

2-2

The most popular travel book – *The Travels of Sir John Mandeville* – appeared in about 1356 and immediately became astonishingly popular. This was the only travel book that Leonardo da Vinci possessed, and Christopher Columbus consulted it as he took his voyages. Scholars doubt whether there even was anyone named Mandeville, or whether the author of this account ever traveled further than his local library. His work is fanciful and entertaining and preserved many global misconceptions from the ancient world. When real travelers came back from abroad, if their experiences did not match those of the fictional Mandeville, they did not trust their own eyes. Thus, global misunderstandings persisted throughout the Middle Ages in spite of a good deal of global interaction.

2-4

Many people lack a clear image of their bodies and do not take very good care of themselves. You'd think people would have a fairly accurate picture of their own bodies. After all, who is more familiar with our bodies than ourselves? Each day, we spend an enormous amount of time receiving messages from our bodies, bathing and grooming ourselves. But we have blind spots as well, so that our body image only approximates rather than coincides with reality. A major reason is that our bodies are constantly changing, and there is a time delay in bringing our body images up to date. Each of us tends to hold on to more or less outdated body images, such as the aging man who has difficulty recognizing the wrinkles in his face, his thinning hair, or his sagging waistline.

*sag 축 처지다

2-5

Oil and gas resources are not likely to be impacted by climate change because they result from a process that takes millions of years and are geologically trapped. On the other hand, climate change may not only force the shutting down of oil- and gas-producing areas, but increase the feasibility of exploration in areas of the Arctic through the reduction in ice cover. Thus, while climate change may not impact these resources, oil and gas reserves and known or contingent resources could be affected by new climate conditions, since climate change may affect access to these resources. In Siberia, for instance, the actual exploration challenge is the time required to access, produce, and deliver oil under extreme environmental conditions, where temperatures in January range from -20°C to -35°C . Warming may ease extreme environmental conditions, expanding the production frontier.

*feasibility (실행)가능성 **contingent resources 발견 잠재 자원

2-8

Throughout the 20th century, science was seen as the solution to the problems of land degradation and pollution resulting from agricultural and industrial activities. As a result, there is now an increasing focus on funding for science being linked to providing practical solutions to environmental problems. This creates a dilemma, for while excellent science can be conducted, science alone will not create widespread change, mainly because the channels to use this information and create change are poorly developed. In order to create changes in behavior and beliefs of the general public, broader and more effective communication of the new scientific insights being gained is required. Even where the solutions to environmental problems are clear, management, political, and ultimately public support are needed to implement the (usually) expensive solutions. Therefore, utilizing our current research effectively will require new tools to facilitate effective communication, not only to scientists, but also to managers, governments, and ultimately, the general public.

*land degradation 토지 황폐화

3-4

Although the case for freedom is strong, this goal cannot be pursued without limit. Almost everyone admits that some restrictions are necessary when the exercise of individual freedom endangers others or imposes large external costs. A more subtle but more pervasive limit to freedom arises when it conflicts with the individual's desire for security. In the face of the complexities and uncertainties of modern life, many people willingly vote for programs that restrict freedom — their own and that of others — in exchange for the promise of greater security. For instance, numerous laws deny consumers the freedom to buy products that have been judged to be dangerous. But not everyone makes the same evaluation of the tradeoff. Rational individuals will seek a perfect balance between freedom and security, but this balance varies among individuals, depending upon their ability to benefit from freedom and to bear the cost of insecurity. This variation is the major reason why it is so difficult to reach agreement on this issue.

*pervasive 넓은 범위에 미치는 **tradeoff 거래, 교환 (협정)

3-5

The right of autonomy, as I see it, is not rooted in any idea that rational decision making is intrinsically valuable or in the self-confident faith that people will use their opportunity to make the best possible choices. All the more, I would not want to say that people have a right of autonomy only to the extent that we expect they will make rational choices. Within limits, people should be allowed to make their own choices even if the choices are likely to be foolish. Questions about the justification and limits of the right of autonomy are difficult; but I hope that, on reflection, most would agree that we are not entitled to interfere with others' crucial life choices just because we believe they are likely to be nonrational or unwise.

*autonomy 자율성

3-6

In an organizational culture that creates a climate for success, it is useful to recognize teams of workers for their accomplishments, and this *can* be done in a group setting. Usually, group accomplishment worthy of recognition can be documented for public review. Because individual responsibility is spread out over the group, there is minimal risk of individual embarrassment or later peer harassment. However, it is important to realize that group achievement is rarely the result of equal input from all team members. Some take the lead and work harder, while others do less and count on the group effort to make them look good. Thus, it is important to deliver personal and private recognition to those individuals who went beyond the call of duty for the sake of their team.

