seeing how one of his favorite shows got put on the air. He almost didn't know what to say when Bandstand's youthful host Dick Clark shook his hand along with all the other contestants as he wished them all good luck. Dick then directed them towards the makeup area. When Mike arrived there he saw the two Nelson siblings, David and Ricky, sitting in the chairs there ahead of them. They were having themselves groomed to theatrical perfection. One of the other boys there murmured that they were going to be the judges of the contest. This made Mike feel happy because he was sure that they would understand and appreciate his song and would pick him as the clear-cut winner.

[수특영어 - 5강 E03]

### 32.

The highly competitive global marketplace of today has convinced employers they can no longer survive, let alone thrive, with a workforce of average performers. So what they want — what they're desperate to find — are those people who can and will excel in their jobs. They are searching for the elusive 'persons of talent'. Advances in technology have made the job search an efficient yet impersonal process. Our personality is overshadowed and our life and accomplishments are reduced to our resume — a couple of sheets of paper that can be rejected with just one click. On top of all that, we face increasing pressure to pursue a career that we're passionate about but receive no advice on how to get there. We are left searching for utopia, feeling empty and unfulfilled by what we have.

[수특영어 - 5강 E04]

## 33.

Imagine holding a set of directions in your memory while driving. If a billboard advertisement catches your attention, it may invade your mental workspace and cause you to forget these directions. The same thing may happen if an unrelated thought suddenly comes to mind. Information in working memory fades away unless it is refreshed. Maintaining information in your short-term memory requires a lot of attention. The more you are able to focus on task-relevant information and ignore distractions, the better your memory performance will be. Irrelevant -thoughts that enter your mental workspace and divide your focus may lead to information overload and ultimately errors.

[수특영어 - 6강 E01]

## 34.

Laughter resulting from humor shows itself when people find themselves in an unfavorable situation, for which they generally would have felt anger and/or fear, and the detection of incongruent elements allows them to watch it from a different perspective. In this instance, thus, laughter comes from the release of energies generally associated with negative feelings, but that in the specific situation, thanks to the consistency of perspective, can be expressed as laughter of relief. Humor, in this perspective, represents a defense mechanism that allows people to better handle difficult and stressful life situations. Freud even describes this humor as "the highest of the defense mechanisms." This self-defense mechanism — differently from the ability to understand jokes, which is very widespread — does not present itself in every human being. Actually, some individuals are able to see the funny and positive side of a certain situation, while others, even in the same circumstances, react showing negative feelings.

[수특영어 - 6강 E02]

### 35.

Given all the drawbacks and disadvantages of electronic documents, why not just stick with paper? The best way of answering that question is to look back on the one other occasion in human history when a writing medium was replaced. To societies accustomed to writing on stone or clay, paper must have seemed terribly short-lived stuff, vulnerable to fire and water, with inscribed marks that all too easily smudged or faded away. And yet paper prevailed. Moses' tablets were stone, but the story of Moses was told on paper. The economic incentives were just too powerful to be ignored: with paper, information became far cheaper to record, to store and to transport. Exactly the same considerations argue that a transition to paperless, electronic writing is now inevitable.

[수특영어 - 6강 E03]

### 36.

For government policy to assume that young women can rely on others for financial support is dangerous. Firstly, some young women do not receive support from their families, either because they are not in contact with them or because their families cannot, or do not want to, support them financially. Secondly, living in the same house as a partner or family member does not mean that a young woman is receiving her fair share of the household's resources. Women's lower contribution to the household's income can mean that they receive less money for themselves and consume fewer household resources, which can lead to poverty. Thirdly, financial dependence means a young woman is always at risk of experiencing poverty if support is withdrawn or a relationship ends. Young women need an adequate income of their own from work or the social security system. Many of the most vulnerable young women are not in work or able to access work easily and so do not receive this.

[수특영어 - 6강 E04]

37.

Consumers may care about more than just price and quality when buying a good. Kysar argues that consumers often have preferences about how a good is produced, in particular about whether the production process conforms to basic environmental standards or labor regulations. For example, people may prefer to buy an otherwise identical shoe when the production process respects certain worker rights. If by buying a good consumers satisfy not only material needs but also the self-image of a conscious consumer, this makes a case for the mandatory provision of the relevant process information to consumers. Reliable knowledge about the characteristics of a good's production process helps consumers to purchase according to their procedural preferences; the resulting "political" consumption choice can even substitute for uniform regulations enacted in the political process.

[수특영어 - 6강 E05]

38.

To the Hippocratic physician, the fundamental principle of his art was the concept that nature seeks to maintain a condition of stability; its forces are constantly adjusting and readjusting the normal parts of the body to preserve a balance among them. When this balance exists, we are healthy. Under any of a variety of influences, the equilibrium may be disturbed, resulting in one part's appearing in excess. When this happens, sickness develops, the particular disease depending primarily upon which substance has gained the ascendancy. It is the function of the physician to help nature restore the state of equilibrium. Since each disease has a distinctive natural course of its own, the physician must make himself so familiar with it that he can predict the sequence of events and know whether and precisely when to intervene with treatment that will help nature to do its work.

[수특영어 - 6강 E06]

### 39.

How will we know when we have achieved sustainable tourism? The definition of sustainability as development that meets the needs of the present without compromising the ability of future generations to meet their own needs compels us to face tomorrow's challenge today. The diversity and complexity of tourism in developed and developing countries means that there is no perfect or easy formula for achieving sustainable tourism. The increase in tourism globally has also fostered sharing experiences of successes and failures. The work of governments, NGOs, communities in the planning and implementation of tourism has been supported by ongoing research and analysis. Such collaborations as well as continuing innovation and monitoring, are integral to the goal of achieving sustainable tourism. This is a challenging goal and one that only a dynamic and ever-changing industry, such as global tourism, can face and conquer.

[수특영어 - 6강 E07]

### 40.

Many proverbs contain germs of truth, and some are indeed profound, but they aren't reliable sources of knowledge and can be misleading. For example, take the saying 'You can't teach an old dog new tricks'. This isn't true of all dogs, and certainly isn't true of all human beings. There are many older people who are capable of making radical leaps in their ability. This is not to deny the effects of ageing. The point is that what is roughly true, that as we get older it becomes harder to learn new behaviour, is not true for everyone in every respect. At most the saying captures the idea that it may be difficult to change the ways of an older person. However, the saying implies that you can never teach any older person anything new, which is a hasty generalisation and one which is fairly obviously false.

[수특영어 - 6강 E08]

## 41.

A tree is a huge biomass that affects everything around it. By its sheer size it provides homes for many creatures and insects, all of which also use it for food. These creatures often distribute the seeds of the tree in return. The roots have fungi that benefit the soil, and trunks and leaves provide shelter from the wind. Even more importantly, the tree changes the temperature and climate around itself. A large oak tree can release through evaporation 40,000 gallons of water per year. Not only is this critical for the earth's water cycle, but it also cools the surrounding air and helps rainfall. On top of all of this, the structures of the tree store water in the canopy and bark, and from there water runs off down to the plants and soil below.

[수특영어 - 7강 E01]

## 42.

Advertisers have hit on one particularly effective way of seeming to argue against their own interests. They mention a minor weakness or drawback of their product in the ads promoting it. That way, they create a perception of honesty from which they can be more persuasive about the strengths of the product. Advertisers are not alone in the use of this tactic. Attorneys are taught to "steal the opponent's thunder" by mentioning a weakness in their case before the opposing lawyer does, thereby establishing a perception of honesty in the eyes of jury members. Experiments have demonstrated that this tactic works. When jurors heard an attorney bring up a weakness in his own case first, jurors assigned him more honesty and were more favorable to his overall case in their final verdicts because of that perceived honesty.

[수특영어 - 7강 E02]

### 43.

Technological advances have increased exposure to new food choices by allowing food products to be distributed from one continent to another while reducing the risk of spoilage and contamination. Before the nineteenth century, the only methods available for preserving meat were drying, salting, and smoking, none of which were entirely practical since large quantities of food could not be processed or preserved for very long. The canning process was developed in 1809 and was a product of the Napoleonic wars; the process allowed heat-sterilized food to be stored for longer periods of time without spoiling. Further methods of processing in the twentieth century involved dehydrating, freezing, and treating with ultrahigh temperatures, increasing shelf life, convenience, and variety of food products. In addition, refrigeration, vacuum packing, fast freezing, etc. ensured that seasonal items would be available year-round in economically developed societies.

[수특영어 - 7강 E03]

### 44.

When people don't trust their own judgments, they look to others for evidence of how to choose correctly. This self-doubt may come about because the situation is ambiguous, as it was in a classic series of experiments conducted by the Turkish social psychologist Muzafer Sherif. Sherif projected a dot of light on the wall of a darkened room and asked subjects to indicate how much the light moved while they watched it. Actually, the light never moved at all, but because of an optical illusion termed the autokinetic effect, it seemed to shift constantly about, although to a different extent for each subject. When participants announced their movement estimates in groups, these estimates were strongly influenced by what the other group members estimated; nearly everyone changed toward the group average. Sherif concluded that when there's no objectively correct response, people are likely to doubt themselves and thus are especially likely to assume that the group must be right.

[수특영어 - 7강 E04]

45.

Programs that offer minimal training to musicians with performance degrees in an attempt to make them instant teachers do not adequately prepare those performers for the life of a professional educator. Not only is their expertise narrowly defined, but they often lack any concept of how to interact with or inspire young musicians. They may justify the challenges they experience by blaming students for "not wanting to learn". Similarly, they do not have experience with or understand the nature and structure of schools. Further complicating this scenario is the fact that administrators typically lack the skill and knowledge required to properly supervise music teaching and programs. While excellence is usually easy to recognize, it is much more difficult for administrators to identify mediocre or poor programs in music and provide the necessary guidance and assistance to bring about needed improvement.

[수특영어 - 7강 E05]

46.

Wrapped up in the idea of embracing failure is the related notion of breaking things to make them better — particularly complex things. Often the only way to improve a complex system is to examine its limits by forcing it to fail in various ways. Software, among the most complex things we make, is usually tested for quality by employing engineers to systematically find ways to crash it. Similarly, one way to troubleshoot a complicated device that's broken is to deliberately force negative results (temporary breaks) in its multiple functions in order to locate the actual dysfunction. Great engineers have a respect for breaking things that sometimes surprises nonengineers, just as scientists have a patience with failures that often puzzles outsiders. But the habit of embracing negative results is one of the most essential tricks to gaining success.

[수특영어 - 7강 E06]

47.

Imagination and creativity are the gate keys of fantasy role-playing. If students cannot imagine themselves engaged by the fantasy world described to them, then the game cannot get off the ground. The students exercise their imagination and creativity in countless ways, from taking on the role of their assigned characters to interacting with other creatures and alien environments. In every case, what is minimally called for is imaginative flexibility in order to react appropriately to the multiple situations the students encounter, while looking ahead to the consequences of various actions and decisions. This means that fantasy role-playing provides an ideal environment to cultivate and test the productive use of imagination, utilizing it to enliven the fantasy narrative, envision alternatives, and empathize with others.

[수특영어 - 7강 E07]

48.

When an underwater object is seen from outside the water, its appearance becomes distorted. This is because refraction changes the direction of the light rays that come from the object. When these rays enter the eyes of an observer, nerves in the eyes send signals to the observer's brain. The brain then constructs a picture based on where the rays appear to have come from. It does this without accounting for the effects of refraction, so the object's appearance is distorted. When one looks at a straw in a glass of water, light rays from the part of the straw that is underwater refract at the surfaces between the water and the glass and between the glass and the air. The rays appear to come from closer to the surface than they are, and the straw looks bent. If the straw were viewed from underwater, the part above water would be distorted.

[수특영어 - 7강 E08]

49.

Quinta did not remember her brother Johnny and knew only what her mother Laura had told her. But she had grown up in her devoted father's care and protection and she had been so sad when he passed away. She and her mother had mourned together and the bond between them had strengthened. Mother had supported her through her sorrow; without her Quinta did not know what she would have done. Who was to help her now? She had lost the person most dear to her and she had no one to share her grief. She felt so isolated and abandoned. No one had loved her as her mother had and now Laura had been taken from her there was no one left who truly loved her. A forlorn despair overtook her sense of loss. She was completely alone.

[수특영어 - 8강 E01]

50.

When counsellor John Cooke calmly picked up and placed the piece of paper thrown by Mr. Crass on the counter, he indicated that, unlike Crass, he was going to act in a socially appropriate manner. John's controlled behavior subtly suggested to Crass that the piece of paper was important to both of them. He allowed Crass to continue to rant and rave because he was not going to respond to an attempt at personal contact until Crass had said what was on his mind. John understood that he had an issue and the right to express it. That the meeting went wrong was not important because Crass was not going to listen to issues of social convention. Mr. Crass clearly wanted to express his anger and contempt to someone and John recognized that he was going to be that someone. It was not a pleasant administrative task, but it was one of the roles for which he had been hired.

[수특영어 - 8강 E02]

51.

For the first time Jim-Bob noticed a slightly worried look on Running Cloud's otherwise expressionless face. His face was calm but his eyes kept their gaze fixed upon the great East Gate. There was a long pause in his silence and Jim-Bob dared not disturb it. Running Cloud's long black hair hung down like a shiny blue curtain in the moonlight covering most of his face except for two high-set cheekbones. The feather in his headband was old and weather-beaten, very much like the one he had given Jim-Bob a long time ago, the same blue feather Jim-Bob was wearing in his own hat that day. Running Cloud combed the darkness thoroughly with his eyes as though it was hiding something from him, and showed little fear of it. He spoke a few words in his native tongue, which Jim-Bob couldn't understand well. Running Cloud listened to the wind, turned his head and looked up at the sky.

[수특영어 - 8강 E03]

52.

At an early age, Alexander was fearful that the shadow cast by his father Philip would eclipse his own ambitions. He was incapable of sharing in Philip's glory and became determined from the beginning to make his own mark. His father was said to be "a man without precedent in Europe." In war and peace, battles and celebrations, Philip was extraordinarily energetic and exhibited a unique personality. These qualities, coupled with his intelligence and courage, and his succession of unparalleled victories on the battlefield, made him a folk hero among Macedonians. He was the defender of his country, a brave warrior, and the idol of his battle-scarred veterans. Alexander would have to demonstrate that he, too, was a man of singular distinction. Furthermore, he had to show the world that he was not merely the equal of, but actually superior to, his famous father.

[수특영어 - 8강 E04]

## 53.

The Ponte Vecchio is one of the world's most famous bridges. Rebuilt after a flood in 1345, it was repeatedly reinforced during its 670 years of existence. It was the only bridge in Florence across the Arno that the escaping Nazis did not destroy during the Second World War. In spite of the high flood of 1966, the Ponte stood firm. It holds a silver medal in longevity after the bridges of Rome. It crosses the Arno at its narrowest point, and up to 1218, it was the only bridge crossing the Arno. The Ponte Vecchio is probably one of the few bridges in the world which has been continuously inhabited for six centuries. Tourists crowd here with enthusiasm, and traders who occupy the monument pay their property taxes without complaining. The Ponte Vecchio was a great project, a work of art in the strictest sense and a highly profitable venture, an example to follow.

[수특영어 - 9강 E01]

## 54.

Alvin Ailey Jr. was born on January 5, 1931, in Rogers, Texas. After the Great Depression Ailey followed his mother to Los Angeles, California, where he studied dance at Lester Horton's school in 1949. He joined the Horton Dance Company in 1953, and he assumed the role of artistic director when Horton died that year. Ailey formed his own troupe, the Alvin Ailey American Dance Theater in 1958. In 1965 Ailey took his troupe on one of the most successful European tours ever made by an American dance company. It was held over for six weeks in London to accommodate the demand for tickets, and in Hamburg it received an unprecedented sixty-one curtain calls. A German critic called this performance "a triumph of sweeping, violent beauty, a furious spectacle. The stage vibrates. One has never seen anything like it." In 1970 Ailey's company became the first American modern dance troupe to tour the Soviet Union.

[수특영어 - 9강 E02]

### 55.

Owen Williams was born in London in 1890. He studied engineering at the University of London. He qualified as an engineer in 1911 and a year later joined the Trussed Concrete and Steel Company, for which he worked as an assistant engineer prior to establishing his own practice in 1918. Three years later, he was appointed consulting engineer to the British Empire Exhibition, a commission that included the design of several large exhibition buildings together with a swimming pool and a sports stadium for 125,000 spectators at Wembley. It was a turning point in his career. The buildings, which made extensive use of reinforced concrete, were completed in record time, and, after the exhibition opened in 1924, Williams was knighted in recognition of his achievements. He subsequently became a registered architect and in 1930 was appointed to design a large new manufacturing complex for a wide range of pharmaceutical products for Boots of Nottingham.

[수특영어 - 9강 E06]

### 56.

Lavinia Lloyd Dock was a pioneer in nursing education and social activist who linked women's roles as nurses to the emerging women's movement in the United States. She left her home in Pennsylvania in 1885 to attend New York's Hunter-Bellevue School of Nursing. She believed that poverty and squalor contributed to poor health, and she dedicated herself to social reform to address these problems. However, she soon learned that she was limited in her influence because she was a woman, and she spent most of her career as a dedicated advocate of equal rights for women. For 20 years, she lobbied legislators at all levels about women's right to vote, believing that this was the only way to influence social reform and health care. Providing an excellent example of the diverse ways that nurses can help achieve higher-quality health care, she is considered one of the most influential leaders in the early 20th century.

[수특영어 - 9강 E07]

57.

The news media are hungry for new findings, and reporters often latch onto ideas from the scientific laboratories before they have been fully tested. Also, a reporter who lacks a strong understanding of science may misunderstand or misreport complex scientific principles. To tell the truth, sometimes scientists get excited about their findings, too, and leak them to the press before they have been through a thorough review by the scientists' peers. As a result, the public is often exposed to late-breaking nutrition news stories before the findings are fully confirmed. Then, when the hypothesis being tested fails to hold up to a later challenge, consumers feel betrayed by what is simply the normal course of science at work.

[수특영어 - 11강 E01]

58.

Do you know people who have plenty of ideas but don't follow through? These people need collaborators to help them implement. What about artists who paint masterpieces that nobody sees? They need a collaborator to help them promote themselves. Then there are inventors who need help protecting their ideas, entrepreneurs who need help gaining capital, or composers who need help with lyrics. Working together allows for different points of view and sparks new ideas. It's not enough to be a lone innovator. Good ideas can be made into great ideas when we utilize each other's specialized expertise. In fact, venture capitalists say the most important quality they look for in businesses isn't the ideas but the teams. Look for partners who don't duplicate your skills but complement them.

[수특영어 - 11강 E02]

59.

Nowadays, scientists distinguish among species using methods based on evolutionary descent. Earlier methods were less precise but more colorful. The word "monkey" did not enter the English language until the sixteenth century. Prior to then, the word "ape" was the only common term for primates other than human beings. The difference between apes and human beings was never clear either. If somebody called you an ape, it might not be just a metaphor. In *History of Four-Footed Beasts and Serpents, and Insects*, published in 1647, Edward Topsell included the satyr and the sphinx among apes — the term included any creature that was almost "human" but not quite. This sort of definition, and not a conventional biological one, must be used when looking back over the old stories of apes and monkeys through the centuries.

[수특영어 - 11강 E03]

60.

The American emphasis on individualism, which was rooted in early American Puritanism, was reinforced by the formative experience of the American western frontier. The "pioneer spirit" of striking out on one's own and staking a claim was captured in American author Horace Greeley's appeal to "Go West, young man." The absence of formal government on the frontier, including effective law enforcement, also undoubtedly contributed to feelings of independence and self-reliance. Historian Frederick Jackson Turner, in his classic book *The Frontier in American History* (1947), argued that the frontier was central to the development of American individualism. Turner further linked the rugged individualism of the pioneer with the ideals of democracy: "Quite as deeply fixed in the pioneer's mind as the ideal of individuals was the ideal of democracy. He had a passionate hatred for aristocracy, monopoly and special privilege; he believed in simplicity, economy and the rule of the people."

[수특영어 - 11강 E04]

## 61.

Sometimes, it seems that people simply like to try new things — they are interested in variety seeking, in which the priority is to vary one's product experiences, perhaps as a form of stimulation or to avoid being bored. Variety seeking is especially likely to occur when people are in a good mood, or when there is relatively little stimulation elsewhere in their environment. In the case of foods and beverages, variety seeking can occur due to a phenomenon known as sensory-specific satiety. Put simply, this means the pleasantness of a food item just eaten drops while the pleasantness of uneaten foods remains unchanged. So even though we have favourites, we still like to sample other possibilities. Ironically, consumers may actually switch to less preferred options for variety's sake even though they enjoy the more familiar option more.

[수특영어 - 11강 E05]

## 62.

Negativism isn't a philosophy, it's an attitude. It's the attitude of a player whose nerves aren't as strong as he'd like them to be. Attitudes can be changed, but first they have to be recognized. It's quite common for a player to think to himself, "I don't want to boot this ground ball," or "I don't want to walk this batter." The word "don't" will not get through to the body. The word carries no functional image. The phrase "boot this ground ball" does bring forth an image. The expression of a negative goal will therefore emphasize an undesirable image — and the error or the walk is more apt to be made. The body tends to do what it hears most clearly; the mind tells the body what it sees most clearly. So, thinking about what you don't want to happen greatly increases the chance that it will happen.

[수특영어 - 11강 E06]

### 63.

Each new idea in mathematics involves the children in learning in three areas — linguistic, conceptual and procedural. The children learn in that order. This means that if the children are unsure of the language of maths they will not understand the concept and, as a result, they definitely will not be able to do anything with that concept. For example, when learning about shape, words such as quadrilateral and even triangle can be difficult for some pupils. Taking the time to make a link between those words and something the children already know is important to enable them to use the words appropriately. By linking triangle to tricycles and quadrilateral to quad bikes they then have that link which will result in learning. Remember also that even simple words, which may not seem worthy of any time to explain, could cause confusion.

[수특영어 - 11강 E07]

### 64.

When we plant a rose seed in the earth, we notice that it is small, but we do not criticize it as "rootless and stemless." We treat it as a seed, giving it the water and nourishment required of a seed. When it first shoots up out of the earth, we don't condemn it as immature and underdeveloped; nor do we criticize the buds for not being open when they appear. We stand in wonder at the process taking place and give the plant the care it needs at each stage of its development. The rose is a rose from the time it is a seed to the time it dies. Within it, at all times, it contains its whole potential. It seems to be constantly in the process of change; yet at each state, at each moment, it is perfectly all right as it is.

[수특영어 - 11강 E08]

65.

Can we find some way of keeping both ideas — morality as impartiality and special parental obligations? Can we understand them in a way that makes them compatible with one another? As it turns out, this is not difficult. We can say that impartiality requires us to treat people in the same way only when there are no relevant differences between them. This qualification is obviously needed, quite apart from any considerations about parents and children. For example, it is not a failure of impartiality to imprison a convicted criminal while innocent citizens go free, because there is a relevant difference between them (one has committed a crime; the others have not) to which we can appeal to justify the difference in treatment. Other examples come easily to mind. But once we have admitted this qualification, we can make use of it to solve our problem about parental obligations. The fact that a child is one's own can be taken as providing the "relevant difference" that justifies treating it differently.

[수특영어 - 11강 E09]

66.

The self-serving bias affects many people's evaluations of not only themselves as individuals but also the groups of which they are members. For example, in one early study, Hastorf and Cantril examined individuals' judgments of penalties committed during a football game between Princeton and Dartmouth. Students at these schools viewed a film of the game and counted the number of penalties committed by both teams. Princeton students saw the Dartmouth team commit twice as many flagrant penalties and three times as many mild penalties as their own team. Dartmouth students, on the other hand, recorded an approximately equal number of penalties by both teams. While the truth probably lies somewhere in between, the researchers concluded that it was as if the two groups of students saw a different game.

[수특영어 - 11강 E10]

### 67.

The more important a sporting event is, the more stressful we are likely to find it. It is probably true to say, for example, that most footballers would find themselves more anxious competing in the World Cup than in a 'friendly'. However, we must remember that it is the importance of the event to the individual that counts. This does not necessarily depend on the status of the competition. For example, athletes who know they are being watched by talent scouts, or perhaps by their family for the first time, may feel particularly anxious. Marchant and his colleagues carried out an experiment in which event importance was artificially set up. Pairs of golfers competed for either three new balls (low importance) or a new pair of golfing shoes (high importance). As expected, those competing for the new shoes experienced more anxiety than those competing for golf balls.

[수특영어 - 11강 E11]

### 68.

Most of what scientists want to understand about the world is outside the laboratory and not subject to the control of the researcher. A physical oceanographer may be fascinated by water waves, some of which can be generated in a water tank, but to really understand them he or she must go out on the ocean and experience the waves generated by the wind far from land. A meteorologist wanting to understand the essential nature of a hurricane cannot do that in the laboratory, but must measure the wind and rain as the storm tears through the countryside. The notion that the investigator can control the environment of the observation is absent from field research, so consequently the variability in the measurements is very much larger than analogous laboratory measurements.

[수특영어 - 11강 E12]

69.

Interest in extremely long periods of time sets geology and astronomy apart from other sciences. Geologists think in terms of billions of years for the age of Earth and its oldest rocks — numbers that, like the national debt, are not easily understood. Nevertheless, the time scales of geological activity are important for environmental geologists because they provide a way to measure human impacts on the natural world. For example, we would like to know the rate of natural soil formation from solid rock to determine whether topsoil erosion from agriculture is too great. Likewise, understanding how climate has changed over millions of years is vital to properly assess current global warming trends. Clues to past environmental change are well preserved in many different kinds of rocks.

[수특영어 - 12강 E01]

70.

The national income divided by the population of a country is called its per capita income or the average income per head. The per capita income is an approximate index of the standard of living in the country because it shows the average amount of income available to its citizens. It is, however, a very rough index. In most developing countries, the national income is distributed very unevenly among the people. The greater part of it goes to the richer classes. So, the majority of the people have incomes considerably less than what is shown by the figure for the per capita income. But, though the per capita income is a very inadequate index, it is better than the total figure of national income because it takes into account not only growth in income but also growth in population. Thus, to measure the economic growth of a country over a period of time, the calculation of the per capita income is absolutely necessary.

[수특영어 - 12강 E02]

### 71.

Perhaps the most influential in determining authenticity of souvenirs is the meanings that the tourists themselves assign to their merchandise through a process of attribution of meaning. For most people, 'buying a souvenir is an act of acquisition of an object perceived as authentic'. However, according to a study, the perception of the souvenir vendors was that tourists really do not care if the design is traditional or contrived. The study concludes it is obvious that tourists understand that artificial and non-destination-specific items (e.g. stone chess sets, brass cigarette lighters, etc.) are not part of the craft tradition of local cultures, but rather such items are made specifically for tourists. Nonetheless, the souvenirs tourists take home are still a sort of trophy, which must reflect their image of the country visited — it must look authentic, traditional, or primitive, because the authenticity of the artifact is a guarantee of the authenticity of one's experience abroad.

[수특영어 - 12강 E03]

### 72.

Process questions are so called because they require the respondent to use some higher mental process in order to answer them. This may involve giving opinions, justifications, judgements or evaluations, making predictions, analysing information, interpreting situations or making generalisations. In other words, the respondent is required to think, at a higher-order level, about the answer. Examples of process questions include: 'What might have happened if Japan had not bombed Pearl Harbour?' 'How do you think you could improve your relationship with your wife?' 'Why should anyone who is fit and doesn't work receive money from the state?' 'What do you think are the characteristics of a good manager?' All of these questions require the respondent to go beyond the simple recall of information and frequently there is no correct answer to a process question. Furthermore, process questions usually require longer responses and can seldom be answered in one or two words.

[수특영어 - 12강 E04]

73.

In Mediterranean countries, ancient shipwrecks have long been treated like any other archaeological site. Regardless of its origin, an ancient shipwreck belongs to the nation in whose territorial waters it lies. To disturb it in any way, a foreign or national archaeologist must have the proper credentials to obtain official permission from the archaeological service of the government of that nation. Because in the last century so many antiquities were taken from these countries to foreign museums and collections, this approach developed as a safeguard. Thus, there has been less treasure hunting in the Mediterranean than in many places, although illegal stealing of antiquities does occur under the Mediterranean as on surrounding lands.

[수특영어 - 13강 E01]

74.

In a political debate, you feel that the other side just doesn't get your point of view, and if they could only see things with your clarity, they would understand and fall naturally in line with what you believe. They must not understand; because if they did, they wouldn't think the things they think. By contrast, you believe you totally get their point of view and you reject it. You don't need to hear them elaborate on it because you already know it better than they do. So each side believes it understands the other side better than the other side understands both its opponents and itself.

[수특영어 - 13강 E02]

75.

Consumers are bombarded with information about products or services from all imaginable media. To re-evaluate products or services every time they make a buying decision is impossible. To simplify their buying process, consumers organise products or services into categories; that is, they "position" the products, services and organisations in their minds. A brand's "position" is the complex set of perceptions, impressions and feelings that the consumer associates with the brand compared with competing brands. These aspects may cover physical attributes of the brand, or lifestyle association, or use occasion, or the user's image, etc. Supposedly, if every consumer were to have a mental map of the product category, the location of a particular brand in that map, relative to those of its competitors, is the position of the brand under consideration.

[수특영어 - 13강 E03]

76.

All known cultures give meanings to sex categories; these meanings serve to create and maintain social distinctions between women and men. Looking around the world today, we find that such distinctions and hierarchies are usually built into institutions such as the family, law, and religion. For example, in all known societies, men have more formal political power than women, and men generally earn more money than women. However, the characteristics that are claimed to distinguish the sexes are not uniform from one culture to another. Nor are the distinctions necessarily stable across historical epochs within a society. Furthermore, societies vary in the extremity of the distinctions they draw and the rigidity with which these distinctions are enforced.

[수특영어 - 13강 E04]

77.

The influential social psychologist Daniel Kahneman prefers to describe the thinking styles of the two systems of the human mind — the automatic system and the conscious system — as intuition versus reasoning. The automatic system is intuitive, in the sense that it is guided by gut reactions and quick feelings rather than a process of carefully thinking through all the implications of a problem. When you face a decision and someone advises you to "go with your gut feeling," that person is essentially telling you to rely on your automatic system (and its intuitions) rather than trying to reason through the problem as the logically, as the conscious system-will do. Often that is good advice, because the automatic system does produce quick and usually good answers. But the highest achievements and advances of culture depend on the application of careful reasoning, which is the province of the conscious system. jugis

[수특영어 - 13강 E05]

78.

Agriculture provided the economic context for the rise of civilization and eventually the technology that we currently enjoy. The downside, of course, is that large population and its concentration provide the essential breeding ground for the maintenance and transport of pathogens from host to host, eventually infecting many thousands, if not millions, of people. Examples in recent history are abundant, such as the 1918 influenza epidemic that resulted in the deaths of millions globally. Today, we are seeing an alarming increase in new infectious diseases, fueled by population increase and human-to-human transfer of rapidly evolving pathogens. In addition, some of the old diseases have reemerged, such as tuberculosis, resulting in the deaths of some 2 to 3 million people a year.

[수특영어 - 13강 E06]

79.

Recognizing past accomplishments, important events, goals reached, awards, or other important events in the organization's history is important to employees. It is also a way to honor both your current and past employees who contributed to the accomplishment. It adds to the sense of identity that employees have concerning their place of employment. Employees do take pride in their place of employment and want to share in the accomplishments they have helped achieve. Celebrating the company or organization's milestones can help give employees the opportunity to express this pride and feel good about their roles in achieving these goals.

[수특영어 - 13강 E07]

80.

The sight of others acting in a socially responsible manner — by dropping money in a Salvation Army bucket, for instance — can spur an observer to help in two ways. First, the observation of others' behavior is frequently the way that people, especially children, learn appropriate conduct. Exposing children to prosocial television programming, for example, teaches them to be more cooperative and generous. In addition to this teaching function, a prosocial model can also serve as a reminder, bringing the norm to consciousness in adults who may not have been thinking about helpfulness until they came across an instance of it. In a classic study by James Bryan and Mary Ann Test, Los Angeles motorists were more likely to stop and help the driver of a disabled car if they'd witnessed another motorist doing so a quarter mile before.

[수특영어 - 13강 E08]

## 81.

Plot twists are major story elements that often prove to be the opposite of what was being seen or expected. Twists go back far into history, and a twist is frequently ironic and is caused occasionally by chance. The Gift of the Magi, by O. Henry, is a classic example of a story that ends with a bitter twist. The story focuses on a very poor couple. The wife has long, beautiful hair, and has admired a set of combs in a shop window, and the husband's one possession is a pocket watch. For Christmas, the wife cuts off her hair, sells it for money, and buys a chain for her husband's watch. The husband, in turn, has sold the watch to buy his wife the combs. It's a bitter, ironic twist, but it has a powerful impact; readers can relate to the story because things like that happen.

[수특영어 - 14강 E01]

## 82.

You might expect that because humans are well equipped to think, they would love to think and would spend all their free time doing it. This is certainly not the case. (If all thinking were fun, people would probably spend much of their free time doing math problems, but they don't.) Researchers have found that often people seem lazy or careless about their thinking. Social psychologists use the term cognitive miser to describe people's reluctance to do much extra thinking. Just as a miser tries to avoid spending money, the cognitive miser tries to avoid thinking too hard or too much. Of course, this isn't entirely a matter of laziness. People's capacity to think is limited, and so people must conserve their thinking. There is much evidence that when people's capacity for thinking is already preoccupied, they take even more shortcuts to reduce further need for thought.

[수특영어 - 14강 E02]

### 83.

The Mars Climate Orbiter was one of a series of missions in a long-term program of Mars exploration, known as the Mars Surveyor Program. In September 1999, the craft approached Mars and then disappeared. At first, politicians and some scientists blamed NASA's new slogan, "better, faster, cheaper," for the \$125 million failure. But a week later, NASA's scientists figured out what happened, and they weren't exactly shouting it from the rooftops. It seems that even though NASA has used metric units to guide its spacecraft for years, Lockheed Martin, the company they hired to engineer the craft, used non-metric English units for its thrust data. This caused the craft's thrusters to plunge the Orbiter to its doom. Soon after the incident, Noel W. Hinners, vice president for flight systems at Lockheed Martin Aeronautics and master of the obvious, said, "We should have converted."

[수특영어 - 14강 E03]

### 84.

To reduce the waste of inspection (and checking) in the office, everyone has to play by a new set of rules — in essence, a new paradigm. This begins with an understanding that defects are caused by the way work is performed. If work is performed correctly, inspections are not needed. Generally, the inspection process exists only because of a fear of mistakes made during the work process. Inspections reveal defects only after they have already occurred. Stated another way, inspections discover waste. The inspection process itself does not add value; in fact, it becomes another form of waste. Moreover, this new form of waste is often multilayered. Think, for example, of the time and effort expended by the people performing the inspections and the number of inspection reports that they generate. These reports must be read, responded to or acted upon, and then filed or stored, creating more waste.

[수특영어 - 14강 E04]

85.

Nineteenth-century writings about disease offer a window into earlier conceptions of the body. Perhaps less obviously, these same writings speak to earlier conceptions of the environment. Different conceptions of illness point to differences in how people have understood the nonhuman world. When viewed from the perspective of health, the nineteenth-century environment was neither passive nor necessarily benign in its natural state. On the contrary, the "natural" environment, especially those environments least touched by the processes of civilization, acted on settlers' bodies in sometimes aggressive and unpredictable ways. Consequently, untested landscapes were always physically threatening. This fear of distant and unfamiliar places generated large amounts of popular advice for would-be settlers and travelers. At the same time, existing medical and scientific practices brought the environmental sources of disease into focus.

[수특영어 - 14강 E05]

86.

Social exchanges are usually governed by the norm of reciprocity, which requires that people help those who have helped them. If a favor has been extended to us, we will be motivated to return the favor. Conversely, if others have not been helpful to us, we are not likely to be helpful to them. Therefore, if social exchanges are fair, the social structure involved tends to be solid. The exchange reinforces the relationships and provides each party in the exchange with some needed good. But if exchanges are seen as unfair, the social structure is likely to be unstable. A friendship in which one person constantly helps another, expecting but not getting gratitude in return, is likely to be short lived.

[수특영어 - 14강 E06]

87.

