Questions 1-3 (Suggested completion time: 3 minutes)

Directions: Read the following excerpts and choose the correct book title for each excerpt. Please note there are two extra options.

Δ	HOW	to	Read	a	Roo	L
л.	IIOW	ιυ	ncau	а	טטט	Λ

- B. The Guide to Critical Thinking
- C. The Idea of a University
- D. Guns, Germs and Steel
- E. The Renaissance: A Very Short Introduction

- **1.** Even if it is difficult to grasp the motivation for the range of emotions expressed in paintings like Holbein's, it is still possible to identify with these emotions as recognizably "modern". In other words, when we look at paintings like *The Ambassadors*, we are seeing the emergence of modern identity and individuality.
- 2. Certainly a liberal education does manifest itself in a courtesy, propriety, and polish of word and action, which is beautiful in itself, and acceptable to others; but it does much more. It brings the mind into form, for the mind is like the body.
- **3.** Those historical inequalities have cast long shadows on the modern world, because the literate societies with metal tools have conquered or exterminated the other societies. While those differences constitute the most basic fact of world history, the reasons for them remain uncertain and controversial.

Question 4 (Suggested completion time: 2 minutes)

Directions: Read the text and answer the question according to the text.

The face of China is changing, thanks in part to the massive business of selfie-enhancing smartphone apps. These ultra-popular programs allow users to edit their appearance by enlarging the eyes, reducing the size of the face, smoothing the skin and highlighting desirable facial features.

Meitu, a Chinese company that owns a lineup of these beautifying apps, claims to have 454 million active users each month, and at last count processed more than 68 billion images a year.

- 4. What is the best title for the text?
- A) Meitu Becomes the Major Player in China's Selfie Industry
- B) China's Beauty Industry Is Booming in Recent Years
- C) Selfie-Enhancing Apps Allow Users to Beautify Their Faces

1

D) Appearance-Altering Apps Are Gaining Popularity in China

Question 5 (Suggested completion time: 2 minutes)

Directions: Read the text and answer the question according to the text.



As members of what has been dubbed "Generation Z," a cohort that spans those born roughly between the years 1998 and 2010, today's teens and tweens have had unparalleled access to technology. Many have had smartphones since elementary, if not middle school. They' ve grown up with the Internet, laptops, and social media.

It's tempting to think that these devices, with their endless ability to stimulate, offer salvation from the type of mind-numbing boredom that is so core to the teen experience. But humans adapt to the conditions that surround them, and technical advances are no different. What seemed novel to one generation feels passé to the next. To many teens, _____.

- **5.** Which of the following best fits in the blank?
- A) they have found something on their phones truly entertaining
- B) phone boredom may stop them from daydreaming

Question 6 (Suggested completion time: 2 minutes)

Directions: Read the text and answer the question according to the text.

- C) smartphones and the Internet have already lost their appeal
- D) tech companies help keep them active and attentive

We love the Lone Star State, and that's just one of the reasons why Oncor is so committed to the environment. Our commitment stretches deep into the service territory, such as: investing in transmission lines; helping bring clean, renewable wind power from the Panhandle to Texas' urban hot spots and engaging environmental experts in land studies to ensure our lines avoid the habitats of endangered species. Additionally, the energy efficiency group at Oncor manages dozens of residential and commercial programs, so our customers can realize energy savings within their homes, businesses and schools.

When reading stories from the Environment category on *The Wire*, readers will find a wide array of environmental topics suited to their interests. This category houses a suite of consumer-friendly angles laced with scientific news pegs, from renewable energy trends to wildlife preservation efforts.

- **6.** Of the following descriptions about Oncor, which one is true?
- A) Oncor is an electricity delivery company with a good sense of social responsibility.
- B) Oncor is a company whose main business is to engage in environmental protection.
- C) Oncor is a real estate firm developing many residential and commercial programs.
- D) Oncor is an institution developing renewable energy and energy efficiency technology.

Question 7 (Suggested completion time: 2 minutes)

Directions: Read the text and answer the question according to the text.

Drinking will shorten your life, according to a study that suggests every glass of wine or pint of beer over the daily recommended limit will cut half an hour from the expected lifespan of a 40-year-old.

Those who think a glass of red wine every evening will help keep the heart healthy will be dismayed. The paper published in *The Lancet* medical journal says five standard 175ml glasses of wine or five pints a week is the upper safe limit — about 100g of alcohol, or 12.5 units in total. More than that raises the risk of stroke, fatal aneurysm (a ruptured artery in the chest), heart failure and death.

The risks for a 40-year-old of drinking over the recommended daily limit were comparable to smoking, said one leading scientist. "Above two units a day, the death rates steadily climb," said David Spiegelhalter, Winton Professor for the public understanding of risk at the University of Cambridge.