*peer harassment 동료에 의한 괴롭힘

4-2

Negotiators who are planning on bargaining with a friend or valued business associate may feel reluctant to drive a hard bargain for fear of damaging that important relationship. By engaging an agent, such individuals can put some distance between themselves and the other party, thereby avoiding some (but not all) relationship complications. Consider the case of Veronica, an office manager who is considering buying a new home closer to her office to reduce the length of her commute. The home is being sold by Tony, a colleague. To avoid straining her relationship with Tony, Veronica engages a real-estate agent to represent her in the upcoming negotiations. Because the agent is not a friend of Tony's, he'll be eager to press for the best possible deal for Veronica and will handle all the details of the negotiation with Tony's agent. By using agents, Veronica and Tony won't have to deal directly with one another on the many details of the sale.

*commute 통근

4-3

People born without the ability to feel pain suffer more injuries than the average person. For instance, some people with this misfortune try to walk on a broken leg because they can't feel the pain from the break. Others have suffered burns without knowing. The infection and damage associated with such injuries can lead to extreme disability and death. Fortunately, the majority of us are born with the ability to feel pain. So the next time we break a bone we will go to the doctor and start the process of repair. When we touch a stove, we pull our hand away before experiencing further damage. Knowing that we are being harmed or have been harmed is critically important. It allows us to take some course of action to stop being harmed, which then allows us to start the healing process.

4-4

Some anxious teens feel as if they rely too much on friends and family to help them cope with anxiety. But these teens do not rely on friends and family enough! They are unwilling to ask for help because they worry that they will put others off or upset them if they request their help. Teens who do not want to bother other people may think that asking parents or friends for help will burden them with their problems or that their anxiety is so extreme that it will overwhelm them. However, nothing could be farther from the truth. Most parents and friends often feel honored when asked to help a teen learn and apply tools to manage anxiety. Parents and friends much prefer helping in this way rather than providing a lot of reassurance to calm the anxious teen or doing all the things he is unable to do because of his anxiety.

*reassurance 안심시키는 말(행동]

4-8

While I do believe that with practice we can improve our looking skills, I am not a great believer in attempts to teach art theory to otherwise reasonably well-educated adults. It is far more important and enjoyable to just get out and look at art. From a social point of view, however, there may be virtue in attending lectures and panel discussions at your local museum, or even perhaps joining a guided tour. If there is an annual art fair where you live, there will definitely be organized tours for the public and often additional educational efforts. You will be in the company of like-minded people. I don't entirely exclude the possibility of thus finding a life partner, but the odds of simply making friends are better than on a subway platform. All types of educational institutions offer opportunities to visit works of art with other people, whether recreationally or as part of a study course that can be audited by nondegree students of any age.

*like-minded 취미가 같은 **audit (대학 강의를) 청강하다

6-1

Let's face a difficult and painful truth: most of us don't know how to live an authentic, effective, healthy, and fulfilling life. This fact is obvious, but we resist seeing it and facing it. We don't want to see our limitations. We don't want to face our shortcomings because that means we'll have to do something about them. We'll have to work at getting and learning new information. We'll have to ask for help. We are not skillful when it comes to knowing how to live a balanced and satisfying life. Our unreasonable expectations create a false pride that prohibits us from letting others know that we do not have the answers — that we need help. Some of us try to become wantless. When our false pride is in charge, ignorance becomes something of which to be ashamed. Being ignorant doesn't fit with our self-image, so we deny it. We become more concerned with "saving face rather than saving our behinds."

*authentic 진정성이 있는

6-6

The emergence of a primitive hunting technology involving simple tools was the first great technological advance. This was followed by agricultural developments that led to plant cultivation, which had far-reaching social consequences, since now food could be stored and refilled. Thus, population size was no longer partially controlled by the lack of food resources. Because hunting and gathering societies required physical mobility, it was inefficient to have large numbers of children to take along in the search for food. As a result of the agricultural revolution, however, agriculturists, living in settled communities, found additional children beneficial in helping with chores. Moreover, some members of agricultural societies were now free to engage in pursuits other than food gathering, resulting in a more elaborate social structure with a division of labor that allowed for occupational specialization.

6-7

Growing up as "technology natives" has profoundly affected what young people expect from life and how they relate to it. The intensity and extent of exposure to technology has had a major impact on how people perceive work as well as when, where, and how it can be done. It permits a round-the-clock connection to others, but especially to work. As such, this round-the-clock connectivity removes the traditional restrictions of office hours and location. Technology encourages networks and a lack of boundaries that makes operating in hierarchies problematic and challenges traditional ways of doing and managing work. At first, this difference appears to be generational, but it is not solely that. It is the difference between those who view technology as a tool or a toy and those who see it as the way they interact with the world — a(n) extension of them or, as it has been said, their oxygen.