The Jigalong are an aboriginal people living in the deserts of Western Australia. Much of their culture has been shaped by this environment, especially by the threat of drought. To ensure an abundant water supply, each year the Jigalong engage in a ritual directed to the "rainmaking beings." This rainmaking ceremony is the most complex of such rituals on record. During one small but important part of it, Jigalong men move to an area away from the main camp and set up two rainmaking piles. These piles consist of sacred stones, hairstring, and pearl shells. The Jigalong pierce their arms and sprinkle blood on the piles to symbolize rain, and cover the piles with feathers to symbolize clouds. They believe that rain snakes grow in the piles and that when the rituals have been performed correctly, their gods will bring them rain.

[수특영어 - 14강 E07]

88.

Without universality there could be no science of any kind. An individual is only itself and cannot explain anything else. It cannot even explain itself! Even though a medical doctor applies her general knowledge to a particular patient, she must know what is common to all possible cases of the same type. Imagine she spent four years in her medical school studying one and only one patient. She would be fine if the only patient she ever had to treat were that one case. But imagine what would happen as soon as a different patient walked into her office. She would be totally helpless in dealing with the new body and would either have to give up her practice or return to medical school to learn about other cases.

[수특영어 - 14강 E08]

89.

All other things being equal, journalists prefer to tell stories about conflict. News is first and foremost about conflict and disorder. Protests, violence, crime, wars, and disasters provide the most natural material for news reports. Journalists become famous and win awards for covering such stories. Many reporters dream of becoming war correspondents, for this is considered the height of professional accomplishment. The very idea of a "peace correspondent," on the other hand, sounds strange, even contradictory. When peace appears to be taking hold in a particular area, it is time for journalists to leave. Understanding that peace and news make strange bedfellows is an important starting point for all that follows.

[수특영어 - 15강 E01]

90.

To a large extent, the success of an organization requires an atmosphere in which there is a free flow of information — upward, downward, and horizontally. At the workplace, the primary goal is getting things done. For this, instructions, guidelines, supervision, monitoring, and periodic reporting are usually considered enough. But if the company wishes to achieve more than the set task, a real involvement of all employees, from the highest to the lowest levels, is required. This cooperation can only be secured by allowing every level of employee to suggest ideas, express their views, and share their experiences. Such a system of communication can only be established within the organization by the manager. In fact, the manager functions as the point of intersection for all communication channels. One of the most important concerns of the manager is to organize and ensure an effective information system across the organization.

[수특영어 - 15강 E02]

### 91.

Mass communications require technology. Today, many forms of mass communications rely on electronics. However, the first important event in mass communications was movable type and the printing press, which was originally operated by hand. The German printer Johannes Gutenberg often is credited with inventing movable type around 1440. While many scholars today believe that movable type originated in China about 600 years earlier, Gutenberg did popularize it in Europe. Movable type was a significant improvement over earlier forms of bookmaking, which involved either handwritten manuscripts or the use of carved woodblocks. Movable type made printing faster and easier, as a printer could quickly set up lines of type and quickly print documents. This new efficiency in printing reduced the cost of printing documents and the cost of the documents themselves. When books became less expensive, more people could buy books.

[수특영어 - 15강 E03]

### 92.

Survey data are very easy to collect, and tremendous numbers of psychological studies rely on the self-reports of individuals. However, surveys can have important drawbacks. For example, people can say whatever they want on a survey, so you may not capture their true thoughts or behavior. Sometimes researchers ask the same questions in different forms in order to detect when people might not be giving truthful answers or may be answering without reading the questions carefully. In addition, surveys often depend on our ability to accurately remember our past or recent experiences, and studies have shown that people are not very accurate in recalling when events occurred. People's answers are also influenced by how the questions are stated and the order of question presentation. Survey methodology is a large specialty area within psychology and provides important descriptive information about people's behavior.

[수특영어 - 15강 E04]

93.

Social activities affect psychology indirectly by serving as models to imitate. The manner in which parents treat each other is a model that children use in interacting with people. Gender images in the media are another indirect social influence on psychology. These images present activities as images or models that viewers utilize in fashioning psychological phenomena. Viewers of the media are not directly forced to act in particular ways by these images; they are not even directly told that they should act in those stereotypical ways or threatened with punishment if they do not. Rather, the images serve as models that viewers strive to imitate. The more pervasive a particular model is — in advertisements, television programs, movies, magazine articles, educational materials — the more influence it has. People do not freely choose the models they adopt. Their choices are influenced by the pervasiveness of the model and also its agreement with their role in activities.

[수특영어 - 15강 E05]

94.

The term fact is normally reserved for an observation or explanation that is absolutely true. But no scientist would claim that anything is absolutely true. At most, they would claim that the preponderance of evidence points to the truth of the observation or explanation. Even a simple observation statement like "The ball I threw hit the ground" is not absolutely true, because one can never be sure that the observation is not the result of an illusion. How many times have you seen a pretty young woman sliced in two on a stage without calling the police? If "seeing is believing," you should have called the police to report the senseless crime committed by the magician. But observations are theory-laden: You need an appropriate theoretical background in order to observe what your eyes see. When you see a magic show, you are observing within the theoretical framework of entertainment by illusion, in which what you see is almost certainly not what it appears to be. A person who knew nothing of magic would almost certainly be horrified by the illusion.

[수특영어 - 15강 E06]

95.

The replacement theory holds that new information entering the memory replaces old information already stored. Studies that support this theory show that misleading information replaces the original memories of people. For instance, one study showed pictures of a car accident to two groups of people. In one group, the researchers asked leading questions to make the people think they had seen a yield sign, when the picture had actually shown a stop sign. Those in the other group were not asked leading questions and therefore remembered seeing the stop sign. When both groups were later gathered together, they were told the purpose behind the experiment and asked to guess if they thought they had been part of the group that was misled. Nearly everyone in the group that was misled claimed that they had truly seen the yield sign and were not deceived. This led researchers to conclude that the implanted memory replaced the actual one.

[수특영어 - 15강 E07]

96.

An advantage of profiling your audience is considering the possibility of a secondary audience. For example, let's say you start to write an e-mail to your supervisor, Sheila, describing a problem you are having. Halfway through the message you realize that Sheila will probably forward this message to her boss, the vice president. Sheila will not want to summarize what you said; instead she will take the easy route and merely forward your e-mail. When you realize that the vice president will probably see this message, you decide to back up and use a more formal tone. You remove your inquiry about Sheila's family, you reduce your complaints, and you tone down your language about why things went wrong. Instead, you provide more background information, and you are more specific in identifying items the vice president might not recognize. Analyzing the task and anticipating the audience will help you adapt your message so that you can create an efficient and effective message.

[수특영어 - 15강 E08]

97.

Licensing grants individuals formal or legal permission to practice their profession. Licenses are granted by states or even local agencies. Before a license is issued, certain formalities must be accomplished; for example, testing the applicant's knowledge and skills required. If such a test is not passed, the licensing authority may deny issuing the license. Besides testing for competence, the licensing authority also provides the licensee with a set of rules to follow to keep the license. If the rules are violated, the authority may have the right to sanction the licensee or recall the license. Clearly a license is a privilege, not a right, and if licensees want to maintain that privilege, they must follow the prescribed code. Licenses are used as both control and educating instruments to enforce rules, laws, and certain society norms.

[수특영어 - 16강 E01]

98.

In European cultures, the trend in food habits had always been towards sophistication in food preparation and consumption. In contrast to the European cultures, developments in early American food habits have been more towards simplification of meal preparation methods rather than sophistication and expansion. The European food habits of the 18th and 19th centuries were driven by the sophistication in cooking arts advanced by the chefs. In contrast, American food habits of the 18th and 19th centuries were driven by simplicity in preparation and efficiency in mass production. This was the reflection of the political system of the land. In early Europe, the political systems were feudalistic and ruled by the royal families. Here spending money on luxury goods to publicly display economic power was a norm and expected. The democratic political system of America did not encourage indulgence in excessive food consumption by their national leaders since it symbolized concentration of power.

[수특영어 - 16강 E02]

99.

Carbon atoms have particular, knowable physical and chemical properties. But the atoms can be combined in different ways to make, say, black lead or diamond. The properties of those substances — properties such as darkness and softness and clearness and hardness — are not properties of the carbon atoms, but rather they are properties of the collection of carbon atoms. Moreover, which particular properties the collection of atoms has depends entirely on how they are assembled — into sheets or pyramids. The properties arise because of the connections between the parts. I think grasping this insight is crucial for a proper scientific perspective on the world. You could know everything about isolated neurons but not be able to say how memory works, or where desire originates.

[수특영어 - 16강 E03]

100.

In 1990, researchers moved to Vietnam to set up a programme to fight child malnutrition in poor rural villages. While conducting surveys to understand the scope of the issue, they grew curious about the handful of children who, despite coming from families as poor as all the others, were perfectly healthy — the positive deviants. What were these families doing differently? If they could discover behaviours that enabled even the most materially deprived parents to raise healthy children, the implications would be tremendous. They found that all the parents of the positive deviants for some reason collected tiny pieces of shell from crabs and shrimp from rice fields and added them to their children's diet, along with the greens from sweet potato tops. None of the other families did. Both these ingredients, though free and available to anyone for the taking, were commonly considered to be inappropriate if not dangerous for children, and so were generally excluded from their diets.

[수특영어 - 16강 E04]

## 101.

Golf is probably the best example of what I mean. When golfers step up to hit a golf shot, they know that, generally speaking, the closer to the hole, the better the result. They also know that the faster the club head is moving when they hit the ball, the further the ball will fly. This is where the professional and amateur often take a different approach. Amateurs will try to hit the ball as hard as possible in order to go as far as possible. They focus on the result of hitting the ball a long way. When they do this, they often mis-hit the ball or lose control. Professionals don't think about hitting the ball as far as possible; they think about getting the process right. They think about the way they stand, the swing, the rhythm, and their own routine. Professionals don't seek to hit the ball hard; they try to hit it correctly. The irony here is that, as a result, they hit the ball a long way and with great control. So why doesn't every golfer just do this? Good question. The reason, I believe, is that no matter what the amateurs do, they get a result. The ball moves closer to the hole — maybe not as close as it could be or in as good a position, but a result nonetheless. And most amateurs are happy with this, which is precisely why they are amateurs!

[수특영어 - 17강 E01-02]

### 102.

After living at Oak Haven for many years, I have acquired great respect for and dread of the sudden shock of a violent thunderstorm as it rips through our farm on a hot and humid summer afternoon. Rooted deep in the earth, the strong trunks of the great old trees hold steady, while their branches express flexibility, yielding with humility to the wind and the rain. The utter chaos Mother Nature imposes during the storm may appear as destruction and violence on the exterior; however, the experience eventually brings pruning and rebalance into our natural world. The trees in these storms have taught me much about the human soul. It is not whether suffering, loss, disappointment, and disease come into our lives, but it is when they show up. I have found that, like the trees on our farm, we all have the capacity to weather the storms of our lives when we are deeply rooted and can emerge transformed. The crucial element for us to remember is not to fear the magnitude of the storm, but to trust that we have cultivated the roots that anchor and sustain us in the face of the events of our lives. The reason to cultivate this essential rootedness is not merely to survive, but to create an incredibly prosperous balanced life rooted in true happiness.

[수특영어 - 17강 E03-04]

103.

In an effort to examine closely the influence of teachers' beliefs about the nature of science on their classroom practice, Professor Nancy W. Brickhouse conducted extensive interviews with three science teachers. In the interviews, the first teacher I viewed theories as truths uncovered through rigid experimentation, and, not surprisingly, the intent of instruction in this classroom was for students to learn the "truth." Students' performance in science activities was evaluated solely by the outcome of the activity, not on the process. This first teacher also perceived scientific processes as inductive, and therefore, lab instruction included precise procedures to acquire the "right" answer. Viewing science as an accumulation of knowledge, students were told "every experiment from this page on proves the rest of the chapter, each and every one of them." The second teacher, on the other hand, thought of theories as tools to solve problems and, therefore, students used theories to explain observations and to resolve problems. The third teacher viewed science as the accumulation of knowledge, which was a position clearly reflected in classroom instruction regarding the development of atomic theory. For example, each change in our historical conception of atomic structure was presented as simply the building on prior conceptions, and each scientist's contribution was conveyed to students as simply increased detail to the former model of the atom. In summary, Brickhouse concluded that teachers' science philosophies influence laboratory instruction, the way in which demonstrations are used, and instructional goals.

[수특영어 - 17강 E05-06]

### 104.

Trust is simply a bet, and like all bets, it contains an element of risk. Yet risk is something most of us could do without. Decades of research have shown time and again that humans are generally risk-averse when it comes to making decisions, and with good reason. Then why do we take the risk of trusting others? The short answer is that we have to. The potential benefits from trusting others considerably outweigh the potential losses on average. The ever-increasing complexity and resources of human society — its technological advancement, interconnected social capital, and rapidly growing economic resources — all depend on trust and cooperation. Picture for a moment the familiar scene of a NASA mission control during any shuttle launch or space-probe landing. It's a room filled with individuals, each bending over in front of a computer screen, working in concert to achieve what no single one of them could do alone. Each person, each link in the chain, has a small but central role to play, and each relies on the trustworthiness of the others to do their jobs. If a single individual fails to notice an important data point — whether it involves the pressure in a tank or atmospheric conditions or the heart rate of an astronaut — the whole enterprise can be in danger. Everyone has to trust the others to do their jobs and do them well if the joint venture is to succeed.

[수특영어 - 17강 E07-08]

105.

Viewed from the distance, the scene down the block seemed odd. A white-haired woman sat in the middle of the sidewalk with her legs around a stroller that faced her. As I approached, I saw that a small child sat in the stroller and that she and the old lady were at eye level. The two of them were so engrossed in one another that neither noticed me as I stopped to watch. Face to face and eye to eye, the baby put her finger on the old lady's nose. The lady followed by placing one of her fingers on the tip of the baby's nose and was rewarded with a smile. Next, the baby began exploring the lady's mouth with her fingers and giggled delightedly when the lady put one of her large fingers on the baby's lips. With an open-mouthed expression of delight, the grandmother broke into laughter. The baby became even more excited and started clapping, first her hands, then her grandmother's cheeks. I continued to watch, and every now and then the baby stopped playing, looked away, and took a needed break. When this happened, the grandmother followed her lead and stopped playing. This was a dance the baby led, and she seemed to know it. It appeared that the grandmother would never tire of repeating the dance with the baby. After a pause, the baby started up again, exploring her sense of touch, taste, and hearing with great enthusiasm. I don't know how long the two of them sat in the middle of the sidewalk sharing this joy; neither of them noticed as I left smiling to myself, grateful to have witnessed this charming example of how we make one another feel loved.

[수특영어 - 18강 E01-03]

My friend Henry recently told me the story about how he got his current job, as he attributes it all to his small talk skills. He saw a job posting that asked for five years of relevant experience where he only had three. Needless to say, he was competing against candidates that were far more qualified than he was. Even though he obtained an interview, he knew it was still a long shot. On the day of the interview, Henry planned to arrive at the interview location 20 minutes earlier to go over some last minute notes he had written out. He stopped for a quick coffee from a nearby cafe. He got into line behind an old man in a black suit and was reading his notes to himself over and over. The old man turned around and caught sight of Henry's notes, which happened to have the company name scrawled across the top of the page. He introduced himself and asked Henry why he had that name scrawled across his notes, and Henry told him that he had an interview with them shortly. Then the old man asked why he would ever want to work there, and Henry told him honestly that he had heard great things about the company. He went on to say that he thought he was a perfect fit for the job, and noted a couple of problems the company currently had that he had solutions for. The man considered his answer and switched topics, eventually learning about his fiercely proud father and biggest accomplishments in life thus far. Possibly because he was nervous, or just enjoyed connecting with a stranger, Henry gave him long, honest answers. Finally, he bid the man adieu and went in for his interview. The next week, Henry got a phone call that offered him the job, and asked to put him on hold momentarily. After waiting a few minutes, a familiar voice got on the phone and asked how his fiercely proud father would take the news of landing the job. Guess who was on the phone, who had pulled for Henry even though there were much better qualified candidates? You guessed — the old man in the black suit from the cafe, who happened to be one of the vice presidents of the company.

107.

Two officers decided to take a break at a local convenience store to grab a soda and stretch their legs. When driving up to the store, they noticed that there were several vehicles in the parking lot and a few customers walking around inside the store. After spending a few minutes in the store, the officers noticed that all the cars and customers had left. One officer attempted to make small talk with the clerk behind the counter, but the clerk was short with his responses and the officers thought that he was simply having "just one of those days." After a few minutes, one of the officers commented to the clerk that business appeared slow. The clerk responded abruptly, "You're killing my business!" The officers did not think they heard him correctly and replied at the same time, "What?" The clerk repeated the statement, which angered one of the officers, and he was about to tell the clerk what he thought of him. Luckily the other officer stepped up quickly, patted his fellow officer on his shoulder, and said "Okay, we will leave now." After a couple of days, both officers were notified that the clerk made a complaint about the officers staying at his business for an extended period. An internal investigation was completed and found that the officers had both checked out over their radios during the time they entered the store and were only at the business for a few minutes. The investigation did not find them to be neglectful, considering the time of night and that no calls for service were outstanding in their areas. The unexpected twist to the story is that exactly one week after the incident with the clerk, the clerk was robbed in the convenience store. The two officers he complained about were the first officers to respond to the robbery scene. The arriving officers observed the clerk physically shaking, his eyes larger than doughnuts, and barely able to speak to the officers. Of course, both officers were thinking, "I bet you're glad to see us now," but they resisted making the comment.

[수특영어 - 18강 E07-09]

108.

There was once a famine in the countryside. Two young men, Peter and Paul, went to the city to make a living. They were from the same village, and both found employment in the house of a great artist. The artist had risen from humble beginnings through hard work. Now he was famous across the continent, and even the Pope asked him to paint the ceiling of a cathedral. He was resting at home and intended to take that job when he was done with some paintings for which he had been commissioned. The artist set Peter and Paul to work immediately, and the hours were long. He bought small stones from distant countries, and the young men had to crush them until they became a fine powder, then soak the powder in a foul-smelling liquid, then drain and evaporate the liquid on thin sheets of cloth. He also gave them samples of plants and sent them out to distant hills to gather great quantities. They then had to crush the plants and boil the juice into a concentrate. From all this came the rich variety of colors that the artist used in his work. Peter did not particularly like what he did, but he diligently did what he supposed to do. Paul was fascinated by the jewel-like colors produced from plants and began to experiment. He paid attention to what the artist said, observed him at work, and asked questions. That is how he knew the artist was looking for a particular shade of red. Later, he saw a plant that he thought would yield such a hue when its juice was mixed with another, which turned out to be the case. The artist was very pleased. When his commissions were finished, the artist wound up his establishment. Peter was paid a small amount of money — barely enough to keep body and soul together — to help maintain the house and keep it in good repair. As for Paul, the artist asked him if he would like to accompany him and work for him and learn from him. Paul accepted joyfully and, in time, became a noted artist in his own right.

[수특영어 - 18강 E10-12]

## 109.

In days of old there was a nobleman traveling in Edinburgh, Scotland, who was approached by a little poor boy begging for money. The man told the child he had no loose change, so the boy offered to go get change. The nobleman, in order to get rid of the young pest, gave the boy a piece of silver, and the boy ran off to get change. On his return, he could not find the man and in fact watched for several days in the place where he had received the money. Some time later, the nobleman happened again to pass that way. The boy approached him again, and put the change he had obtained into his hand, counting it with great exactness. The nobleman was so pleased with the child's honesty that he placed him in school, with the assurance of providing for him.

[수특영어 - 19강 E01]

## 110.

Frances E. W. Harper was born to free parents on September 24, 1825. She attended William Watkins Academy for Negro Youth, founded by her uncle in Baltimore, Maryland. Harper became a teacher for Union Seminary in 1850. In 1854 her literary career began with the publication of Poems on Miscellaneous Subjects printed in Boston and Philadelphia. The work was reprinted several times and included poems such as "The Slave Mother" and "The Slave Auction" along with other poems that focused on women's issues and other issues of the time. Harper went on to write other dramatic poems, the serialized novel Minnie's Sacrifice, and other essays. In 1892 Harper published her best-known novel, Iola Leroy, or, Shadows Uplifted, which focused on the issues of slavery and Reconstruction and promoted racial pride among African Americans.

[수특영어 - 19강 E02]

111.

Ohio State University football coach Woody Hayes once visited the troops in Vietnam to raise their morale. During one stop, he spoke to the troops, then asked if there was anyone from Ohio who was not able to be present because of duty. After finding out that an Ohio soldier was on guard duty in an unsafe zone, Mr. Hayes insisted that a helicopter take him to the soldier, where he attempted to autograph a photograph for the soldier, but discovered that his only pen was out of ink. He told the soldier, “Come see me when you get home and I’ll finish signing the picture.” Three years later, the ex-soldier was attending the Ohio State University. When he went to Mr. Hayes’ office, the coach wasn’t there, but the ex-soldier did leave his telephone number. After attending classes, he went home and found Mr. Hayes waiting for him. Mr. Hayes finished signing the photograph, then stayed for a dinner of macaroni and cheese with the ex-soldier and his wife.

[수특영어 - 19강 E02]

112.

When Gary Paulsen wrote his novel *Hatchet*, about a young boy who finds himself alone in the wilderness with only a hatchet when the person piloting the small plane he is in dies of a heart attack, he wanted the novel to be as realistic as possible. Therefore, whatever the hero, Brian, experiences in the novel, Mr. Paulsen also set out to experience in real life. In doing this, he was remarkably successful, even creating fire using a hatchet and a stone. However, he experienced a great deal of frustration when he attempted to eat turtle eggs. The eggs so nauseated him that he vomited, despite three brave attempts to eat them. Despite his lack of success in eating the turtle eggs, Mr. Paulsen decided to leave the egg-eating scene in his novel — he figured that Brian would be so hungry that he would be able to eat the eggs and not vomit.

[수특영어 - 19강 E04]

## 113.

It seems as though the first philosophical question is the question of what constitutes the universe; that is, the question of what everything is made of. In asking this question humanity began the process of separating itself out from its magical absorption in things. In this way, the universe becomes for the first time an object of speculation and benign intellectual curiosity. According to most accounts, the first person to systematically pursue answers to this type of question was Thales of Miletus, a pre-Socratic Greek philosopher. Thales speculated that the universe was fundamentally (despite appearances) made out of water. This is not as silly a speculation as it might initially sound. Water, as we now know, is essential for all complex forms of life to exist, and for someone living by the sea this is a pretty intelligent first step towards what we now refer to as the science of biology.

[수특영어 - 20강 E01]

## 114.

The past supplies models for our behavior. From the sagas of Lewis and Clark, Laura Ingalls Wilder, Helen Keller, Rachel Carson, and a thousand others, students can draw inspiration, courage, and sometimes still-relevant causes. We're not talking hero worship here, however, and all of the individuals named above have their imperfections. Present them whole. Instead of suggesting heroes as models, suggest heroic actions. Typically people perform heroically at a key moment, not so heroically at other moments. Students need to do accurate history, coupled with historiography, to sort out in which ways their role models are worth following. Recognizing the good and not so good elements within historical individuals can also make it easier to accept that societies also contain the good and not so good.

[수특영어 - 20강 E02]

115.

Culture is the primary factor affecting the way in which man responds to the environment, and since there is a wide variety of cultures, there is a wide variety of cultural responses, even to the same environment. For example, in the Fijian Islands of the Pacific, two distinct cultures can be identified, each with a different relationship with the environment. On the one hand, there is the old Melanesian culture whose members utilise the environment to grow a small range of subsistence crops and whose wants are very limited. In contrast, there are the new Melanesians, largely Indian immigrants, who have a much more Westernised view of the environment, growing cash crops such as sugar cane for export. Similar contrasts can be found throughout the world, between Chinese and Malay in Malaysia, African and European in Kenya, and Indian and Latino in Mexico.

[수특영어 - 20강 E03]

116.

Ethical leaders do not simply follow the rules when an ethical situation arises. They are constantly and proactively looking for opportunities to develop personal projects that align with and express their ethical commitments. For example, I know of one student leader who decided to stop saying the word “try.” He avoided telling his friends that he would “try” to get to their game or event, because he was concerned that if he did not show up he was deceiving his friends. Keeping his promises was important to this student, and he developed a personal project to always keep his promises and to avoid making a promise he thought he might not be able to keep. Indeed, there is a growing body of research suggesting that ethical leaders have developed the capacity to critically reflect on past ethical decisions, and self-regulate their future behaviors based on that critical assessment.

[수특영어 - 20강 E04]

117.

The principal concern at the beginning of an oil spill is one of public and vessel safety. Spills that occur in areas where the oil remains confined increase the initial risk of fire or explosion. Public and vessel safety must be addressed immediately and the necessary actions that are taken to control or manage potential safety hazards could be economically costly. Areas may need to be closed or access temporarily restricted for vessels, vehicles, and personnel. Operations such as welding, cutting, or other spark-generating activities may need to be restricted or prohibited until the risk of fire hazard no longer exists. Such restrictions and interferences may affect normal operations in the port or harbour, to the extent that the indirect costs could exceed the direct costs associated with any physical damage from collision, explosion or fire, loss of cargo and cleanup.

[수특영어 - 21강 E01]

118.

Thinking green about air calls upon each one of us to limit our contributions to air pollution. Some obvious examples of how we can help are to walk, ride a bicycle, or use public transportation instead of driving, whenever possible. Another example is to avoid wasting electricity in our homes. Green air also means ecologically friendly policies for protecting the quality of the air we must breathe. Such policies have been put into practice in many parts of the world with varying degrees of success. In the United States, many programs at the federal and state levels have been created to deal with air quality problems in need of solutions. Much progress has been made in spite of fierce opposition by various industries with vested interests in keeping the situation as it is or even in rolling back environmental protection laws.

[수특영어 - 21강 E02]

119.

Many environmental problems are local in scale, and people confronted them before the word ‘environment’ existed. For example, the common practice in medieval Europe of tossing sewage into the street caused an environmental problem that was largely local in scope. My neighbor who insists on playing heavy metal music at all hours also causes a local environmental problem. Noise is ubiquitous in modern life, and we do not often think of it in this way, but it has many of the hallmarks of a classic pollutant. It causes people to lose sleep and to stay away from home, and it generally degrades their quality of life. There is evidence that persistent exposure to high levels of noise can even raise blood pressure and serum cholesterol. Noise pollution can spread out from being a matter of one household affecting another, to being a serious urban problem.

[수특영어 - 21강 E03]

120.

From a medical standpoint, health is viewed as an attribute of the individual. The fields of medicine and public health have traditionally acknowledged environmental causes of illness and assigned risk to specific exposures. In the past decade, biologists, ecologists, and physicians have also developed a concept of ecosystem health. This idea recognizes that humans are participants in complex ecosystems and that their potential for health is proportional to the health function of those ecosystems. An ecosystem-based health perspective takes into account the health-related services that the natural environment provides (e.g., soil production, pollination, and water cleansing) and acknowledges the fundamental connection between a healthy environment and human health. An ecosystem health stance is a nonanthropocentric, holistic world view increasingly shared by biological scientists.

[수특영어 - 21강 E04]

## 121.

As the name suggests, the slender mongoose is the thinnest and longest-bodied of the mongoose family and most closely resembles a weasel. Colour varies depending on the habitat, with lighter brown shadings common in large grassy areas and darker browns likely if the animal lives in forests; most though have red eyes and a black tip to their long tail. They move with a rippling motion, and are able to climb up and down trees with squirrel-like skill, but spend as much time on the ground, where they are able to stand on their hind legs and watch over long grass for prey or predators. The slender mongoose is an especially playful species, keen on pretend stalking and picking up eggs and other small objects and throwing them against rocks. They also chase and play with squirrels and monkeys, apparently simply for the sake of it.

[수특영어 - 22장 E01]

## 122.

Chemical properties are properties that can't readily be observed. In order to see if an unknown substance has a particular chemical property it is necessary to try to carry out a chemical reaction on it, which will, of course, produce a new substance. How something reacts to acid, for example, would be a chemical property. To see if a particular metal reacts with a particular acid, you would need to try the reaction. You would pour some acid on the metal and look for evidence of a chemical reaction. By the time that you are done testing the metal, it has combined with part of the acid to make a salt. That is the defining characteristic of a chemical property: In order to observe one you must carry out a chemical reaction and produce a different substance.

[수특영어 - 22장 E02]

123.

Glands are so complex and are effected by so many different things that it would be very difficult to simply list what is harmful and what is beneficial to them. But, there is one main thing that is vital for all glandular functions. All the glands of the body require minerals to produce hormones and to perform their specific jobs. When there are not enough minerals in the diet, the digestive juices receive the supply that is available. This means that the nerves, tissues, teeth and bones will be mineral deficient and that their functions will be greatly hampered. If this state of mineral deficiency is not remedied, eventually the glands will become affected. This will in turn cause abnormal body conditions that can only result in disease. Because the body obtains minerals through the food that is eaten, it is essential that a variety of fresh, raw food be eaten so the body will receive the necessary minerals.

[수특영어 - 22강 E03]

124.

Science is viewed by many as definitive, basing its conclusions on facts, and that it can deliver answers to questions and problems. However, scientists do not start from the premise of science being about universal ‘truths’ or definitive answers. Any person working in the field of science understands that the idea of truth in science is also relative. The mistake happens when people consider the pursuit of science to be the pursuit of truth. Science can often result in a confused understanding of the world. If we take light for example, is it a wave or a particle? What is the ‘true’ nature of light? Is it a mixture of waves and particles or is it the way in which we try to make sense of light, by categorizing its essential features according to properties that fit a wave model or a particle model, that is getting in the way of our understanding of its real or ‘true’ form?

[수특영어 - 22강 E04]

125.

If you are a student athlete, you'll understand that pressure comes from a variety of sources. If you're involved in individual sports such as tennis or skiing, you might feel pressure to win every time you play or race. In a team sport, you might feel pressure to perform up to various expectations — a certain number of rebounds or strikeouts, for example. If you're hoping to play in college, you might feel pressure to impress college scouts. If you're a freshman or sophomore, you might feel pressure to impress the coach in order to earn a starting spot or move up to varsity. If you have super-involved parents who have poured a lot of time and money into your sport, you might feel pressure to please them. Above all these sources, however, is the pressure you put on yourself. Some of you expect perfection from yourselves every time you're out there — a super goal, but one that's guaranteed to stress you out since no one is perfect.

[수특영어 - 23강 E01]

126.

Destination choice is an important attribute that significantly differentiates between inbound and outbound tourism. Typically mature age customers have more time at hand with greater disposable incomes. Therefore mature age customers would prefer to go on a real holiday and tend to be more inclined towards selecting an international destination. Similarly, mature age customers may try alternative modes of travel such as cruises, trains etc., as time is not a factor that blocks them from selecting these options. However, younger customers have many limitations in comparison to mature age customers in terms of time, money, and career. Therefore, outbound tourism is a preferred destination choice for younger customers only when it is linked to business or personal purposes. Also in comparison to mature age customers, younger customers would spend less time in a single destination and may tend to travel to a greater number of destinations in a year.

[수특영어 - 23강 E02]

127.

Severe time limitations make shopping more difficult and appear to take away from the unhurried style of leisure shopping. Consumers seem to enjoy having a sense of unlimited time and temporal freedom to browse and stroll about. One study noted that shoppers who felt rushed for time or had some kind of limits on their time in retail pursuits did not consider their experience a leisured one. Conversely, some participants felt that too much time spent shopping also influenced their experience in a negative manner. It appears, then, that having a choice in time terms can make or break the leisure shopping experience. Too much time to shop, usually the plight of accompanying companions, can cause mental tiring from the constant display of goods and physical fatigue from hours of walking, inspecting goods, and carrying shopping bags.

[수특영어 - 23강 E03]

128.

In sport, it has been assumed that the original form of the game is naturally attractive and therefore satisfies consumer needs. An analysis of sporting organisations in Australia shows this to be a outdated view. Many sports have modified rules to make their games more attractive, and in the case of cricket matches, which have traditionally been played for 4 - 5 days, one-day matches have become an important part of the range of product offerings. One-day international matches played throughout an Australian summer have more readily satisfied consumer need for compressed entertainment and a quick result. At junior levels, many sports have been significantly modified to satisfy the desire of many more young people to participate in the game. Inherent in this change has been the recognition that juniors wish to develop game skills through actual participation, to have fun, and in general to be with their friends through the sport setting.

[수특영어 - 23강 E04]

129.

The notion that individual pieces of popular music may be distinguishable by their own identity or character is common across popular music genres. But, as with ‘piece’, this notion is not necessarily established by virtue of the composed element alone. Performance, whether live or recorded, and technical production in the recording studio are major sites of the elements that enable identity distinctions to be drawn between pieces. Indeed, identity can sometimes be seen to reside in the activity of performance tout court, without particular concern for the end product. Yet, at the same time, it would be wrong to ignore the powerful influence that the record, as the end result of a combination of activities, exerts over the notion of identity.

[수특영어 - 24강 E01]

130.

In many ways, digital photography has turned the usual approach to photography on its head. It used to be that a photographer would look and then shoot, taking time to compose the image and look for important relationships within the scene before tripping the shutter, even if it was as rapid-fire as street photography. Today, most digital photographers shoot and then look. They expose the image first, then look at the display on the camera back to see what they captured. Digital cameras make it easy to proceed in that manner because if you’re not pleased with the image you’ve captured, you can simply delete it. You can’t do that with film, where the exposure is permanent and you have to move on to the next frame. Digital photography certainly frees you up to do more shooting, but it’s a double-edged sword because it also allows you to do a lot of really bad shooting.

[수특영어 - 24강 E02]

### 131.

Compared to dreaming, when we are awakened, most of our thoughts and actions are deliberate and meaningful. And, even the thoughts that enter our mind unconsciously still have relevance to something that matters to us, which is not the case with most of our dreams. This is not to be oblivious to the idea that sometimes our dreams represent our deeper subconscious psyche. However, most dreams do not even remotely relate to our lives. Thus, in my opinion, abstract arts, as compared to rhythmic arts or imitative arts, resemble the state of dreaming as compared to the state of being awake, and the greatest majority of abstract arts lack any substance that could be expressed in a meaningful way despite the fact that many of them might be very pleasant to look at.

[수특영어 - 24강 E03]

### 132.

Apocalypse Now, a film produced and directed by Francis Ford Coppola, gained popularity, and with good reason. The film is the adaptation of J. Conrad's novel Heart of Darkness, which is set in the African Congo at the end of the 19th century. Unlike the original novel, Apocalypse Now is set in Vietnam and Cambodia during the Vietnam War. The setting, time period, dialogue and other incidental details are changed but the fundamental story line and themes of Apocalypse Now are the same as those of Heart of Darkness. Both describe a physical journey, reflecting the central character's mental and spiritual journey, down a river to confront the deranged Kurtz character, who represents the worst aspects of civilisation. By giving Apocalypse Now a setting that was contemporary at the time of its release, audiences were able to experience and identify with its themes more easily than they would have if the film was a literal adaptation of the novel.

[수특영어 - 24강 E04]

133.

If music is vital to young children's brain growth and development, is the force so powerful as to increase intelligence? This is the question surrounding the so-called "Mozart effect." The media have given much attention to the notion of increasing intelligence by playing classical music such as the works of Mozart. Although lacking in supporting research, claims suggest that listening to Mozart for even a few minutes on a regular basis can increase intelligence and subsequent performance on tests of intelligence. The claim appears simplistic and too good to be true. In reality, music may simply serve as a tool for warming up or getting the brain ready to engage with and process information.

[수특영어 - 25강 E01]

134.

Rather than spend time seeking out a guaranteed technique for promoting student creativity, teachers might better spend their time focusing their attention on how their everyday classroom policies, practices, and procedures support or hinder creative expression. Indeed, creativity researchers have argued that the best way to promote student creativity is for teachers to encourage and model the creative thinking and behaviors in the classroom. For instance, teachers might encourage and model the expression of original ideas by encouraging students to imagine various perspectives on a key historical event. And, at the same time, help students use their evaluative skills by ensuring that imagined perspectives offered by students have some basis in historical documents, records, and other appropriate source materials.

[수특영어 - 25강 E02]

135.

Students in school are faced with the decision of whom to trust in seeking information to guide their beliefs and behaviors. In addition to several adult sources of information, including parents, teachers, and other school personnel, they have a large body of schoolmates to rely on. In some cases, advice from adults and fellow students is congruent, making no choice necessary between the two sources of information. In other cases, information obtained from adults is contradictory to that received from peers. Here, the individual must decide which source of information to trust. The literature on status attainment suggests that students generally accept advice from parents or teachers, implying that they believe adults have their best interests in mind. However, occasions arise when students feel that the generation gap prevents adults from understanding a particular situation, leading them to have greater trust in peers. In this case, students' trust is based on the belief that peers share their goals and can best help them attain theirs.