7. What can be learned from the text?

A) That daily consumption of red wine is beneficial to health is a misconception. C) A daily intake of two units of red wine will increase one's death rate.

B) A glass of wine a day will shorten one's lifespan by half an hour.

D) Unlike smoking, drinking below the recommended daily limit is not harmful.

Question 8 (Suggested completion time: 2 minutes)

Directions: Read the text and answer the question according to the text.

The movies may make start-ups look like a grand adventure bankrolled by "angel investors" that make everyone into billionaires but the reality is far different, says Nneka Brown-Massey, founder and CEO of Innovative Supplies Worldwide, Inc. Starting your own business can be agonizing work with long hours and no pay for a long time. "I wish my employees understood better how running a small business works. *As a small business owner I wear 17 different hats*, which means I don't have, say, a payroll team. It's just me, writing your checks."

8. What does the sentence *As a small business owner I wear 17 different hats* mean?

A) I have to face a lot of challenges when doing business.

C) I deal with various kinds of people every day.

B) I need different teams to keep business running.

D) I undertake different jobs in my company.

Question 9 (Suggested completion time: 2 minutes)

Directions: Read the text and answer the question according to the text.

Lactose is a sugar molecule. It's found in milk and other dairy products, such as cheese and yogurt. For the human body to digest lactose, the sugar molecule must be broken down into smaller molecules. Lactose is broken down by an enzyme — a molecule that speeds up chemical reactions — called *lactase*. Nearly everyone is born with the ability to produce this enzyme. It's what allows mammals to drink milk from their mothers. However, people can stop producing the enzyme as they grow up. About 65 percent of adults can't digest lactose well — or

4

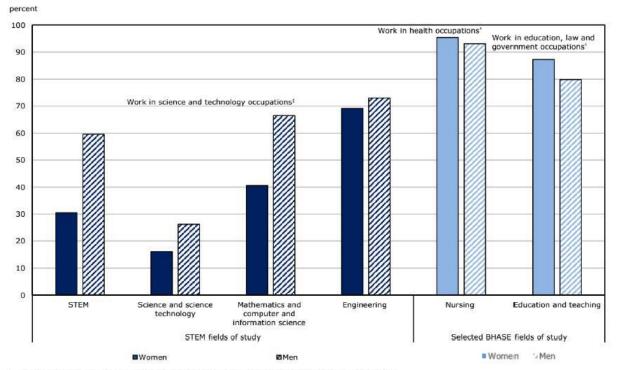
at all — after childhood. This includes many people of East Asian, West African, Greek and Italian descent. Without lactase, a person who eats dairy products with lactose can experience stomach pain, gas and bloating.

- **9.** Which of the following is NOT true according to the text?
- A) A majority of humans usually lose the ability to absorb lactose as they reach adulthood.
- B) The human body can only digest smaller-sized lactose.

- C) Most populations of the human species have a tendency for developing lactose deficiency.
- D) Lactase is capable of splitting lactose into smaller molecules.

Question 10 (Suggested completion time: 5 minutes)

Directions: The figure shows the percentage of bachelor's degree holders aged 25 to 34 working in occupations closely related to their fields of study, by STEM (science, technology, engineering and mathematics) and selected BHASE (business, humanities, health, arts, social science and education) and gender, Canada, 2016. Answer the question according to the information in the figure.



These occupations are from the broad groups of the National Occupational Classification (NOC) 2016.
 Source: Statistics Canada, Census of Population, 2016.

- **10.** Which of the following is an INCORRECT description of the figure?
- A) Female bachelor holders with degrees in nursing and education and teaching are more likely than male graduates to find work closely related to their studies.
- B) Female graduates in mathematics are less likely to bring their education-related skills to the labor market than male graduates in science technology.
- C) Among young people with a STEM degree, men are almost twice as likely as women to be working in science and technology occupations.
- D) Young graduates in engineering are the most likely among their peers in STEM fields to bring their education-related skills to the labor market.

Question 11 (Suggested completion time: 4 minutes)

Directions: Read the following definition of a logical fallacy. Answer the question according to the definition.

Nirvana Fallacy

It is a fallacy that compares a realistic solution with an idealized one, discounting or even dismissing the realistic solution as a result of comparing to a "perfect world" or impossible standard. It ignores the fact that improvements are often good enough reason.

- **11.** Which of the following provides a typical example of *Nirvana Fallacy*?
- A) These anti-drunk driving ad campaigns are not going to work. People are still C) A lawyer argues that his client should not be held responsible for theft going to drink and drive anyway.

 because he is poor.
- B) If we allow the students to choose the theme of the dance, next they will want

 D) I can't even imagine eating just a peanut-butter sandwich without jelly. to choose who the new principal will be!

