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성명 : _____

수험번호 : _____

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12. All leaders are directed and inspired as much by their readings as they are by their closest advisers. Thus, the book choices a leader makes can be crucial. As with all things touching on leadership, the books that work for one leader may not work for another. Failing to make conscious choices about what to read is one of the worst things a leader can do. It's far better for leaders to make their own mistakes than it is to permit best-seller lists, editors, or literary critics to make leaders' choices for them. No leaders worth their salt would let outsiders choose their chief lieutenants for them, and by the same token leaders shouldn't let someone else choose their books. In reading, as in so many other areas, _____ is an essential prerequisite for effective leadership and for avoiding the most pernicious and lasting forms of failure.

- ① cultivating one's ability to empathize
- ② maintaining one's intellectual independence
- ③ educating oneself about a wide variety of topics
- ④ allowing others to get involved in decision-making

13. Many fathers and mothers express a sense of betrayal, feeling let down by their children's perceived lack of availability or responsiveness, particularly when they've provided a life they see as enviable compared with their own childhoods. Parents expect a reciprocal bond of kinship in which their years of parenting will be repaid with later closeness. However, this expectation of reciprocity often goes unmet in a time when _____. If providing shelter, food, and clothing is deemed sufficient, then gratitude to parents seems warranted, regardless of how one's life unfolds. On the other hand, if parents are expected to cultivate the happiness of their adult children, the latter may, justly or not, hold their parents accountable for any unhappiness they experience.

- ① the parameters of parenting are ambiguous
- ② economic hardships hinder forming personal bonds
- ③ generational gap has driven parents and children apart
- ④ family value is regarded as the most important social virtue

14. Singapore is now the communications and financial hub of Southeast Asia as well as a thriving high-tech manufacturing center. The Singaporean government has played an active role in the development process but has also allowed market forces freedom to operate. Singapore has encouraged investment by multinational companies (especially those involved in technology) and has itself invested heavily in housing, education, and some social services. This system _____. The government is able to manipulate the election process, ensuring that the opposition never holds more than a few seats in parliament. While many Singaporeans object to such a situation, others counter that the system has brought fast growth as well as a clean, safe, and remarkably corruption-free society.

- ① is far from fully democratic
- ② pursues inclusive governance
- ③ seeks transparency in election
- ④ is resistant to political regulation

15. Public eye behavior in the U.S. is considerably more restricted than in other parts of the world. In the U.S., staring openly at someone in a public place is considered rude and an infringement on his or her privacy. Instead, Americans practice what Erving Goffman refers to as "civil inattention," a very subtle practice whereby people give others just enough eye contact to _____ their presence but at the next moment withdraw that eye contact so they are not singled out as an object of particular _____. When two people are walking toward each other, civil inattention permits eye contact up to approximately eight feet before the eyes are cast downward as they pass—as Erving Goffman puts it, "a kind of dimming of light."

- ① feel - resistance
- ② reveal - attention
- ③ impose - interest
- ④ acknowledge - curiosity

16. Why does man create art? Surely one reason is an irresistible urge to adorn himself and decorate the world around him. Art is, however, much more than decoration, for it is laden with meaning. Art enables us to communicate our understanding in ways that cannot be expressed otherwise. Truly a picture is worth a thousand words, not only in its descriptive value but also in its symbolic significance. In art, man _____. We must think of art not in terms of everyday prose but as poetry, which is free to rearrange conventional vocabulary and syntax in order to articulate novel, often multiple meanings and moods. A painting likewise suggests much more than it states. And like a poem, the value of art lies equally in what it says and how it says. It does so partly by implying meanings through allegory, pose, facial expressions and the like or by evoking them through the visual elements: line, form, color, and composition.

- ① is subject to the burden of his genius and personality
- ② works with materials that have little or no shape of their own
- ③ is an inventor of symbols who conveys complex thoughts in new ways
- ④ demonstrates his unique power of finding the hidden aspects of nature

17. Much powerful writing is rooted in firsthand experience. Drawing on personal experience gives a special, authentic touch to the discussion of larger issues. When we read about gender roles or the immigrant experience, we assume that the writer knows the subject at first hand. While reading about affirmative action, we want to know whether the author can say: "I was there"—as a target, a beneficiary, a witness, or a close, caring observer. We want to see what theories or statistics mean to the lives of people the author has known or observed. Words are just words until _____.