[수특영어 - 25강 E03]

136.

Our world is changing at a rapid rate, and as concerned educators, we no longer can predict with confidence the kind of social ecology that our students will encounter as mature individuals. Our only adaptive recourse, therefore, is to prepare pupils not to be rigidly cooperative, competitive, or individualistic, but to be adaptively flexible — to recognize a broad range of social situations and the kinds of behaviors appropriate to each. There are situations in which competition is an adaptive strategy; there are other situations in which cooperation is adaptive; and there are yet other situations in which an individualistic approach is most successful. By including a variety of task and reward structures within the classroom, teachers can prepare their students to recognize a fuller range of environmental contingencies and to be able to adjust their behavior accordingly.

[수특영어 - 25강 E04]

137.

Good writers leave room for their readers to think! If a writer told you absolutely everything, reading might become a little boring. When a writer leaves room for the reader to think, the reader becomes more engaged and interested. When readers add their thinking into a story, try to figure something out, add their own maybes into the text, this is called inferring. Inferring is when readers add their own ideas and thoughts into the text. As writers, we want to engage and invite our readers into our stories, and sometimes that means not telling them everything.

[수특영어 - 26강 E01]

138.

Names are an important guide to the social significance of pets. Like pet food during the 1960s, pets themselves were frequently given dog-specific names such as Rex, Fido and Rover; or cat-specific names such as Kitty, Tibby or Sooty. However, in Australia, the UK and USA companion animals are now more likely to be given human names. In Britain, for example, the 1980s marked a turning point away from the use of 'traditional canine' names, especially Shep, Brandy, Whisky, Rex, Lassie and Rover. By 1995 the National Canine Defence League's survey found that the ten most popular dog names were all human. Moreover, many of them, such as Ben, Lucy, Sam, Sophie and Charlie, were also currently among the most popular names given to babies. In 1996 the most common name given to a dog by Australians was Sam, whereas in the past Dog was the most common name.

[수특영어 - 26강 E02]

139.

Single-person households and “empty nesters” have different lifestyles and preferences than larger families. Singles, especially, spend heavily on foodservice, both for convenience and for social occasions. The increasing domination of these smaller all-adult households and single-person households has implications for restaurant patronage patterns. For instance, the use of takeout has grown among both families with children and adult-only households (singles and couples). But these different types of households tend to be interested in different types of takeout, and for different reasons. While the family with kids may order a crowd-pleasing, inexpensive meal such as a large pizza or a bucket of chicken, the single adult might be more likely to stop on the way home after work for a sophisticated green salad that’s “too much trouble” to make for just one person. Adults who live alone or with one other person are more likely to rely on takeout as a routine pattern of sourcing food, whether they are in an older age group or a younger one.

[수특영어 - 26강 E03]

140.

Developmental limitations in expressive and receptive language skills, limited vocabulary knowledge, and limitations in abstract thinking ability contribute to young children’s difficulty in communicating effectively. Perhaps the major therapeutic power of play that has been described in the literature is its communication power. In play, children are able to express their conscious thoughts and feelings better through play activities than by words alone. Children are naturally comfortable with expression through concrete play activities and materials. Use of symbolic representation and expression through dolls and puppets provides emotional distance from emotionally charged experiences, thoughts, and feelings. Through indirect expression in play the child can gain awareness of troublesome affects and memories and begin the process of healing.

[수특영어 - 26강 E04]

## 141.

Higher temperatures cause greater evaporation both from soils and from water bodies. Dry soils and heat-stressed vegetation contribute to a greater number and intensity of forest fires. The smoke and low visibility from fires causes massive traffic pile-ups and has prompted highway closures. The increase in evaporation from water bodies adds water vapor to the atmosphere, which fuels storms. Superstorm Sandy and Typhoon Bopha were fueled by higher sea surface temperatures and higher amounts of water vapor in the atmosphere. Superstorm Sandy flooded the subway system of Manhattan in New York City in 2012. Adding heat to the climate system has resulted in a greater number of severe weather events and a significant increase in operating expenses for the transportation industry.

[수특영어 - 27강 E01]

## 142.

Networked computers present opportunities that did not previously exist. They have, however, evolved out of traditions that adolescents cannot fully appreciate without greater historical perspective. Thus, it helps to know a little about the history of the Internet, as provided by a resource like Hobbes' Internet Timeline, or to have knowledge of a glossary of Internet terms, like the handbook from the Internet Literacy Consultants. A brief introduction to the history and terminology helps students see that although cyberspace offers new possibilities, many of the activities they encounter there have historical antecedents. Also, familiarity with the terminology is an integral part of literacy and is critical to the kind of etiquette educators wish to inspire. Before students reach for the slang terms used to describe online activities, it is worthwhile to identify the formal terms that help define the language of this culture.

[수특영어 - 27강 E02]

### 143.

One may desire to have immediate delivery as soon as the order is ready, especially when a lightweight item is ordered. This is where a drone comes into play. The drone can pick up the item being ordered and via GPS can travel toward the destination, send an alert to the customer, descend, drop the item at the front door of the customer, and return to the base. Services can be applied to food order, books, and others. The FAA has started granting licenses for certain commercial applications. Debate is still on for safety and privacy. An online store is about to launch such services. The store estimates 80% of its deliveries are light enough (less than 5 pounds) for a drone to carry. Today, customers and hobbyists can order and operate drones under certain guidelines — for example, flying height is 400 feet.

[수특영어 - 27강 E03]

### 144.

By their very nature, big data analysis projects involve large data sets. But that doesn't mean that all of a company's data sources, or all of the information within a relevant data source, will need to be analyzed. Organizations need to identify the strategic data that will lead to valuable analytical insights. For instance, what combination of information can help pinpoint key customer-retention factors? Or what data are required to uncover hidden patterns in stock market transactions?. Focusing on a project's business goals in the planning stages can help an organization home in on the exact analytics that are required, after which it can — and should — look at the data needed to meet those business goals. In some cases, this will indeed mean including everything. In other cases, though, it means using only a subset of the big data on hand.

[수특영어 - 27강 E04]

145.

The Abilene paradox was suggested by Jerry Harvey as a result of his experiences on a trip to Abilene. Sitting together with his family on a very hot (104°F) Sunday afternoon, Jerry's father-in-law suggested that the family, who were at that point quite relaxed, all travel to Abilene to have dinner. This would involve a round trip of over four hours in a car without air conditioning. The family set off across the desert in blasting temperatures, to eat a tasteless meal, only to return home exhausted. What was significant about the event was that nobody in the family wanted to go in the first place, even Jerry's father-in-law. They had assumed that each of the others wanted to go. Nobody had raised doubts about the journey because they wanted to keep the others happy. In fact, everyone had done exactly the opposite of what they really wanted to do.

[수특영어 - 28강 E01]

146.

Your body is not a vehicle you inhabit; it is a creation of your nonphysical being and therefore reflects your personality characteristics. Facial wrinkles (expression lines) may be an external manifestation of people's automatic reactions — habitually doing the same things and repeatedly making the same choices. An inflexible body can be a physical representation of becoming set in one's ways. Many people become less mentally flexible as they get older, hence the stiffness and loss of physical flexibility experienced by so many older adults. It can happen the other way around as well: if we become more mentally flexible, our physical flexibility can increase. I'm living proof that this is possible. When I was younger, I was quite rigid in my attitudes and physically inflexible as well. Not surprisingly, I disliked stretching exercises. Contrary to what is expected to occur as we age, my physical flexibility has increased considerably, and I now enjoy stretching exercises.

[수특영어 - 28강 E02]

147.

The importance of an outcome can vary across people, as well as across situations. Consistent with this idea are the results from a study that examined predictions in anticipation of a pending financial event. Students were led to believe (falsely) that a billing error in the registrar's office meant that 25% of the student body would soon receive a bill in the mail for \$78. When asked to estimate their chances of being one of the unlucky students who would receive a bill, financially needy students, who had trouble making financial ends meet and for whom the bill would create new hardships, estimated that their chances were 42%. In contrast, non-needy students, for whom the bill would have few consequences, estimated that their chances were 17%. Moreover, these effects were replicated even after controlling for past experiences with billing errors with the university and for past experiences with receiving unexpected bills.

[수특영어 - 28강 E03]

148.

The emotional effects of what people do depend on who these people are. In particular, we need to be in some kind of relationship with others before their lives impact our own. This relationship need not be one of friendship or affiliation. In fact, people we scorn, envy, or resent can make as much of a difference to our feelings as loved ones. Similarly, we can get excited or upset about what happens to both heroes and villains in action movies (though obviously in different ways). What seems to be necessary is some level of involvement or association: the fact that we share common or conflicting goals, or that the other's conduct can directly influence goal attainment. We work together or against one another on various formal and informal projects. These connections between people are what make us care about their conduct.

[수특영어 -28강 E04]

149.

Population growth may have had a negative effect on development in many countries, but the magnitude of this effect is difficult to assess. And in some cases, population growth probably has stimulated development. For instance, the fact that children consume goods and services and thus lower the ability of a nation to save ignores the fact that the children grow up and become productive adults. Furthermore, any diversion of investment from infrastructure to education and health care is not necessarily a loss, as education and health care will build up the productivity of the labor force. The harmful effect of population growth should be most pronounced in countries where usable land and water are relatively scarce. Although generalizations about acceptable levels of population growth do not fit all circumstances, the World Bank has stated that population growth rates above 2 percent a year act as a brake on economic development.

[수특영어 - 29강 E01]

150.

An imaginary company called ComTech illustrates the consequences of changing technology without analyzing the constraints of culture and the interaction of subcultures. ComTech decided to increase its competitiveness by rapidly evolving to the paperless office with all major transactions to be done by the computer in the very near future. To accomplish this change, they hired a talented manager of information technology (IT) who had a proven track record in implementing new systems. She was given a tough target of converting the clerical staff to the new paperless system within one year. Training modules were created to teach employees how to use the new system effectively. But the IT manager was not aware that the company was, at the same time, launching intensive productivity efforts that signaled to the employees that they had to get their normal work done in addition to whatever training they could squeeze in. The subculture of production was not in line with the subculture of IT, which resulted in poor training.

[수특영어 - 29강 E02]

### 151.

Occasionally, governments explicitly discriminate against foreign companies in favour of domestic companies. For instance, in 2005 the government of Argentina (successfully) stimulated consumers to boycott Shell after the company had raised the oil price. In many countries more subtle ‘buy national’ campaigns are still implemented in which consuming products from home companies is favoured over ‘foreign’ products. However, with the increasing foreign content of domestic products, and increasingly ambiguous ownership structures of leading companies, the distinction between ‘foreign’ and ‘domestic’ has become increasingly challenged. In addition, national and local host governments have good reasons to attract (or retain) large foreign multinational enterprises. International companies affect the macro-economic policies of individual countries particularly through their (potentially) positive impact on trade and investment flows, competition, technology transfer and tax income. In consequence, governments prefer to use incentives rather than sanctions, and non-discrimination principles rather than discriminatory practices in their policies towards multinational enterprises.

[수특영어 - 29강 E03]

### 152.

Morality and the law do not always cover the same ground. In societies with some separation between the sacred and the secular, the law alone would be insufficient to maintain the cohesion of society: moral prescriptions are essential. Some actions that are generally considered as moral or immoral are outside the scope of the law. In general, the law is concerned with the more extreme examples of what one should not do, while morality emphasizes everyday misdeeds and what one should do. For instance, it is regarded as morally right to give to charity, but (in the UK) there is no law that one should. In this case, then, morality has regard for the common good, but the law at most encourages donations. In normal circumstances and over trivial issues, taking more than one’s share is a moral but not a legal matter.

[수특영어 - 29강 E04]

153.

Tooth decay is the most common disease of the teeth. When teeth are not brushed properly, a yellowish substance called plaque starts to coat their surface. Bacteria that live on plaque change the particles of sugar and starchy food on teeth into acids that destroy the layer of enamel that covers a tooth. Tooth enamel is the strongest substance in the body, but it cannot be replaced. So once it has worn away, the decay spreads to the dentine and tooth pulp layers under the enamel. These layers have nerves in them, which is why tooth decay causes toothache. Toothache is painful, but it does warn people to go to a dentist. A dentist can remove decayed parts of the tooth and fill the cavity with a type of white cement to prevent further decay.

[수특영어 - 30강 E01]

154.

In professional nursing today, there is an increasing emphasis on evidence-based practice. Almost all of the currently used nursing theories address this issue in some way. Simply stated, evidence-based practice is the practice of nursing in which interventions are based on data from research that demonstrates that they are appropriate and successful. It involves a systematic process of uncovering, evaluating, and using information from research as the basis for making decisions about and providing client care. Many nursing practices and interventions of the past were performed merely because they had always been done that way (accustomed practice) or because of deductions from pathophysiological information. Clients are now more sophisticated and knowledgeable about health-care issues and demand a higher level of knowledge and skill from their health-care providers.

[수특영어 - 30강 E02]

## 수특 영어

155.

Ironically, inflammation is the life-saving component of your immune system that helps fight off bacteria, viruses, and other foreign invaders. It also helps damaged tissue repair itself from injury. Without inflammation we would be in big trouble, with no way to repair the damage constantly being inflicted on us. But inflammation also has a dark side if it isn't turned off. Study after study points to countless ways in which chronic inflammation does great harm to the body. It has a damaging effect on arteries, which can lead to heart attacks and strokes. It destroys nerve cells in the brains of Alzheimer's patients. It depresses the immune system and helps promote the formation of cancerous cells. In essence, silent inflammation is the polar opposite of wellness. It lays the groundwork for chronic disease. What's more, it has become a widespread disease in America — and threatens to destroy our health care system as we know it.

[수특영어 - 30강 E03]

156.

Besides bread, wine, and cheese, most of us know about sauerkraut, or fermented cabbage. Although its name comes from the German words sauer (meaning sour) and kraut (meaning vegetable), sauerkraut is surprisingly not of German origin. Legend tells us that more than 2,000 years ago, fermented cabbage was a main food for the workers constructing the Great Wall of China. One thousand years later, Genghis Khan brought sauerkraut to Eastern Europe during an invasion. Many elite Europeans kept away from this sour, fermented cabbage dish, but the peasants loved it and kept making it. Sailors took barrels and barrels of kraut on long sea voyages, because its high vitamin C levels saved them from scurvy. Eventually sauerkraut came to the Americas. It became a traditional part of American farm life, as settlers turned large crops of cabbage into sauerkraut, effectively preserving the cabbage to feed their families all winter.

[수특영어 - 30강 E04]

157.

William Food Bank (WFB) appreciates and encourages food donations for the purpose of providing hunger relief in our community. Our policy is to accept, with gratitude, any food donation; however, we reserve the right to discard any donation, which may be potentially harmful to the guests, volunteers, and staff of WFB. Although WFB holds a non-profit status, and is not bound by any Health Department standards, we have a moral responsibility to the people we serve. The working poor and homeless are considered to be a population at higher risk for food-borne illnesses caused by the use of outdated or contaminated food. In accordance with the mission statement of WFB, "... to serve those in need in a spirit of dignity and love," we ask that any food donation be made with serious consideration for the health and nutritious well-being of the individuals we serve.

[수특영어 Test 1 - 01]

158.

In organizations, there is no simple cause-and-effect relationship between introducing a management technique and getting an improved business result. This contrasts with other spheres of activity where simple causal relationships do seem to operate. Hit the nail with the hammer, and it goes into the wood. Show a dog food, and it salivates. This kind of simple cause-and-effect logic can be misleading if applied to the complex world of organizations, where it is difficult to trace single effects to single causes. Uncontrollable outside factors can sink a wonderfully designed team (a hurricane just swept the entire inventory out to sea) or rescue one whose design was so bad that failure seemed assured (the firm that was competing for the contract just went belly-up). In organizations, multiple causes are operating at the same time and interacting with each other over an extended period of time.

[수특영어 Test 1 - 02]

159.

Repeated exposure makes us respond positively to strangers who just happen to look familiar to us. The mere fact that a person looks like our uncle Harry, our old friend Mary, or the cashier at our neighborhood grocery store is enough to make him or her seem familiar and thus less threatening. This occurs even when we are not consciously aware that we were exposed to a particular face. In a study that demonstrated this, subjects were asked to talk about some neutral topic with two people who were confederates of the experimenter. Before the conversation, a photograph of one of the confederates was flashed on a screen so quickly that the subjects were unaware of it. Despite their lack of awareness of this subliminal exposure, the subjects still responded more favorably toward the familiar person than they did toward the person whose photograph was not flashed.

[수특영어 Test 1 - 03]

160.

Have you ever been in such a hurry to get somewhere that your memory of the journey is faint? The same can be true if you are searching for that specific someone to move your career forward or provide that perfect connection — you will miss some people that could have been very influential in your life. By all means set yourself a goal of contacting a whole group of people that fall into a specific category or job title if that is what you have decided will further your ambitions, but make sure you enjoy the journey too. You just don't know how some people will influence your life over time. You may determine that the shop owner will be of no benefit to your aspirations of being a DJ on the radio, only to find that his sister is the star presenter on the local station. You can count the number of seeds in the apple, but not the number of apples in the seed.

[수특영어 Test 1 - 04]

161.

The general public generally views sport only as a physical activity. Those involved in competitive sports, however, know that performance is also closely linked to mental and psychological capacities. To take part in intensive training and competition, athletes need to have the ability to concentrate and persevere, to accept self-sacrifice and self-denial, to withstand suffering, and to abstain from specific activities and food. In modern sports, athletes can only succeed at the highest level if they combine the necessary physical and mental qualities. Athletes' performance tends to improve significantly after mental training. Experienced trainers and educators have often seen naturally talented young athletes fail in their performances due to a lack of mental abilities while less gifted youths succeed because of their exceptional mental will and strength.

[수특영어 Test 1 - 05]

162.

I was sitting in the porch of the house at the trading station of Vanovara at breakfast time and looking towards the north, when suddenly the sky was split in two. High above the forest the whole northern part of the sky appeared to be covered with fire. At that moment I felt a great heat as if my shirt had caught fire. I wanted to pull off my shirt and throw it away, but at that moment there was a bang in the sky, and a mighty crash was heard. I was thrown on the ground some distance away from the porch and for a moment I lost consciousness. The crash was followed by a noise like stones falling from the sky, or guns firing. The earth trembled, and when I lay on the ground I covered my head because I was afraid that stones might hit it.

[수특영어 Test 1 - 06]

163.

Successful learning depends on numerous factors. The learner's store of knowledge and experience certainly contributes, as does the learner's attitude toward reading. Many people may share the same experience, read the same book, or hear the same lecture, but thinking and learning differ from individual to individual because of what each person brings to the experience. Individuals relate to a common body of knowledge in different ways because of what they already know — or don't know. Converting to the metric system, for example, will probably be difficult for learners who were taught measurements in inches, feet, and miles. Similarly, understanding conflicts in another nation can be difficult when learners do not know the climate, geography, and history of that nation. If learners cannot find relevance in a subject, they are likely to ignore it. Thus, teachers must become aware of their students' previous knowledge of and experiences with a particular concept in content subjects.

[수특영어 Test 1 - 07]

164.

When I do head to the store to buy new clothes, I try hard not to be sucked into buying the latest, cheapest fashions. Instead I look for high-quality, versatile pieces that will still be in fashion next year and the year after. My eco-radar is always on, searching for clothing made from earth-friendly fabrics like organic cotton or recycled wool. My conscience feels best when I buy from companies that follow fair trade principles instead of those that utilize sweatshops to make their goods. If you're like me, you can't afford the organic and fair trade versions every time, but know that each time you do choose to spend your clothing dollars on a sustainable alternative, it makes a difference in the world.

[수특영어 Test 1 - 08]

165.

My oldest nephew, who was a few years younger than I, was an English teacher who lived in a rural town an hour away from the city. He came to visit me and convinced me to let my son Danny live with him for the duration of his last year of high school. He taught in the high school near his home where he would enroll him and promised me that he would take responsibility for Danny and help him get out of the city life of crime. Danny always fascinated him. Though he didn't have much in common with his younger cousins, he showed up at my house frequently to take Danny out and spent a lot of time with him. He was a responsible man and appeared capable of dealing well with young people. I believed he loved Danny and that he could help save him.

[수특영어 Test 1 - 09]

166.

Reaching 30 feet in height, the Autograph Tree, native throughout the Caribbean area, is a tough addition to the landscape. It is tolerant of drought, wind, and salt and will grow in almost any garden soil. It is a prime choice for the seaside water-saving beach garden and does well in large containers and roof gardens. Its common name comes from the fact that numbers or letters scratched on a leaf will turn white and persist. The inscribed leaves have been used as place cards at a dinner or as a substitute for playing cards. The Autograph Tree is an excellent windbreak, screen, or wide-spreading shade tree. A green-and- white-leaved variegation is available. The seed grows readily under both dry and moist conditions in soil, on stone walls, or in crotches of trees. It is considered invasive in many areas.

[수특영어 Test 1 - 10]

167.

Green Neighbours Clothing Collection

We'd be very grateful if you could kindly donate your unwanted:

Ladies', gentlemen's and children's clothes, shoes, and socks

Curtains and household linen

Please no blankets or pillows

Please put all items into a plastic bag, attach this leaflet to the bag and leave outside in clear view of the road before 8 a.m. We will collect between 8 a.m. and 5 p.m. whatever the weather may be. Your collection day is this FRIDAY.

The collected goods are sold to developing countries. All gained profit is donated by Clothes Sharing Ltd to the LOVE Children's Charity, whose object is the relief of sick and disabled UK children by enabling them to obtain medical treatment.

All our collectors carry identity cards, so please check if you are unsure.

Our collectors cannot accept cash donations. If you have any questions, please contact (070) 2222-3500.

[수특영어 Test 1 - 11]

168.

Savannah Book Festival 2017

Savannah Book Festival 2017, November 11th through the 14th, is bringing both new and established, popular writers, along with fans of their works, to Savannah.

- Meet and hear your favorite authors, discover new writers and new books, and collect autographs.
- More than 40 author presentations are free and open to the public, with seats available on a first-come, first-served basis.
- Headline events, such as the Keynote Address with Erik Larson, will be held at Trustees Theater, and tickets are required.
- Tickets for the 2017 Savannah Book Festival Headline Events will go on sale to the public on Wednesday, November 1, 2017 — be sure to secure yours before they sell out!

Be sure to visit [www.savannahbookfestival.org](http://www.savannahbookfestival.org) for locations and more of the schedule as it is announced.

[수특영어 Test 1 - 12]

169.

[수특영어 Test 1 - 13]

170.

Over millions of years of relying on simple visual cues, we have become accustomed to using a mental model of cause and effect that could be easily confirmed by basic observation. This same mental model is not nearly as reliable in a world where cause-effect relationships hide beneath the immediately visible surface and are far more ambiguous than those that dominate a straightforward life of surviving on the open grasslands. That our evolved mental models are often mismatched to the complex world that we have created is especially problematic because these ancient mental models are deeply embedded in our subconscious, making them difficult to evaluate and modify. Our default ways of conceptualizing give rise to misunderstandings of how complexity works: our evolved mental models lead to conceptual illusions in the same way that they cause optical illusions.

[수특영어 Test 1 - 14]

171.

TV can influence creative thought. This is a concern in the U.S. because children watch an average of 30 hours each week. Certain TV programs are designed specifically for children and intended to be educational. But even these are probably bad influences. This is because all TV shows require a passive viewer. The children watching TV do not need to think for themselves. TV shows can ask questions and pause, allowing a viewer to think, and this might be marginally effective, but TV programs tend to be fast-paced, free of gaps, and supply detailed pictures, sound and everything an individual needs. There is no room for inference, for problem solving, for originality. Programmers do not want gaps or opportunities for the viewers to think for themselves; they might turn the channel! In this light all TV is very likely to stifle development because of the medium, not the content. You can have a good TV show, but it is still TV and thus still leads to intellectual passivity.

[수특영어 Test 1 - 15]

172.

Wishful thinking is stronger than dollars. Recent research has proven that people have an enormous ability to lie to themselves and avoid seeing the truth. Duke University professor Dan Ariely describes a clever experiment. A group of people are given an intelligence test, but half of them are “accidentally” shown a response sheet, allowing them to look up correct answers before recording their own. Needless to say, they score above the rest. Next, everybody is asked to predict their grades on the next IQ test, in which there will be absolutely no cheat sheets — and those who predict correctly will get paid. Surprisingly, the half of the group that scored higher with cheat sheets predicted higher results for the next test. The cheaters wanted to believe they were very smart, even though their incorrect predictions of success would cost them money.

[수특영어 Test 1 - 16]

173.

Mountain gorillas are one of the most endangered of all nonhuman primate species. All of the approximately 700 mountain gorillas alive today are restricted to a heavily forested area in and around the Virunga mountains (the Virunga Volcanoes Conservation Area) shared by three countries: Uganda, Rwanda, and the Democratic Republic of the Congo. This entire area is a UNESCO World Heritage Site. In addition, there is a separate park in Uganda — the Bwindi Impenetrable Forest, that is also home to some of these gorillas. Tourism has been the only real hope of salvation for these magnificent animals, and for this reason, several gorilla groups have been accustomed to humans and are heavily protected by park rangers. Nevertheless, poaching, civil war, and land clearing have continued to take a toll on these small populations.

[수특영어 Test 1 - 17]

174.

The primary reason given by most regular exercisers for continuing their fitness activities is that they help them feel better on a day-to-day basis. It could be argued that the link between vigorous activity and mental health is just a function of genetic predispositions. However, there is evidence that regular exercise directly reduces the risk of future psychological difficulties. In a study with almost 2,000 adults, little or no recreational exercise was predictive of an increase in depressive symptoms eight years later. Men who had many depressive symptoms during the initial assessment usually remained feeling that way unless they began to regularly exercise. Sedentary women who originally showed few symptoms also manifested increased signs of depression at the eight-year follow-up.

[수특영어 Test 1 - 18]

175.

The concept of a rational action can be seen to be quite complex: it is a hybrid concept. A rational action is one that is not irrational. Any action that is not irrational counts as rational; that is, any action that does not have (is not believed to have) harmful consequences for you or those for whom you care is rational. So rationality does involve, if only indirectly, the egocentric character of an irrational action. However, the concept of a rational action also incorporates the concept of a reason, and reasons need not be egocentric. The fact (belief) that anyone will benefit from your actions is a reason. Reasons are not limited to facts (beliefs) about benefits to you or those for whom you care. Thus an action that has (is believed to have) harmful consequences for you can be rational if (you believe) there are compensating benefits for others, even if you do not care about them.

[수특영어 Test 1 - 19]

176.

The roots of current insult laws can be traced to the fifth century B.C. Roman Law of the 12 Tablets, which contained provisions concerning iniuria, generally translated as insult or injury. In its earliest use, iniuria probably referred only to assaults or bodily harm; however, a series of edicts expanded the concept of iniuria to include verbal attacks, insult, or outrage. Because the action for iniuria was designed to protect honor and dignity, husbands could recover for insults to their wives and fathers for insults to their children. As with modern insult laws, iniuria was based on an individual's feelings of insult and outrage, not on economic loss. Therefore the penalty was based on the position of the parties and the severity of the outrage rather than on any proof of loss. Initially a type of civil action for damages, over time criminal remedies developed as well.

[수특영어 Test 1 - 20]

177.

The ancients made a distinction between knowledge and wisdom: unlike wisdom, knowledge was understood to be something that can be taught. If you pay attention to a lecture on physics, chemistry, or history, you will probably come away with knowledge — facts and information — you didn't have before. Knowledge can be given, taught. Although possessing knowledge is important and an essential part of wisdom, it does not by itself ensure wisdom, whose elements are understanding, insight, good judgment, and the capacity to live and guide one's conduct well. Many educated people, in fact, are not good at making practical decisions, and they aren't noticeably better at living moral lives than other people are. They have knowledge, but they lack wisdom. And it is with wisdom that moral philosophy is most concerned, for philosophy, etymologically, is the love of wisdom (philo-, "love"; sophos, "wisdom" — from Greek). Moral philosophy, therefore, is the love and pursuit of wisdom in moral matters.

[수특영어 Test 1 - 21]

178.

A fruit is the seed-bearing part of a plant, and is produced to help in the dispersal of seeds. The pleasant flavor, color and odor are meant to attract animals, which on eating the flesh of the fruit, disperse or swallow the seeds which are passed out in their excreta. In this respect the tropical fruit known as Durian is especially worth mentioning. Unlike other fruits, it emits a very strong smell recognizable to many animals, which travel from a great distance to eat the fruit. The Durian smell comes mainly from its very thick and spinous outer coat, which is so firm that no animal can easily break it. Only when the fruit ripens, does it drop from the normally tall Durian tree, and in the process it breaks open. This exposes the fleshy seeds, which are then picked up by various animals, and are dispersed across the forest.

[수특영어 Test 1 - 22]

179.

Human social life originates with the evolution of parental care and the mother-infant bond. The behavior between mother and infant, and later between father and infant, is the foundation stone for adult bonding, friendliness, and love, all of which are at the heart of social organization. Unfortunately, all mammals, including humans, demonstrate ambivalence about other people. As powerfully wired as we are for social contact, so too are we wired for “xenophobia”: the fear of strangers. This fear begins during the second half of the first year of life, and although it is modifiable by culture, it is never totally absent from human social relationships. This inherent conflict is probably what propelled our evolution into relatively small social groups; we needed social bonds, and yet we had to minimize our fear-arousing contact with strangers. Thus, the perfect solution is a fixed, relatively small group of familiar people. Modern urban life, of course, poses serious problems in this regard.

[수특영어 Test 1 - 23]

180.

Brain scientists are beginning to show that when the mind quiets down and brain activity slows, we are able to connect the dots in new ways. When we are in a frenzy, wildly searching for answers, we do more to handicap our minds than to actually solve the problem; we are pushing our brains to the limits, failing to discover fresh insights. Think back to when you could not remember the name of the person walking toward you; instantly you were embarrassed because you were well aware of all the facts about them, such as how you knew them, where they lived, and even their children's names. But your mind was wildly searching for that person's name, to no avail. Then somehow — out of the blue — when you were no longer trying, perhaps on your drive home from the encounter or when you were brushing your teeth, the person's name came to you, clear as a bell. Why it could not come to your mind when you needed it demonstrates a glitch in the brain's search-and-rescue mission of immediately retrieving desired information that exists in your memory storage system. This simple example shows how you recall data when your mind is at rest. Many report that they find themselves doing their best, most insightful thinking when they're half asleep, in the shower, or on an airplane — when they have been removed from their habitual hectic life context, precisely when they quit trying so hard. Now that is a mind marvel!

[수특영어 Test 1 - 24~25]

181.

Despite living in the United States for more than two decades, my parents remain quite traditional when it comes to Chinese customs and values. This was especially true when it came to my choice of a husband. My parents automatically measured all my boyfriends according to the Chinese yardstick for sons-in-laws, and one of the first “tests” for a future son-in-law is to see whether he volunteers to pay for dinner the first time he meets the girl’s family. Accordingly on Bryan’s first visit to my parents’ home in Pittsburgh, my father took us to a nice Chinese restaurant. After the desserts were served, my father expected Bryan to offer to pay. Unfortunately for Bryan, I was not aware of the Chinese dating customs and did not alert him ahead of time to pay the bill. When the check arrived, Bryan did not reach for the bill; instead, he respectfully said thank you to my father for inviting him to dinner. My father paid the check, but became quite solemn and distant toward Bryan for the rest of the visit. When Bryan left, my parents told me in no uncertain terms that he was not right for me. They said that a man who would not offer to pay for dinner will not provide well for his wife in marriage. When I told Bryan my parents’ comment, he was stunned. In American culture, Bryan explained, if the boyfriend of the daughter tried to pay for a meal with her parents, it would be an insult to the father. It would imply that the father couldn’t afford to take his family out. He was surprised to find that the opposite is true in Chinese custom. A few years later, after we were married, we went out to a restaurant with my parents again. Having learned his lesson the hard way, Bryan was determined to pay for all future meals with my parents. When the check came, he quickly reached out to grab it. This time, however, my father told him that he was not allowed to pay. Now that Bryan had married me, my father explained to him, he had become a son to my parents. Being the most senior male at a family meal, my father would pay for the bill.

[수특영어 Test 1 - 26~28]

182.

As many of you know, many street lights were not replaced after Hurricane Charley in our neighborhood. Neighborhood watch group members are coming around with street maps indicating where we believe street light addition is needed in our neighborhood. Keeping our streets well lit is a major deterrent to crime. We have a very dark area along Cousley in front of the Town Hall Tower which must be addressed. We also have some other streets that could benefit from some additional light. We will be putting stakes in the ground where we feel these lights may be located. Please let us know if you are opposed to the addition of more street lights in the marked locations. Call your neighborhood watch group member, or Denise Richard at 940-135-5599 to express your opinion. The lights will be installed at no expense to homeowners in this neighborhood.

[수특영어 Test 2 - 01]

183.

Like shamans or witch doctors, philosophers and scientists have often lived at the edge of society, dedicating their lives to expanding the boundaries of knowledge and the ways in which we see, imagine, and investigate the world. True philosophy is characterized by visionary courage and a willingness to look at the world in new and unfamiliar ways. In this way, the greatest philosophers and scientists have assumed a heroic risk. Certainly, some have risked their very lives by asking unsettling questions or by holding unconventional views. Like a shaman's journey to the otherworld, the heroic quest is often lonely and filled with danger. But if successful, the true hero is able to attain a new level of insight or way of being, which upon return to society, he or she can share with everyone who is capable of receiving it. In this way, through the work and sacrifice of creative individuals, our world view is constantly being expanded, rewoven, and enriched.

[수특영어 Test 2 - 02]

184.

Sometimes we may wonder why things happen the way they do. The answers are within us, but it takes time to be in touch with our inner selves when we are so caught up in the outside world. If we just spend a little more time looking back at our upbringing, we can understand that our present and our future are greatly a reflection of our past. As human beings, it is very natural for us to try and eliminate or block out past memories that we view as “bad.” Why do we even use the word “bad,” when bad is in itself the opposite of “good?” I believe, if we start using those past experiences as the lesson plan we were given to shape our future, then what we do in the present will be better than what we did in the past. Remember: our “present” was once our “future.”

[수특영어 Test 2 - 03]

185.

If you asked me to diagram a sentence, I'd be hard pressed to do it. I have always struggled with this exercise, and really never grasped the idea of a “dangling participle.” Yet I like to think that I write pretty well. The rules of grammar certainly help, yet we needn't let rules get in the way of flow and creativity. Music instruction in schools sometimes includes too much focus on grammar and little room for creativity. If we want children to read better, we should have them write stories; if we want children to become poets, we should ask them to write poetry. Similarly, if we want our students to be fulfilled and creative musicians, then they must be given many chances to compose — without the rules of “grammar” hindering their way. We simply need to let them compose and improvise. Creative activities will open the door to a much deeper understanding of all of the concepts, the “rules” that should be taught in music education.

[수특영어 Test 2 - 04]

186.

Cotton growing and manufacturing evolved independently in three regions of the world, South Asia, Central America, and East Africa. From these regions, however, knowledge spread rapidly along existing trade and migration routes — from Mesoamerica to the north, for example, and from East Africa to the west. Central to these movements of the cotton industry was India. From there, cotton growing and manufacturing skills moved west, east, and south, placing Asia at the center of the global cotton industry, where it would remain until well into the nineteenth century, and return again in the late twentieth century. India's location, and skill with cotton, was most consequential to the plant's prominent role in our world, since a group of Europeans, clothed no doubt in fur, wool, and linen, was most impressed when they stumbled more than two thousand years ago upon these amazing new fabrics arriving from a mythical "East."

[수특영어 Test 2 - 05]

187.

One morning, before getting into the shower to get ready for work, I mentioned to Jim Sr. that I had a shoe that needed to be repaired and asked if he knew where I could take it. My father-in-law asked to see the shoe, so I gave it to him, and then I began getting ready for work. I am not one to spend a long time in the shower. I am out and ready to leave the house in about thirty minutes. When I walked to the door to leave, I noticed my shoe in a bag on the counter. Apparently, while I was busy getting ready, Jim Sr. got into his truck and took my shoe to the cobbler, waited while it was repaired, and brought it back home. I was amazed! I hadn't even asked him to do it. I only asked for the name of a place I could take it, but he kindly got my shoe repaired. It really made my day.