7-3

An individual driven by companionship is motivated by the opportunity to get things done as a member of a group. The key factor here is not the capability of being a team player, nor is it the team spirit itself. It is how much somebody is motivated to follow through and achieve a peak result by the fact that he is working together with others to achieve the desired result. Think of exercise bikes, for example. Some people have no problem being disciplined and riding them in the gym, where there are others doing the same. But if they have one at home, it collects dust and is never used. The reason is not lack of character or missing discipline; the reason is that the powerful companionship motivator of these individuals is not activated when alone at home.

7-4

Some of the skills and abilities that are encouraged in video games are useful for many different purposes. Most of all, video games are excellent for developing visual awareness. For example, recent studies show that they can significantly improve a surgeon's skill in using her hands when performing operations. Also, playing video games has been shown to increase short-term memory of people in test groups. The reason for this is that most games require players to spread their attention over the screen quickly in order to detect and react to changing events. In fact, playing video games may trigger previously inactive genes that are important for developing neural pathways necessary for spatial attention. Research is now suggesting that playing video games could even increase attention spans rather than reduce them.

7-6

Learn to express what you want rather than putting the emphasis on what you don't want when speaking with a child. Children are highly responsive to the messages they receive. If an adult says, "Don't slam the door," the child listening hears the phrase *slam the door*, with the word *don't* in front of it. The child must figure out that slamming the door is the undesirable thing to do, which is difficult to comprehend, especially for young children. The chances for a successful response from a child increase dramatically when an adult says, "Please close the door gently." Now the child has a visual image to follow. The words spoken fit together well with the request, which makes it much easier to understand.

*slam 쿵[탁] 닫다

11-4

The intellect cannot command the emotions, but it can channel currently existing emotional energy. If, for example, the emotions want X, the intellect might talk them into wanting to do Y by pointing out that doing it will get them X. As soon as the emotions are convinced that doing Y will get them X, the anxiety they felt with respect to X will transfer to Y. The intellect can then point out to the emotions that by doing Z, they can get Y; again, the anxiety will transfer. In this manner, anxiety flows down the chains of desire formed by the intellect . We thereby become motivated to fulfill the instrumental desires in these chains, even though doing so won't itself feel good— indeed, even though doing so will feel bad.

*instrumental desire 도구적 욕구(자체의 충족이 아니라 다른 욕구의 충족을 위한 도구로서 갖게 되는 욕구)

12-2

Different media accumulate their audiences in different ways. In print media, such as newspapers and magazines, one measure of success is the actual number of publications distributed, or circulation. However, more than one person usually reads each copy of a publication: for example, most newspapers average two readers per copy, while certain magazines, such as *People*, may have upwards of eight readers per copy. So the total audience is the circulation multiplied by the readers per copy. Thus, in print media, the circulation is the number of copies printed, while the audience is the number of persons who read those copies of the publication. Because you want to attract more than one reader per copy of the publication, the number for the audience will usually be larger than the number for circulation.

14-2

By the time you start your literature review, you will probably have decided upon the main theme for your investigation, and also upon the key research objectives. To some extent, therefore, the essential task has been predetermined. You may have selected a research topic or theme around which a great deal of research has been previously conducted. If that is the case, it should not be difficult to find writing and research to review. In fact, the main difficulty may be in selecting what you want to include, and what you wish to exclude. However, if you have selected a fairly uncommon subject on which little has been written, then it may be difficult to find sufficient material to review. You may have to consider including a discussion of material which only exists on the periphery of the subject chosen.

**literature review 문헌 조사 **periphery 주변

14-4

Obviously, when two forms of speech are so different that it is completely impossible to establish communication, as is the case with English and Chinese, for example, they are regarded as different languages by everyone. Further, people who understand each other are usually regarded as speaking the same language, and those who speak the same language are supposed to understand each other. But here, there are many exceptions. For example, Swedes and Norwegians usually understand each other without difficulty, but Swedish and Norwegian are regarded as different languages. On the other hand, many Americans from the Midwest do not understand Londoners, and vice versa, but they are supposed to be using the same English language. This is why it is necessary to rely on the speakers themselves in dubious cases.

*vice versa 역(逆)도 같음 **dubious 분명치 않은

14-7

My good friends Dr. Paul Odland and his wife Barb travel frequently to South America, where he provides free medical treatment for disabled children of poor families. One day, while buying souvenirs in a local marketplace, Paul spotted a carving that he liked and wanted to purchase. The non-English speaking vendor was asking 500 pesos for the carving. With Barb acting as interpreter, Paul offered 300 and the vendor proposed 450. The bargaining in the noisy market became spirited, even intense, with Paul stepping up his price slightly and the seller retreating slowly. The pace increased so fast Barb could not keep up with the back-and-forth interpretation until – suddenly – all three parties realized that Paul had gone *above* the vendor's last stated price, and the vendor had gone *below* Paul's last offer. After a moment of embarrassment, they compromised, laughed, and settled the deal.