- ① we can relate them to the experience of someone involved
- ② we can see their relevance in the broader scope of society
- ③ they align with our own perspectives and understanding
- ④ we interpret their meanings in the context of authentic history

18. In the realm of urban planning, there is an ongoing and intricate discourse about the most effective approach to shaping the development of cities. Advocates for a laissez-faire model contend that cities should grow organically based on market demands, allowing market forces to guide the evolution of urban landscapes. However, urban experts hold a contrasting view, arguing that such an approach is not without pitfalls. For instance, the rapid expansion of metropolitan areas like Beijing and Mumbai, where uncontrolled urban sprawl, driven solely by market forces, has resulted in infrastructural challenges, environmental degradation, and unequal access to resources. This exemplifies how spontaneous urban growth _____.

- ① may lead to homogenization of the city's cultural landscapes
- ② often results in developments that fall short of meeting market needs
- ③ ensures equitable distribution of resources and promotes sustainability
- ④ might lead to unintended consequences and hinder sustainable development

19. Platforms have become an arena for viral anonymous speech. This type of speech spreads partly through “bots”, automated programs that communicate directly with users, which lowers the accountability costs for sharing false information and manipulated content. It deprives voters of valuable information to judge the credibility of the messages directed at them. Platforms gather an unprecedented amount of intrusive data on people's backgrounds, interests, and choices, which allows campaigns to “microtarget” advertising, such as by sending one set of messages to older white male voters and another to young African American women. The practice drives profits for the platforms, but _____. Political operatives may deploy microtargeting for negative messaging intended to depress voter turnout. The platforms' design may encourage extremism and offer voters additional worrisome content similar to what they or their social media friends have chosen. Those who can control platform content may help one candidate and hurt another.

- ① it fails to reach a wider circle of citizens
- ② it can also fuel polarization and political manipulation
- ③ it may result in unintended discrimination against minority groups
- ④ it hardly brings like-minded people together for election campaigns

20. By the turn of the 20th century, summertime became further embedded in American popular culture as advertisers used the season as a way of promoting their products, often with themes of nostalgia and romance. For example, Kodak attracted customers with a campaign that solidified their cameras as essential tools for telling “the story of a summer vacation.” In addition, the rise of unionization combined with overcrowded cities led urban planners to begin developing leisure activities for the working class. For example, in New York City, Coney Island and Jones Beach became popular spots for urban workers, who benefited from changes won by labor unions for “8 hours

for work, 8 hours for sleep, 8 hours for what we will.” Yet, even when summer excursions to the beach began making waves through American culture, many working-class black people traveled to the nation's growing beach resorts _____. As reported by *The Chicago Defender*, the number of black men and women traveling as wait-staff, butlers, and porters was high.

- ① for social status advancement
- ② to diversify their vacation hubs
- ③ to satisfy their longing for nature
- ④ as employees rather than as guests

[21-30] 다음 글을 읽고 물음에 답하시오.

21. Victorians linked cleanliness to ideas of morality and respectability. The new science of microbes only intensified the Victorian preoccupation with tackling germs, which they now knew could lurk out of sight. (A) In September 1888, the Aberdeen Evening Express reported that 13 people had been poisoned by carbolic acid in one incident—five died. (B) Chemical cleaning products to eradicate dirt and disease were heavily advertised and highly effective, but their toxic ingredients, like carbolic acid, were contained in bottles and packages that were indistinguishable from other household products. (C) Only in 1902 did the Pharmacy Act make it illegal for bottles of dangerous chemicals to be similar in shape to ordinary liquids. (D) Boxes of caustic soda and baking powder could easily be mistaken.

Q: Which order works best for the flow of the passage?

- ① (A) - (B) - (C) - (D) ② (A) - (B) - (D) - (C)
- ③ (B) - (C) - (A) - (D) ④ (B) - (D) - (A) - (C)

22. Research has made it clear that the effectiveness of helping is an essential reinforcer. For example, take a study that asked participants to donate to one of two different charities: UNICEF and Spread the Net. The UNICEF appeal was relatively general and abstract, because UNICEF is a large organization that funds a variety of children's health-care initiatives. While a donation to UNICEF would clearly benefit children in need, it was unclear to donors exactly who would benefit and how. The Spread the Net appeal, in contrast, was more concrete and descriptive. It explained that it would use the funds to buy bed nets to stop the spread of malaria in regions of the world where it was endemic. The study suggests that potential donors are more inclined to help when they can clearly see the tangible results their efforts will bring.