Question 12 (Suggested completion time: 4 minutes)

Directions: Read the following example of a logical fallacy. Answer the question according to the example.

Suppose you know that Linda is 31 years old, single, outspoken, and very bright. She majored in philosophy. As a student, she was deeply concerned with issues of discrimination and social justice. Then you are asked to choose which is more likely:

(A) Linda is a bank teller or (B) Linda is a bank teller and activist in the feminist movement. You choose (B).

- **12.** Which fallacy could best be explained by the above example?
- A) Conjunction Fallacy. Mistakenly supposing that event X is less likely than the conjunction of events X and Y.
- B) Biased Generalizing. Using an unrepresentative sample and overestimating the strength of an argument based on that sample.
- C) Etymological Fallacy. Assuming that the present-day meaning of a word should be/is similar to the historical meaning.
- D) Name-calling Fallacy. Using emotionally loaded terms to influence an audience.

Questions 13-14 Reasoning (Suggested completion time: 10 minutes)

13.

"Just as a heavy rainfall can be cleansing, the best way to maintain a healthy relationship is to store up all your petty grievances and then unload them all at one time on your partner."

Which of the following indicates the flaw in the argument above?

- A) It treats two kinds of events that differ in critical respects as if they do not differ. C) It attempts to persuade by making an emotional appeal.

B) It draws a broad conclusion from a small sample of instances.

D) It bases a conclusion on claims that are inconsistent with each other.

14.

Hog farming is known to produce dangerous toxic runoff, which enters the surrounding ecosystem and contaminates the environment. Despite this, however,

hog farming practices should not be more closely regulated because research has shown there is no better method for dispersing effluent from hog farms.

Which of the following most seriously weakens the argument above?

- A) The toxic runoff dispersed from hog farms will be beneficial to the environment if treated properly.
- B) Just because there is not a better method of dispersing effluent does not mean there should not be more regulation.
- C) There is no excuse for hog farms to discharge dangerous toxic runoff directly without appropriate recycle and treatment.
- D) It is the regulator's duty to monitor or regulate hog farming practices and to examine whether or not it harms the ecosystem.

Questions 15-19 (Suggested completion time: 9 minutes)

Directions: Read the text about an athlete. Answer the questions according to the text.

Heart of Mettle Seeks More Than Medals

This time it wasn't about the medals. For Daniel Cnossen, it was about recapturing what drove his passion for the Navy SEALs: discipline, intensity, training, focus, commitment, and teamwork. And it was about adding another challenge to the adventure he's lived since losing both his legs above the knee to an improvised explosive device in Afghanistan.

That devastating experience, in 2009, only fueled Cnossen's competitive drive. Over the past eight years, Cnossen, currently a candidate for a master's in theology at Harvard Divinity School

(HDS), has hit the track, the pool, the weights, the paddle board, and above all the ski trails, keeping himself physically and mentally sharp and reconnecting with the outdoors.

And while his go-to mantra has become "the effort is the success," Cnossen's work in the woods, in the gym, on the Charles River, and at HDS, where his classmates and professors have helped him focus on "what matters," proved a winning combination at the Paralympics in Pyeongchang, South Korea.

As a member of the US Nordic skiing team, Cnossen captured one gold medal, one bronze, and four silver, securing a spot on the podium in every event he entered: the sprint, 7.5, the 15k sitting cross-country races, and the 7.5, 12.5k, and 15k sitting biathlons.

On a recent afternoon, just back from the closing ceremonies, Cnossen reflected on challenges on and off the ski track. According to the farm boy from Topeka, Kansas, Harvard has played

a pivotal role in overcoming them.

"I think the educational program at HDS is making me a better person," said the retired lieutenant commander, whose time at the Kennedy School, where he earned a master's in public administration in 2016, introduced him to scholars of different perspectives who shared his interest in politics and humanitarian work. One was Ali Asani, a professor who became an important mentor and helped guide Cnossen to the Divinity School.

Cnossen considers his coursework in religion, ethics, and politics "applied philosophy, because it exists in the world in the form of belief systems that do affect how people act and see things."

His HDS curriculum, which includes texts by "wonderful philosophers and ethicists," has led Cnossen to more "refined questions about existence and purpose and meaning," and to a refined definition of success.

"What is success? We as a society attribute it to medals. I don't think that's the right form of success for me at the personal level. It's more about, 'Do I love this? Does my body still tell me it wants to do this? Does my happiness increase because I am doing this?' "The answer to all those questions, he said, is "Yes."