*retreat 물러나다

15-1

After being picked, an apple requires only the energy it takes to get from farm to market. When an apple goes into a jar of applesauce before reaching the market, however, much more energy is necessary. This energy includes the fuel to transport the apples to a factory and the electricity to run the machines that cook the apples, puree them, and pack the sauce into jars. Creating the jars that hold the applesauce also requires energy. And, of course, the jars must eventually be transported to the supermarket. Therefore, a family can reduce its carbon footprint by eating less processed foods whenever possible. If you have a choice between an apple and applesauce, choose the apple.

*puree (과일 등을 으깨어) 걸쭉하게 만들다

15-4

Recorded music and radio suffered through a love-hate relationship. On the one hand, they competed against one another for the entertainment time and dollar of the American public. Early radio broadcasts were most likely to be live performances. This, however, was an expensive pursuit and, as the availability and quality of recorded music improved, recorded music became more widespread. This occasionally led to legal disputes. Record companies objected to radio stations playing their discs on the air, which they clearly labeled "not licensed for radio broadcast." On the other hand, it was free publicity for their new songs, so the protests were often faint, as negotiations between the record companies and radio stations regarding the payment of rights fees would ultimately show. The industry would learn to see radio as a strong complement, eventually going so far as to pay radio stations to play their music.

15-7

You might think that most people know why it's cold in the winter and warm in the summer, but you'd be surprised. In 1987, filmmakers interviewed a group of twenty-three graduating Harvard seniors and professors. Twenty-one of the twenty-three gave the wrong answer. Most offered up the explanation that the Earth is closer to the Sun in the summer (it is a little closer in January). The producers of the film suggested that these misconceptions point to significant flaws in the way science is taught. The problem is perhaps not only a problem in our educational system, but it may also be that because people are oblivious to the Sun's position and path in the sky, it has ceased to have meaning in their lives. If it is presented as a separate fact, there is no reason to link the passage of the Sun to the seasons.

*oblivious 알아차리지 못하는

16-1

Most often, you will find or meet people who introduce themselves in terms of their work or by what they spend time on. These people introduce themselves as a salesman or an executive. There is nothing criminal in doing this, but psychologically, we become what we believe. People who follow this practice tend to lose their individuality and begin to live with the notion that they are recognized by the job they do. However, jobs may not be permanent, and you may lose your job for a countless number of reasons, some of which you may not even be responsible for. In such cases, these people suffer from an inevitable social and mental trauma, leading to emotional stress and a feeling that all of a sudden they have been disassociated from what once was their identity.

*trauma 외상

16-3

Hiring practices vary between individual-oriented and group-oriented cultures, and this may cause a problem in multinational corporations. Rade, an engineer who had immigrated to Germany from Sarbia, worked for a German engineering firm. His daughter Lana had recently graduated from a well-known German university. Rade considered it his duty to find his daughter a job, and he wanted his German boss to hire Lana. Although the boss felt Lana was well qualified for the position, his individualistic orientation led him to refuse to have a father and daughter working in the same office. Seeing his boss's actions from the perspective of a contrasting culture, Rade thought it was unfair— he saw no problem in his daughter working with him in the same office. The unfortunate outcome was that Lana was neither considered nor hired, and the positive working relationship between Rade and his boss ended.

16-4

Imagine that after studying word pairs such as *red/blood* and *food/radish*, you are given red as a cue and recall that *blood* went with it. This act of recall strengthens your memory of the two words appearing together, so that next time you are given *red*, it will be easier for you to recall *blood*. Remarkably, however, recalling that *blood* went with *red* will also make it more difficult later to recall *radish* when given *food*! When practicing *red/blood*, it is necessary to suppress retrieval of recently encountered "red things" other than blood, so that your mind is not littered with irrelevancies that could interfere with the recall of the word you seek. But there is a cost to suppressing retrieval of unwanted items such as *radish*: they are less accessible for future recall, even to a cue (*food*) that would seem to have nothing to do with "redness."

*radish 적환무(뿌리의 색이 붉은 색을 딴) **suppress 억누르다

20-1

It may be fair to say that the Vikings' voyages had little lasting effect on the fate of the world. Should textbooks therefore leave them out? Is impact on the present the sole reason for including an event or fact? It cannot be, of course, or our history books would shrink to twenty-page pamphlets. We include the Norse voyages, not for their apparent geopolitical significance, but because including them gives a more complete picture of the past. Moreover, if textbooks would only intelligently compare the Norse voyages to Columbus's second voyage, they would help students understand the changes that took place in Europe between 1000 and 1493. As we shall see, Columbus's second voyage was ten times larger than the Norse attempts at settlement. The new European ability to mobilize was in part responsible for Columbus's voyages taking on their awesome significance.