Q: What is the main implication of the passage?

- ① People tend to donate more when they see the immediate impact of their contributions.
- ② Spread the Net is more effective than UNICEF in using donations for children in need.
- ③ When making a donation, it is important to research and understand the charity's cause.
- ④ It is crucial for all charities to maintain transparency in their management of donations.

27. Botanists caution that the surge in demand for succulents, particularly in Asia, poses a threat to crucial and rare species. Dr. Cornelia Klak, highlighting the insatiable appetite for these plants in the Asian market, expresses concern about the collecting mania that has intensified during lockdowns, jeopardizing succulent populations that can thrive for up to a century. What's alarming is the indiscriminate uprooting of these plants, with local collectors neglecting their age and depleting entire populations, including the venerable, long-standing ones. Given that South Africa harbors approximately one-third of the world's succulent species, experts warn that this trend may lead to irreversible losses of these natural wonders. The spike in houseplant demand during the peak of the COVID-19 pandemic further exacerbated the situation, with indoor gardening driving a remarkable 500% sales increase for plant retailers in the U.K.

Q: What is the best title for the passage?

- ① Succulents Lead a Global Boom of Indoor Gardening
- ② Causes of Plant Sales Spike in the Times of COVID-19
- ③ Succulent Mania: Rising Appetite and Conservation Concerns
- ④ Asian Succulent Craze: A Boon for South African Economy

28. Games offer players the chance to make quick decisions in low-risk settings, allowing them to see the impact of their choices and try again if needed, fostering valuable life skills. Teachers can incorporate role-playing games in the classroom to help students inhabit different perspectives within holistic systems of thought, prompting students to think about their own agency as they weigh possibilities and contemplate alternative plans of action. In the virtual game "Alba: A Wildlife Adventure," for example, players launch mini-missions where they discover and protect species of endangered animals. Though students might not consider themselves conservationists or adventurers during gameplay, the low-risk setting can encourage them to reflect on the larger-scale impacts they could have in the real world. As a follow-up activity, students could conduct further research on animals they encountered or even take local nature walks to identify smaller ecosystems of local wildlife.

Q: What is the topic of the passage?

- ① Tech-driven approaches to enhancing environmental awareness among students
- ② Advantages and challenges of implementing games in educational settings
- ③ Beneficial impact of role-playing games on students' intellectual growth
- ④ Various educational game types and their unique learning benefits

29. Some people think of marketing management as finding enough customers for the company's current output. But this view is too limited. Marketing management is not concerned with serving all customers in every way. Instead, marketers want to serve selected customers that they can serve well and profitably. A company has a desired level of demand for its

products. At any point in time, there may be no demand, adequate demand, irregular demand, or too much demand. Marketing management must find ways to deal with these different demand states. It may be concerned not only with finding and increasing but also with changing or even reducing demand. For example, Yosemite National Park is badly overcrowded in the summer. Poor companies sometimes have trouble meeting demand during peak usage periods. In these cases of excess demand, demarketing may be required to reduce the number of customers. Thus, marketing management seeks to affect the types of customers served and the level, timing, and nature of their demand in a way that helps companies achieve their objectives.

Q: What is the main point of the passage?

- ① Demarketing strategies are particularly useful in times of recession.
- ② Marketing management should broadly cover management of demand changes.
- ③ Marketing success depends on targeting the right consumer segment for a product.
- ④ Attracting additional customers should be the top priority in an ever-evolving market.

30. Sudan faces some of the most daunting political issues in North Africa. Some cut across religious divides while others seem to focus more on ethnic and racial differences within the country. A Sunni Islamist state since a military coup in 1989, Sudan imposed Islamic law across the country and in the process antagonized moderate Sunni Muslims as well as the nation's large non-Muslim (mostly Christian and animist) population in the south. A long civil war between the Muslims north and the Christian and animist south also proved disastrous, producing more than 2 million casualties, mostly in the south, in the past 20 years. Although the carnage in the south has lessened since 2001 (a tentative peace agreement was signed in 2004), a newer conflict erupted in the Darfur region in the western portion of the country. Ethnicity, race, and control of territory seem to be at the center of the struggle in the largely Muslim region as a well-armed Arab-led militia group has attacked hundreds of black-populated villages, killing over 200,000 people and driving 2.5 million more from their homes.