[수특영어 Test 2 - 06]

188.

Students often have to divide their attention because they are expected to (or want to) engage in a variety of tasks and activities. Students report that they even do homework under these conditions, trying to complete school projects as they check email, hold phone conversations, watch television, and so forth. Essentially, they are trying to do two or more tasks at one time, with each task requiring some amount of attentional resources, and this pretty much defines the concept of divided attention. Even beyond the classroom, we all have a certain capacity to attend to stimulation around us. If the tasks in which we are engaged are simple enough or highly overlearned, we can complete more than one task because a behavior that we have learned so well that it is automatic does not always place high demands on our attentional capacity. If, however, the tasks are complex or new, it is virtually impossible to devote appropriate levels of attention to all of them at the same time.

[수특영어 Test 2 - 07]

189.

In the midst of the civil war in the Roman Empire, one emperor, Vespasian, assumed power. His hold on power was not secure, and he had to think quickly about how to gain acceptance from the people and bring about stability to his rule. In this, he came to understand that he could mesmerize the masses by providing them with sports spectacles as a means of great entertainment. If he could supply them with such enthusiastic events, they would perceive it as a great achievement on his part. As part of this effort, Vespasian, along with his son, Titus, ordered a huge sports arena to be built. At the time, it was called the Flavian Amphitheater, but it would later be known as the Colosseum.

[수특영어 Test 1 - 08]

190.

Libby's mother had her daughters securely tucked under her wing. But what about Libby, who wanted to venture out from under that wing? She could have rebelled, caused trouble, and gone her own way. Libby was sociable and probably could have found friends to help her distance herself from her mother. However, she really liked her mother and felt disloyal leaving her; her mother had always done so much for her. In addition, her mother's protective, ever-present aid may have contributed to Libby's uncertainty as to whether or not she actually could handle situations on her own; she had not had much experience at attempting to do this. Both of these reasons may have stopped Libby from continuing to separate slowly or from rebelling and abruptly creating distance between herself and her mother; she got hurt deeply inside instead.

[수특영어 Test 2 - 09]

191.

Fennel, a member of the carrot family, was cultivated in Europe throughout ancient times and the Middle Ages. The fennel whose stalk and seed were eaten by the Greeks and Romans was the original wild form native to southern Europe, and is known as "bitter fennel." Its seeds were used in seasoning mixtures and its stalks in stews and pickles. As early as the ninth century A.D. a distinction was made between bitter and sweet fennel, with the latter being the one especially favored in medieval cookery. The stalk was frequently added to vegetable and meat dishes, and the seed dried, sugar-coated, and eaten as a breath freshener at the end of a meal. Physicians classified fennel as dry and warm, and described it as good for the eyes, for the movement of the bladder and bowels, and for the flow of milk. It was recommended for colds and digestive problems.

[수특영어 Test 2 - 10]

192.

Sprout Community Fun Run

This year, all the proceeds will go to expand the collections of school libraries in Sprout Community!

WHEN: Sunday, September 24, 11 a.m. - 2 p.m. (Rain or Shine!)

WHERE: Sprout High School track

WHAT

It is an event where friends, families, and co-workers sponsor our students as they jog around a quarter-mile track. (Only the students can run.)

- Our students start with beverages, cookies and a fun warm-up; then they run.
- The kids receive their medal only when they finish their promised laps.

HOW

- Each runner sets a goal that is comfortable for their sponsors (family, friends, or coworkers).
  - The sponsors make a promise to make the donation.
- When the running is over, the sponsors will make a donation.

BRING

- Picnic blanket, sunscreen, camera, etc. (Water is provided.)

Sorry — NO PETS

[수특영어 Test 2 - 11]

193.

Youth Enrichment Day 2017

Volunteer Opportunity

Be an encouraging force in a youth's life by volunteering at the Youth Enrichment Day 2017!

Place: UMASS Boston Clark Athletic Center in Dorchester

Working time: August 6th 9:00 a.m. - 5:00 p.m.

Youth Enrichment Day 2017 will provide youth employees with meaningful workshops and team-building and networking opportunities.

How you can help

- Greet participants
- Help participants check in
- Direct participants to workshops and answer general event questions from participants
- Distribute lunch to participants
  - Event setup and cleanup

No prior experience in volunteering in the Youth Enrichment Day events is needed.

Lunch is provided to volunteers.

If you are interested in this opportunity, please contact Fred Johnson via e-mail (f\_johnson@goodmail.com) or call him at 617 - 234 - 5678.

[수특영어 Test 2 - 12]

194.

[수특영어 Test 2 - 13]

195.

In a time when toys were few and far between, they gave flight to a child's imagination. A personal example may help make the point. When we went to visit my wife's niece over the holidays, we didn't expect a two-year-old cousin to be there. We had no present for her. My wife found a bar of lavender soap that we were going to use. She wrapped it and tied it with a pretty bow. When StellaBlue opened the package, her eyes widened and she shouted in delight. Her own bar of soap! She clung to it with great happiness and I could tell that for her, it was a bar of gold, a secret treasure, a perfumed soap fit for a princess like her. For StellaBlue, the bar of soap was special and precious because it was so different, and so much more personal, than the other gifts she usually got at the holidays. Children are robbed of that wonderful joy and flights of fancy when toys are no longer special.

[수특영어 Test 2 - 14]

196.

When you are successful and the new habit feels normal, it is time to create an anchor. The anchor is valuable for those situations in which you threaten to lose your new habit. I once created the habit of seeing beauty in every human being. So when I felt the habit was mine, I bought myself a geode, a stone that can be found around volcanoes. Geodes are rough on the outside but if you break them in two, inside there is a beautiful cave filled with shining crystals. So I put the geode on my desk and after a year or so I had had a dispute with a person and I was really angry. I came into my office and threw my bag on the ground. "What a bastard!" I said out loud, and immediately my eye was drawn like a magnet to the geode and I realised that here I had a person with a very rough outside, but somewhere inside there must be something beautiful.

[수특영어 Test 2 - 15]

197.

With respect to philosophy, regardless of our particular personal living conditions, we all share in some knowledge that is common to us all. This knowledge includes the basic principles of reasoning. They are so basic that they are presupposed by all of our reasoning processes. Because the basic principles are so fundamental, they are self-evident, they do not depend upon any more fundamental principles of reasoning, and they cannot be demonstrated. Demanding that everything we accept as true be demonstrated by means of some reasoning process would be unreasonable. It would mean that reasoning could never get started in the first place. However, it's a fact that we do reason, and that we do so successfully, at least on some occasions.

[수특영어 Test 2 - 16]

198.

The modern environmental movement developed in the late 19th century. Early environmental organizations were concerned mainly with nature conservation, wildlife protection, and limiting the pollution that arose from industrial development. The movement included diverse schools of thought. For example, during the early 1900s, debates raged among conservationists over building a dam on Yosemite National Park's Tuolumne River to provide San Francisco with water. Preservationist members of the conservation movement, advocating the preservation of nature for its own sake, opposed the dam on principle. Utilitarian members of the movement, advocating the wise use of natural resources, supported the project. The preservationists lost; the dam was completed in 1923. However, the debate inspired preservationists to campaign for national park protection, which led to the creation of the National Park Service.

[수특영어 Test 2 - 17]

199.

A symbol is often an abstract representation of an object. A designer can use various degrees of abstraction to take the symbol further away from a realistic representation of the actual object, yet make it more representative at the same time. The ability to visually abstract enables a designer to focus on and convey a succinct message that successfully creates associations to the product. Thus, a designer can focus on the value that a product will have for consumers rather than on its physical characteristics, which may not be easy to transmit. The more abstract the image, however, the more tenuous the link becomes until it reaches the point when it is lost altogether. There is a balance between creating something interesting yet simple enough to be understood.

[수특영어 Test 2 - 18]

200.

Past behavior is the strongest predictor of current self-efficacy judgments. So by observing themselves executing successful moves, learners pay greater attention to and are provided with the information on how to best perform skills to continue progressing. Although limited in number, the sport studies that have examined the effect of self-modeling on psychosocial variables such as self-efficacy and performance have yielded encouraging results. For example, Halliwell found improvements in performance and confidence of professional hockey players coming back from injury or after experiencing slumps when he developed music videos showing only the successful highlights of their games. Likewise, Singleton and Feltz examined the effect of self-modeling on college hockey players' performance and found that the players exposed to self-modeling experienced greater shooting accuracy and self-efficacy for shooting performance compared with controls.

[수특영어 Test 2 - 19]

201.

The law of demand states that people demand less of a good as it becomes more expensive. This theory was validated in Santa Barbara, California, when, during the drought of 1987 - 91, the city raised water prices to help reduce consumption. Before the drought hit, Santa Barbara water was priced at a flat rate, meaning that the cost did not change when people used more water. In 1990, after three years of extremely low rainfall, prices shifted to a block rate: as water supplies dried up, prices were raised in price "blocks," and consumption dropped by 50 percent. After the drought ended, water use rose, but only to 62 percent of pre-drought levels. "These prices permanently changed people's habits and attitudes," UC Berkeley economist David Zetland wrote of Santa Barbara. "People change their behavior when the price of water increases."

[수특영어 Test 2 - 20]

202.

Some prominent journalists say that archaeologists should work with treasure hunters because treasure hunters have accumulated valuable historical artifacts that can reveal much about the past. But archaeologists are not asked to cooperate with tomb robbers, who also have valuable historical artifacts. The quest for profit and the search for knowledge cannot coexist in archaeology because of the time factor. Rather incredibly, an archaeologist employed by a treasure hunting firm said that as long as archaeologists are given six months to study shipwrecked artifacts before they are sold, no historical knowledge is lost! On the contrary, archaeologists from the INA (Institute of Nautical Archaeology) needed more than a decade of year-round conservation before they could even catalog all the finds from an eleventh-century AD wreck they had excavated. Then, to interpret those finds, they had to learn Russian, Bulgarian, and Romanian, without which they would never have learned the true nature of the site. Could a commercial archaeologist have waited more than a decade or so before selling the finds?

[수특영어 Test 2 - 21]

203.

In an effort to bring the population up to date with measurements of fatness, the public were reminded that weight on its own is not a sufficient indicator of fatness. Calculations of fatness in the form of Body Mass Index (BMI), which took into account both weight and height, were commonly featured in public discussions. And the resulting quantification of fatness as overweight (BMI over 25), obese (BMI over 30), or very obese (BMI over 40) effectively and efficiently divided populations into categories of fatness. The consequences of these calculative rationalities are interesting. In Australia, for example, the majority of men (67 percent) are categorised as 'too fat'. Thus the notion of population normality — usually understood as the condition to which to aspire — is thrown into question. The obesity 'epidemic' alerts us to the fact that it is now normal to be abnormal — even diseased.

[수특영어 Test 2 - 22]

204.

Whereas addressing conflicts openly, directly and freely in an individualistic culture is the norm, in a collective culture, conflict can be a terrifying experience for those involved. Individuals in a collective culture view conflict as a threat to the group harmony. Since they are part of the group, this makes it a threat to their own harmony and, worse still, if they are the cause of the conflict, they feel responsible for one of the most negative outcomes in a collective working culture. As a result, collective cultures are, by nature, conflict avoidant. Although this has its advantages in protecting group harmony, it has its disadvantages in making it difficult, particularly for an outsider, to know if they have group consensus or not. Most members of highly collective cultures would rather agree to something they do not believe in than risk creating a conflict.

[수특영어 Test 2 - 23]

205.

An interesting study was conducted by researchers at the National Institute of Child Health and Human Development in Washington, D.C. The team, led by psychologist Marc Bornstein, followed 374 infants from five months of age through adolescence, periodically assessing their intelligence and achievement. The researchers' findings were striking. The actions kids could perform at five months predicted not only their IQ at four and ten years of age but their academic achievement (reading comprehension and math problem-solving) at age fourteen. These actions included "tummy time," when infants could lift their head and shoulders for several seconds at a time; when they could sit by themselves; and how often they attempted to reach out and grab the objects around them. The researchers were able to show that the link from action to thought was explained not by the parents' intelligence or education level but by the infants' physical capabilities. When kids can sit up by themselves, their hands are free to reach out and grab objects, which allows them to learn things about the world that they wouldn't otherwise. Infants learned that their actions could change their environment, which helped shape their understanding of others' actions and intentions. Even the language adults used around moving infants tended to be more complex, something known to enhance infant cognitive development. In short, action and intelligence are inseparable. The end result, Bornstein says, is that "motor-exploratory competence in infancy is a catalyst for adolescent academic achievement."

[수특영어 Test 2 - 24~25]

206.

Jim was fourteen years old in the summer of 1955 and he was spending that summer the way he had spent so many summers — at his grandfather’s farm. Jim admired his grandfather mainly because he was for him a good friend. One Sunday afternoon, they sat in the porch swing when Jim’s grandmother came out and announced that they were just about ready to cut the cake to celebrate the birthday of Jim’s cousin. She said, “You fellows get your voices ready because we’re going to be singing Happy Birthday.” At this point, Jim said to his grandfather, “Granddad, real men don’t sing.” And without much thought, but with raised eyebrows his grandfather responded, “Is that so?” Well, Grandfather got up and went in the house and joined in the singing while Jim sat in the porch swing thinking over the wisdom of what he had just shared with his grandfather, “Real men don’t sing.” The years passed and at twenty-six years of age, Jim got word of his grandfather’s passing. And he made the trip back home for the funeral. That afternoon after the funeral, Jim sat in his grandfather’s chair in his small office. And sitting there looking at his grandfather’s wall, he saw his diploma from the U.S. Naval Academy and his citations for bravery. And he saw a letter of thanks from President Franklin D. Roosevelt, who had thanked his grandfather, who at sixty-one years of age had already applied for retirement when Pearl Harbor was bombed. But his grandfather withdrew his request for retirement and served through the course of the war. As Jim sat there looking at the mementos of his long life, the words he had spoken to his grandfather so many summers before came back to him, “Granddad, real men don’t sing.” And it was then that Jim remembered something his grandfather used to say to him whenever someone was unreasonable. His grandfather would just shake his head patiently and say, “We just have to be patient with people Jim, while they learn what we can never tell them.” It was that afternoon that Jim understood what his grandfather meant.

[수특영어 Test 2 - 26~28]

207.

Williams Synthetic Turf Field in Community Park will be getting a makeover throughout the month of February. It's hard to believe, but the field is nearing 10 years of age! The town's Parks, Recreation and Open Space Department will be working with a contractor to remove the existing synthetic turf and rubber base and replace them with all new materials. A portion of the parking lot, concrete paths and all of the turf field will be closed to the public during construction. This project should take no more than three weeks, but may extend longer depending on weather conditions. During this project, staff will not be accepting reservations for the field. If you are associated with a sports group wanting to use the field, please plan for an alternative location. Thank you for your patience as we complete this project.

[수특영어 Test 3 - 01]

208.

A tightly knit community can minimize the problem of street crime. However, informal social control also poses a threat to the diversity of behavior that exists in a pluralistic society, even though it may curb violent crime. Still, street crime would decline if interaction among the residents of a community were more frequent, and if social bonds were stronger. A sense of responsibility for other citizens and for the community as a whole would increase individuals' willingness to report crime to the police and the likelihood of their intervention in a crime in progress. Greater willingness of community residents to report crime to the police might also prevent the need for civilian police patrols. More interaction in public places and human traffic on the sidewalks would increase surveillance of the places where people now fear to go. More intense social ties would reinforce surveillance with a willingness to take action against offenders.

[수특영어 Test 3 - 02]

209.

In studying behaviour one tries to keep the animal in as natural conditions as possible. The trouble is that in its normal environment the animal may be inaccessible and its behaviour obscured. On the other hand, if it is brought into the laboratory its normal behaviour patterns may be hopelessly interfered with by captivity or by subjecting it to artificial experimental situations. This problem is immediately multiplied if the animal is operated on in any way, such as having recording electrodes stuck into its brain. An animal behaviour scientist must therefore compromise between the inconvenience of studying the animal in its natural surroundings and the artificiality of subjecting it to the unnatural conditions of the laboratory. Frequently both approaches are used, first the one and then the other.

[수특영어 Test 3 - 03]

210.

How we see others helps to frame how we see ourselves. The harsh reality on the ground is that, for many managers, the real competition is not in the marketplace but is sitting at a hot desk near you competing for a limited pot of promotions, budget and management time. Even if you are competing with your peers, comparing yourself with them does not help. They are different and will have different strengths. There will always be someone else who is better than you at something. The end result is to acquire an inferiority complex. In small doses this can be healthy. In the words of Alfred Adler: 'it is rather a stimulant to healthy, normal striving and development. It becomes a pathological condition only when the sense of inadequacy overwhelms the individual and, far from stimulating him to useful activity, makes him depressed and incapable of development.' Don't let yourself be awed by others. Everyone else may be better than you at something, but everyone else is also worse than you at something.

[수특영어 Test 3 - 04]

211.

Medicine became big business with the expansion of new, higher-cost treatments and the increased numbers of physicians and hospitals in the United States. As more health care providers entered the market, competition increased among them, which, interestingly, increased the amount of services provided. This reflects a unique feature in the health care industry — provider-induced demand. The average consumer of health care does not know how to diagnose his or her medical condition and does not have a license to order services or prescribe medications. So consumers rely on the knowledge of a health care provider to determine what services are needed, even though that provider stands to make more money by ordering more services. As competition increased, providers could maintain their incomes by recommending more services to the persons they served.

[수특영어 Test 3 - 05]

212.

When Yasmin arrived at the conference site, she noisily greeted the first group she encountered. Everyone loves Yasmin's infectious enthusiasm and her obvious love of people. People were calling her over from all parts of the lobby, and consequently she ended up quite near the front of the line, heading into the main hall, for the start of the conference. She sat right in the middle of Row 3 and put her bag down to reserve a seat for her good friend Richard, who would be arriving a bit later. She was still talking and greeting people as the hosts took the stage, and her excitement was fairly bubbling over, with a smile from ear to ear. The only things brighter than her smile were her clothes which helped her stand out from the very large crowd that had assembled for the conference. A little while later, Richard arrived. They hadn't seen each other for more than 36 hours, so they were long overdue for a big hug. 'Isn't life great,' she thought!

[수특영어 Test 3 - 06]

213.

Good writers are not passive; they don't simply record immediate responses. They look closely, ask questions, analyze, make connections, and think. Learning to see with a writer's eye benefits not just those who write for a living but all professionals. In any career you choose, success depends on keen observation and in-depth analysis. A skilled physician detects minor symptoms in a physical or follows up on a patient's complaint to ask questions that lead to a diagnosis others might miss. A successful stockbroker observes overlooked trends and conducts research to detect new investment opportunities. A passerby might assume a busy store must be successful, but a retail analyst would observe what merchandise people are purchasing and how they are paying for it. If all the shoppers are buying discount items and paying with credit cards, the store could be losing money on the sales.

[수특영어 Test 3 - 07]

214.

Fear is directly linked with desire. The stronger we desire something, the more intensely we fear losing it. Urged by various instincts, we strongly want, desire, and need both material and immaterial things. These range from life itself and the presence of loved ones to wanting fame, fortune, power, prestige, love, arts, sports, and so on. Each of these provides us with a different sort of pleasure and satisfaction, and life becomes richer and highly desirable, and the thought of losing these objects strikes fear in our hearts. Depending on which we cherish the most, we fear losing that the most intensely. Death, in particular, puts an end to these attachments and their related joys, and thus, people normally fear death the most.

[수특영어 Test 3 - 08]

215.

There was a great lawyer in India. He was known to be one of the topmost men in his profession. So clients blindly trusted his ability. However, he was very absent-minded sometimes. Once he was fighting a case in the Privy Council. Two Indian States were fighting. When he reached the Privy Council with his assistant, he forgot for which side he was fighting. So he started arguing for the opposite party. He was a great lawyer so he argued well. His assistant became very upset and anxious — what should he do? He pulled the lawyer's coat many times, but he wouldn't listen; he was so absorbed in the debate. When there was a break for tea, the assistant said, "You have destroyed the case. You are arguing against yourself." But the great lawyer didn't say anything. When the court reopened, he said, "Up to now, I was giving you the arguments for the opposite party. Now I will give you the arguments for my party." And he won the case.

[수특영어 Test 3 - 09]

216.

Born in Haynesville, Louisiana, Geoffrey Beene studied medicine at Tulane University before dropping out to pursue a career in fashion. He started his career as an apprentice at Molyneux in Europe before moving to New York in 1951. In 1963, he opened his own company and received a Coty Award in 1964. Beene would go on to receive eight Coty Awards and, in 1976, was the first American designer to show his collection in Milan. Known for his ability to break from tradition in regard to fabric end-use, his collections played on the innovative use of fabrics together with his exceptional ability to understand the human form. In 2001, Beene decided to remove his signature collection from department stores, thus limiting it to a made-to-order business he conducted from his 57th Street offices.

[수특영어 Test 3 - 10]

217.

Sign Up for Earth Day in the Parks

[수특영어 Test 3 - 11]

Earth Day in the Parks is an event to promote stewardship of our natural resources by Illinois school children. During April and May, students and their teachers from throughout Illinois will come to participating Illinois state parks to take part in natural resources stewardship activities such as: planting native trees and wildflowers, building and installing nesting/roosting boxes, removing invasive exotic species, and building brush piles for wildlife. If you know of a school or a teacher who would be interested, please share this information.

Download the application form from our website, complete the form, and then e-mail it to us at [dnrteachkids@illinois.gov](mailto:dnrteachkids@illinois.gov). To be accepted, applications must be received by our division of education any day from January 1 through February 28, 2017. Only one application per teacher is accepted. For more information and to see the list of participating state parks, visit our website at <http://dnr.state.il.us>.

218.

Young Package 2017 Design Competition

“PACKAGE UNLIMITED!”

Deadline: 25 October 2017

Results Announcement Expected: 23 November 2017

The Young Package 2017 Design Competition — themed: “Package Unlimited!” — has opened registration and invites high school and university students and young designers no older than 30 to take part.

The organizers are looking for imaginative and multi-functional packages that can be used for several purposes.

Young Package is divided into the following two competition categories:

- High school students
- University students and young designers up to 30 years of age

The best three designs in each of the two competition categories will be awarded with prize money. There is a total of almost 3,000 Euros available this year.

No entry fee. No limit on the number of entries.

For further information, please visit the official website at <http://young-package.com>.

[수특영어 Test 3 - 12]

219.

[수특영어 Test 3 - 13]

220.

The presentation of televised sports involves a highly structured and controlled production. Because of the complexity involved with producing a sports event, it is important to control as many variables as possible. The production staff generally includes a hierarchical division of labor, typically between the producer, the director, commentators, camera operatives, vision and sound mixers, and technicians. Each individual has clearly defined responsibilities, which they are expected to fulfill despite any deficiencies in equipment. Each is employed in a particular role according to skills and previous experience, although flexibility is also a desired quality. The pressures involved are not just of time but also of uncertainty, in that producers have to react to unpredictable occurrences both within the event and external to it. Thus, the game itself may be unscripted, but the production of the sporting event is as organized as possible.

[수특영어 Test 3 - 14]

221.

Curiously, we seem to be born to worry — perhaps an artifact of ancient memories carried over from ancestral times when there were countless threats to our survival. However, most of the worries we have today are not about really serious threats. We can learn how to retrain our brain by interrupting these negative thoughts and fears. By redirecting our awareness to setting positive goals and building a strong, optimistic sense of accomplishment, we strengthen the areas in our frontal lobe that suppress our tendency to react to imaginary fears. Not only do we build neural circuits relating to happiness, contentment, and life satisfaction, we also strengthen specific circuits that enhance our social awareness and our ability to empathize with others. This is the ideal state in which effective communication can prosper.

[수특영어 Test 3 - 15]

222.

In 2010, Tal Eyal of Ben-Gurion University in Israel and Nicholas Epley of the University of Chicago published the results of a series of experiments aimed at improving our person and mind perception skills. Many of our errors, the researchers found, stem from a basic mismatch between how we analyze ourselves and how we analyze others. When it comes to ourselves, we employ a fine-grained, highly contextualized level of detail. When we think about others, however, we operate at a much higher, more generalized and abstract level. For instance, when answering the same question about ourselves or others — how attractive are you? — we use very different cues. For our own appearance, we think about how our hair is looking that morning, whether we got enough sleep, how well that shirt matches our complexion. For that of others, we form a surface judgment based on overall gist. So, there are two mismatches: we aren't quite sure how others are seeing us, and we are incorrectly judging how they see themselves.

[수특영어 Test 3 - 16]

223.

Digital media's discrete (rather than analog) nature lends it the ability to deal with chunks of data, which can be stored separately but linked to one another in meaningful ways. It is possible, therefore, to connect a text to a specific building, and a found texture to one appearing in a painting. It is possible to connect existing buildings to similar remains elsewhere and fill in missing details. This ability is known as data management — the process for which computer technology has practically been invented. But the relative ease of making such connections can lead to less thorough examination when making them. For example, when physical books are shelved in a library, much thought must go into determining their logical proximities. But when the books are virtual and the “shelving” is digital, a search engine will easily retrieve correlated materials, as well as nonsensical associations.

[수특영어 Test 3 - 17]

224.

We believe things that fit quickly and easily with what we already know. This is not surprising since coherence is precisely how we learn and expand our understanding of the world. What is surprising is the ferocity with which we both welcome beliefs that fit and reject beliefs that do not. It is not just that we test possible interpretations for the degree to which they cohere with existing knowledge; it is also that we unthinkingly and uncritically accept ideas that cohere. As we rush toward certainty, the first explanation that coheres with our web of previously accepted beliefs invokes the feeling of knowing, generating cognitive confidence.

[수특영어 Test 3 - 18]

225.

Much occurs on a bodily level that we rarely think about. We listen to someone telling a sad story, and unconsciously we drop our shoulders, tilt our head sideways like the other, copy his or her frown, and so on. These bodily changes in turn create the same dejected state in us as we perceive in the other. Rather than our head getting into the other's head, it's our body that maps the other's. The same applies to happier emotions. I remember one morning walking out of a restaurant and wondering why I was whistling to myself. How did I get into such a good mood? The answer: I had been sitting near two men, obviously old friends, who hadn't seen each other in a long time. They had been slapping each other's backs, laughing, relating amusing stories. This must have lifted my spirit even though I didn't know these men and hadn't been privy to their conversation.

[수특영어 Test 3 - 19]

226.

Perhaps the most famous case of planned breakability — designing a product with an artificially limited useful life — is that of the light bulb. Today, more than 150 years after the light bulb was invented, an average modern incandescent bulb lasts 750 hours. So why is there an incandescent light bulb in Livermore, California, that has been burning nonstop for 110 years? It's because in 1924 in Geneva, all the light bulb manufacturers got together and created a cartel, at the time called Phoebus, to cut the life of a light bulb. By making the filaments less stable than they needed to be, light bulbs would burn out quicker, and the cartel could sell more. It was so serious that manufacturers were fined if their light bulbs lasted more than 1,500 hours. Before 1924 the average bulb lasted about 2,500 hours. Within a decade it was at 1,500 hours and has since declined to today's 750.

[수특영어 Test 3 - 20]

227.

Functionalism approaches socialization from the perspective of the group rather than the individual. From it, we gain the image of people adapting to the attitudes of others, conforming to role expectations, and internalizing the norms and values of their community. The object of socialization is to pass on the cultural patterns of a given society or group so that new members can function effectively within it. This incorporation of values and roles occurs through emotionally significant reactions that are shaped by the social group. The functionalist perspective assumes that small children are relatively unformed. Through socialization, they develop a social self that reflects the society in which they live. According to this, people are passive beings who are programmed in the ways of their society, leading to the criticism that functionalism presents an “over-socialized conception of man.”

[수특영어 Test 3 - 21]

228.

It is important to remember that body image does not necessarily have anything to do with the actual appearance or abilities of your body. For many people, body image does not conform to their bodies' physical realities. This is especially true for people who have negative body images. For example, many people see themselves as overweight, when in reality they are not. Some people with strong, athletic bodies truly believe they are weak and incapable. On the other hand, some people see themselves as healthy and slim when their bodies are actually unhealthy and overweight. Distorted body images like these can be a sign of other emotional or psychological issues in a person's life and can have a significant impact on physical and mental health.

[수특영어 Test 3 - 22]

229.

We normally use examples that are readily available in our memories to assess the likelihood and/or potential causes of an uncertain event. However, our memories tend to retain evocative examples more readily than bland examples, and to make those evocative examples available when we are making decisions, regardless of how frequently they occur and/or their direct applicability to the uncertain event about which the decision is being made. In today's information-overload society, this tendency can be useful and can often help us reach valid decisions. However, it often leads to overestimating the likelihood of a high-profile risk, such as a plane crash, and underestimating the likelihood of a less dramatic risk, such as a car crash. We tend to bias our thinking toward information that is more easily recalled and/or retrieved. We also tend to overestimate the probability of multiple events coinciding if we can identify with examples of such coincidences.

[수특영어 Test 3 - 23]

230.

When I get near an ancient tree, I crane my neck to look up into its high branches. But more than anything else, I feel an urge to get close to it and, if possible, climb onto it, even just onto an exposed root. Resting my forehead on the trunk of the tree, I can smell the dusty bark and the sweet sap. The most alive part of a tree is just under the bark, where it transports water and sugars and minerals up and down between the roots and the branches. Touching the bark, it is almost possible to sense the energy flow beneath my hands. And it is amazing to think that I am in the presence of something that has been alive, in this very spot, for hundreds of years before I was born. One thing I really like about standing under an ancient tree is how small it makes me feel. So much of our lives — our economy and the industrial resource extraction that provides our food, fish and wood products — is based on an assumption that we can control nature, that we are somehow greater than nature and can make it serve our purposes. When I stand under a big tree, however, I am reminded that we are all just small pieces of a bigger puzzle. This gives me comfort, and hope. Comfort because I am reminded of the strength and resiliency of the natural world. And the trees give me hope because they have the power to remind us of our place in the natural world.

[수특영어 Test 3 - 24~25]

231.

Kristin was thrilled to get the job. It was a dream come true to be hired right out of school and be paid while earning hours for her psychology license. With friendly, helpful, and very experienced coworkers, she admired everyone in the office, especially her supervisor, Barbara, who was very open and receptive to Kristin's ideas. Barbara even allowed Kristin, despite being a rank beginner, to start two new groups at the agency. On Kristin's day off, as she was about to leave home for a weekly morning tennis game, she received a call from the office to help locate some files. Since the office was near the tennis court, she offered to pop in for a minute to help. At the office, Kristin was looking through a stack of files, wearing a short tennis dress, when Barbara entered the room. Instead of being grateful, Barbara yelled, "How could you come into the office dressed like that?" so loud she could be heard throughout the office. Kristin felt unjustly treated. Knowing that she was too upset to make sense, Kristin focused all of her energy into calming down. Once she felt calm enough to move, she turned and left, telling Barbara, "We'll talk in the morning. I'm late for my tennis game." But after leaving the office, she was still trembling. The subsequent tennis game — hitting those balls — was exactly what she needed to become completely calm. Later that evening, thinking about what she wanted to say to Barbara, Kristin reminded herself about how much she liked and respected her before the incident. The next morning she walked into Barbara's office calm, centered, and certain that the thing to do was confront her supervisor. She couldn't ignore what had happened, even though the job meant a lot to her. She looked Barbara in the eyes and calmly, but firmly, told her the reason she had been in the office dressed in a tennis dress. She also told her that being yelled at made her feel shamed and humiliated. It felt good for Kristin to get her feelings out. She had no idea how Barbara would react but was pleased when she apologized, promising never to yell at her again. And they continued to work well together.

[수특영어 Test 3 - 26~28]



233.

Having worked with many clients over the years, I have been occasionally surprised to watch as one of them experienced an amazing “aha!” of recognition and had an internal shift after watching a movie. These clients were able to identify with characters who had struggles similar to their own. But while they identified with the characters, it was also somehow easier to maintain their distance “outside” the experience. In other words, they maintained an observer perspective. In some cases, instead of identifying with a character, the client was highly critical of them. Either way, the same active principles seemed to apply, and combining the movie experience with psychological exploration during our sessions had powerful results.

[수특영독 - 1강 E01]

234.

The paradox of modern life is that while technological acceleration — in transportation, communication, and production — should provide more free time, those same inventions increase our options at an exponential rate. Email was far faster than snail mail, but the Internet also brought Twitter, YouTube, and so on. As the German sociologist Hartmut Rosa described it, “no matter how much we increase the ‘pace of life,’” we cannot keep up with the flood of information. The result is that “our share of the world” feels continually squeezed, even as we gain more efficient access to it. Estimates are that 90 percent of the world’s data has been created in the last five years. We’re all drowning in information, a reality that makes even the simplest decisions — where to eat, which health plan to sign up for, which coffee maker to buy — more complicated.

[수특영독 - 1강 E02]

### 235.

In any organization, decision makers often find themselves working with simplified data that lacks any sort of context. They often deal with information in the abstract instead of experiencing it for themselves. In many cases, their disconnection from customers forces them to rely on so-called authorities who are anything but. Having an intuitive understanding of other people can help overcome these challenges. Empathy for the people you serve can make the abstract more grounded and immediate because that information is now connected to a real person you know. It can provide context for the data we receive by incorporating factors left off the map. And this kind of connection to other people can, over time, provide the kind of deep experience in a territory that people inside an organization need to identify new opportunities.

[수특영독 - 1강 E03]

### 236.

Let's say you have a great advertising campaign plan. The theme is memorable, the visuals are impressive, and the words are emphatic. What good is it if those message elements do not reach the intended audience? Suppose you're selling canned soup. The media team targets traditional users of canned soup — mothers of young children — but the copy team prepares advertisements intended to encourage single people to use the soup for a quick, wholesome meal. The message will not make much sense to the media audience because the media and copy strategies do not match. A great advertising message in front of the wrong audience is a total waste of time and effort. If you focus on the message strategies and ignore the media strategies, you risk damaging the entire package: the campaign, the budget, and everyone's hard work.

[수특영독 - 1강 E04]

237.

Biographies of human beings are generally about real people, not fictional or mythological characters. Therefore the biographer has a responsibility to the truth, and should tell us what actually happened in a person's life. This looks like a solid, unarguable rule for biography. But there are many ways of breaking it. Plenty of biographers dramatize their narratives with descriptions of emotions, highly coloured scene-setting, or strategies of suspense. Some go further, and deploy full-scale fictional methods: invented meetings between author and subject, imaginary episodes, musings on the identity of the biographer, and hypothetical conversations. Some biographies read more like fiction than history. This can attract readers, but can also give the genre a bad name. John Updike once remarked that most biographies are just 'novels with indexes.'

[수특영독 - 1장 E05]

238.

Although psychology and dog training may appear to be quite different professions, the philosophies of how we interact with dogs and with people in a positive way actually have much in common. Furthermore, the evolution of both dog and child psychology have followed similar paths. The concept of positive reinforcement has been around since the early twentieth century, but it has only been in recent years that so much emphasis has been placed on rewarding the good behaviour of children and on maintaining their self-esteem. You are probably aware that in previous generations the physical punishment of children was more acceptable, and the view that 'children should be seen but not heard' was much more common. Similarly, traditional dog-training methods involved correction and punishment, with positive reinforcement virtually unheard of in dog-training circles until the Gentle Modern Method of Dog Training was introduced in the early 1970s.

[수특영독 - 1장 E06]

### 239.

One important factor in our food's nutritional value is the manner in which it is prepared. Many foods have maximum value in their natural state — or as close to that as possible. For instance, when fruit is harvested green, unripened, many of the vitamins we traditionally associate with sun-ripened fruits are simply not present, and certainly not in adequate amounts. Certainly, for most fruit or vegetables, heating destroys many of their enzymes and vitamins. In the case of water-soluble vitamins, these are lost if the food is boiled and the cooking water discarded. Long-term storage or canning also results in the loss of many of the less stable vitamins. Some foods, however, require heat to be made digestible, such as whole grains, some tuberous vegetables, a few fruits, and dried beans.

[수특영독 - 1강 E07]

### 240.

I remember an experiment I read about many years ago that I admired very much. It occurred in full “real life.” At a building on the campus of a university, the experimenters put up a sign in front of the main door at the center of the building. The sign read, “This door closed.” Then, of the people who came up the steps, they counted the people who, seeing the sign, turned and went away; they also counted the people who went past the sign and into the building. Then they repeated all that on the same day of the next week, during the same hours of the day. This time, however, the sign read, “This door closed. Please use door at end,” with an arrow pointing off to the side. As you might suppose, a much smaller percentage of people, during the second trial, violated the sign. The simple explanation, I think, is that the second sign made it easier for most people coming up the steps to find an alternate route to their goal than did the first sign.