20-4

The analogy below allows us to recognize that moral progress is possible. Before the invention of the microscope, people had no tools for seeing microscopic creatures and, consequently, made inaccurate judgments regarding the causes of disease. With the invention of the microscope, however, scientists were able to perceive entities they'd previously been unable to and, as a result, were able to make improved judgments — many of which we still accept today. Similarly, in the moral sphere, when people don't have the tools needed for perceiving the rightness or wrongness of something, they make judgments that are less accurate than they would be if they had such tools. We can see then, for instance, how the limited perspective of some people in 19th-century America led them to conclude that racism was acceptable and how our wider perspective these days enables us to recognize how terribly mistaken that earlier judgment was.

21-1

Suppose that Earth systems are resilient. It would not follow from this that environmental problems are not worth taking seriously. Even if Earth systems successfully respond to our environmental insults, there may still be a high price to pay in the loss of much that we value: species diversity, quality of life, water resources, agricultural output, and so on. Through centuries of warfare, European nations demonstrated their resilience, but millions of people lost their lives and much that we value was destroyed. Moreover, even if it is highly unlikely that human action could lead to a collapse in fundamental Earth systems, the consequences of such a collapse would be so disastrous that avoiding the risk altogether would be preferable. Just as it is best not to have to rely on the life-saving properties of the airbags in one's car, so it would be best not to have to rely on the resilience of Earth's basic systems.

21-2

The scientific value of wildlife results from the role it serves in the advancement of science. Much of what we know about ecology and behavior came from studying wildlife. Some types of wildlife serve as sentinel species and are used to monitor environmental health. Nevertheless, spotted owls are used by environmentalists to monitor whether we have preserved enough old-growth forests in the Pacific Northwest of the U.S. Because spotted owls have large home ranges, they are one of the first species to be affected when old-growth forests become scarce. Hence, we reason that if there are sufficient old-growth forests to support a healthy population of spotted owls, then there should be a sufficient amount of forests to meet the needs of other species.

24-2

Why have visual artists looked so often and so insistently at dance? In its largest sense, dance has interested visual artists as part of the moving surface of the world, and it is clear that the dancer's will to move has been, in many cases, no less urgent than the visual artist's will to record that movement. The visual artist has often been faced with the paradox of trying to fix — to make permanent — an image of the dance, while at the same time sustaining the fiction of motion. All of this resonates across American culture to find a literary echo in William Faulkner's famous assertion that "the aim of every artist is to arrest motion, which is life, by artificial means and hold it fixed so that a hundred years later, when a stranger looks at it, it moves again since it is life." Thus, in their paintings, sculptures, prints, and photographs, American artists have struggled with the essence of movement, asking probing visual questions about how dance movements differ from other forms of movement.

25-1

For most of us there is an underlying assumption that as soon as we finish our education we will walk into a job that we love. It is an unsurprising assumption given that we can only specialize in those subjects for which we have shown an expectable level of ability. Some unique individuals decide long before they can speak exactly what they want to be when they grow up, and then go out and do it. The majority, however, feel dissatisfied with their jobs or prove unsuccessful in their job hunt. This can be for a combination of reasons: right job but wrong organization, right organization but wrong job, wrong role, poor wage, and so on. Even when people have planned their careers and have found a job they love, they can find themselves mismatched with the working environment.

25-2

The explanation for the general public's poor understanding of how science functions is astonishingly simple. The point of the matter is that at all levels science teaching and textbooks emphasize the factual recall of science content to the near total exclusion of the knowledge-generation process of science. Science teachers rarely have opportunities to learn how science functions in their own studies and, not surprisingly, fail to emphasize that aspect of science to their students. Lakin and Wellington reported that teachers in their study, having never reflected on issues relating to the nature of science, tended to undervalue such ideas in their teaching. Furthermore, educators who would like to incorporate something of the pageant of science in their science lesson must consult the same textbooks that frequently misrepresent or even omit discussion of the way in which science knowledge is produced.

25-3

What type of play is the most appealing to preschoolers, those ranging from three to six years of age? Role-playing games in which the child acts out a situation or imitates a person. According to psychologist Daniil Elkonin, in this type of game, the major influence is the realm of human activity, especially work and relationships among people. Therefore, the child is precisely trying to reconstruct these aspects of reality. This reality that surrounds the child may be divided into two spheres: that of objects and that of human activity. At the beginning of their lives, children concentrate their activities on objects and on the actions that adults carry out with these objects. However, as the role-playing game begins to evolve, the focus is shifted to the relationships that adults establish among themselves. Children then use the actions performed with objects as guidelines. In other words, children become more interested in the relationships that exist among human beings and begin to reproduce them when they play.

26-2

Most often, readers create mental images by retrieving pictures that are already stored in their memory. In other words, they make a connection with something they have seen or know about and that is what helps them to create the image. It is more challenging to visualize things we have not personally experienced. This all happens in an instant, but if we were to slow it down, we might see it as similar to searching through archives of photo files to find a specific photo. Our brains search through our files until we find an image we can use to support the text we are reading. When a reader has no specific experience or memory from which to draw, imagination can often support visualizing. Readers who were first introduced to Hogwarts School of Witchcraft and Wizardry, for example, had never personally experienced it; however, J.K. Rowling's rich descriptions helped us all to "see" it with our imaginations.