Q: According to the passage, which of the following is NOT true?

- ① The causes of conflict in Sudan are complex beyond religious issues.
- ② The severity of damage has been stronger in the south than in the north.
- ③ Casualties increased in the south due to a conflict in the Darfur region.
- ④ An Arab-led militia group is responsible for the massive killings of blacks.

[31-32] 다음 글을 읽고 물음에 답하시오.

Reversing climate change requires massive societal change. Most often, we look to two sources to drive these large-scale behavioral changes—top-down levers created and enforced by regulatory bodies or bottom-up actions voluntarily engaged in and promoted by individual consumers. Both of these methods have severe limitations related to large-scale changes. For a recent example, consider the controversy over plastic straws. In order to eliminate this waste from consumption, policy makers could ban the use of straws in restaurants and retail environments. These bans are slow and controversial. Another option would be social marketing initiatives focused on discouraging use at the consumer level. Each consumer could be educated on the impact of the choice related to the affected sea life and amount of waste, and each time confronted with the option to resist its use. This type of consistent action _____ due to “drop in the bucket” perceptions and puts the responsibility each time on the consumer in the face of choice overload and competing motivations. Alternatively, meso-level initiatives, such as voluntary brand responses, can drive societal change more effectively. Numerous brands like Starbucks, Alaska Airlines, and McDonald’s voluntarily ceased to offer disposable straws. While each level has its pros and cons, brand-level action is certainly more scalable than the individual level and more flexible and innovative than the policy level.

31. What is the best expression for the blank?

- ① is arduous and demotivating
- ② can be laborious but rewarding
- ③ often goes unnoticed and unappreciated
- ④ may appear minor but is surely impactful

32. What is the best title for the passage?

- ① How Does Sustainability Increase Brand Value?
- ② Green Business: How the Environment Impacts Business
- ③ Small Actions Can Make Big Differences on Climate Change!
- ④ Unique Role of For-Profit Brands: Bridging the Gap in Climate Action

[33-35] 다음 글을 읽고 물음에 답하시오.

A group of multi-national scientists have used gene-splicing techniques to create an extraordinary tomato. It contains levels of antioxidants 200 percent higher than unmodified tomatoes. When fed to highly cancer-susceptible mice, the tomatoes significantly extended the mice’s lifespan. These studies have received wide attention, but an equally momentous achievement of genetic modification has been largely ignored for almost a decade. That innovation is Golden Rice, a collection of new rice varieties that is bio-fortified, or enriched, by genes that express beta-carotene, the precursor of vitamin A, which is converted in the body, as needed, to the active form.

In developing countries, 200-300 million children are at risk of vitamin A deficiency, which can be devastating and even fatal. It increases susceptibility to common childhood infections such as measles and diarrhoeal diseases, and is the single most important cause of childhood blindness in developing countries. Golden Rice could save hundreds of thousands of lives every year and enhance the quality of life for millions more.

But one aspect of this shining story is _____. Intransigent opposition by anti-science, anti-technology activists Greenpeace, Friends of the Earth, and a few other groups has spurred already risk-averse regulators to adopt an overly cautious approach that has _____ approvals.

Nine years after its creation, despite its vast potential to benefit humanity, Golden Rice remains hung up in regulatory red tape, with no end in sight. There is absolutely nothing about Golden Rice that should require endless case-by-case reviews and bureaucratic dithering. By contrast, plants constructed with less precise techniques generally are subject to no government scrutiny or requirements (or opposition from activists) at all. The Golden Rice story makes it clear that we do not yet have the will and the wisdom to make that happen.

33. What are the best expressions for the blanks?

- ① veiled - withheld
- ② tarnished - stalled
- ③ distorted - prompted
- ④ overestimated - triggered

34. What is the best title for the passage?

- ① Leaders of the New Green Revolution
- ② Are Genetically Modified Food Safe?
- ③ A Squandered Golden Opportunity
- ④ New Wrinkles in Plant Research

35. According to the passage, which of the following is true?

- ① Golden Rice has been recognized as widely as genetically modified tomatoes.
- ② Golden Rice is a newly developed grain that has the potential to help cure cancers.
- ③ The approval of Golden Rice is imminent due to accumulating evidence of safety.
- ④ Golden Rice’s potential is being hamstrung by misguided legislation and backward thinking.