[수특영독 - 1강 E08]

## 241.

In daily life, processes constantly come in conflict as the objectives of one process directly oppose the objectives of another. For example, every workday, millions of individuals climb into their cars to start the process known as going to work. For many, the primary objective of this process is to arrive at work at the proper time. If the individual feels that this primary objective may not be achieved, then speed is at a premium and other objectives fall by the wayside. This individual then runs into a significant conflict with another objective. Municipalities have developed a series of processes intended to ensure achievement of their primary objective related to safe travel. Speed limits, stop signs, and traffic lanes all work together to frustrate the time-conscious traveler: The driver's objective (the need for speed) comes in direct conflict with the municipality's objective (the need for safety).

[수특영독 - 1강 E09]

## 242.

Athletes know the importance of execution and fundamentals. If you don't execute well, all the talent in the world is worthless. At crunch time, athletes who worry lose. Those who execute effectively win. An example is hitting a long drive in golf. Once the body is trained to do the task, engaging the head only disrupts the muscle memory that knows instinctively what to do. Cognitive meddling messes up the process. I was once skiing with an advanced skier who came to the top of a steep incline, stopped, and looked down and froze. She had negotiated this slope many times without a problem or trauma, but this time she permitted her head to interfere. Once she looked down and kept looking down, all the unconscious fears took over and she sat down and began to cry. Once that happens, the ability for the body to function normally has been lost and failure becomes a self-fulfilling prophecy.

[수특영독 - 1강 E10]

### 243.

To learn what's new in the world, you have to start with what's old. This is the paradox that explains why journalists are increasingly becoming part of the news goods they deliver. In trying to attract your attention to their version of the day's events, firms use many types of signals to convey what their products will contain. The association of the delivery of the news with a particular anchor or reporter is one way for companies to signal what the news product will contain. Though you may not yet know the day's events, the personalities of Peter Jennings, Larry King, Barbara Walters, Geraldo Rivera, Mike Wallace, or Chris Matthews create for some consumers an image of the type of news they will experience. Though news involves learning about the unfamiliar, the familiarity of readers or viewers with specific journalists becomes a way for news outlets to create expectations about their content.

[수특영독 - 1강 E11]

### 244.

Although it is always necessary to protect children from harm, one difficulty for staff who work in the family home is determining what is harmful. How individual families conceptualise childhood affects what they see as acceptable childcare practices and what they expect of children in the family. For example, in some cultures it is expected that siblings will care for their younger brothers or sisters, or have a significant role in their care, whilst in other cultures this is seen as an imposition. Child protection is paramount when working with children and their families. However, balancing protecting children from what individuals see as harmful and respecting the family's values can be very difficult when individual views on what is acceptable vary. Whether a child is suffering significant harm, or is at risk of suffering significant harm, is the key consideration.

[수특영독 - 1강 E12]

245.

The dominant idea today is that, because creativity resides within the individual, we best expose it by telling stories of those rare geniuses — the ones who made the Sistine Chapel, Hamlet or the light bulb. This model basically follows the declaration made by Thomas Carlyle in the 1840s: “The history of the world is but the biography of great men.” The most common alternative to the lone-genius model locates creativity in networks. See, for example, Herbert Spencer’s retort to Carlyle that “the genesis of the great man depends” on a “long series of complex influences.” “Before he can remake his society,” Spencer wrote, “his society must make him.” Rather than focus on the solitary hero snatching inspiration from the heavens (or the unconscious), this concept emphasizes the long, meandering course of innovation. Instead of heroic individuals, it prioritizes heroic cultures — the courts of sixteenth-century Florence, say, or the coffee shops of Enlightenment London.

[수특영독 - 2장 E01]

246.

Green marketing is a phenomenon that has its origin in the 1980s, a time when corporate social responsibility reports and the buzzwords sustainable development and green consumerism gained popularity. One of the biggest challenges of green marketing is the need to address environmental issues while at the same time satisfying core customer needs. This is one of the challenges “green” ad campaigns have to face — convincing consumers that environmental products do not perform lower than regular products. Rather, they often — with regard to specific features — perform better. For example, energy-saving light bulbs last longer, offer better convenience (they do not have to be replaced as often as regular bulbs), and reduce energy expenses. Convenience and fulfillment of basic human needs are two of the most significant reasons why consumers buy green products — not necessarily for environmental reasons but for better value (safety, money).

[수특영독 - 2장 E02]

247.

In 1840, the famous German chemist Baron Justus von Liebig, also perhaps the best teacher of chemistry of his day, published a book on organic chemistry. In the book, he argued that plants do not feed directly on humus, as was then generally believed, but exist on simple, inorganic chemicals taken directly from the air and soil. By analyzing the chemical composition of plants he was able to make a list of these substances, and he showed that plant growth ceases if the availability of just one essential nutrient falls below a certain minimum, regardless of the abundance of all other nutrients. In other words, it is the availability of the scarcest nutrient, not the most abundant, that determines success or failure for plants: if the soil is deficient, say, in boron, no amount of phosphorus will remedy the lack and stimulate vigorous plant growth.

[수특영독 - 2강 E03]

248.

In the early 17th century, when the Netherlands was the world's leader in commerce, the middle class were enthusiastic about tulips, which then led to a bidding war over tulip bulbs. In 1635, the heyday of the tulip bubble, someone was willing to pay up to 12 hectares of land in the heart of the city in exchange for a special tulip bulb. Another merchant was willing to pay 4 heads of cattle, 8 pigs, 2 boxes of wine, 4 boxes of beer and 1,000 pounds of cheese in exchange for a bulb named "the governor". People were all dreaming about becoming millionaires, even billionaires. Of course, this didn't last for very long. In 1636, one Dutchman woke up and refused to buy a tulip at the promised price, which caused people to doubt. Then the price fell and stayed down. Many people who had sold everything they owned to obtain a couple of tulips became beggars overnight. Some rich men lost fortunes that had been accumulated generation after generation.

[수특영독 - 2강 E04]

249.

In a study, researchers interviewed residents of the state of Victoria over many years to see how life events and personality affected people's happiness. They wanted to know the extent to which a person's personality versus the things that happened to them affected well-being and happiness. Personality might account for, say, 40 percent of happiness, whereas life events might account for 60 percent. Alternatively, perhaps personality would turn out to be more important. As the study progressed, it was clear that the same kind of things kept happening to the same people over and over again. Lucky people were lucky again and again. Likewise, people with lots of bad experiences, like relationship breakups and job losses, seemed to encounter one bad thing after another. Their assumption that personality and life events would have separate influences on happiness.

[수특영독 - 2장 E05]

250.

Individuals who survive an infection normally become immune to that particular disease, although not to other diseases. The reason is that the immune system "remembers" foreign antigens, a process called immune memory. Next time the same antigen appears, it triggers a far swifter and more aggressive response than before. Consequently, the invading microorganisms will usually be overwhelmed before they cause noticeable illness. Immune memory is due to specialized B cells called memory cells. Virgin B cells are triggered to divide if they encounter an antigen that matches their own individual antibody. Most of the new B cells are specialized for antibody synthesis, and they live only a few days. However, a few active B cells become memory cells, and instead of making antibodies, they simply wait. If one day the antigen that they recognize appears again, most of the memory cells switch over very rapidly to antibody production.

[수특영독 - 2장 E06]

### 251.

In a study of fairness in non-primates, a research team led by Friedericke Range placed pairs of dogs side by side in front of a person. In plain view of both dogs was a bowl of treats (sausage and dark bread). Each animal was asked in turn to offer his or her paw to be shaken by the person. The researchers recorded the number of times each dog offered a paw under various conditions. The results were clear. When both dogs were equally provided with treats, both gave their paws for nearly every trial. When neither dog received treats, the dogs only shook paws in about twenty of thirty trials and required more verbal prompting. Most interestingly, when only one dog received treats in return for a paw-shake, the other dog declined the handshake sooner, only offering a paw an average twelve times out of thirty, and acting decidedly more agitated in the process.

[수특영독 - 2강 E07]

### 252.

How frequently do people gauge themselves against others? This probably happens far more often than we like to admit, and probably forms a more important part of our lives than most people are ready to acknowledge at a conscious level. Consider buying a luxury vehicle. Although almost everyone would like to believe that they would make such a purchase for reasons of self-gratification, it is probably true that the purchase of such an outwardly visible manifestation of personal success is overwhelmingly motivated by competitive reasons. In other words, half the point of buying such a vehicle is to let other people know you own it, and to be seen driving it. The buyer wants his neighbors to see his car. He'll park it in the driveway just to put it on display. He wants his friends and coworkers to be aware of his ability to buy such a vehicle.

[수특영독 - 2강 E08]

253.

As children gain experience listening to stories, they begin to develop an understanding that stories follow a regular sequence. This idea can be reinforced by repeated readings of the same story (generally at the child's request), as children become so familiar with the story that they can easily predict what will happen next. Sometimes writers of picture books build predictability into the text with repeated actions or phrases or by using the same sentence structure over and over again. Like patterned language, predictable structures make stories easier for children to listen to and comprehend. They also allow authors to introduce more surprising or unusual elements successfully within a carefully constructed familiar context. The contrast between the predictable and the surprising elements often delights adults as well as children.

[수특영독 - 2장 E09]

254.

Because all individuals matter, and because different individuals can have opposing interests, we need a rule for weighing one person's preferences against another's. If we are called upon to decide whether to expand the logging industry, and if Jack values newspapers while Jill values woodlands, we need a way to compare Jack's potential gains with Jill's potential losses. There are many philosophically defensible stands here, and the logic of cost-benefit analysis (which is another name for what I have elsewhere called "the logic of efficiency") chooses unambiguously among them. Its position is pronounced in another principle: All individuals matter equally, with the strength of their preferences measured by their willingness-to-pay. If Jack values a tree in the sawmill at \$100 and Jill values a tree standing in the forest at \$200, then we declare the benefit of logging to be \$100 and the cost to be \$200. We don't inquire into the moral worthiness of Jack or Jill.

[수특영독 - 2장 E10]

255.

Rap music flourished without access to the music establishment. Most rap is performed by artists in their own homes, using inexpensive, widely accessible equipment, in contrast to the sound studios and sophisticated recording equipment of other musical genres. Rap music is mainly disseminated on homemade cassettes and by locally owned independent record companies. For a decade, the major recording companies resisted rap, and even in the mid-1990s only a small portion of the music on the Billboard rap singles chart was produced by the major labels. The radio industry (which usually makes or breaks the success of any piece of music) ignored rap because its audience is not a priority for radio advertisers to reach. For example, New York does not have a single rap station, although it has two full-time classical radio stations.

[수특영독 - 2강 E11]

256.

The data that archaeologists have at their disposal are very selective. Not only are archaeologists limited to material remains, but also the overwhelming majority of material possessions that may have been part of a culture do not survive thousands of years under the ground. As a result, archaeologists search for fragments of material evidence that will enable them to piece together a culture. A prehistoric garbage dump is particularly revealing, for the archaeologist can learn a great deal about how people lived from what they threw away. These material remains are then used to make inferences about the nonmaterial aspects of the culture being studied. For example, the finding that all women and children are buried with their heads pointing in one direction, whereas the heads of adult males point in a different direction, could lead to the possible explanation that the society practiced matrilineal kinship.

[수특영독 - 2강 E12]

257.

A point to keep in mind when thinking about paranormal, supernatural, and pseudo-scientific beliefs is that letting go of them is not necessarily a sacrifice. Not only can thinking skeptically be safer and more economical over the course of a lifetime, it doesn't have to be any less fun, either. Whatever I may have lost by not believing in things like astrology and ghosts, I am confident that I more than make up for it by embracing reality with great enthusiasm. All scientific discoveries to date and all the mysteries still to be solved excite me, and I find plenty of reason for optimism and hope, even amid harsh realities. I understand that it may feel comforting or stabilizing to believe that invisible forces influence us, but it can also be comforting and stabilizing to realize that as humans we are smart enough and strong enough to face up to the universe as it really is and get on with our lives.

[수특영독 - 3강 E01]

258.

Have you ever thought that your child's friends can be a positive influence on him or her? Children are quick to point out unacceptable behavior. The following is not the most pleasant example, but it makes the point. A mother had difficulty with her 9-year-old picking her nose in public. Mom's scoldings didn't do any good. Then one day her daughter and a friend were bowling. As her daughter unconsciously picked her nose, the other 9-year-old cried, "Oh Callie! That is so gross! I'm never bowling with you again if you pick your nose!" That ended Callie's nose picking right then and there. At this age, children tell "the truth" because they don't have the skills to be tactful. Your daughter may come home in tears because little Melissa said your daughter was a lousy speller. More than likely, Melissa is right, even though there are more subtle ways to convey the information. Friends are a great opportunity for your child to develop a give-and-take relationship with peers.

[수특영독 - 3강 E02]

### 259.

Railroads allowed the North to benefit from its industrial advantages during the Civil War. Military trains carried mobile artillery. This allowed commanders to reposition heavy guns for both defensive and offensive purposes. As the war went on, the military began to keep some artillery permanently mounted on railcars. This reduced the preparation time for combat. Railcar artillery pieces were almost always ready to be thrust into battle. This was a marked improvement over the use of horses to haul big guns. Guns that were pulled by horses required artillery platforms that had to be constructed and placed before the guns could engage in battle. With a gun on a railway car, the bed of the car served as the artillery platform. In some cases, the rails allowed the car to absorb the shock of the gun's firing by allowing the car to slide back on the rails. This innovation eliminated the need for the continual reconstruction of a platform each time a military force moved an artillery piece.

[수특영독 - 3강 E03]

### 260.

Since the early seventeenth century, humans have tried to find ways to live peacefully and prosperously with one another in the absence of a common notion of the good. This effort has been identified with liberalism, which has emphasized toleration, individual choice, and maximizing general utility through market mechanisms and government constraints. To this end, liberalism has treated all goods as effectively equal, interpreting them as merely the subjective preferences of individuals. This move entails recognizing and admitting that no good is better than any other good. My preference for justice or a moral life is thus essentially no different from my preference for an apple. Thus no good (thing, process, activity, way of life, etc.) in itself is special, sacred, or necessary. In principle, then, there can be no rational (as opposed to affective) ground for preferring one good over another.

[수특영독 - 3강 E04]

261.

Here's a simple thought experiment to illustrate the absurdity of claiming to know an individual's genetic potential based on current appearance or ability. To visualize this, consider a physical example. Imagine a massive bodybuilder standing next to an extraordinarily skinny man. One of them looks like freshly shaved King Kong and the other looks like the slightest gust of wind might knock him over. At first glance, most people probably would assume that the large, muscular man has the genetic advantage for success in competitive bodybuilding over the skinny man. But we can't assume this to be the case. It could easily be the skinny guy who had been born with the superior genes for bodybuilding. But maybe nothing in his environment activated those genes. Maybe he was deprived of something in childhood — good nutrition perhaps — and those genetic gifts were muted. Maybe he grew up in a place that had no gyms and he never had the opportunity to train with weights. Or, maybe he thought bodybuilding was weird or too difficult so he never even tried.

[수특영독 - 3강 E05]

262.

The Oxford dictionary defines accounting (noun) as 'the process or work of keeping financial accounts' while an accountant (noun) is 'a person whose job is to keep or inspect financial accounts'. However, this definition is overly simplistic. For a long time, accounting was considered a process of collecting, analysing and communicating financial information to allow users to make better-informed decisions. This work remains at the forefront of the role but more recently accountants have been asked to expand their remit into new areas. For example, accountants are now deeply involved in the preparation of nonfinancial information, including corporate social responsibility reporting. The image of the boring, conservative, grey-suited person is outdated. The job has changed. Accountants now need to be communicators as well as doers. They need to be client facing rather than just hit buttons on a calculator. There is a new breed of accountant and whether you believe this is a change for the better or worse, it seems to be a change that is here to stay.

[수특영독 - 3강 E06]

### 263.

Broadly speaking, art exists as a consequence of the universal human desire for sympathy. Man is forever endeavoring to break down the wall which separates him from his fellows. Whether we call it egotism or simply humanity, we all know the wish to make others appreciate our feelings; to show them how we suffer, how we enjoy. We batter our fellowmen with our opinions sufficiently often, but this is nothing in comparison to the insistence with which we pour out our feelings. A friend is the most valued of earthly possessions largely because he is willing to receive without appearance of impatience the unending story of our mental sensations. We are all more or less conscious of the constant impulse which urges us on to expression; of the inner necessity which moves us to continual endeavors to make others share our thoughts, our experiences, but most of all our emotions. It seems to me that if we trace this instinctive desire back far enough, we reach the beginnings of art.

[수특영독 - 3강 E07]

### 264.

I found, when I took up land in India and learned what the people of the country know, that the diseases of plants and animals were very useful agents for keeping me in order, and for teaching me agriculture. I have learned more from the diseases of plants and animals than I have from all the professors of Cambridge, Rothamsted and other places who gave me my preliminary training. I argued the matter in this way. If diseases attacked my crops, it was because I was doing something wrong. I therefore used diseases to teach me. In this way I really learned agriculture. I think if we used diseases more instead of running to sprays and killing off pests, and if we let diseases rip and then found out what is wrong and then tried to put it right, we should get much deeper into agricultural problems than we shall do by calling in all these artificial aids. After all, the destruction of a pest is the evasion of, rather than the solution of, all agricultural problems.

[수특영독 - 3강 E08]

265.

The tourism sector's reaction to climate change has involved two different but related responses: mitigation and adaptation strategies. Mitigation refers to attempts to reduce the impact of tourism on climate change, while adaptation refers to attempts to adapt tourism to climate changes and minimize climate change risks. The tourism sector will also need to make adaptations in response to national mitigation strategies related to greenhouse gas emissions, hence the concepts are related. For instance, as a sector totally reliant on transport, national and international mitigation policies related to greenhouse gas emissions are likely to increase costs of transport and impact tourism mobility. There are implications for slow travel which emphasizes traveling to destinations more slowly and staying longer in one place rather than cramming in as many places as possible in a short space of time. For example, it could be argued that slow travel should become a major mitigation response, as part of a cultural change, associated with travel and trip distance reduction.

[수특영독 - 3강 E09]

266.

Over the past decade there has been a surge of empathic thinking and action around the globe driven by political activists, advice columnists, and religious leaders. Protesters in the Occupy movement in Britain and the United States erected Empathy Tents and ran workshops on empathic activism. Hundreds of thousands of schoolchildren have been taught empathy skills through Roots of Empathy, a Canadian education program that has spread to Britain, New Zealand, and other countries, that brings babies into the classroom and turns them into teachers. A German social entrepreneur has established a worldwide network of museums where blind guides have taken more than seven million visitors around exhibits that are in total darkness, to give them the experience of being visually impaired. All these initiatives are part of a historic wave of empathy that is challenging our highly individualistic, self-obsessed cultures, in which most of us have become far too absorbed in our own lives to give much thought to anyone else.

[수특영독 - 3강 E10]

267.

Scientific ideas are often counterintuitive to everyday thinking. For example, when you place your hand on a piece of metal in a room, it feels cool to your touch. When you place your hand on a piece of wood in the same room it feels warmer to the touch. Many people will deduce that the temperature of the metal is cooler than that of the wood. Yet, if the objects have been in the same room for any length of time, their temperatures will be equal. It turns out that when you place your hand on metal, it conducts heat out of your hand quickly, thus giving the impression that it is cold. The wood does not conduct heat as rapidly as the metal and therefore “feels” warmer than the metal. In other words, our senses have fooled us into thinking that instead of everything in the room being at room temperature, the metal is cooler than anything else. Therefore our erroneous conclusion: Metal objects are always cooler than other objects in a room. Indeed, if you go from room to room and touch many objects, your idea is reinforced and becomes more and more resistant to change.

[수특영독 - 3강 E11]

268.

Altruism — unselfish concern for the welfare of others — presents sociobiology and evolutionary theory in general with a very real difficulty. For writers like Edward Wilson, the behaviour patterns of species and individuals are totally susceptible to biological explanation; some creatures are altruistic because they are driven by their genes to sacrifice themselves for the well-being of others. For example, a small bird will give a warning cry when a predator approaches, and so risk its life to safeguard its fellows. The difficulty is that, in Wilson’s words, ‘fallen heroes do not have children.’ If altruism is rooted in genes, the individuals with those genes would disappear (the altruists would all be killed), and only those possessing selfish genes would survive. However, altruism continues to exist: how can evolutionary theory explain this? Wilson suggests that continued altruism is due to the evolutionary motivation of genes to defend and protect the species gene pool.

[수특영독 - 3강 E12]

269.

The function of thought is to translate and interpret communications from the emotions and senses. Thought is often used inappropriately, to ignore rather than interpret communications. There are countless times when I've had a feeling or intuition that later turned out to be correct, but I "logic-ed" myself out of it and failed to take advantage of the insight. A good example is when a person is driving and has an impulse to take an alternate route. Rather than simply taking the other route, she tells herself it would be silly to do so because that road is longer and has more stoplights. She goes her usual way and encounters a traffic jam due to road construction or an accident. The habit of using logic to contradict inner communications is like a one-person version of the humorous question, "Are you going to believe what you see or what I tell you?" We tend to believe what we tell ourselves rather than what we perceive with our inner senses and our physical senses.

[수특영독 - 4강 E01]

270.

Jack Welch, a great business leader, who transformed General Electric into one of the world's leading powerhouses, was constantly evolving tools and methods in search of continuing growth. He encouraged managers to start each day as if it was the first day in the job. He frequently said that managers were often afraid of change, the very change they must embrace. And Richard Branson, the CEO of Virgin Atlantic, agrees with Jack on this very important reasoning because at his airline company, people never rest upon past achievements but keep on trying to improve things. Interestingly, the moment the airline was voted as having the best business class seats in the world in the UK airline awards, their designer was already beginning to work on the next seats to beat their own expectations rather than their competitors. You must either stay ahead of other people or stay ahead of yourself all the time. If you really put your mind to it you are normally going to find a better way.

[수특영독 - 4강 E02]

271.

Stanislavski warned, “Young actor, fear your admirers!” After you enter the magic circle of self-deception, it is difficult to escape the mendacity. It is pleasant to hear the flattery and praise of your adoring admirers because you desperately want to believe them. However, you should not enter into this profession simply to amuse your followers, and do not discuss your artistic process with anyone other than trusted mentors and colleagues. The naive compliments of friends and family — who are not actors — will not help you grow as an artist. Talk to your admirers, but listen, understand, and even love the observations of a true professional. There is nothing more beneficial to your growth than the brutally honest words of someone who knows. Unfortunately, however, you will not always be lucky enough to have an acting coach who knows or cares standing over your shoulder giving you expert advice. Therefore, you must know how to objectively observe your own work.

[수특영독 - 4강 E03]

272.

When we purchase a lunch from a food vendor, we exchange money for the material food. At the same time we exchange information regarding the relationship between the vendor and ourselves, ranging from happiness to indifference to anger. Although the food will be consumed and require further material exchanges for additional consumption, the relationship between the vendor and us has the capacity to evolve and grow. The relationship will most likely grow towards greater cooperation and shared oneness through intentionally communicating in loving manners that acknowledge and appreciate the value the vendor adds to our lives in these material and relationship exchanges. Consequently, the food provides physical nourishment, while the relationship can evolve to provide emotional, social, and spiritual nourishment. Future purchases exchange similar quantities of money, while the relationship can increase qualitatively in a variety of important ways.

[수특영독 - 4강 E04]

273.

If leadership ability is inherited, the selection and recruitment of managers as potential leaders would only focus on the candidate's parents and ancestors — evidence of work experience would not be valued. Moreover, if leaders are born and not developed, then high-performing people would always emerge regardless of the business context, their management ability or the company's willingness to recruit and select well, or coach, mentor, train, develop and evaluate employees. Furthermore, attempts to improve performance would be a wasteful exercise. Such an idea should not be taken too seriously, so why, then, have I mentioned it? Simply because, in my experience, some managers manage their people based on this idea, and it prevents them from applying the person-management skills and techniques that lead to improved performance. I feel that it is far better to accept that the work environment, including management action, shapes people's behaviour and abilities and that every manager can improve the way they manage people regardless of innate characteristics.

[수특영독 - 4강 E05]

274.

Some observers believe that people growing up in the United States may be missing some of the finer points of etiquette and getting along with people. Because twenty-first-century American life has become so rushed, parents simply are not taking the time to teach their children proper etiquette. Moreover, because our K-12 educational system is under increased pressure to teach more and more practical courses, there has been little time for teachers to instruct on how to get along in a civil society. The result is that we see an ever-increasing number of ill-groomed Americans, talking too loudly on their cell phones, drinking someone else's water at a business dinner, using sloppy grammar in their e-mails, or showing discomfort at making small talk at a cocktail party. As a result, U.S. society in recent years has witnessed a new growth industry — namely etiquette trainers, coaches, and consultants. Parents are sending their children to private etiquette classes and camps for the purpose of better preparing them for entering the job market.

[수특영독 - 4강 E06]

275.

To the human brain, playing a game is more like actually running a race than watching a film or reading a short story about a race. When I run, I make a series of choices about actions I will take that might affect whether I win. I feel a sense of mastery or failure depending on whether I successfully execute the actions in the ways I intended. My emotions ebb and flow as I make these choices and see what happens as a result. I feel a sense of consequence and responsibility for my choices. In the end, I am to blame for the outcomes, because they arise from my own actions. This rich set of feelings that I have about the solo experience of running depends on the active role that I play in the experience.

[수특영독 - 4강 E07]

276.

Since the nineteenth century, Europeans have got used to seeing their economies surpassed by the Americans. However, since the Cold War, the United States has been challenged by a resurgent and unifying Europe, and, more recently, by the vigorous “rise” of several nations in the “developing” world — China in particular. Current measurements clearly show the United States economy to have been in relative decline in comparison with these rising economies. Should America’s relative decline also be considered a symptom of morbid decline? Does it indicate a wasting sickness of the American economy? It might well. Nations do rise and fall. Our colleague, Lanxin Xiang, reminds us that China possessed the world’s leading economy for the greater part of the previous millennium. In the end, however, its past success did not prevent China from being pillaged throughout most of the nineteenth and twentieth centuries.

[수특영독 - 4강E08]

277.

Science is ubiquitous. Its boundaries are unclear, its range confusing. Distinctions have been drawn between different types of science, natural versus social, hard versus soft, historical versus experimental, and so on. Disagreement reigns over whether economics is science, whether anthropology is science, whether history is science. Creation science calls itself science, but many call foul. Politicians have suggested — what sounds thoroughly reasonable — that policy should utilize sound science and avoid junk science. Scientific discoveries are reported in the media; scientific concepts are utilized in novels, film and television. Science is popularized and demonized. It offers explanations of our most common observations, but in terms that are peculiar and hard to comprehend. Scientific developments are integral to some of society's most remarkable achievements, but also some of our most horrifying tragedies. Thus, science is both utterly familiar and an immediate source of controversy and debate.

[수특영독 - 4장 E09]

278.

The entrepreneurial journey brings with it a considerable change in lifestyle. When you work for an established organization you are used to certain things. You know how much money you will bring home each month; how many hours you are expected to work. You are entitled to a certain number of paid holidays and your employer may make contributions toward healthcare costs and pension plans. Entrepreneurs, on the other hand, work around the clock and at least in the early years cannot expect the same kind of security. These are just some of the challenges that many aspiring entrepreneurs are not tuned into. Since everything is down to you (and your co-founders if this is applicable), you have to take charge and use tact to solve these challenges. This journey doesn't move forward unless there is planning and a methodological approach.

[수특영독 - 4장 E10]

279.

Observation can offer ethnographers solid evidence of demonstrated behaviors occurring within a specific environment at a specific time. Observational skills help, for instance, when we want to use people's actions to independently verify their spoken claims; describe and make sense of what is happening when no one can — or will — talk with us; and better capture higher-level patterns of behavior especially regarding objects and environments. Systematic, observation-based data can help us both find out what is actually going on and justify our claims to others. But observation only gives clues and partial answers as to why things happen and the meanings actors attribute to them. This is why direct observation should be combined with other methods of understanding to address most ethnographers' problems of interest.

[수특영독 - 4강 E11]

280.

We have entered a very exciting era for behavioral and mental health care. Advances in artificial intelligence make it possible to build intelligent machines that enhance the quality, accessibility, and efficiency of care, while also providing entirely new capabilities. For example, the integration of natural language processing and virtual reality has allowed for the creation of interactive intelligent virtual humans that can provide training, consultation, and treatments. Artificial intelligent agent systems can also assist with clinical decision-making and healthcare management. Advances in sensing technologies and affective computing have enabled machines to detect, assess, and respond to emotional states. Robots capable of patient and medical provider interaction are now commercially available for use in the home and medical settings. Moreover, the use of machine learning and pattern recognition is improving public health surveillance, while brain mapping initiatives now underway provide opportunities to model behavior and better understand normal and abnormal functions of the brain.

[수특영독 - 4강 E12]

281.

People hate to lose something more than they like gaining something of equal value. Given this near universal truth about the human psyche, it may not be surprising that many acts of dishonesty and cheating in the real world are born from fear of losing something we value. Pressure to avoid getting an “F” in a class leads many students to bring cheat sheets into exams more so than does the possibility of getting an “A.” Pressure to avoid losing market share tempts those in business to break laws more often than does setting new sales records. Not owing the government additional money is a bigger motivator for cheating on taxes than is getting a bigger refund. Sure, in all these cases gains like the bigger sales figure or the bigger refund may motivate people to cheat, but the point is that they’ll never be as motivating as avoiding a loss of equal amount.

[수특영독 - 5장 E01]

282.

You probably have a lot of fear about what will happen if you show your feelings, most likely as a result of what happened when you were a child. If you showed you were sad, nobody was there to comfort you, to validate that sadness. Maybe you were told if you didn’t shut up you were really going to get something to cry about. The people you loved didn’t acknowledge when you were embarrassed; in fact, they may have done things to embarrass you, even to humiliate and shame you. It was not safe to show your feelings when you were growing up and, as a result, not only do you avoid expressing your feelings now, but often you don’t really know what they are.

[수특영독 - 5장 E02]

### 283.

Some children are faced with challenging events in their lives, but other children have a relatively more straightforward early life. For example, children who have grown up in situations where there is absolute poverty, social problems, or abusive relationships, have been found to have significantly decreased life chances and may go on to have social or emotional maladjustment in their adult life. However, there are children who have experienced adversity in their childhood but who still attain well by the end of their schooling, who are emotionally secure or socially competent and who have reached their ‘individual potential’. It has been proposed that the source of this success relates to intrinsic motivation. This is an innate and protective factor that enables an individual to deal with change, which psychologists call resilience. Resilience has been found to allow children to reach the goals that teachers set, but, perhaps even more importantly, the goals they set for themselves.

[수특영독 - 5강 E03]

### 284.

Bert and Betty Oliver met at a friend’s wedding. For a year they sustained a long-distance romance complete with frequent plane trips and multipage phone bills. Eventually Betty moved from Cincinnati to Chicago to be with Bert and they married six months later. Both said they came from families where the parents weren’t very communicative or intimate. Bert and Betty were determined to learn from their parents’ mistake and made communication a priority in their relationship. Although they squabbled occasionally, they usually addressed their differences before the anger boiled over. They tried to be understanding of each other’s point of view and usually were able to arrive at a compromise. Married only two years when first interviewed, Betty expressed delight that she had been able to find “a truly nice man.” Bert still considered himself lucky that someone as lovely as Betty was interested in him.

[수특영독 - 5강 E04]

285.

A San Francisco-based polygrapher told me about a polygraph exam he had given to a 45-year old bank vice-president who was a suspect in an embezzlement investigation. When initially run through the polygraph exam, the bank vice-president's heart rate, blood pressure, and other physiological levels were quite high. This is normal for both innocent and guilty people, because such an exam is almost always threatening. Nevertheless, the polygrapher suspected that the bank vice-president was lying or holding back information, because his physiological levels went even higher when he was asked about some of the details of the embezzlement. With repeated questions, the vice-president finally broke down and confessed to embezzling \$74,000 over a 6-month period. In line with standard procedures, after the bank vice-president had signed a written confession, he was then polygraphed again to be certain that his confession was itself not deceptive. When connected to the monitoring device the second time, his overall physiological levels were extremely low. His hands were no longer sweaty. His heart rate and blood pressure were extraordinarily low. You can appreciate the irony of this situation. This man had come into the polygrapher's office a free man, safe in the knowledge that polygraph evidence was not allowed in court. Nevertheless, he confessed. Now, his professional, financial, and personal lives were on the brink of ruin. He was virtually assured of a prison term. Despite these realities, he was relaxed and at ease with himself. Indeed, when a policeman came to handcuff and escort him to jail, he warmly shook the polygrapher's hand and thanked him for all he had done.

[수특영독 - 5강 E05~6]

286.

When it comes to Korean pickles, napa cabbage kimchi is the avatar of all things Korean. Unlike the pickle slice that may or may not be next to your sandwich, kimchi is unquestionably a part of a Korean meal — it’s nonnegotiable. This single foodstuff has completely infiltrated Korean culture; there is kimjang, the annual joint kimchi-making ritual that happens each November all over the country; there is a kimchi museum in Seoul and a kimchi institute of culture; and one of the most requested wedding gifts of modern-day Koreans is a specialized kimchi refrigerator — for many, a fridge, with its precise temperature controls and large storage capabilities, beats the ancient practice of burying earthenware pots underground. Kimchi — its flavor, health enhancing properties, and other virtues — is a frequent subject of conversation in Korea and, increasingly, beyond. For me, it just makes the taste of rice come alive, and eating some foods without it — such as fried rice, noodles, or beef tacos — feels like some sort of undue punishment.

[수특영독 - 5강 E07]

287.

It is sometimes difficult to know the boundaries of the “health system.” What should be included and excluded within a definition of health services, as opposed to other social services? For example, should the definition include pharmacies that not only dispense prescription drugs but also sell billions of dollars of nonprescription, over-the-counter preparations that people use to self-medicate? Clearly, the corner drugstore for many is the source of primary care; thus, it is important to count it in the boundary of healthcare resources. What about the range of nontraditional healers, such as herbalists and therapeutic masseurs? Although they do help people, they are excluded from the traditional health system in that they cannot utilize the system’s major resources (such as hospitals) and often have only limited access to its insurance mechanisms.

[수특영독 - 5강 E08]

288.

Let me spend a moment on the idea of adjusting to another person's mental orientation. What I mean is this. At any moment, a person has a particular take on what is happening. The person notices this rather than that, and she has feelings and makes judgements about one rather than another aspect of events. If she is hungry, for example, she may notice that a shop is selling groceries; her friend may notice only that it sells newspapers. If she is short of money, she may resent that the fruit is overpriced; meanwhile her friend may feel tempted by some juicy peaches. In one sense the two friends are experiencing the same shop and its contents, but they are having quite different experiences of that shop. A more extreme case arises when one person construes things in an idiosyncratic way, for instance, in mistaking the shop for a cinema.

[수특영독 - 5강 E09]

289.

Economic growth is almost universally considered a worthwhile goal. Ecological conservation and cultural preservation are also accepted as important. These three large-scale systems are not independent so one cannot focus on one goal while ignoring the other two. The ever-expanding web of globalization and industrialization, partly caused by the expanding human population, further links these three systems. In 1987, the term 'sustainable development' was brought into common use by the World Commission on Environment and Development. The commission's report, Our Common Future, defined the term as a form of development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Both developed and developing countries have embraced the concept of sustainable development, but often in different ways. The shared goal, however, is to maintain and improve the long-term welfare of both humans and ecosystems.

[수특영독 - 5강 E10]

290.

I think that I communicate in questions and statements equally. When I am at school, I am learning about new topics. I communicate more in questions because in order to understand new topics I need to ask questions. When I am at work, I speak more in statements. I use them because I am delegating tasks to the sales staff. When I am at home or with my family, it is a combination of the two. When I am asking questions it is generally because I want an answer. However, sometimes when I use questions with my friends and family, I am doing so to keep the conversation going. I think I am more likely to be interrupted because as a child growing up my father always taught me it is very rude to interrupt someone when they are speaking. You should only interrupt if it is an emergency that needs immediate attention. Otherwise, you should wait for that person to finish. When I get interrupted, I get annoyed because I give the person I am speaking with their chance to say what they have to say and I expect the same respect. Depending on the situation, I may let my annoyance show but I usually keep it inside and let the person say what they have to say. Then later I pick up where I left off. In school I say things like “this may be a dumb question...” I am unsure if what I am going to say may be stupid, so I want to cover my tracks beforehand. I don’t want to come off as sounding stupid. I think that in certain situations it could make me appear hesitant because I may portray myself as a person who has low self esteem or confidence. I’m afraid that the person I am communicating with could take that as a sign of weakness.