27-1

Congestion — which basically consists of waiting in line — is the nation's principal means of allocating scarce road space among competing users during periods when too many people want to use that limited space at the same time. That "excess demand" for roadways during peak hours is the real problem, to which congestion is the most practicable solution. The problem of excess demand arises because modern society is organized in such a way as to generate the need for far more people to travel during certain limited times of the day than any practicable road system can handle then at maximum flow speeds. Society cannot eliminate the resulting "excess demand" for travel during these peak hours without fundamentally reorganizing the entire economy and all our schools in ways that are totally unacceptable to most people.

27-2

One of the most common types of entertainment programming on television involves high levels of violence. Violence also finds its way into advertising. It may surprise you, however, that violent TV programming actually reduces memory for the commercials in those shows and reduces the chance that people will intend to buy those products. In attempting to explain this finding, Bushman suggests one reason may be that watching violence raises one's physiological arousal by making people angry and putting them in a bad mood. An angry mood can prime aggressive thoughts, which in turn may interfere with recall of the ad content. Negative moods are known to interfere with the brain's encoding of information. Also, the effort taken to try to repair the bad mood may distract one from attending to and processing the ad. Thus, it may be that advertisers are not getting as much "bang for their buck" with violent content as with nonviolent content.

28-3

Empathy could be a highly generalized characteristic in that people who are empathic toward animals would be more likely to be empathic toward people. This makes sense if we assume that many of the processes underlying empathy (a living creature is involved, distress cues can be perceived and correctly identified, relieving the distress of another is a valued trait) are applicable to both people and animals. Unfortunately, a lack of empathy may also be a general characteristic of some people; little concern or care is shown toward victims of distress, human or animal. There is also the possibility that empathy is more specific. Some people may be highly empathic toward the suffering of other human beings but insensible to or unconcerned with animal distress. The opposite may also occur in cases where a person has great affection and empathy for animals but cares little for the concerns and welfare of other people.

28-4

People differ in the number of attributes, memories, and self-schemas that are part of their self-concept. Some people have highly complex selves and others much less complex. Self-complexity is important in influencing how people react to the good and bad events in life. Someone who is, say, an engineer, an opera lover, a mother, and an artist can absorb a blow to one of her selves without much damage to her overall self-concept. If her latest artistic efforts meet unfavorable reviews, this woman's sense of self is buffered by the fact that there is much more to her than being an artist. She is still a mother, an engineer, an opera lover, and much more. People who are low in self-complexity may be deeply shocked by negative events, because there is little else to act as a buffer.

29-3

One critical finding is that most organizations do not know how to secure their assets, including intellectual assets, during times of crisis. As a result, many organizations lose their most valuable intellectual assets during times of greatest crisis. This results in the inability of the organization to recover from crisis events. Consider the following: if an organization does not have people to help rebuild the organization after an event, no amount of financial reserves will help. Moreover, simply having the ability to hire new staff is not sufficient, as it is the knowledge in and around people that keeps an organization afloat. This is not easily replaced, especially during times of high stress. Securing knowledge before and during a crisis and mobilizing knowledge during the recovery period are important issues which cannot be left to wishful thinking.

test1-5

Most psychologists would argue that early childhood memories can be activated as procedural memories by some event in the present and can influence our behavior even though the memory activation has occurred outside conscious awareness. For instance, say that a young child's parents left him overnight with Aunt Agatha while they were out of town attending a wedding. A transportation problem delayed their return by a couple of days. It was the little boy's first separation experience, and his overwhelming emotions were unhappiness and anxiety. He has no conscious autobiographical memory of that weekend, but on the rare occasions when Aunt Agatha comes to visit later in his life, his unaccountable instinctive emotional reaction is an overwhelming desire to slam the door, based on procedural memories associated with Aunt Agatha.

test1-7

For those of us who fear failure, inaction can feel like a safer option than the anticipated pain of not succeeding. But the more we avoid those things that make us anxious, the greater the fear becomes. Initial avoidance eases our anxiety, and that leads us to employ the same strategy next time a similar situation presents itself. And by avoiding the things that make us anxious we give ourselves no opportunity to test the validity of our fears, so the exaggerations and distortions are reinforce. With each incidence of avoidance it becomes more difficult to face up to whatever we are afraid of. The difficult phone call, the tense meeting or the tough project that we have repeatedly postponed and worried about becomes almost impossible to think about. We are locked into a vicious spiral of avoidance.

test1-14

When we expect others to act in our interests, we do not expect them to act against their own interests. As political scientist Russell Hardin proposes in his account of trust, we must believe that their interests incorporate ours. When a parent sends a child on an errand to buy a loaf of bread, the coincidence of interest is all but total. Both are concerned before all else with the safety of the child; both want to obtain the loaf, which they will both consume. The potential conflicts of interest are marginal and matters of interpretation: the child might prefer not to bother, or might prefer the tastier white bread over the healthier brown, but his mother will readily make the case for why doing as she asks is good for his health and character. Negotiations such as these will help to embed her preferences within his.

test1-15

Good communication is often mistakenly defined by the communicator as “agreement” instead of “clarity of understanding.” If someone disagrees with us, many of us assume the person just didn’t fully understand our position. In other words, many of us define good communication as having someone accept our views. But a person can understand very clearly what you mean and not agree with what you say. In fact, when a manager concludes that a lack of communication must exist because a conflict between two employees has continued for an extended period of time, a closer examination often reveals that there is plenty of effective communication going on. Each fully understands the other’s position. The problem is one of equating effective communication with agreement.

test1-16

Why did mass extinctions not occur in the plant kingdom? The answer to this question reveals something about the versatility of plants and why they are so successful. Most animal species are very mobile, and if their habitat becomes less suitable for survival, they can simply move to a new region. However, if the changes are far-reaching, it may not be within the organism's capacity to move beyond the stressed habitat and death or extinction is likely. These major extinction events are all likely to have been global disasters resulting in major changes in the world's climate; therefore, escape would have been impossible. Plants, however, have always had to tolerate the inconvenience of not being able to move; therefore they have evolved to be adaptable to survive local disasters. These survival mechanisms appear to have been so effective that even after global disasters plants appear to have bounced back very rapidly.

test1-17

In the past, government involvement in sports was grounded in the belief that fitness and physical abilities are related to economic productivity. Although this relationship is hard to prove, some private corporations in countries with market economies fund their own fitness centers and sport programs, thinking that it will make their employees more productive while improving employee health and controlling insurance costs. However, many are discovering that productivity and worker satisfaction are related to the overall quality of working conditions and workers' autonomy, not to employee fitness or opportunities to participate in sports. This is not to say that neither governments nor corporations should provide sport participation opportunities for people. Instead, it emphasizes that sport provision does not replace the need to provide overall working conditions that are safe, fair, and responsive to the lives of workers.

test1-22

A list of the foods available 100 years ago would be relatively short. It would consist of whole foods — foods that have been around for a long time, such as vegetables, fruits, meats, milk, and grains. These foods have been called basic, unprocessed, natural, or farm foods. By whatever name, choosing a sufficient variety of these foods each day is an easy way to obtain a nutritious diet. On a given day, however, almost three-quarters of our population consumes too few vegetables, and two-thirds of us fail to consume enough fruits. Also, although people generally consume a few servings of vegetables, the vegetable they most often choose is potatoes, usually prepared as French fries. Such dietary patterns make development of chronic diseases more likely.

test2-21

The growth of radio in the UK can be traced to the 1990 Broadcasting Act, which allowed commercial radio to target a specific audience for the first time. Prior to this, commercial radio stations were bound to provide programming for everyone in their transmission area. This made radio stations less attractive to advertisers, who wanted to target specific audiences. Following the 1990 Act, radio stations began to tailor their output to attract specific audiences that could be delivered to advertisers. The most attractive audience for advertisers was the 24-35-year-old woman, as they were regarded as having the largest disposable income and tended to be responsible for the purchase of fast-moving consumer goods. Unsurprisingly, this was the audience that most commercial stations targeted, tailoring their programmes, including the news, to this sector. As more radio stations came on air, they began to target different audiences in order to attract a wider range of advertisers.

test2-23

Although buildings can be protected by copyright, they may always be photographed without permission if they can be viewed from a public place — for example, a public street. When an architectural photograph enters the public domain, it may ordinarily be used freely without permission from the owner of the copyright of the building itself. But there is one possible exception: If the building serves as a trademark — that is, it helps identify a product or service sold to the public — a photograph of it may violate the trademark laws if the photograph is also used as a trademark. For example, the distinctive pyramid-shaped Transamerica building in San Francisco serves as a trademark for the Transamerica Corporation. Using a photo of the building to advertise or promote a product or service could violate Transamerica's trademark rights. This could be so even if the photo was not protected by copyright.

test3-4

It is said that we are the most free as children and young adults to think and pursue our imaginative thoughts. This becomes less true as you age, probably because responsibilities become your priorities. However, there is a danger in not living imaginatively past your youth, and it is that you will never truly be fulfilled. I am not suggesting you live dangerously, irresponsibly, or take unhealthy risks. I am suggesting that you embrace the possibility that a dynamic life is yours to have at any age and you can decide when and how to design it. Life is too short to waste on doubts, fears, and failures. It can, however, be a truly magnificent time to spend living purposefully, accomplishing the most that you can.