[수특영독 - 5강 E11~12]

291.

In the context of SNS, media literacy has been argued to be especially important in order to make the users aware of their rights when using these tools, and also help them acquire or reinforce human rights values and develop the behaviour necessary to respect other people's rights and freedoms. With regard to peer-to-peer risks such as bullying, this last element is of particular importance. This relates to a basic principle that children are taught in the offline world as well: 'do not do to others what you would not want others to do to you'. This should also be a golden rule with regard to SNS, but for children and young people it is much more difficult to estimate the consequences and potential serious impact of their actions in this environment. Hence, raising awareness of children from a very early age about the particular characteristics of SNS and the potential long-term impact of a seemingly trivial act is crucial.

[수특영독 - 6강 E01]

292.

Adolescence is not a "natural" age division but a social invention. In earlier centuries, people simply moved from childhood into young adulthood, with no stopover in between. The Industrial Revolution brought such an abundance of material surpluses, however, that for the first time in history, millions of people in their teens were able to remain outside the labor force. At the same time, education became a more important factor in achieving success. The combination of these two forces in industrialized societies created a gap between childhood and adulthood. In the early 1900s, the term adolescence was coined to indicate this new stage in life, one that has become famous for inner turmoil.

[수특영독 - 6강 E02]

293.

The “cargo cult” is an example of observed patterns that have no basis in an underlying cause. The phrase originally described practices developed by the native inhabitants of islands in the South West Pacific after the Second World War. They’d observed first the Japanese and then the Allied soldiers building airstrips, marching, directing landing aircraft, and wearing certain styles of dress. Associated with these curious behaviors was the arrival of giant flying machines carrying vast quantities of exotic material goods — canned food, clothes, vehicles, guns, radios, and so on — called “cargo” by the newcomers. When the war ended and the visitors left, the natives reasoned that if they carried out the same sort of activities, the planes would return. So they built airstrips out of straw and coconuts, and dressed themselves to resemble the military personnel they’d encountered. They reproduced the waved landing signals from their “runways.” They’d observed a pattern — the curious behavior of the visitors followed by the arrival of rich rewards — and concluded that there was a connection. But the inferred relationship was not actually a causal one.

[수특영독 - 6강 E03]

294.

No cucumbers burp, but compounds called cucurbitacins produced in the skin of the fruit can have an adverse effect on the digestive system of those who eat them. Cucurbitacins also taste bitter, ruining the best cucumber sandwich. Due to genetic differences, one person in five can’t taste cucurbitacins at all, which explains why some people think others are crazy when they complain about bitter-tasting cucumbers. But two in five people have an acute sensitivity to cucurbitacins, which makes it understandable if they think the rest of us are crazy for eating cucumbers at all. The standard solution to the problem used to be simply peeled the offending skin. But people are not the only ones affected by cucurbitacins. Insect pests are attracted to the compounds and focus on cucumber plants that produce them, either naturally or through stress. So when plant breeders developed “burpless” varieties, with little to no cucurbitacin in the skins, everyone was happy but the bugs.

[수특영독 - 6강 E04]

295.

One important type of evidence in court is character evidence, that is, evidence about a defendant's traits and natural tendencies. In certain circumstances, the defense can introduce witnesses to describe positive characteristics of a defendant that would make it unlikely that he committed a particular crime. For example, a witness might testify that the defendant is kind and gentle, suggesting that he would be unlikely to have committed a cruel assault. Although one might expect this kind of testimony to help the defendant, research shows that positive character evidence has little effect on jurors' guilt judgments or likelihood of conviction. Paradoxically, the use of character evidence may actually increase the likelihood that a defendant will be convicted. This ironic outcome occurs because the prosecution is allowed to cross-examine character witnesses to try to show that they are not good judges of the defendant's character. During cross-examination, prosecutors might ask a witness whether she knows about previous behaviors by the defendant that contradict her testimony. For example, a prosecutor might say, "You said the defendant is kind and gentle. Are you aware that he was removed from high school after injuring another student in a fistfight?" Although jurors are only supposed to use this information to evaluate the credibility of the character witness, it may influence their impressions of the defendant as well. Research shows that a defendant is more likely to be convicted when jurors hear positive character testimony that is cross-examined with negative information than when they hear no character evidence at all.

[수특영독 - 6강 E05~6]

296.

Several species of Homo belonged in the genus hominid, all of them living in Africa between 2.5 and 1.8 million years ago. The best known is Homo habilis, “handy man.” These creatures’ brains were half again as large as those of the Australopithecines, though still only half the size of ours. The fact that they carried small stones up to nine miles from the riverbeds where they were found shows that they could plan for the future, something no other apes could do. They used these stones as hammers and made choppers by removing flakes from both sides, an improvement over their predecessors’ tools. We do not know what other tools they made or how dependent they were on their simple technology. We know, however, that they were well adapted to surviving on the open savannas of Africa, for their anatomies and their choppers remained virtually unchanged for almost a million years.

[수특영독 - 6강 E07]

297.

Toward the end of a teaching sequence, news can have a role in helping students consolidate and extend their learning. Appropriate news items can provide a fresh way of looking at a topic and novel contexts for applying newly acquired knowledge and understandings. They can present additional information and ideas and serve as the basis for research. Furthermore, news-based tasks can be used as a context for students to demonstrate their knowledge with a view to identifying gaps in their understanding or weaknesses in their ability to make links between related areas of learning. When used in this rather specific way, news items have potential in respect of assessment for learning.

[수특영독 - 6강 E08]

298.

Apprenticeship experienced a steep, and apparently permanent, decline as a result of industrialization. Insofar as it functioned as an economic exchange, its transformation into a wage relationship had several benefits. Wages greatly enhanced the freedom of the young, permitting them to limit their hours of work, bring an end to tiring household chores, escape the master's household and round-the-clock surveillance, and change employers freely. They also permitted poorer families to keep their older children at home by pooling incomes. Masters, too, were often happy to rid their homes of disobedient and unreliable adolescents. Moreover, wage relations allowed masters to hire and fire young workers as the need arose. However, since employment relations implied no training, employers had no obligation to instruct the young beyond what was required to perform the work at hand.

[수특영독 - 6강 E09]

299.

The majority of modern peoples, if asked to find the place within their body where the unique self resides, would say that they live about an inch above their eyebrows and about two inches into the skull. But most indigenous and historical peoples would locate the self someplace very different. They would gesture in the region of the heart. For most of our history of habitation on Earth, that is where the seat of intelligence, the seat of the soul, was located. That this has changed is more an expression of how and what we are taught in Western cultures than of some exact truth. For consciousness is highly mobile and is able to use a variety of locations in the body through which to process the information we receive from the world. The location that most people now identify as themselves, oriented in the brain, is only one of them.

[수특영독 - 6강 E10]

300.

However knowledgeable people are about waiting in their own country, learning to play this intricate game in a foreign culture is tricky. The rules are often as diverse as the countries themselves. The British, for example, pride themselves on the orderliness of their queues. Israelis, on the other hand, stubbornly resist forming distinct lines. But when Leon Mann studied Israelis at bus stops, he found that they established implicit rules, so that commuters almost invariably boarded the bus in order of arrival. This system, he observed, reflects the orderly, egalitarian nature of Israeli society, which values independence and service according to need, but rejects regimentation. Reactions to waiting are also culturally diverse. One study, for example, found that Italian queues are more likely to be characterized by lighthearted conversation and a general atmosphere of cheerfulness, as opposed to the irritability and impatience that represent American lines. Because the rules of waiting are usually not made explicit, outsiders often misinterpret the message. The inevitable result is conflict. King Hassan of Morocco, for example, is a notorious late arriver whose lack of punctuality has ultimately injured his country's foreign relations. In 1981, when Queen Elizabeth II paid a call, the King kept her waiting for fifteen minutes. The Queen was not amused.

[수특영독 - 6강 E11~12]

## 301.

After conquering most of Asia, which was far more than Achilles could have claimed, Alexander preferred to liken himself to the demigod, Hercules, who was known for accomplishing seemingly impossible tasks. It stood to reason that Alexander would attempt to look like these heroes, and because painters and sculptors of his day rendered gods and heroes in the immortal splendor of youthful, beardless nudity, he did his best to follow suit. With limitless self-confidence, Alexander dared to do what no self-respecting Greek leader had ever done before: shave his face. Audaciously, he cast himself in an otherworldly image of ageless perfection, taking advantage of the fact that he was still only twenty-two years old when he led his forces into Asia. He did not, of course, shed his clothes in public, though Lysippos's famous full-body bronze portrait Alexander with a Lance (now lost) was indeed nude. For the real conqueror, a smooth, youthful face with flowing curls of hair was the best he could do.

[수특영독 - 7장 E01]

## 302.

Wind energy has a few negatives. Wind power must compete with conventional generation sources on a cost basis. Even though the cost of wind power has decreased dramatically in the past ten years, the technology requires a higher initial investment than fossil-fueled generators. A challenge to using wind as a source of power is that the wind is intermittent and does not always blow when electricity is needed. Wind energy cannot be stored (unless batteries are being used), and not all winds can be harnessed to meet the timing of electricity demands. Another problem is that good sites are often located in remote locations, far from cities where the electricity is needed. Moreover, wind resource development may compete with other uses for the land, and those alternative uses may be more highly valued than electricity generation.

[수특영독 - 7장 E02]

### 303.

A classic example of persuasion occurred when I was attending army boot camp and was talking to my buddy while one of the sergeants was conducting a class on land mines. He abruptly interrupted our conversation and said, “You’d better listen to what I’m telling you, boy, because it could save your life.” From that point on, I was all ears because he had persuaded me with a hook: my life. In the business world, you are constantly challenged to get people to do things you want them to do. If you’re the boss, you can apply manipulative tactics when you tell a subordinate, “Here’s a task I want you to do. Don’t ask any questions. Just do it.” Or you can apply persuasive tactics like, “Here’s a task I’d like you to do. Before you get started, let’s first discuss why it’s important to you and our organization.” Leaders persuade with hooks. Idiots manipulate with force.

[수특영독 - 7강 E03]

### 304.

For nearly two centuries, people in the United States have plowed or paved over the nation’s swamps and marshes. Rich wetland soils make highly productive farmlands, and sites near large rivers or the coast are desirable locations for development. These mysterious ecosystems are also home to creatures many people think of as undesirable, such as crocodiles and mosquitoes, which provides another reason to eliminate them. California has lost over 90% of its wetlands. Now, nearly two-thirds of the state’s native fish are extinct, endangered, threatened, or in decline. Forested riparian wetlands near the Mississippi River once had the capacity to store about 60 days of river discharge but now can store only about 12 days. Researchers say that the flooding of the Gulf of Mexico coast from Hurricane Katrina in 2005 would have been much less extensive had the region not lost so much of its wetlands in the past century. Without wetlands, pollutants make their way more readily to streams, lakes, and the oceans.

[수특영독 - 7강 E04]

305.

Anxiety, as I experience it, is deeply rooted in anticipation. If I am required to go somewhere that I know will be potentially agitating, then I can fall into an endless sequence of “what ifs” and theoretical scenarios. What is critical here is the word “theoretical.” What do I know for sure about an upcoming event? What value is there in mentally rehearsing multiple scenarios? How much of my anxiety is simply transferring negative past experiences into these scenarios without any real evidence? I have found that if I stick with what I actually know about an impending event (which turns out usually to be much less than one would think), then I can dump all my anxiety-generating scenarios into my “conjecture box.” Conjecture has little weight in my cognition. Conjecture is something requiring additional data and further analysis. I am much less likely to be anxious about something that cannot be solved due to lack of data. To me, in a very real sense, knowledge is power. The more I know about a future situation, the more I can anticipate the agitating factors and prepare myself. The more I know about what I don’t know, the more I can successfully move the future into my conjecture box, and remove some of its anxiety producing power.

[수특영독 - 7강 E05~6]

306.

Early humans did not possess any natural weapons, such as large sharp teeth, strong hoofs or poison, to defend themselves against the dangers lurking on the savannas. Neither did they operate in large herds. One wonders, therefore, how early humans survived the threat of being eaten by large predators. To answer this question, Adriaan Kortlandt experimented with a little machine driven by an electric motor that could swing a couple of thorny branches around itself. Underneath this machine, he placed a piece of meat, which attracted a few lions. As soon as they approached the meat, the machine would start to spin, which made it hard, if not impossible, to get closer to the meat without getting seriously hurt by the thorny branches. After one of the lions tried to do so anyway and got his nose injured, the lions gave up and retreated. It is, of course, impossible to know whether early humans actually defended themselves in such ways. The research done by Kortlandt only shows that such a strategy might have been effective.

[수특영독 - 7강 E07]

307.

The effect and implications of using images of animals in advertising are subtle. Animals used to sell products and services that are aimed at children are usually shown as silly or “cute.” “Tony the Tiger” is just one example of an animal image with which we are all familiar and that has come to be closely associated with a particular food product marketed to children. Tigers, many would argue, should be valued as the wild and independent creatures that they are in nature, and should not be portrayed as friendly purveyors of breakfast cereal. Although most people would view the use of animal images as harmless, many advocates of animal rights argue that these images exploit animals, contribute to the perpetuation of a view that trivializes animals, and ultimately contribute to a lack of respect for members of other species.

[수특영독 - 7강 E08]

308.

Organic material occurs naturally in aquatic environments: fish die, leaves fall into streams and soil washes into rivers. This kind of material is fairly insoluble, however. It breaks down quite slowly, so it does not demand a lot of oxygen all at once. It's a different picture when you pour thousands of liters of sewage into a lake. Because sewage is made up of lots of small bits of organic material dissolved or suspended in water, it starts to break down very quickly, creating an immediate demand for large amounts of oxygen. Furthermore, as it breaks down, reduction as well as oxidation can occur. When organic material is reduced, it liberates ammonia. Neither oxygen depletion nor ammonia liberation is good for fish or other aquatic organisms. For example, salmon and trout require a minimum oxygen level of 6 milligrams per liter to live in a river. Trout cannot grow if the ammonia concentration exceeds 0.025 milligrams per liter, and they will die if it exceeds 0.25 milligrams per liter.

[수특영독 - 7장 E09]

309.

In Aristotle's opinion, men were bigger and stronger than women, so it was logical to him that men would have more teeth than women do. Thus, Aristotle concluded this as a fact without actually counting the number of teeth in any mouths. Had he done so, he would have found that men and women have exactly the same number of teeth. As another example, Aristotle considered what would happen if he were to drop two balls identical in all ways but mass. In his mind, it was clear that the heavier ball would fall faster than the lighter one would, and he concluded that this must be a law of nature. Once again, he did not consider doing an experiment to see which ball would fall faster. This conclusion, however, was also incorrect. Eighteen centuries later, Galileo tried this experiment by dropping two balls of different masses off a building (the Leaning Tower of Pisa, according to legend). Galileo discovered, by experimental observation, that the two balls hit the ground at exactly the same time. Aristotle's logical conclusion was again wrong.

[수특영독 - 7장 E10]

### 310.

The lack of real, direct experience in and with nature has caused many children to regard the natural world as mere abstraction, that fantastic, beautifully filmed place filled with endangered rainforests and polar bears in danger. This exaggerated, often fictionalized version of nature is no more real — and yet no less real — to them than the everyday nature right outside their doors, waiting to be discovered in a child’s way, at a child’s pace. Consider the University of Cambridge study which found that a group of eight-year-old children was able to identify substantially more Pokémon characters than common wildlife species. One wonders whether our children’s inherent capacity to recognize, classify, and order information about their environment — abilities once essential to our very survival — is slowly devolving to facilitate life in their increasingly virtualized world. It’s all part of what Robert Pyle first called “the extinction of experience.” This should ring alarm bells for parents and caregivers, because that direct experience in nature, we now understand, is nothing short of vital to our children’s intellectual, emotional, physical, and spiritual development. Mounting research demonstrates that, at this most critical time in life, interaction with nature affords children the pleasurable multisensory experiences that challenge their minds, invigorate their bodies, restore their spirits, and sharpen their focus. And it is perhaps a parent’s first and best medicine for addressing that trio of decidedly modern childhood disorders today: obesity, attention deficit, and media addiction.

[수특영독 - 7강 E11~12]

### 311.

While timely and sensational topics might initially draw readers to your blog, thorough research supporting your posts is what will keep readers coming back. Often even a single mistake in one of your posts is enough to put off readers so that they never return. Take the time to research information online. Of course, you're entitled to your opinion, but be careful to support whatever position you take, whatever statements you represent as "true," with reasonable and confident evidence. When researching online, consider the source. If your source is simply another blog, you should continue searching for a more reputable source to clarify information or certify points. If there is no other source either confirming or denying the information, make it clear that you are merely identifying information from another post that you have not been able to verify.

[수특영독 - 8강 E01]

### 312.

Pots, bags, and baskets — and eventually bottles — were central to early preservation technologies. Innovation in this realm was a long and drawn-out process extending across millennia, and one that does not easily give up all of its clues. Early containers were no doubt made from perishable materials such as leaves or grass or leather, leaving little or no trace in the archaeological record. Later technologies of ceramics and glass radically expanded human capacity to preserve nature and made possible the great ancient civilizations of China, India, Sumer, and Mesoamerica. Changes along these lines accelerated after the Industrial Revolution, especially in the generation around 1900. Industrial containerization made it possible to distribute foods throughout the globe; think only of what it would be like to live in a world without tin cans, cardboard cartons, and bottled drinks.

[수특영독 - 8강 E02]

### 313.

The book *Bat 21* tells the story of an Air Force navigator whose plane was shot down over North Vietnam during the Vietnam War. The plane was equipped with a new and sophisticated navigational system that the North Vietnamese wanted to know more about. As the only survivor of the crash, the navigator spent several days hiding in the jungle, narrowly avoiding capture. He finally made radio contact with the U.S. forces. He knew that the North Vietnamese were monitoring the radio, but he had to use it if he was going to get out alive. Finally, the Americans came up with a strategy suggested by an Air Force golfing buddy of the navigator. They decided to use the navigator's knowledge of golf courses throughout the world to direct him to a safe pick-up spot. By reminding the navigator of a certain hole at a specific golf course, they would clue him in to what direction and how far to go. The Vietnamese could hear every word and still not know what the Americans were talking about.

[수특영독 - 8강 E03]

### 314.

If you wonder how things work, and you follow your curiosity, you never know where the information you gather will lead you. When my daughter Molly was little, one of her favorite things was a paper-folding kit and book. I was curious about it and found myself unexplainably drawn to playing with it — and years later, when I wanted to design a wastebin with some cardboard, I realized the art of paper-folding held the answer to the burning question, “How do I fold this so it's nice and compact?” More recently, I picked up a brochure about free conversational French being offered at my local library and decided to take the classes. And then I ended up unexpectedly going to France, where I went on a writer/artist retreat and developed the idea of a new book. Not only that, I just took a blacksmithing course for no other reason than I was curious about it. Now I'm wondering how I'll use what I learned later on!

[수특영독 - 8강 E04]

315.

Rights that do not rest on special relationships, roles, or situations are important. For example, the rights to life, free speech, and religion are widely accepted, not just as the entitlements of some specific political or legal system but as fundamental moral rights. More controversial, but often championed as moral rights, are the rights to medical care, decent housing, education, and work. Moral rights that are not the result of particular roles, special relationships, or specific circumstances are called human rights. They have some important characteristics. First, human rights are universal. For instance, if the right to life is a human right, as most of us believe it is, then everyone, everywhere, and at all times, has that right. By contrast, there is nothing universal about your right that I keep my promise to help you move or about my right to drive 65 miles per hour on certain roads. Second, and closely related, human rights are equal rights. If the right to free speech is a human right, then everyone has this right equally. No one has a greater right to free speech than anyone else. However, your daughter has a greater right than do the daughters of other people to your emotional and financial support.

[수특영독 - 8강 E05~6]

316.

Why can't we live forever? Why can't we make human disease a thing of the past? Why is it taking such a long time to cure cancer? These are the sorts of questions that schoolkids often pose to popular science bloggers, student forums, and the "Ask a Scientist" columns of daily newspapers, but they are no less interesting for that. Yet human life expectancy is increasing rapidly in countries worldwide and in some now exceeds eighty years. A recent study shows that the difference today in the decrease in human mortality between hunter gatherers and modern Western-lifestyle populations is greater than that between hunter-gatherers and wild chimpanzees. The bulk of this mortality reduction has occurred in just the last four generations of the roughly eight thousand generations of humans that have ever lived. You only have to look at the incredible advances over the last century in surgery, public health, immunology, and transplantation to see what a success story modern medicine has been.

[수특영독 - 8강 E07]

### 317.

Time in cyberspace can feel accelerated, in part due to the fact that online environments change rapidly. Our subjective sense of time is linked to the rate of change in what happens around us. The more things change, the faster time seems to go. It requires little effort to move around cyberspace, so the people and groups we encounter differ from one moment to the next. If you are a member of an online community for just a year, you might be considered an old-timer. During addictive and highly impressive experiences, time seems to pass so quickly that it almost disappears. Everyone is familiar with the experience of intending to spend just a few minutes online, then two hours later realizing you far exceeded your limit.

[수특영독 - 8강 E08]

### 318.

Very recently, scientists have been able to add a level of complexity to the classification of organisms. Researchers now use genetic or molecular techniques to complement taxonomic techniques. Specifically, they look at organisms' DNA in order to classify them according to their degree of relatedness. This capability is important because animals frequently seem to belong in the same category based on a similar appearance when, in fact, these distant relatives have come to take on a similar appearance because it became advantageous for one reason or another. As an example of such misleading similarities in appearance, many flies look like bumble bees (likely because the sting of a bumble bee may make predators think twice). Though they look superficially like bumble bees, genetic and taxonomic techniques confirm that they are as related as dogs are to cats. Genetic studies can also help with the problem of having only dead specimens to study; wasps and bees can look extraordinarily similar to each other when their behavior can't be observed. Molecular studies, which can be conducted using dead specimens, can confirm that they are truly distant cousins.

[수특영독 - 8강 E09]

## 319.

During the first week I visited New York, I became a student of the crowd. In the streets, I discovered that New Yorkers never look up at the awe-inspiring buildings towering above them. They move fast and efficiently through dense crowds, as if they have a Teflon coat, very rarely bumping into one another. And in the subway, where everyone must stand still as the train rattles from station to station, not only don't people make eye contact, but they exist in their own extremely tight universe, as if wearing an invisible space suit. It's kind of like driving on the freeway, except that your personal space is only half an inch from your clothes. I marveled that people could live so close — that you could literally be surrounded by thousands who were only inches away — and yet be completely isolated. I found it hard to imagine.

[수특영독 - 8강 E10]

## 320.

One of the most important and often-forgotten truths about any banking system is that it simply cannot exist without the government. Lending and borrowing have taken place for as long as recorded history. Before the nation-state, borrowing and lending were connected to religious temples, the nucleus of each society. But the banking system we know today, which allows for the development of modern economies by issuing bank notes, lending, and accepting deposits, started with an original transaction between the state and private bankers. The Bank of England was formed in 1694 because King William III needed a loan of 1.2 million pounds to finance a war against France. Forty London merchants joined forces to issue the loan. In return, the crown gave them a monopoly on issuing bank notes — the beginning of state-sponsored paper money. The notes were, in fact, the king's promise to pay back the loan. He never paid it back and those notes and their successors have been circulating and multiplying ever since. The Bank of England and the network of banks it created became the model for the world's current banking system — a model where the bank initially existed to meet the needs of the state. Italy, Spain, and France, too, created the first banks to help the monarchy fund a war. The United States came late to the game, but it, too, formed a banking system whose existence depended on the state.

[수특영독 - 8강 E11~12]

### 321.

Research has shown that high levels of automation for tasks can put users out-of-the-loop, leading to low levels of situation awareness. As long as situation awareness is compromised, the ability of the user to be an effective decision maker is threatened. In 1996, an American Airlines B-757 crashed in the mountains around Cali, Colombia. The crew had lost awareness of the actions of the aircraft's automated flight management system computer that was providing navigation and was unable to regain sufficient situation awareness to resume safe control of the aircraft. While a person does not need to perform every task, the person does need to be in control of managing what the systems are doing in order to maintain the situation awareness needed for successful performance across a wide variety of conditions and situations.

[수특영독 - 9강 E01]

### 322.

Tourism is a double-edged sword, which on one hand grants economic benefits through the sale of tickets and visitors spending on hotels and restaurants, but on the other, places stress on the communities who live in the destinations. Venice is a case in point since it benefits financially from its buoyant tourism industry, but struggles to cope with the attendant conservation problems associated with such a large annual influx of tourists. Venice is, however, in the relatively fortunate position of being able to explore ways of managing visitors on its own terms because it is so well established as a destination that it is assured repeat visitation. Problems arise, however, with relatively new World Heritage Sites, particularly those in lesser developed economies that are anxious to acquire the developmental benefits of tourism. For such countries, the fact that tourism can be an environmental or cultural threat is far outweighed by its perceived advantages. Even though there are positive impacts from tourism, it is not always the people who live in World Heritage Sites who benefit. Some sites, for example, charge as much as US\$20 for entrance, but there may be little transparency about how this money is used.

[수특영독 - 9강 E02]

## 323.

Several studies have investigated the cognition and perception of vocal lyrics in songs. Serafine and her colleagues studied the effect of lyrics on participants' memory for songs. Results showed that melody recognition was near chance unless the melody's original words (i.e., words that were presented with the music during encoding) were present, suggesting that music and speech were combined into a single coherent object when encoded in the same stream. More recently, Weiss and his colleagues examined the effect of timbre (including voice) on memory and preference for music. Results showed that melodies with the voice were better recognized than all other instrumental melodies. The authors suggest that the biological significance of the human voice provides a greater depth of processing and enhanced memory.

[수특영독 - 9장 E03]

## 324.

Whatever you do, please don't paste a fake smile on your face. Plastic smiles do damage to your soul. We've all known people who've worn silly grins while they talked about something sad. This tendency to smile even when you don't feel like it developed in childhood, when our parents persuaded us into smiling for the camera or for other people even though we didn't feel like it. Making kids smile when they aren't up to it sends a message that it's not OK to be authentic. Even in front of the camera it's better to capture genuine irritable faces than false stares. The most fascinating snapshots are truthful, those that catch people being real. Fake people plaster on smiles when they'd rather be crying, or they smile when they're angry or sad. Slowly they lose touch with their souls.

[수특영독 - 9장 E04]

**325.**

As a teenager, Pablo worked hard as a shoeshine boy in Piedras Negras, Mexico. Pablo always showed passion for any type of work he did, however modest. When Pablo was about fourteen years old, he met Olive Porras, a missionary who lived near his parents. He would often ask Pablo to run errands for him, in an effort to make a connection with Pablo and teach him English. Pablo shared with Olive his passion for automotive mechanics and his desire to be successful in the U.S. But the key to success in America, he told Pablo, was to learn English. Pablo wanted to impress him, so he studied English on his own and read countless books. The next thing he knew, Olive was walking Pablo across the U.S. border to a high school in Eagle Pass, Texas. Crossing the border didn't entail much of a cultural difference, with the exception that the schools expected students to speak English. At this point, Pablo was in his late teens, and still wasn't proficient in English. It was nerve-wracking, then, that his first English assignment was to write an essay. Not only was Pablo unfamiliar with the curriculum in general, but he had never written an essay before. He remembers doing the best he could with his limited knowledge of English and turning in his essay. But he received a failing grade. Fortunately, his teacher, also a Latino, did not dismiss the struggling student. Instead, he worked with Pablo, until Pablo became proficient in English, eventually earning an "A." Pablo was also exceptionally talented in science and math. So, with hard work and perseverance, and a little help from his English teacher, he eventually graduated as valedictorian. Thus, Pablo learned early that in order to be successful, you must also put in the time and effort. He gives much of the credit for his early success to the principal and teachers at his school in Eagle Pass, and especially to Olive Porras.

[수특영독 - 9장 E05~7]

326.

Many well-intentioned pediatricians, despite evidence to the contrary, still inform parents that a child will grow out of their asthma over time. However, the facts speak otherwise. A child with physician-diagnosed asthma is viewed as having a lifelong condition. It has been recognized that a significant proportion of children with asthma do not show any symptoms of the disease as they reach adolescence. The absence of chest symptoms for years can understandably lead a pediatrician to conclude that their adolescent patient's asthma has disappeared. Because pediatricians rarely care for their patients after they reach their late teens or early twenties, they will be unaware that their former patient's asthma symptoms have returned. Typically, adults in their late twenties or thirties who develop asthmatic symptoms will recall having had mild asthma as a child and are surprised that they continue to have asthma in adulthood or, as they describe, have it "come back after so many years."

[수특영독 - 9강 E08]

327.

One day in 1905, a 19-year-old Moscow newspaper reporter, called Solomon Shereshevsky, turned up for work as usual and waited for the daily meeting with the editor of the paper where assignments for the day would be given out. Unlike any of his colleagues, but as was his usual practice, Solomon did not take any notes about the meeting. The editor had noticed this before with surprise and this time decided to reproach Solomon. After all, often there were numerous names and addresses given out and Solomon ought to record the details. The editor decided to test Solomon by asking for details of what he had said. Solomon proceeded to repeat all that he had been told, word for word. This incident changed Solomon's life forever and was the starting point of his new career as the world's greatest mnemonist or 'memory man'.

[수특영독 - 9강 E09]

328.

International maritime codes specify that more maneuverable vessels must keep out of the way of less maneuverable vessels. The captains of more maneuverable vessels, such as power-driven boats, are responsible for avoiding less steerable vessels, such as sailing ships, and ships engaged in fishing, and vessels not under command. It is easier for powerboats to avoid hitting sailing ships than vice versa. Aviation codes are based on the same principle. The right of way of the sky ranks craft in order of the ease with which they can be controlled. Airplanes in normal operation, which are the most easily maneuvered aircraft, have the lowest priority in right of way. Airplanes refueling other aircraft, which are less easily maneuvered, have a greater right of way than airplanes in normal operation. Balloons, which are still less maneuverable than airplanes refueling other aircraft, have a higher priority right of way. Finally, aircraft in distress have the highest priority right of way of all, since an aircraft in distress is very difficult or impossible to control.

[수특영독 - 9강 E10]

329.

We should not forget that the integrated body possesses a wholeness; if you analyze it, it can be reduced to cells and atoms and electrons but the phenomena that these atoms or electrons express themselves cannot simulate what the integrated body expresses. For instance, it is nonsense to explain why birds fly and fish swim in terms of cells which cannot fly or swim. In this way we can understand what living things or the life of living things means and that there are differences between the two worlds. One is the world of matter or cells which constitute living things or the life of living things, but they are on a lower level and in a different world from the other world of living things which is an integration of them. Physics and chemistry, which deal with matter, developed earlier and independently of biology. At present, cellular research is still included in biology, but in the future we may imagine that cytology will develop into a distinct interdisciplinary field that deals with an area somewhere between living things and matter.

[수특영독 - 9강 E11]

330.

I once overheard a telephone conversation at a Thanksgiving dinner celebration in which Hannah, a close friend of the family, was telling her sister about an angel of the moment. This friend was going through a crisis; her husband was in the hospital suffering from a stroke. To add to the stress of the situation, her husband had to be moved to a hospital in the next state (where we live). This woman was staying with her mother, and each day she was driving the freeway, which she had never done before, to be with her husband. For a while, Hannah wasn't aware of her husband's true condition. One day when she was feeling quite vulnerable and had driven to the hospital without her mother along for support, the doctors informed her that her husband was dying from cancer in its advanced stages. After hearing this news, the woman was left alone in a cold hallway, feeling lost and helpless. Suddenly, a beautiful young man in his twenties appeared and said, "You look like you could use a cup of coffee." "Boy, could I," Hannah answered. She went with the young man and had coffee. He made her feel better and even told her she reminded him of his mother, which did wonders for her (she is one of the most effective and loving mothers I know). He said that he was one of a group of volunteers at the hospital and would make sure her husband was fed and looked in on when she wasn't there. After her cup of coffee with this exceptional young man, the woman felt a sense of peace and strength, which enabled her to make the drive home without falling apart. Then I heard Hannah tell her sister that the young man had just disappeared, and she never saw him again. She ended by saying to her sister, "I think he was some kind of angel." Yes, he was an angel of the moment. Was he a "real" angel who manifested in the body of a young man, or was the young man's higher self simply being utilized in this situation? Well, whoever he was, he was a rescuer, and he gave this friend a sense of peace and well-being of the sort only angels are capable of transmitting.

[수특영독 - 9장 E12~14]

### 331.

In mature markets, breakthroughs that lead to a major change in competitive positions and to the growth of the market are rare. Because of this, competition becomes a zero sum game in which one organization can only win at the expense of others. However, where the degree of competition is particularly intense a zero sum game can quickly become a negative sum game, in that everyone in the market is faced with additional costs. As an example of this, when one of the major high street banks in Britain tried to gain a competitive advantage by opening on Saturday mornings, it attracted a number of new customers who found the traditional Monday-Friday bank opening hours to be a constraint. However, faced with a loss of customers, the competition responded by opening on Saturdays as well. The net effect of this was that, although customers benefited, the banks lost out as their costs increased but the total number of customers stayed the same. In essence, this proved to be a negative sum game.

[수특영독 - 10장 E01]

### 332.

Being a “good team player” can have a downside, because the consensus of a group can sometimes be misguided or dangerous. Dissent might save the group from making mistakes, but the pressure to conform despite individual doubts-sometimes called groupthink-can lead to disaster. For instance, groupthink was at work in high-level meetings preceding the space shuttle Columbia disaster in 2003. Transcripts of those meetings at NASA show that the official who ran shuttle management meetings, a non-engineer, believed from the beginning that foam insulation debris could not damage the spacecraft. When an engineer expressed his concerns, she dismissed the issue and cut off discussion. The others present quickly fell into line with the person running the meeting. A few days later, damage caused by foam insulation debris caused Columbia to break apart on reentry into the Earth’s atmosphere.

[수특영독 - 10장 E02]

## 333.

Lee Ross and his students published a dramatic set of studies demonstrating what they named the “false consensus effect.” College students were asked if they would be willing to perform various outrageous acts on campus (e.g., walking around for 30 minutes wearing a large sandwich board), and then were asked what proportion of the rest of the student body would be willing to perform that act. Those who agreed to wear the sign thought 63% of their peers would comply; those who refused thought 23% would comply. There are now more than 100 studies demonstrating similar effects on predictions of peers’ knowledge, attitudes, and actions. For example, there is a definite tendency to believe that a larger percentage of the voters prefer your favored candidate than actually favor that candidate. The habit even includes beliefs about the candidates themselves, with voters thinking that their favored candidates are more like them than they actually are.

[수특영독 - 10강 E03]

## 334.

Sleep, rather than rest, and when the term ‘unconsciousness’ can be used, is certainly to be found in insects. For example, at night the bee sleeps for about 6-8 hours, when it will often have ‘droopy’ antennae, and be fairly unresponsive to other bees bumping into it. Although most insects have very good eyes, there are no eyelids, and so we cannot tell from their eyes whether they are asleep. However, as antennae are just as important as eyes, and probably more so, droopy antennae certainly indicate that the animal is not in contact with reality and is not just resting. Bees, as well as flies, can easily be sleep deprived by keeping them in continuously moving jars, so that the insects have to fly about all the time. When the jar stops moving they settle down and are even less responsive than normal to further, gentle shaking of the jar. It is as if their sleep has become deeper in compensation for its loss.

[수특영독 - 10강 E04]

335.