test3-8

Identification of specific sport-related strengths is a powerful means for athletes to develop their confidence. This strategy increases confidence by requiring athletes to focus on their strengths and taking their mind off their weaknesses. It is not uncommon for athletes to have difficulty identifying their strengths. Athletic strengths can be identified and acknowledged in several ways. Athletes can take an inventory of their strengths, which helps them clarify their physical, technical, strategic, and mental assets. Athletes can also keep a journal or “confidence log” of their past accomplishments and their ongoing successes in training and competition. This “success focus” acts as a constant reminder of their abilities. When athletes experience failure and begin to lose confidence, they can turn to their inventory and confidence log to remind them of their capabilities and why they should remain confident.

test3-14

The underlying force behind popular psychology is the need for constant change. By teaching us to structure our experience exclusively in terms of problems (or ‘challenges’) and solutions, the self-help industry keeps us on a never-ending treadmill. There is no sense that you can relax, that things might actually be good enough as they are, or that even if they aren’t so great right now, this might be something to be tolerated and endured rather than fixed. Although I suspect he was referring to the problems of the Middle East, the Israeli politician Shimon Peres once said something profoundly true: ‘If a problem has no solution, it may not be a problem, but a fact — not to be solved, but to be coped with over time.’ However, popular psychology is having none of that. Instead it feeds off our dissatisfaction with ourselves and our lot. It tells us not only that things can be improved but also that it is our responsibility to improve them.

test3-15

Herbert Spencer, an English sociologist, had a different view of how society works. He believed that a society can be compared to a living organism. Each part of an animal — its heart, lungs, brain, and so on — has its own function to perform, yet all the parts are interdependent: a change in one part affects all the others. Moreover, each part contributes to the survival and health of the animal as a whole. If one organ becomes diseased, the others adapt by working harder to ensure the animal's survival. Similarly, in Spencer's view, each part of a society performs its own function and contributes to the survival and stability of the whole. Family, religion, government, and industry are all seen as parts of one organism:society.

test3-17

Electrical resistance (measured in ohms) refers to how easily an electrical current passes through some material. Some substances, such as many metals, are low in resistance, so electrical currents pass easily through them. In contrast, materials such as glass and rubber are high in resistance and thus are poor electrical conductors. The actual resistance of any given material when it is placed in an electrical circuit depends upon its physical properties, e.g. diameter and length in the case of wire. The resistance of an electric wire decreases as the diameter of the wire increases. That is, all other things equal, a wire of small diameter is more resistant than one of larger diameter. In addition, the resistance of any material increases as its length increases: a 2-foot length of wire is twice as resistant as a 1-foot length of the same wire.

est3-20

Regardless of what Plato might have thought, there is no way that our minds have direct access to “eternal truths.” Our senses, especially vision, hearing, and touch, are our only gates to reality. Essential as they are, however, our senses can also mislead us. Vision provides some good examples. “Seeing is believing,” but what we see doesn’t always produce a reliable belief. Errors can arise because what we think we see is influenced by what we already believe. We often “see” what we expect to see, and don’t see what we don’t anticipate. In a famous 1949 experiment, the psychologists Jerome Bruner and Leo Postman presented quick glimpses of pictures of trick playing cards to a group of subjects. Quite often the subjects said that a black three of hearts, for example, was either a normal three of spades (misperceiving the heart for a spade) or a normal three of hearts (misperceiving the black color for red). Expectations about the playing cards interfered with accurate perception.

test3-22

While many of the measures are based on walking speed and length of a pace, there was no clear standard for distances covered by a ship at sea. The speed of sailboats can depend on a number of factors: their length, width, load, and hull shape. One common technique to estimate the speed of a ship is the *log line*. A log or piece of wood with a long rope attached to it was thrown overboard and allowed to drift behind the ship. A sandglass was turned over the moment it hit the water, and the navigator would allow rope to run out as long as sand was running in the glass. Once the sand stopped, a seaman stopped the rope, pulled it back in and measured its length. Knowing time from the sandglass, he could figure out his speed.

test3-24

It is useful to consider what we are comfortable with and what we are not, and then to experiment with expanding our area of comfort. We should remember that whatever we try is for ourselves alone. It does not matter what anyone else might think. The idea is to expand our comfort zone in small steps. We go beyond 'good stress' into 'bad stress' if we attempt too big a leap across zones. When I started to push out my inner circle to gradually include the other zones, I felt more confident about all the challenges within that original inner zone. I also found that when I set myself a doable challenge and succeeded, my self-esteem and self-confidence rose in all areas. The greatest leap I made was when I went from not being able to run 100 yards to completing the London Marathon. I am sure this is what gave me the confidence to go on submitting my book, *Couch Fiction*, after its first round of rejections. It was eventually published in May 2010. I have also experienced that if I do not keep on testing my limits, my comfort zone shrinks back. Challenges that had seemed comfortable one year took courage to achieve the next. I do not want to get into that position again; so, onwards and outwards.