Carl von Weber, after passing through many trials and hardships during his youthful years of theatrical wandering with his ill-tempered old father, finally settled down as private secretary to the younger brother of the king, Frederick of Wiirttemberg. Now, the Duke was a big spender, and when he got short of money it was Weber's duty, as secretary, to go to the king and try to secure the reckless Duke another appropriation. Weber, still boiling with the rage which policy compelled him to conceal in the king's presence, pointed to the door of the king's private apartment, saying, "There." So in walked the old woman; and, not recognizing the monarch, she told him the young man outside had said she would find the washer-woman there. This so enraged the king that summoning an officer, he ordered Weber thrown into prison. In a short time he was released, but the king's anger followed him. Not a very enviable mission was this, as the king was a man of rude manners and violent temper, of which the poor secretary got the full benefit. One day, after some particularly insulting treatment at this unworthy monarch's hands, Weber left the room with fury, declaring he would never go back. As he went out into the passageway he met an old woman who asked him to direct her to the royal washer-woman. Some time afterward, just as Weber was about to bring out his opera of "St. Sylvana," and as he was on the eve of a gratifying success, this royal rascal had both Weber and his father imprisoned. After a trial, sentence of banishment was pronounced on them. Weber gladly left Wiirttemberg, and after this unpleasant "episode in the life of an artist" gave himself up to composition and the production of those romantic operas which have made his name famous.

[수특영독 - 10장 E05~7]

## 336.

Until well into the modern era, textiles were the world's primary manufactured product. Often woven with silver, gold, and silk, they were also the chief form of stored wealth for both rich and poor; most families wore their estate on their backs and hung it on their walls and windows. More to the point, people inherited these textile treasures from their parents; fashions would remain relatively unchanged for centuries, and all but the wealthiest possessed only a few items. Styles not only were static over time but were also rigidly divided by class. An inflexible social structure, reinforced by sumptuary laws, determined just who could wear what. In the mid-seventeenth century, however, the East India Company disrupted this age-old state of affairs, turning the worlds of English industry, trade, fashion, and social rank upside down in just a few decades. The Company's instrument in this commercial revolution was cotton.

[수특영독 - 10강 E08]

## 337.

Part of the challenge children face is in training their eyes to move from left to right across lines of print. The eye is controlled by small muscle movements, and for children small muscle movements are a challenge in and of themselves. When the eyes move across a line of print, they make a series of jumps, stopping briefly to focus. An experienced adult reader typically sees two letters to the left side of the point of focus and six to eight letters to the right. The inexperienced child reader, however, sees one letter to the left and one letter to the right of their point of focus. This physical reality explains why children learning to read find it easier to decode words made up of fewer than five letters. As their eye muscles begin to develop, they are gradually able to take in more on the right side of the point of focus and they can handle longer, unfamiliar words.

[수특영독 - 10강 E09]

338.

Since the concept of a teddy bear is very obviously not a genetically inherited trait, we can be confident that we are looking at a cultural trait. However, it is a cultural trait that seems to be under the guidance of another, genuinely biological trait: the cues that attract us to babies (high foreheads and small faces). Cute, baby-like features are inherently appealing, producing a nurturing response in most humans. Teddy bears that had a more baby-like appearance — however slight this may have been initially — were thus more popular with customers. Teddy bear manufacturers obviously noticed which bears were selling best and so made more of these and fewer of the less popular models, to maximize their profits. In this way, the selection pressure built up by the customers resulted in the evolution of a more baby-like bear by the manufacturers.

[수특영독 - 10장 E10]

339.

You cannot infer a general rule from a single experience — especially someone else's. Anecdotal evidence is often the most difficult advice to resist because it is based on someone else's personal experience, which can sound extremely convincing and compelling. If your next-door neighbour recovered from cancer after a watermelon diet, that can sound very persuasive. But we already know the dangers of assuming cause and effect — just because she ate the watermelon before recovery does not mean that it caused her recovery. Remember, too, that only survivors speak: perhaps 50 other people died of cancer after trying the 'miracle watermelon cure'. Anecdotal reports can give an unbalanced perspective. Now, if there had been a randomised controlled trial showing that patients who ate watermelon survived twice as long, that would have been a different story.

[수특영독 - 10장 E11]

340.

On 5 December 2011, David Hecht, a St. Augustine, Florida, electrician, drove down State Road 207. He saw a handbag lying on the road and stopped and picked it up. It was filled with over \$12,000, as well as credit cards and an ID. He said, "It would have been real simple to take the bag and walk away. That's not the way I am." Instead of taking the money, Mr. Hecht called the St. Johns County Sheriff's Office and turned in the money to it. Of course, he could have used the money. After all, he had been injured and had been unable to work for a while, although he had been working for three months straight. His wife, Elena, said, "He's had his challenges, too. But that doesn't give you the right to take money." The woman who had lost the money, Immaculee Denis, age 69, was traveling with her husband, son and daughter from her home in Palm Bay to visit relatives in Georgia. They made a stop in St. Augustine to get gas, and that's when she accidentally left her handbag on the trunk of the car. They had already made it to Georgia by the time she realized she didn't have her handbag with her. She tossed and turned all night, thinking about the lost handbag. The next morning, however, Ms. Denis got a call from the sheriff, who said Mr. Hecht had turned in her handbag to the office. "I was speechless," she said. The family left for the sheriff's office, and Ms. Denis got her handbag back that afternoon. She called Mr. Hecht that Friday. She couldn't call him right away, she said, because she was "still shaking," still so emotional. Mr. Hecht said, "She said over and over again how happy she was." Sixteen years previously, Ms. Denis had found a wallet filled with money and had been able to give it back to its rightful owner, a man who was sending the money to people in Haiti. Ms. Denis said, "The man didn't know what to say. He was so happy." Sixteen years after finding the wallet, Ms. Denis was in the same position as the man from Haiti. Fortunately, Mr. Hecht did the right thing, as she had done when she found the wallet. Ms. Denis said although she couldn't afford to give a reward, she planned to send the couple a fruit basket for Christmas. She added about Mr. Hecht, "I will pray for him for the rest of my life. I will never forget that."

[수특영독 - 10강 E12~14]

### 341.

The effective use of time is one of the ultimate ways to display authority, even when you don't have it. Whoever controls time controls the situation in most instances. They will always remind anyone who wants to meet with them that their time is valuable. However, there may be situations where you will want to reverse your use of tight time tactics. Let's say you have agreed to meet with one of your peers to discuss a difficult situation that has developed between your two respective departments. You need more help from your peer than she needs from you to get things resolved, even though you've told her your time is limited. When she enters your office at the appointed hour, take your watch off ostentatiously, and place it face down on your desk. Say, "My time belongs to you for as long as you need it." Watch the cooperation level of your peer go up exponentially at the outset of your meeting. You'll be able to get anything you want from her.

[수특영독 - 11강 E01]

### 342.

The majority of medical errors are flaws in thinking rather than technical or implementation flaws. Through ample use of checklists and structured decision making models, medical procedures are generally implemented with high precision. However, if a physician missed a presenting symptom or did not rule out alternate hypotheses, then the treatment would not meet the actual need of the patient, and the result would not be the desired one. A classic example of this is the overuse of antibiotics. Antibiotics can be effective for treating bacterial infections, but they are useless for viral infections. There are certainly tests to help determine whether the source of a sinus infection is viral or bacterial. However, because the tests are costly and take time to produce results, many physicians used to skip those tests, assume a bacterial infection, and prescribe antibiotics. Not only would the antibiotics be ineffective for helping overcome viral infections, but the unintended consequence is that we have an increasing number of bacteria strains resistant to what were once effective medications.

[수특영독 - 11강 E02]

343.

Because we place such a high value on doing things quickly in our culture, it can be difficult to live with a nervous system that needs more time to process information. Kids and adults who are slower at these types of processing tasks are sometimes assumed to be lacking in intelligence, but this really isn't the case. However, processing speed does interact with other areas of cognitive functioning by negatively impacting the ability to quickly come up with an answer, retrieve information from long-term memory, and remember what you're supposed to be doing at a given time. In other words, it's possible that someone with slow processing speed will, as a result, be impaired in other areas of thinking and may even score lower on tests of intelligence, but this isn't necessarily the case, since being cognitively compromised in one area isn't the same as being less intelligent overall.

[수특영독 - 11강 E03]

344.

The worst drought since record keeping began about a century ago began in 2005, bringing many problems to the Amazon basin. In western Brazil, there were three times as many fires in September 2005 as during September 2004. In some areas water levels have dropped so low that some communities that depend on streams for transportation are completely isolated. Crops rot because they cannot be transported to market, and children cannot get to school. Fish die in the shallow water, forcing people to depend on government food packages. Streams do not flow enough to remove human waste, and the backup of sewage raises fears of an epidemic of cholera and other waterborne illnesses. Stagnant pools allow mosquitoes to breed, which has the potential to increase the number of cases of malaria. The Amazon drought was blamed on high ocean temperatures in the Caribbean Sea and the Atlantic Ocean, which are likely the result of global warming.

[수특영독 - 11강 E04]

345.

One Sunday afternoon, after boarding a flight from New York to Cincinnati, I overheard the young man seated next to me talking on his cell phone with one of his college roommates. The young man, named Tom, was asking his roommate if he would pick him up from the airport. It appeared that his roommate's response was an emphatic "no." The football game on television took precedence over the 90-minute ride to the airport. After Tom ended the conversation, he hung up and seemed to be deep in thought. He was trying to figure out how he was going to get from the airport to the university. After a few minutes, I asked him which university he attended, only to learn it was the same one from which my daughter had graduated! As we got into a conversation, I mentioned that my home was in the same direction as the university and offered to get him to a halfway point — a spot where his roommate might reconsider the daunting task of picking him up. Luckily for Tom, his roommate did in fact reconsider his decision after learning that what had been a 90-minute trek was now only a 45-minute journey and also included a promise of free pizza. Now that the ride dilemma was solved, Tom and I continued talking. During the course of our conversation, I learned that he knew someone who knew a person who knew my daughter. It reminded me of the party game where you try to connect any given movie star in the history of motion pictures to a movie featuring the actor Kevin Bacon. "What an amazing coincidence! This is just like Kevin Bacon's Six Degrees of Separation," I exclaimed. "That's really strange," he replied. "Why do you say that?" I asked. He replied, "My best friend's uncle is Kevin Bacon!?",

[수특영독 - 11장 E05~7]

346.

An intelligent person in modern society is like a person with twenty-twenty vision in primitive times. In primitive times the person with perfect vision would have been able to see any dangers that may have been hidden in the distance and could warn the tribe in enough time so that preventative action could be taken. A person with myopia, commonly known as shortsightedness, would obviously be at a great disadvantage, and one that may at some point cost the person his life. In this analogy, intelligence is the ability to 'see' and education is that transfer of knowledge between the person with good eyesight and the person with myopia. However, this 'education' process only works for the benefit of the myopic person as long as the person with twenty-twenty vision has his best interests at heart. If this is not the case it is quite possible that the view of the landscape that the fully sighted person relays to the myopic person is in fact misleading.

[수특영독 - 11강 E08]

347.

Archaeology has numerous applications. Establishing the archaeological record has often enabled native peoples to regain access to land and resources that historically belonged to them. Work in archaeology is often basic to understanding the history of groups that left little record. Excavations such as that done at the African Burial Ground in New York City give us insight into the living conditions of groups not well represented in the written record. Such knowledge is frequently fundamental to cultural identity. Beyond this, archaeology has sometimes produced technical applications relevant to the current world. For example, in Israel's Negev Desert, in Peru, and in other locations, archaeological study of ancient peoples has yielded information about irrigation design and raised-field systems that allowed modern people to make more effective use of the environment and raise agricultural yields.

[수특영독 - 11강 E09]

348.

A recent Harris poll reports that 62 percent of entering college freshmen would not “even consider” pursuing the same career as either parent. Thus, although some family rights groups argue that setting career direction is the role of the family and not of the school, this is a minority view. Data suggest that, in fact, the family is playing a smaller and smaller role in this process, leaving nothing to take its place. This is not to say that parents are no longer important influences in teens’ postsecondary plans, but they are increasingly less prepared to influence or guide career decision making. This decline in parental influence is not surprising considering that half of all workers report being unsatisfied with their jobs and would not recommend that their children follow in their footsteps. Although the stated goal of the majority of teens is a professional career, two-thirds of all adults with professional careers say they wish they had done something else.

[수특영독 - 11강 E10]

349.

Mountains exert a mysterious power over the human imagination. They can fascinate, terrify, invite, or repel us. They are among the most visually exciting and dramatic geological features of our planet — and, at the same time, the most inhospitable. To climb a mountain is to enter a world where one’s own insignificance and vulnerability are painfully obvious — a world that is as indifferent to our desire to overcome its obstacles as it is to our survival. The beauty of mountains is equally obvious. They seem to have changing moods, producing their own unique and often-violent weather and altering with the seasons. This changeability, along with sheer enormity and complex topography, creates the impression of a moving, living, overwhelmingly powerful being. Avalanches, storms, and rockfall reinforce this impression, resembling deliberate acts of an evil consciousness — it’s no wonder that beliefs in mountain gods are so common throughout the world.

[수특영독 - 11강 E11]

350.

Up until the middle of the 19th century, little was known about the nature of infectious diseases and the ways in which they are transmitted. In the mid-eighteen hundreds, however, an important clue emerged from the work of a Viennese doctor, Ignaz Semmelweis. At the time, many pregnant women who entered Vienna General Hospital, where he was working, died shortly after having given birth. Their deaths were attributed to something called “childbed fever.” Curiously, the death rate from childbed fever in the hospital ward where the patients were treated by physicians was five times higher than in another ward where women were seen only by mid wives. Semmelweis was at a loss to explain why this should be so. But then something remarkable occurred. One of Semmelweis’s colleagues cut his finger on a knife that had been used during an autopsy. Within days, he exhibited symptoms remarkably like those associated with childbed fever and died shortly thereafter. Semmelweis knew that physicians often spent time with students in the autopsy room prior to visiting their patients in the maternity ward. Thanks largely to the clue provided by the death of his colleague, he speculated that something like the following might be responsible for the huge differences in death rates in the two wards. Perhaps childbed fever is caused by something that physicians come into contact with in the autopsy room and then unintentionally transmit to pregnant women during the course of their rounds in the maternity ward. This something, Semmelweis appropriately termed “cadaveric matter.” The challenge faced by Semmelweis was to devise a way of testing his ideas. He reasoned as follows. If childbed fever is caused by cadaveric matter transmitted from physician to patient, and if something were done to remove all traces of cadaveric matter from the physicians prior to their visiting patients in the maternity ward, then the incidence of childbed fever should diminish. In fact, he arranged for physicians to wash their hands and arms in a powerful cleansing agent prior to their rounds in the maternity ward. Within two years, the death rate from childbed fever in the ward attended by physicians approached that in the ward attended by midwives. In 1848, Semmelweis was losing not a single woman to childbed fever!

[수특영독 - 11강 E12~14]

### 351.

When designing advanced resistance training programs, there are many variables that can be altered to enhance the difficulty and prolong the positive adaptations. One of the most important variables is variety. Most advanced training programs incorporate different styles of programs during various training periods. The rationale is that in order to continue to promote training adaptations, you must continually overload the system. Individuals who have been training for long periods of time using identical training methods (i.e., order of exercises, types of exercise, workloads, intensities, etc.) do not experience as much adaptation. You must continually alter your program so the body does not become too accustomed to it. Therefore, you must increase the variety of your workouts to attain advanced training outcomes. That is not always as simple as adding more weight or changing the number of repetitions within a program. The advanced competitive individual might also add in specialized training to enhance speed, quickness, and agility to help accomplish their exercise-specific training goals.

[수특영독 - 12강 E01]

352.

A characteristic of moral standards is that their soundness depends on the adequacy of the reasons that support or justify them. For the most part, fashion standards are set by clothing designers, merchandisers and consumers; grammatical standards by grammarians and students of language; technical standards by practitioners and experts in the field. Legislators make laws, boards of directors make organizational policy, and licensing boards establish standards for professionals. In those cases, some authoritative body is the ultimate validating source of the standards and thus can change the standards if it wishes. By contrast, moral standards are not made by such bodies, although they are often supported or rejected by them. More precisely, the validity of moral standards depends not on authoritative command but rather on the quality of the arguments or the reasoning that supports them. And these arguments are derived from our historical and contemporary attempts to answer that central question of ethics: “How are we to relate to each other in order to ensure that our individual and collective wellbeing is enhanced?”

[수특영독 - 12강 E02]

353.

Rudolph P. Miller, who founded the Building Officials Conference of America in 1915, was concerned about protecting people ‘who have no voice in the manner of construction or the arrangement of buildings with which they involuntarily come in contact.’ He implies that the government should ensure a minimum level of quality to similarly incautious home buyers. Beginning with the interwar period, building codes were apparently viewed as beneficial regulation that could increase consumer information, according to Edna Trull. The risk of buying a house with ‘defects’ (i.e., built to substandard specifications), or ‘the poor-quality construction work of speculative builders’ was reduced. Building regulation was assigned the primary goal of decreasing uncertainty and making future patterns of business as predictable as possible. Hence, the government entered the business of grading or certifying real property, providing assurance services. The justification for such building codes was extended from a primary emphasis on safety to one of reducing imperfect information during the first part of the twentieth century.

[수특영독 - 12강 E03]

354.

For many endangered languages that have never been put down in writing, entire domains of knowledge are likely to be lost when the language ceases to be spoken. If you speak an unwritten language, one that your children or grandchildren have abandoned in favor of another tongue, you may indeed take your genius with you to the grave. Much of this genius is the product of adaptation over time to a way of life and ecological niche. Collectively — counting the thousands of languages that lack widespread use of writing and are now endangered — this genius may reflect the greatest accumulation of knowledge of the natural world humans possess, rivaling, if not surpassing, the knowledge now recorded in scientific databases and libraries. This comparison may strike some as unfair. Library and book knowledge is catalogued, orderly, and it can be searched. Traditional knowledge seems much more diffuse, messy, and likely to be forgotten. But we must not underestimate it.

[수특영독 - 12강 E04]

355.

Amos Oz, the Israeli novelist and essayist, describes an incident that happened when he was eight years old. His father, Yehudah Klausner (Oz's family name was Klausner), had published his first book, a literary study entitled *The Novella in Hebrew Literature*. Excited at the book's publication, Oz's father would go each day to the local bookstore to see if any of the three copies on display had been sold. For many days, no copies sold, and his father's sorrow "filled the apartment like a smell." On the same block on which his family lived, Oz's father had a dear friend, Israel Zarchi, a novelist whose books sold quite well. Oz remembers how his father complained to Zarchi that while many readers snapped up the sort of popular novels Zarchi wrote, scholarly books, such as he produced, were ignored. But then, one day, Oz's father came home in a wonderful mood: "They're sold. They've all been sold." Even better, the bookstore had already ordered more copies. The following night, Oz's parents went out to celebrate and left Amos at the Zarchi house. Oz spent the evening in Zarchi's study, where he suddenly noticed on the little coffee table by the sofa four copies of his father book. Oz knew that one copy had been given by his father to Zarchi. He quickly guessed who had purchased the other three: "I felt a rush of gratitude inside me that almost brought tears to my eyes." Zarchi, realizing that Oz had seen the books, picked up the three copies and hid them in a drawer; he did not want anyone else to realize what he had done. More than fifty years later, writing his autobiography, *A Tale of Love and Darkness*, Oz still could not get over the depth of Zarchi's kindness: "I count two or three writers among my best friends, friends who have been close to me and dear to me for decades, yet I am not certain that I could do for one of them what Israel Zarchi did for my father. Who can say if such a generous act would have even occurred to me? After all, he, like everyone else in those days, lived a hand-to-mouth existence, and the three copies of *The Novella in Hebrew Literature* must have cost him at least the price of some much-needed clothes."

[수특영독 - 12장 E05~7]

356.

Text communication does create problems, even for people who are skilled at it. Lacking sounds and visuals, it is not a rich sensory encounter. You cannot see other people's faces or hear them speak. All the important interpersonal cues provided by voice, body language, and physical appearance disappear, which can dramatically alter how people relate to each other. Without those cues, it is easier to misunderstand the other person. Your online companion might be sick, drunk, or depressed without your knowing it. For some people, the lack of physical presence generated by the cues of voice and appearance might reduce the sense of intimacy, trust, and commitment in the relationship. Typed text feels formal, distant, unemotional, and lacking a supportive and empathic tone. In fact, without a visual and auditory connection, you can never be absolutely certain about the other person's identity. This absence of face-to-face cues, which adds a little anonymity, encourages some people to behave inappropriately.

[수특영독 - 12강 E08]

357.

The relationship between liberalism as a theory of politics and liberalism as it has been enacted in practice is complex and disputed. There is very often a gap between liberal ideals and liberal practice. To take an example, it is sometimes said of liberalism in America that, with respect to race, it has repeatedly failed to live up to its own ideals. In tension with this claim, it is also often said that American liberalism itself is defective, that it contains internal contradictions, and that these contradictions are exposed by its treatment of race. Or to take another example, consider the status of women in liberal societies. Feminist critics sometimes reject liberalism because, as they see it, liberal societies have failed to bring about equality between the sexes. Others claim that this failure is merely a failure of these societies, not any failure of liberalism as such.

[수특영독 - 12강 E09]

358.

A field of planted and weeded crops yields ten to one hundred times as much food — measured in calories — as the same area of naturally occurring plants, a benefit that would have been evident to early crop-planters. It also requires more labor, however, which was provided both by the greater number of people in the community and by those people working longer hours. In contrast to the twenty hours a week hunter-gatherers spent on obtaining food, farming peoples were often in the fields from dawn to dusk, particularly during planting and harvest time, but also during the rest of the growing year because weeding was a constant task. Neolithic farmers were also less healthy than hunter-gatherers were; although crop-raising gave them a more reliable food supply, their narrower range of foodstuffs made them more vulnerable to disease and nutritional deficiencies such as anemia.

[수특영독 - 12강 E10]

359.

Though most bees fill their days visiting flowers and collecting pollen, some bees take advantage of the hard work of others. These thieving bees sneak into the nest of an unsuspecting “normal” bee (known as the host), lay an egg near the pollen mass being gathered by the host bee for her own offspring, and then sneak back out. When the egg of the thief hatches, it kills the host’s offspring and then eats the pollen meant for its victim. Sometimes called brood parasites, these bees are also referred to as cuckoo bees, because they are similar to cuckoo birds, which lay an egg in the nest of another bird and leave it for that bird to raise. They are more technically called cleptoparasites. Clepto means “thief” in Greek, and the term cleptoparasite refers specifically to an organism that lives off another by stealing its food. In this case the cleptoparasite feeds on the host’s hard-earned pollen stores.

[수특영독 - 12강 E11]

360.

In 1965, an assistant football coach at the University of Florida asked Dr. Robert Cade, a kidney disease specialist, a fairly simple question. Why did players lose so much weight during games — up to 18 pounds in some cases — and why did they urinate so little? Cade thought about the question for a moment. He supposed that it was because the players were sweating so much that there basically weren't any fluids left in their bodies to urinate. Did that really matter? Cade started to work with the University of Florida football team to find out, testing players on the freshman team during practice to see what was happening to their blood chemistry. He found that they had low blood volume from dehydration, out-of-balance electrolytes, and low blood sugar. With his research team, Cade made a drink by mixing salt to help with electrolyte replacement, sugar to keep blood sugar levels up, water for hydration, and lemon juice for better taste at his wife's suggestion. After a first test during a training game, the Florida head coach asked Cade to make up enough of the magic drink to fuel his team the next day as they took on heavily favored Louisiana State. Drinking their secret weapon throughout a 102-degree day, the Florida football team came from behind to win 14-7. Now, 50 years after Cade helped lead the Florida football team's victory, the shelves at your local grocery store fairly groan under the weight of the sports drinks housed there, all developed from the first homemade drink created by him in Florida. This is a big business — sports drinks and nutrition bars are estimated to be a \$10 billion-a-year business in the United States alone. But Cade's drink didn't just herald a new industry; it also created an idea: that athletes need special fuel and nutrition in order to perform at the best level.

[수특영독 - 12강 E12~14]

### 361.

Dear Sir: A few weeks ago we mailed you the census form being used for the Survey of Agricultural Finance (Landlord's Report) and asked you to complete the form and return it as soon as possible. So far we have not heard from you. Your response is extremely important. We must have replies from everyone who received a census form. Let me assure you again, your report can be seen only by Census employees and may be used only for statistical purposes. The law (Title 13, United States Code) provides that your report cannot be shown to or used by anyone outside the Bureau for any purpose at all. Another copy of the form is enclosed for use in case you no longer have the one previously sent to you. We are also enclosing another official return envelope which requires no postage.

[수특영독 - Test1 E01]

### 362.

“Are you sure about this?” my wife, Sherrie, breathed. She gazed ahead where a black wolf stood on the ice in the gathering dusk. Sherrie was so thrilled (that) she was about to jump out of her skin. After all these years of trying and not seeing, there it was: her first wolf. Perfect, I thought. I was impatient to give her this golden opportunity. But as we walked farther out on the ice, things changed. The wolf, instead of watching from the tree line as he had several times with me, angled toward us at a trot. Then he broke into a bounding lope, snow flying beneath his paws, jaws wide open. I drew Sherrie toward me. My vision sharpened. I'd seen many wolves over the years, some very close, and hadn't quite shifted into panic mode. But anyone who claims he wouldn't be afraid of a running wolf coming straight in, with no weapon and no place to run, and a loved one to defend, is either brain-dead or lying.

[수특영독 - Test1 E02]

363.

Politics cannot be suppressed, whichever policy process is employed and however sensitive and respectful of differences it might be. In other words, there is no end to politics. It is wrong to think that proper institutions, knowledge, methods of consultation, or participatory mechanisms can make disagreement go away. Theories of all sorts promote the view that there are ways by which disagreement can be processed or managed so as to make it disappear. The assumption behind those theories is that disagreement is wrong and consensus is the desirable state of things. In fact, consensus rarely comes without some forms of subtle coercion and the absence of fear in expressing a disagreement is a source of genuine freedom. Debates cause disagreements to evolve, often for the better, but a positively evolving debate does not have to equal a reduction in disagreement. The suppression of disagreement should never be made into a goal in political deliberation. A defense is required against any suggestion that political disagreement is not the normal state of things.

[수특영독 - Test1 E03]

364.

Making movies is an inherently risky business because film is neither a commodity like potato chips nor a stable enterprise. Research and development rarely pay off, and the success of one film does not ensure the success of the next one. Much of the design of Hollywood's studio system can be explained as strategies for managing the risks entailed in creating expensive, collaborative, and unique products. Hollywood's reliance on movie stars and genre films is only the most obvious attempt to build some predictability into moviemaking and the moviegoing experience. Most elements of the studio system have been developed to minimize risk and ensure predictability, including the creation of an organization to police the morality of films, the concentration of ownership through mergers and acquisitions, and the cultivation of media franchises.

[수특영독 - Test1 E04]

365.

Looking back into the past, there is evidence that managers have tried to learn from the arts. Corporate art collections can be considered the oldest and longest lasting type of artistic intervention in organizations. For example, the American magnate Albert C. Barnes wanted to edify his employees with his art collection in the first quarter of the twentieth century. Many organizations' art collections may still just be about "personal aggrandizement, organizational prestige, and long-term investment and the decoration of the work environment", but a number of collectors are coming to view their art collections as a possible resource for learning to see and think differently in the organization. Far from simply decorating the workplace in a pleasing manner, some collections are intended to provoke and irritate, thereby generating "creative unrest" and signalling to employees that unusual ideas and projects are welcome in the organization.

[수특영독 - Test1 E05]

366.

For a long time, the study of the history of Islamic hospitals has focused on what Michael Dols called "their apparent modernity." Earlier historians of Islamic medicine were attracted to what seemed to be a premodern ancestor of modern hospitals: Islamic hospitals were seen as "relatively secular" (to use Dols's terms again) because they were run by physicians or state officials — and not by religious scholars — and also because they had non-Muslim physicians working in them. This "medical" nature of the Islamic hospital was embodied in a number of qualities, namely, that it was designed and managed by educated Galenic physicians; furthermore, the hospital focused on the sick with the intention of curing rather than isolating them (and, because of this, hospitals were built in the centers of cities and not on their outskirts) and sponsored medical education and training.

[수특영독 - Test1 E06]

367.

Emma Lehmer, a renowned mathematician, was born in a Russian town with the lovely-sounding name of Samara on the great Volga River on November 6, 1906. In her journal, she wrote that she had always hoped to visit it someday, till its name was changed to the horrific-sounding Kuybyshev, and she lost all interest in it. In 1910, Emma's family traveled by rail from Russia to Harbin, Manchuria. Her father, Motvey Trotsky, had been transferred to Manchuria to be the Far East representative of a large Russian sugar company. Emma's mother, Nadejda, had been a dentist before her marriage. Not until 1920, when a new community high school opened in Harbin, was Emma allowed to attend school. Before that, she had been tutored at home. Her mathematics teacher in high school was a displaced engineer from Moscow who now taught algebra, geometry, and trigonometry in all the classes and still somehow had time to run a mathematics club after hours — which Emma never missed. He ignited a spark that kept her going until she passed away in 2007.

[수특영독 - Test1 E08]

368.

Many people I've met say they never write letters or anything at all because they've learned that they always make mistakes. Communication is not like cooking, where you only get one chance to get it right. In cooking, there is a recipe to follow and the food comes out bad if you stray from it. What those people I met didn't know until I told them this is that nobody gets it right the first time, or the second, or the third. Everybody needs to write and revise, then rewrite and revise again, and keep that process up until finally it's as good as it's going to get. The secret to writing letters, speeches, or any planned communication is to work at it until you have revised the whole thing at least seven times. The first draft of almost anything (letter, essay, speech, document), is never going to be your best work. Personal letters may be the exception in some cases, but even they often need to be rewritten before mailing. Quality comes with rewriting.

[수특영독 - Test1 E11]

369.

When people maintain patterns of caring, whether for a house, a garden, pets, or other people, they are protecting themselves against despair, against giving up. They are rewarded by feeling needed. The word “care” has many meanings, however, and one of them is “worry,” as when someone is burdened with care. You do worry about the things you care for. Unfortunately, the association of care with effort and worry leads forbids us to conceive of old age as a period in which one should live a “carefree existence.” After retirement, people are urged to give up their cares. It can be a dangerous trade-off. The person who stops caring for something may have taken the first steps to the hopelessness/helplessness syndrome. And those who cope best with old age are those who continue the daily acts of caring, especially the most satisfying ones — care provided to living things, such as pets and gardens.

[수특영독 - Test1 E12]

370.

Comedian Drew Carey sometimes plays the role of a very outspoken and sarcastic person, but he does good deeds. After the taping of an episode of Mr. Carey’s TV sitcom, The Drew Carey Show, a man in the audience refused to leave until he had spoken to Mr. Carey. Of course, celebrities sometimes attract weird — and dangerous — fans. However, after Mr. Carey learned that the man was a former Marine like himself, he talked to the man for approximately 90 minutes. It is said that the guy had just been discharged. He was depressed and was really having a hard time adjusting to life outside of the service. He didn’t know what his future held and felt aimless. Mr. Carey had felt the same way, so he knew what the man was feeling — and he was able to give him some encouraging words.

[수특영독 - Test1 E13]

371.

Change is natural, but that doesn't mean we have to start falling apart when we reach a particular age. The primary reason people degrade with age is that they believe they will. Our physical form is a manifestation of our nonphysical self, and it does what we expect it to do. If an authority figure like a scientist or doctor tells people they will degrade because they have reached a certain age, then they are likely to believe it — and will do just that. Our beliefs and perceptions cause electrical and chemical reactions in our bodies. If you believe your body is breaking down, you will cause it to break down. It's much like when a physician tells a patient he has three months left to live and the patient dies precisely three months later, or when a witch doctor puts a curse on a person and it works.

[수특영독 - Test1 E14]

372.

The origin of preferences for certain objects or their properties almost certainly goes back to sexual selection. The best evidence for this idea is that such preferences are not unique to humans. Bowerbirds build structures called bowers that look like small pergolas or tree-lined avenues, decorated with brightly colored objects, usually natural ones, such as bird feathers, beetle wing cases, flowers and fruits, but also colorful artifacts, where available. It may take a male several months to build a bower, which then requires constant maintenance (and defense against theft of desirable objects by other males). The prettiest bowers attract many more females than the least pretty ones. Thus, because the males themselves are mostly fairly uninteresting, successful males are those who create the most attractive external ornaments.

[수특영독 - Test1 E15]

373.

Since there's no job training for being a parent, how do we learn how to parent? Most of us probably parent the way we were parented. Louise, a mother who attended my seminars, shared how her mother dealt with sibling fighting. Louise said her mother's infamous threat was always, "If you kids don't stop fighting, I'm going to knock your three heads together!" Louise and her siblings were always puzzled about the specifics of how their mother would actually accomplish such a task, which, thankfully, she never attempted. But what drove her mother to make this empty threat? Extreme annoyance with the sibling squabbles, probably. No doubt, Louise's mother had learned this threatening tactic from her own mother, and, in the absence of any other parenting tools she knew of, she said it to her own children, regardless of whether it worked. If Louise had not learned the effective parenting skills taught in the seminars, she would probably be using similarly ineffective threatening techniques with her own children today!

[수특영독 - Test1 E16]

374.

Flip-flops occur when the coach makes a transition from one activity to a second activity and then switches back to the first activity, as though he has changed his mind. For example, the gymnastics coach tells his players that Tuesday will be beam and bar day, but when his athletes arrive on Tuesday prepared to practice beam and bar, he tells them they will be working on floor and vault. Then, midway through practice he instructs them to go to beam and bar. The transition not only ruins the flow of practice activity but also conveys to the athletes that the coach is unsure of what to do. It is important to avoid flip-flops. However, if it becomes necessary to make such a reversal, it is prudent to explain to your athletes why the switch is occurring. For example, the gymnastics coach might gather his athletes for a brief meeting and say, "I know I told you yesterday that we would be practicing beam and bar today, but we won't be able to use the spring floor tomorrow so we are going to work on our floor routines today."

[수특영독 - Test1 E17]

375.

Genocide, the willful killing of specific groups of people — as occurred in the Nazi extermination camps during World War II — is universally considered wrong even if it is sanctioned by a government or an entire society. The Nuremberg trials that were conducted after World War II supported this point. Even though most of the accused individuals tried to claim they were merely following orders when they murdered or arranged for the murder of large numbers of Jews and other groups, many were found guilty. Sometimes sociologists want to gather data that would almost certainly be unreliable if the subjects knew they were being studied. The reasoning was that there is a higher moral order under which certain human actions are wrong regardless of who endorses them. Thus, despite their desire to view events from a culturally relative standpoint, most sociologists find certain actions wrong, no matter what the context.

[수특영독 - Test1 E18]

376.

If whales have rights, then they must be treated with respect. Their value and dignity do not rest on their place in our plans, purposes and projects. From this perspective our exploitation of whales for recreational purposes is not morally acceptable. They are creatures of inherent value with lives of their own and the capacity to lead them in their own ways. They have been trained by humans for many purposes, which has allowed us to gather much knowledge regarding their intelligence and behavior. To confine them in aquatic parks and to make them perform tricks that people find amusing is to try to remake them into our own creations. This attempt to appropriate such marvelous and magnificent creatures for such trivial purposes, denying them their liberty in the bargain, is morally to be condemned.

[수특영독 - Test1 E19]

377.

An older guy I know told me a story of the first pizza place that moved into his little town. The pizza was lousy and the owner was rude, but he had the only game in town. So he made a ton of money and retired early. If they had, they would have improved the quality of their product as well as their customer service. I can imagine those two sons are just moping around today, wondering what on earth went wrong. He left the pizza parlor to his two sons, who made the same bad pizza and were just as rude as their father. But now that time had passed, other competitors had come into the local marketplace and this was no longer the only pizza place in town. The place closed its doors in no time. The original owner was lucky because he was the first to do something where it had never been done before, but he never learned what his mistakes were, nor did his sons.

[수특영독 - Test1 E20]

378.

You may experience a feeling of joy when you see your child having fun or you may feel anger when someone pulls out in front of you in traffic. The way we attach these emotions is done primarily by the beliefs we have about the action or event in question. For instance, the first time someone pulled out in front of you in traffic you may have almost wrecked your car and you believed that they were doing that out of pure disregard for you. The natural fight or flight mechanism kicked in, and you decided to fight. Therefore you brought up the anger emotion to give you the fuel you needed to fight. What if you knew ahead of time that the person who pulled out in front of you was trying to get to the hospital as quickly as possible because his wife was having a baby? He obviously wasn't thinking rationally, but he was desperate to take care of his wife and unborn child. If you knew that about him, you may have chosen a different emotion. Maybe compassion.

[수특영독 - Test1 E21]

379.

States recognizing the inheritability of publicity rights tend to emphasize one's right to enjoy and pass to one's heirs the fruits of one's industry. In California, a publicity statute prohibits for 50 years after death the commercial use of the name, voice, photograph, or likeness of any "deceased personality" without prior consent of the person. A deceased personality is anyone who has commercial value in his or her identity at the time of death. However, it is not a violation of the California law or other state statutes recognizing the descendibility of publicity rights to use the identity of a dead person in news, public affairs, or political campaigns or in a book or film. Some states do not recognize a right for people to will publicity rights to their heirs, whether or not the celebrities exploit the rights commercially during their lifetime. In these states, rights of publicity die with the person. They tend to emphasize the personal nature of the right of publicity and the difficulties in treating such rights as independent of the people who made them valuable.

[수특영독 - Test1 E22]

380.

In a study led by Pamela Dalton, a psychologist at Monell Chemical Senses Center, the participants were divided into three groups, who sat down in a lab, and were then exposed to an odor that was neither pleasant nor unpleasant for 20 minutes. To one group, she did not say anything about the odor, while she told the second and the third groups that the odor was an industrial chemical that might be harmful and a distilled pure natural extract, respectively. The result was that the subjects who were either told nothing or positive information felt the odor to be weaker as time passed. In contrast, the subjects who were told negative information felt the odor became stronger as time passed. In other words, an odor that is thought to be good disappears from consciousness fast, while an odor thought to be harmful keeps our attention and remains strong.

[수특영독 - Test1 E23]

381.

Imagine it is early morning and you are walking towards the bus stop to go to work. You arrive at the bus stop. Already there are a number of people there. You are cheerful that morning, willing to wish them all a very good morning, so you do just that. The general reaction you meet is people looking at their shoes avoiding your eyes, not wanting to make contact. So you are standing there waiting for the bus to come. Then, in the distance, you can see what looks like a bus. You hear the loud noise of the heavy engine. There is a shuffling of feet as people start picking up their bags. The bus arrives ... and drives on, past the bus stop! That's where a collective starts to go over to becoming a group. A man standing next to you turns to you and asks: "That was bus number nine, wasn't it?" You nod and all around you, you notice the distress of people who had wanted to take bus number nine. You get a feeling with these people, they all have the same purpose as you. The other people at the bus stop, who clearly don't have this goal, are far less interesting all of a sudden. They remain anonymous, while your potential allies are carved in your memory. The unrest settles down, other buses come and go.

[수특영독 - Test1 E24~25]

382.

Thankfully, July 4, 1862, was a beautiful summer's day — a perfect day for a picnic. It's a good thing it was. A rainy day would have ruined everything and changed the history of mathematics and English literature. Charles Dodgson and Robinson Duckworth, professors at Oxford University, England, had planned to take three daughters of Henry George Liddell, the dean, for a boating trip and picnic, and the weather had cooperated. As they boated upriver to their picnic, Dodgson began to amuse the girls with a story, and what a story it was! It featured the adventures of a young girl in a foreign land with all kinds of strange and wondrous creatures. The girls were captivated by the story. Duckworth asked Dodgson if he was making up such a fantastic tale or whether he had heard it when he was a boy. Dodgson assured his friend that he was making up the tale as they rowed. The girls insisted that story continue throughout the picnic, and all the way home. For days after, the girls talked endlessly about the wonderful story they had heard. Eventually, their father, Liddell, suggested to Dodgson that he publish his story. Dodgson, a professor of logic, was reluctant to publish a children's story. Liddell insisted, though, and finally, Dodgson accepted his suggestion.

[수특영독 - Test1 E26~28]

383.

Dear Professor Richardson,

[수특영독 - Test2 E01]

We are currently compiling a corporate history.

It will be titled Balson Nuclear: Half a Century of Radiant Progress and will be privately published as a limited edition hardcover book by the corporation early next year. Its main use will be as a premium and promotion. You are a respected professor in nuclear engineering, and it was in your senior class that I learned much of what I needed to know to get hired by Balson. Would you be willing to contribute a brief preface about the importance of nuclear energy as a current and future energy source? The company can pay you an honorarium of \$500. In addition, your preface will be bylined, so you can add the book to your list of publications. If you are interested, please let me know. We would need the preface by June 20.

384.

She made herself a cup of tea and came and sat in the armchair beside the fire. She turned on the radio but they were reading sports results and she turned it off. On going upstairs, she found that the boys were sound asleep and she stood watching them before closing the door and leaving them to the night. Downstairs, she wondered if there might be something interesting on the television. She went over and turned it on and waited for the picture to appear. How would she fill these hours? When the television came on it was an American comedy. She watched it for a few moments but the canned laughter continued and she turned it off. The house was silent now except for the crackling of wood in the fireplace.

[수특영독 - Test2 E02]

385.

Child psychologists have long noted that children do best when their lives have structure. The world can be a very scary place unless boundaries are in place to give a sense of security to children and teens. As teens go through the process of individuating, they push up against and even test the rigidity of parental and societal boundaries. As parents, you are responsible for establishing boundaries for your children, including setting curfews, time frames, and limits that are acceptable for doing homework, eating meals, going to bed, getting up in the morning, dressing for school, staying over at a friend's house, and having friends visit in your home. In addition, assigning your children duties or chores teaches them perseverance, time management, and sense of purpose — all necessary for success in life.

[수특영독 - Test2 E03]

386.

Most runners say they're not competitive and are only trying to beat their previous times. But the temptation to compare ourselves to others is intense. We're conditioned to do it when it comes to grades, appearances, and wealth. And in running, age-group rankings and finishing places only encourage that. Try to forget everyone else. How any one individual performs on any given race day depends on his or her training, level of fitness, injury history, biomechanics, genetics, psychological preparation, and the weather. In fact, the only common denominators between you and any other runner are the distance you have to cover on race day and the conditions you're running in. Comparing yourself to others can really cause undue stress, plus it's a waste of time. Don't give up control over your experience by defining "success" in terms of factors that aren't relevant to your personal life. Your goal should be a very personal thing between you and the road.

[수특영독 - Test2 E04]

387.

In new relationships, people often disclose themselves slowly, sharing only a few details at first, and offering more personal information only if they like and trust each other. When they started becoming friends, for instance, Deepak and Prasad shared mostly routine information with each other, such as where they grew up, what their favorite teams were, and what they did for a living. As they got to know and trust each other more, they started sharing their opinions on things such as politics, relationships, and religion. Only after they had known each other for quite a while did they feel comfortable talking about more personal things, such as Prasad's health problems or the challenges in Deepak's marriage. Although people in some relationships begin sharing intimate information very quickly, self-disclosure usually moves in small increments.

[수특영독 - Test2 E05]

388.

For the first time in history, shortly after the millennium, the majority of the global population became urban rather than rural. Cities have grown rapidly, and urban growth will continue to accelerate in the years ahead. New and existing cities alike will have to make crucial changes to the assumptions for planning and prioritization. Greater focus on the needs of the people who use cities must be a key goal for the future. This is the background for the focus on the human dimension of city planning. Cities must urge urban planners and architects to reinforce pedestrianism as an integrated city policy to develop lively, safe, sustainable and healthy cities. It is equally urgent to strengthen the social function of city space as a meeting place that contributes toward the aims of social sustainability and an open and democratic society.

[수특영독 - Test2 E06]

389.

As a graduate student in chemistry at the University of Cracow, Bronislaw Malinowski read Frazer's Golden Bough in preparation for a foreign-language examination, and this single experience forever changed the direction of his life. After receiving his Ph.D., Malinowski went on to London to study anthropology and soon emerged as an important contributor to the field of ethnology. Among other things, Malinowski was praised for the depth of his fieldwork. Whereas earlier scholars had remained in Europe and obtained their ethnographic data from the reports of missionaries and travelers, Malinowski was one of a new generation of anthropologists who believed it was essential to live among the people they studied. Only by functioning within a culture could one make a balanced analysis of its customs. Thus, motivated by this belief, Malinowski lived from 1914 to 1918 among the Trobriand Islanders of Melanesia, off the coast of New Guinea.

[수특영독 - Test2 E08]

390.

We are often surprised at the purposefulness and precision of some animals' behaviour when directed to the preservation of themselves and their species. Nest construction, food storage for winter, the long journeys accomplished by some species of fish and bird, the placing of eggs by insects to ensure for them adequate nutrition, are examples of the type of behaviour which has always led man to ascribe some kind of reason or wisdom to these animals. A closer study of this phenomenon, however, has revealed its rigid and innate nature: although they are useful and show purpose, such actions are not accompanied by insight on the part of the animal, and are performed in an automatic manner. This kind of behaviour came to be called instinctive. Instinct enables the animal to adjust to a given type of environment with great precision. Owing to the inflexible and stereotyped nature of instinctive behaviour, any unexpected change in the environment may make such behaviour ineffective.

[수특영독 - Test2 E11]

391.

These days it's common to hear of countries that have "failed" due to internal instability, including civil war and military coups, so it might be instructive to think about what attributes a country needs to be successful. Probably no single factor is more important than uniformity. If everyone in a country speaks the same language and practices the same religion, we might conclude that this is the kind of uniformity that makes for a successful state. While these unifying factors are certainly useful, they're neither sufficient nor necessary to make a successful state. Uniformity doesn't mean that everyone has to think alike, but it does mean that the people in a country have to feel some affinity for each other and agree that the country should exist. This basic idea is embodied in an idea called the "nation-state."

[수특영독 - Test2 E12]

392.

Ted came to his son after watching him slouch around the yard one Sunday pulling the Spanish moss off the lowest branches of their big oak tree and then throwing rocks against the stop sign on their corner. "Do you want to do something fun?" Ted said to him. "Sure, Pop," he said, though there was a certain suspicion in his voice, like he didn't trust him on the subject of fun. He threw all the rocks at once that were left in his hand and the stop sign shivered at their impact. Ted said, "If you keep that up, they will arrest me for the destruction of city property." His son laughed at this. Ted, of course, knew that his son would know he was joking. Ted didn't want to be too hard on him for the boyish impulses that he himself had found to be so satisfying when he was young, especially since he was about to share something of his own childhood with him.

[수특영독 - Test2 E13]

393.

Healing, both as a collection of ideas and as a sequence of practices, is surely one of the most ancient and persistent elements of human culture. Material remains from prehistoric sites clearly show that our distant ancestors thought that disease had a cause and that someone could use that knowledge to help the sick person. Human remains indicate that these people could repair broken bones and even drill a hole into the skull of a living person. The “Ice Man” who died on the high alpine pass of the Tisenjoch between Italy and Austria around 2700 BCE had already recovered from several broken ribs long before he set out on his last and fateful journey; he also carried in his travel gear dried birch fungus to treat diseases and wounds.

[수특영독 - Test2 E14]

394.

It is important to note that few scientists currently believe that either side of the brain deals exclusively with a particular kind of information. In fact, the following case illustrates how adaptable the brain can be. Bruce Lipstadt had the left hemisphere of his brain removed when he was 5 years old. Few doctors had hope for the development of his verbal ability, and most thought the operation would paralyze part of his body. Twenty-six years later, Bruce had an IQ of 126 — better than 9 out of 10 people. He swam, rode his bike, and got an A in a statistics course. Because his speech was normal, the right hemisphere must have taken over many of the functions formerly conducted mainly by the left hemisphere. Obviously, this does not always happen as a result of operations of this type, especially after puberty. But it does suggest that, although the right and left hemispheres seem to specialize in processing certain types of information, they are by no means limited to processing only one.

[수특영독 - Test2 E15]

395.

Until relatively recently, Sweden was an agriculturally based society. About 90% of families lived on farms until the Industrial Revolution in the early 1900s brought workers to the cities. Sweden has changed quickly into an industrialized, city-based country, with only 2% of the population now employed in agriculture. Thus many Swedes remember life on the farm or have certainly heard stories about it. Ties to the farm are very strong and deeply personal. Although they enjoy everyday city life, most Swedes are still peasants at heart who could easily return to the ways of their ancestors, because the past is not too distant. Back-to-the-farm and back-to-nature romanticism constitutes a major part of Swedish culture. Swedes long for an escape to the country where they can remind themselves of a simpler time. This is also true of younger Swedes who, similar to their counterparts elsewhere, seem to devote a significant amount of time on their computers and smart phones. Still, while in the countryside, these younger Swedes behave in a fashion similar to their parents.

[수특영독 - Test2 E16]

396.

The proportions of the mixture of free-market determination and government control vary from economy to economy and over time. There is more free-market determination in the USA than in France. There is more free-market determination in the UK today than there was forty years ago. The mix also varies from sector to sector within any one economy. For example, European agricultural markets have a substantial amount of government control. Under market determination, the average size of a farm would be much larger and agricultural prices much lower than they now are. In contrast, the markets for information and computer technologies are largely free from government intervention. Even the economies closest to free markets have a significant role for government, so it appears that there is no real alternative to a mixed system with major reliance on markets but also with a substantial government presence in many aspects of the economy.

[수특영독 - Test2 E17]

397.

Folding a sheet of paper twice to make four quarters, these doctors and therapists have the patients use colored pencils to draw and color in their face, body, family, and anything else that they feel is relevant on different parts of the page. This can give an experienced health practitioner information about their patients' lives, what emotions they are dealing with, and what tests may need to be done, as well as the possible causes of a patient's "dis-ease." The different quarters can also relay information about the patient's past, present, and future. This kind of intuitive drawing technique is particularly powerful with children, as it also gives them an opportunity to express themselves and understand what is going on in their lives.

[수특영독 - Test2 E18]

398.

Space can be understood in a number of ways. In its simplest form, space can be viewed merely as 'the container within which things happen.' This is an absolute conception of space based on an idea of space as natural. However, space can also be mentally constructed through cognitive processes; for example, we all have 'mental maps' of where we live, focusing on the important roads, buildings and open spaces. Finally, most important for present-day geographical research is an understanding of space as produced through social interactions within material space. For example, domestic kitchens are often associated with women's work because of social norms regarding gendered work and care, and therefore are constructed as feminine spaces. However, kitchens in expensive restaurants are often constructed as masculine spaces that require stamina and emotional resilience. Thus, the intersection of material space of the kitchen with the norms and practices of a particular society produces a space that can include certain kinds of people and behaviour, and exclude others.

[수특영독 - Test2 E19]

399.

Prior to the Second World War, nation-states regulated their economic and fiscal affairs primarily as domestic matters; however, in the post-war era we have witnessed a huge expansion and intensification of economic interdependence. As a result, the global economy is acutely vulnerable to disruption by the malfunction of any single nation-state's fiscal-political system; a serious malfunction can trigger a chain reaction known commonly as the 'domino effect.' Such a disruptive event occurred in 1997 when Thailand, with a relatively small national economy, suffered a financial collapse which touched off sufficient uncertainty among investors that they pulled their money out of neighbouring Malaysia, Indonesia, and South Korea. The resulting destabilization of these national economies hastened the 'Asian Economic Crisis' and sparked a global recession. Increasingly, national institutions cannot handle emerging economic, political, and social problems; this has prompted an urgent call for effective international regulatory institutions.

[수특영독 - Test2 E20]

400.

The concept of animal shelters has truly evolved over the last several decades. Due to the large number of homeless animals in the United States, these facilities are desperately needed to help provide for the basic needs of animals in the community. Previously, these places were more commonly referred to as "the pound" — a place where stray, lost, or unwanted animals were taken with little chance of being rehomed. A great deal of effort has been invested into changing that image by providing education to the community about responsible animal ownership and promoting neutering to keep the pet population from producing more homeless animals. Shelters today can be significantly different from one location to another. They may be municipally run (i.e., run by the town, city, or county), or they may be established as private nonprofit organizations. What the local shelter offers in terms of animal services depends on both its mission and its financial capabilities. Many city or township shelters have a dual role in serving the community and providing animal sheltering.

[수특영독 - Test2 E21]

401.

Many teachers, when keeping a student after the lesson for a reprimand, will ask the student to write down what happened and why. This is an excellent technique to use. It allows the student to express their own feelings and the writing becomes a good focus for discussion. It is a more productive use of time than say, copying a dictionary. But the problem is that almost always, that will be the end of it—the student’s note will then be discarded. I have found a way to get maximum advantage from this time. You keep the note and a few lessons later you call the student back for a short chat, read back the note to them and then point out specifically how things have improved. It works even better if you take the time and trouble to write a short updated description of the student’s behaviour, and when the two are read alongside each other it gives powerful proof of progress.

[수특영독 - Test2 E22]

402.

If you’re angry at other drivers, they are at fault. If you’re angry at the long commute, the “incompetent” highway department is to blame. Unrealistic expectations of other people and events can fuel anger and trigger a flood of inner events when those expectations are not met. It’s not the people, events, or circumstances in the external world that cause anger, and we can all learn to control the inner events that occur when unreasonable expectations go unmet. Subscribing to this myth about anger is refusing personal responsibility: “If only others would change, all would be well.” In your lifetime, perhaps all highways will move smoothly and other drivers will become courteous. Children will be quiet, wives and husbands will do what you want when you want it, and Republicans and Democrats will start cooperating to work things out. However, you and I may not live long enough for this utopia to emerge, and we are insulated from anger by keeping our expectations within the bounds of reality. As our unreasonable expectations toward other people and things cannot be met, sometimes causing us to get angry, it is better to keep them realistic to better manage our anger.

[수특영독 - Test2 E23]

403.

There are many communication vehicles at our disposal, including face-to-face communication, the telephone, leaving voice mail messages, sending snail or express mail, text messaging, tweeting, and faxing. And then there is e-mail, which is often the vehicle of choice because it is quick, easy, and free. It has become the preferred method of communication for many people. E-mail is great for transactional correspondence, but there are times when the message you are sending is too critical or sensitive to be sent via e-mail. It breaks down when you want to convey emotion or when the message is more complex. When you need to reply to a message and ask for clarification, it is okay if you have one question. More than one and you should ask whether a phone call would be more expedient. When a message becomes more complex and nuanced, the human voice becomes the most effective vehicle to transmit both its emotional meaning and its content. Talking an issue through is much faster than e-mailing, because there is so much information you hear in the tonality of the voice that can't be conveyed with text. An e-mail sent does not equal a communication received. There is a difference between sending a message and the act of communicating. Often we think we've communicated, but all we've done is written and distributed electronic data. You've communicated only when you have checked in with the receiver(s) of the message and confirmed that you both have the same understanding of the message.

[수특영독 - Test2 E24~25]

404.

One warm autumn afternoon at her rural Florida home, Fran sat in her yard bench watching her grandchildren play on a swing set under a huge oak tree in the front yard. After a few minutes on the swings, the kids switched to the seesaw. Fran relaxed, the warm air lulling her into a state of relaxation. A golden retriever sat next to her on the bench. The dog was Fran's favorite of her seven golden retrievers. Fran called him Brute. Suddenly Brute came alive. In a split second he jumped up and took off like a shot toward the kids. Fran knew something was wrong and jumped up too. When she focused on Brute, she saw something that made her chest tighten in panic. "Oh no!" she screamed. "Brute, what's in your mouth?" She ran toward Brute and saw what he was holding — a snake. The 16-inch snake had a black head with red and yellow bands. Fran could see the snake thrashing and coiling, trying to strike Brute. Brute wouldn't let go. "Release it! Release it!" she yelled as she grabbed her grandchildren and rushed them into the house. Fran's husband, Mark, came running when he heard Fran's screams. "What is it?" he hollered. Fran told him about the snake. Brute stood in the same spot and was shaking the snake hard. Then he started to turn round and round holding the snake. He was shaking it as hard as he could. With the grandchildren safe in the house, Fran went back for her dog. The snake was moving less and appeared to be stunned. Mark asked Fran to get a plastic bag. When she returned with one, he carefully grabbed the snake right behind the head and threw it into the bag. They put it into the freezer. Fran took Brute into the house. She closely checked his body for snakebites but she couldn't find any.

[수특영독 - Test2 E26~28]

405.

We have been pleased to be able to offer on-site childcare to full-time employees for the past ten years. We are very proud of our facility and intend to maintain it at the highest level. However, in this economy, we find it necessary to impose a daily fee to partially cover the cost of operations of the childcare center. Although we realize this may cause some difficulty for employees who make use of this benefit, in fairness we feel that users should bear some of the cost. Effective March 1, fees for use of the facility will be deducted from paychecks. The charges will be on a sliding scale, based on the pay rate of each employee and the number of children in care. Please read the enclosed rate schedule. For further information or to ask questions about this policy, please contact the benefits office.

[수특영독 - Test3 E01]

406.

Snap! A small branch in the bushes broke. Again! Glancing sharply toward the bushes, the direction where the sound had occurred, Abby expected to see a raccoon or a rabbit run into the weak light offered by the single bulb hanging in the garage. But there was only silence. She realized, then, that the crickets had stopped their songs, the bullfrogs were no longer croaking. Her heart rate increased and involuntarily she strained to listen, to notice any other sounds that were out of the ordinary. She suddenly felt very vulnerable in this isolated area of the road. Peering into the darkness, she sensed unseen eyes studying her, watching her. Relax, she told herself. Go inside. It's dark now. From the corner of her eye, she caught movement in the bushes. She froze and her heart kicked hard.

[수특영독 - Test3 E02]

407.

Most of us are typically used to listening and being listened to on a fairly surface level. We don't pay much attention to what is not being said, pick up on subtle incongruities in speech, nor hear the emotion behind a person's words unless it is obvious and clear. Consider a client who tells us that she is excited to be moving house and living in a new city. We hear the words and respond accordingly, telling the person how happy we are for her and what a great adventure she will have. The active listener might hear between the words, noting the speaker's deep intake of breath before she responds, or slight shrug of the shoulders. They might hear the slightly pensive tone, or note the look in her eyes, which indicates that although the move might be exciting, there are other emotions at play—perhaps she is frightened about taking such a big step, or cautious about leaving friends and family behind. The active listener hears her words, and notes the other information she is communicating, and can therefore respond on a deeper level.

[수특영독 - Test3 E03]

408.

Your customers are your business. Your existing customers form the bedrock providing the foundation from which to grow. Your prospects are your future. The only way you are going to be able to build your relationship with these people is to communicate with them. If you are to do that effectively then you will need a system. Any system starts with customer records. Keeping names written on scraps of paper, held in your head or contained in your inbox is not an effective way to manage your database. It can be extremely time-consuming to operate in this way and you will end up continually chasing your tail. If you have full and detailed customer records you will be able to understand your business better. You will be able to analyse spending patterns and see trends. This information can help you with your future business decisions and marketing activities.

[수특영독 - Test3 E04]

409.

Each life is like a great adventure. Some lives are like the life of Indiana Jones and others are marked by calmer guideposts, but we are all here on a big adventure. The definition of adventure is a risky undertaking, a challenging experience, a quest, an unusual and exciting experience, and an escapade. We have all heard the saying “Go with the flow.” Well, recently I saw a T-shirt with the saying “Only dead fish go with the flow.” So I began exploring the idea that if we always go with the flow, we are like dead fish. Our spirits wither when we just sit back swallowing everything whole, gulping water, getting knocked around by life, going onward to who knows where. Soon after seeing that T-shirt, I went camping near one of the most beautiful streams in the world. I spent some time watching how fish actually go downstream. They don’t go with the flow; they dart around, they swim across currents, they explore, and sometimes they swim upstream.

[수특영독 - Test3 E05]

410.

For years, we look to third world countries and shed our disdain at their labor practices. We have heard stories of children working in factories and employees taking home meager wages for a week’s work. How can they treat other human beings so poorly? This kind of thing would never happen in America! We have a minimum wage law. We require employers to follow labor laws and employ only people of a certain age. There must be justice in our system. As a leader, I can attest to the fact that there is no justice in minimum wage. We create jobs that pay only enough money to barely keep people above water. Their lives are minimized as they are required to take on multiple jobs just to survive. Today, stop and think about the person that is serving you coffee at the donut shop or handing your order to you in the drive-thru. They are made of the same blood and bones as you and they deserve better.

[수특영독 - Test3 E06]

411.

Although many North American sociologists combined the role of sociologist with that of social reformer, none was as successful as Jane Addams (1860 - 1935). Addams came from a background of wealth and privilege. During one of her many trips to Europe, Addams observed and was impressed by the work being done on behalf of London's poor. From then on, she worked tirelessly for social justice. In 1889, Addams cofounded Hull-House, located in Chicago's notorious slums. Hull-House was open to people who needed refuge—to immigrants, the sick, the aged, the poor. With her piercing insights into the ways in which workers were exploited and how immigrants adjusted to city life, Addams strived to bridge the gap between the powerful and the powerless. She worked with others to win the eight-hour work day and to pass laws against child labor. Her efforts at social reform were so outstanding that in 1931 she was a cowinner of the Nobel Prize for Peace, the only sociologist to win this prestigious award.

[수특영독 - Test3 E08]

412.

Within the first year or two of life, as infants start to differentiate themselves from the rest of the world, the self begins to develop. Babies, then toddlers, then children devote enormous energy to understanding who they are. They actively seek to define themselves and to become competent in the identities they claim. At early ages, girls and boys start working to become competent females and males, respectively. They scan the environment, find models of females and males, and imitate and refine their performances of gender. In like manner, children figure out what it takes to be smart, strong, attractive, and responsible, and they work to become competent in each area. Throughout our lives, we continue the process of defining and presenting our identities. Struggling to be a swimmer at age 4 gives way to striving to be popular in high school and being a successful professional and parent in adult life. The fact that we continuously evolve is evidence of our capacity for self-renewal and continual growth.

[수특영독 - Test3 E11]

413.

Karen's mother lived in a small studio apartment filled untidily with boxes of paper, receipts, plastic bags, and wrapping paper. The property manager, who never yelled but wasn't friendly either, had called her mother weekly to ask what progress she'd made in clearing the apartment. Karen felt that the property manager could be a great ally if she could persuade her to help her manage her mother's hoarding problem. Karen asked the property manager to lunch to thank her for her patience with the difficult process and to explain that both she and her mother were committed to working on the hoarding problem. At lunch, Karen chatted with the property manager about topics other than her mother. She complimented the property manager's taste in clothing and jewelry. Near the end of the lunch, Karen felt the property manager soften. Karen explained the harm reduction process to her and asked if she would be willing to be a team member. The property manager agreed to think about this.

[수특영독 - Test3 E12]

414.

One of the most controversial examples of the political aspect of international sport was the events of the 1936 Olympic Games in Berlin during Hitler's Third Reich. Hitler embraced the Games to showcase German renewal and to highlight the Nazis' superior political projects, including racial purity. However, IOC president Henri de Baillet-Latour was ultimately successful in compelling Hitler to remove a significant amount of anti-Semitic signage during the Games. The 1936 Games were likewise famous for the success of African American athlete Jesse Owens, who won four gold medals in front of Hitler and an enthusiastic German crowd and who formed a lifelong friendship with the German competitor he beat in the long jump, Luz Long. Some argue that these accomplishments undermined the Nazi agenda of racism, authoritarianism, and political violence while others see the Berlin Games as an example of degenerative nationalism.

[수특영독 - Test3 E13]

415.

The mechanical thinker takes considerable pride in his opinions, which he believes to be “right.” It is proper and necessary, he believes, for a person to “take a stand” on things — on just about everything, in fact. Each time he voices a sweeping generalization on some topic, he commits himself to adopt a rigid stand on similar topics. He must, above all, be “consistent.” If you study the mechanical thinker closely, you will probably notice a singular lack of apparent curiosity. He seldom asks questions, and he seldom seeks new information about his world. He would seldom admit to having learned something from another person. He rarely reads books and certainly not nonfiction material. If a man, he may read the sports pages, which is acceptable behavior for a male in his society — or if a woman she may read the women’s section of the paper. The mechanical thinker may reveal a noticeable uneasiness in unfamiliar situations and may be embarrassed when confronted with a fact that forces him to revise a strongly held opinion.

[수특영독 - Test3 E14]

416.

It takes time to develop and launch products. Consequently, many companies know 6–12 months ahead of time that they will be launching a new product. In order to create interest in the product, companies will often launch pre-market advertising campaigns. In the nutrition industry, articles are often written discussing a new nutrient under investigation. Over a series of issues, you begin to see more articles discussing this new nutrient and potential to enhance training and/or performance. Then, after 4–6 months, a new product is coincidentally launched that contains the ingredient that has been discussed in previous issues. Books and supplement reviews have also been used as vehicles to promote the sale of fitness and nutrition products. This marketing technique is called demand creation. It involves creating a buzz about a new potentially revolutionary nutrient or training technique through publishing articles and/or books that stimulate the reader’s interest. Once this is done, a new product is launched.

[수특영독 - Test3 E15]

417.

It is worth remembering that the idea of classical music widely accepted today did not exist until about 300 years ago. Performing music in concert halls to a paying audience, as something inherently pleasurable and significant, was pretty much unheard of until the eighteenth century and not widely established until the nineteenth. The concert hall, the audience, and the idea of ‘masterpieces’ of classical music, were all effectively invented during the course of the eighteenth century—in London, Paris, Vienna, Berlin and other European cities. Much of the music that is now performed in public concerts was not composed for that purpose. The cantatas of J. S. Bach, for example, were written to be sung in religious services at the Church of St. Thomas in Leipzig where Bach was cantor. These pieces were part of weekly worship, and included chorales (hymns) for the congregation to join in with the singing. Sing along during a modern concert hall performance of one of these works today and you’re likely to be told to shut up.

[수특영독 - Test3 E16]

418.

Some coaches erroneously believe that mental skills training (MST) can only help perfect the performance of highly skilled competitors. As a result, they shy away from MST, rationalizing that because they are not coaching elite athletes, mental skills training is less important. It is true that mental skills become increasingly important at high levels of competition. As athletes move up the competitive ladder, they become more homogeneous in terms of physical skills. In fact, at high levels of competition, all athletes have the physical skills to be successful. Consequently, any small difference in mental factors can play a huge role in determining performance outcomes. However, we can anticipate that personal growth and performance will progress faster in young, developing athletes who are given mental skills training than in athletes not exposed to MST. In fact, the optimal time for introducing MST may be when athletes are first beginning their sport. Introducing MST early in athletes’ careers may lay the foundation that will help them develop to their full potential.

[수특영독 - Test3 E17]

419.

Economists use the term “taste” as a shorthand way of referring to the system of preferences that so clearly affects the pattern of every consumer’s demand. To take a simple example, some consumers prefer white bread to whole wheat or rye, while some prefer rolls to bread. Obviously, the aggregate of these preferences influences the demand for white bread as compared with the other types, or for bread compared with rolls. Similarly, in the realm of culture some consumers prefer the visual to the performing arts, some enjoy the theater but have no taste for music, and some watch television in preference to attending any sort of arts activity. We all recognize that in the aggregate these preferences must strongly affect the dimensions of our cultural life.

[수특영독 - Test3 E18]

420.

Everyone would agree that teenagers seem to be obsessed with their clothing. Why is this so? Most people would simply say that it is a stage that teens go through. In fact, there are good reasons for the obsession with clothing, not the least of which is that for the first time in their lives teens are starting to define themselves as people without the guidance, or interference, of their parents. As teens set out to establish themselves, and by so doing start to break free from the control of parents, their very first opportunity to express themselves as individuals comes through choosing their own clothing. Thus, teen clothing represents much more than style, fashion, or fad. In truth, it represents the very first authentic opportunity for teens to self-define.

[수특영독 - Test3 E19]

421.

Some people didn't believe in the white deer of Mission Hills until they saw it, usually at dusk, slipping through the canyon bush. For a decade, the little deer haunted an old urban neighborhood in San Diego, and the people who saw it came to love it. They named it Lucy. After an animal control officer, in a misguided effort to protect it, shot the deer with a tranquilizer gun and it died, over two hundred men, women, and children came to Lucy's funeral at a nearby park. In these hard-edged years, such sentiment may seem strange; to some, even silly. As it turned out, the deer wasn't even truly wild, but an escapee from one of the last urban farms. Even when this identity of the deer was made public, people in surrounding neighborhoods, including my own, continued to talk about the deer for years, almost as if it were still alive.

[수특영독 - Test3 E20]

422.

In most African subsistence communities, children are an integral part of the household labour force; they herd livestock, collect water and tend crops. As a general rule, education is seen as a means of economic and social emancipation and therefore desirable. However, the cost of educating children is high. Not only do families have to pay school fees and other associated costs but any child who is in school is not available for household labour. Moreover, in some cases, investing in a daughter's education might not be in your own best interests. For example, in patrilocal societies, where daughters live with their husband's family once they marry, it is the husband's family that benefits from the parental investment in daughter's education. Parents are thus confronted by a dilemma: which children, if any, should they educate, and for how long?

[수특영독 - Test3 E21]

423.

Habits form when the brain takes a shortcut and stops actively deliberating over what to do next. The brain quickly learns to codify behaviors that provide a solution to whatever situation it encounters. For example, nail biting is a common behavior that occurs with little or no conscious thought. Initially, the biter might start biting her fingernail for a reason — to remove an unsightly hangnail, for example. However, when the behavior occurs for no conscious purpose — simply as an automatic response to a cue — the habit is in control. For many persistent nail-biters, the unconscious trigger is the unpleasant feeling of stress. The more the biter associates the act of nail biting with the temporary relief it provides, the harder it becomes to change the conditioned response.

[수특영독 - Test3 E22]

424.

The ability to detect danger in the posture of others has been studied by the neuroscientist Beatrice Gelder. Her research has demonstrated that the brain of an observer reacts more powerfully to the body language of a person in a posture indicating fear than it does even to a fearful facial expression. Looks of fear can paralyze or, at least, evoke our own potent fear-based reactions. Yet, as powerful as facial expressions are in conveying danger, a person's uptight posture and furtive movements make us even more uncomfortable. Wouldn't you, too, be startled by the sudden recoiling of the hiker in front of you a split second before you heard the hissing of a coiled snake? This type of imitative behavior occurs throughout the animal world. If, for example, one bird in a flock on the ground suddenly takes off, all the other birds will follow immediately after; they do not need to know why. Fear displayed in behavior induces more intense responses from the observer than does fear shown on the face.

[수특영독 - Test3 E23]

425.

From an economist's viewpoint, the main question surrounding voting is why people bother to vote at all. There is a clear effort cost associated with voting. In some countries, such as the United States, people have to pre-register to vote, and then have to make the time to actually go to a designated polling place and cast their votes, sometimes waiting in line before being able to do so. The effort cost per capita is easily on the order of several hours per election, for which the shadow value in terms of lost income can easily reach hundreds of dollars for a given voter. Yet, particularly in the case of large elections involving millions of voters, the odds of making a difference to the final outcome is absolutely trivial—i.e., on the order of one in a million or less. No rational, purely self-interested person should therefore bother to vote at all, but nevertheless millions of people do bother to vote in elections all across the world. Bartels and Brady (2003) summarize the large political science literature on this phenomenon: The primary lesson from the three-decade attempt to explain the paradox of voting ... is that narrow self-interest is too weak to account for a great deal of political participation.”

[수특영독 - Test3 E24~25]

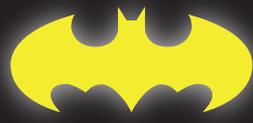
426.

After reading Peter's essay arguing that wealthy persons should donate resources to charitable causes, Gorby wrote to Peter for advice on his career choice. He had just finished graduate school, and was volunteering for a charity, but he had realized that he could do more good if he worked for a bank and donated most of his earnings to the charity. Gorby also mentioned the possibility of working for the World Bank but dismissed that option because of the damage he believed the bank was doing to the very people he wanted to help. Peter sent a reply suggesting to him the possibility of being an innovator at the World Bank and helping to reform it, and he forgot all about it. Years later Peter received an email from Gorby. He read that Gorby had joined the World Bank and was working with a team that evaluated the cost-effectiveness of the bank's investments in global health. More specifically, he was managing the section that recommended investments in family planning. As a result of the recommendations his section made, the bank shifted about \$400 million from projects that cost \$300 for each unwanted birth prevented to projects that cost \$50 for the same outcome. Peter thought this budget shift showed that there were very big differences in the cost-effectiveness of different ways of improving the health of people in developing countries, so even with a fixed budget, better choices could make a huge difference. He calculated that what Gorby's section did was equivalent, in the number of unwanted births prevented, to adding \$2 billion to the bank's family planning budget. After calculating this, Peter read the rest of the email. Gorby mentioned that he learned that at organizations like the World Bank one had a very good chance of being in a position to control more money than one could realistically hope to earn by becoming wealthy. Moreover, he said, there was less competition for positions in such institutions than there was for high-earning jobs in the private sector, so one did not have to be exceptionally talented or work seventy-hour weeks in order to reach a level at which one could make a real difference.

[수특영독 - Test3 E26~28]







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