Four years ago, as a full-time athlete living in Colorado, Cnossen felt pressure to bring back a medal from his first Paralympics. This time around, his classroom experience altered his perspective on competition.

"I did draw upon the classes that I have taken at the Divinity School to help me get in this mental space that I felt like would be ideal for performance, and I think it really worked."

15-17 Decide whether the following statements are True or False according to the text.

- 15. Daniel Cnossen used to serve in the army.
- A) True B) False
- **16.** After attaining his master's degree in Harvard, Daniel decided to take sports as career.
- A) True B) False
- 17. Continuous sports training and support from his education contributed to Daniel's success at the Paralympics in Pyeongchang.
- A) True B) False

- **18.** What can we know about Cnossen?
- A) He studied applied philosophy in Harvard.
- B) He became the leader of the U.S. Nordic skiing team.

- C) He got four gold medals and one bronze at the Paralympics in Pyeongchang.
- D) He got acquainted with renowned scholars from politics and humanitarian research fields.

- **19.** What helped Cnossen find emotional balance as a professional athlete?
- A) His meditation during his study and career.

C) His interest in applied philosophy.

B) His study in the Harvard Divinity School.

D) His training as a skiing athlete.

Questions 20-21 (Suggested completion time: 7 minutes)

Directions: Read the text about plastic pollution. Answer the questions according to the text.

Besides sight and smell, there are other senses animals use to find food. Many marine animals hunt by echolocation, notably toothed whales and dolphins. Echolocation is known to be incredibly sensitive, and yet dozens of sperm whales and other toothed whales have been found dead with stomachs full of plastic bags, car parts and other human detritus. Matthew Savoca, a member of the NOAA Southwest Fisheries Science Center in Monterey, California, says it's likely their echolocation misidentifies these objects as food.

"There' s this misconception that these animals are dumb and just eat plastic because it is around them, but that is not true," says Savoca. The tragedy is that all these animals are highly accomplished hunters and foragers, possessing senses honed by millennia of evolution to target what is often a very narrow range of prey items. "Plastics have really only been around for a tiny fraction of that time," says Qamar Schuyler at The University of Queensland, Australia. In that time, they have somehow found themselves into the category marked "food."

Because plastic has something for everyone. It doesn' t just look like food, it smells, feels and even sounds like food. Our rubbish comes in such a range of shapes, sizes and colours that it appeals to a similarly diverse array of animals, and this is the problem. Schuyler recalls someone asking, "Why don' t we make all the plastics blue?", seeing as experiments suggest this colour is less popular among turtles. But other studies have shown that for other species the opposite is true.

So if there is no "one size fits all" solution, no aspect of plastic that we can easily change to prevent animals from eating it, then what can we take from our foray into the minds of plastic-eaters? Savoca hopes that tragic stories like Attenborough's albatross (信天翁) will help to turn the consumer tide against disposable plastics and encourage people to empathise

with these animals. Ultimately this will help to cut off the supply of junk food pouring into the oceans.

20. Why do some marine animals eat plastic bags?

A) They like to eat what is contained in plastic bags.

C) They are starved into eating plastic bags.

B) They follow their evolutionary instinct to chase things near them.

D) Their echolocation misidentifies plastic bags as food.

21. According to the text, how can we prevent marine animals from eating plastic?

A) By prohibiting people from pouring plastic into the sea.

C) By changing plastic into something nasty to these animals.

B) By evoking people's sympathy for these animals.

D) By limiting people' s consumption of plastic bags.

Questions 22-23 (Suggested completion time: 6 minutes)

Directions: Read the text about cultural difference. Answer the questions according to the text.

Deeply ingrained cultural differences in everyday behavior between natives of northern and southern China bubble up while sipping coffee in Starbucks and other cafés.

How close people sit and whether they dodge or move chairs blocking aisles reveals whether their cultural roots go back to rice farming in southern China or wheat farming in northern

China, researchers report on April 25 in *Science Advances*.

As many as 9,000 years of neighboring families working together to cultivate rice paddies in southern China has encouraged a lasting focus on others over self, even among that region's

city folk today, say psychologist Thomas Talhelm and colleagues. Social interdependence remains a cultural value of the region, the investigators note.

That dynamic plays out in coffee shops. Middle-class city dwellers in southern China who have never farmed rice often sit with others and show deference by walking around chairs blocking

aisles, Talhelm's group says. In northern cities, people more often sit alone and move offending chairs out of the way. A long history of more individualistic wheat and millet farming in the

north has promoted a focus on self over others, the scientists propose.

"Different agricultural legacies have given northern and southern China distinctive cultures of social behavior, even among people who have left farming behind," says Talhelm, of the

University of Chicago's Booth School of Business.

A lingering sense of interdependence among residents of the southern parts of China, including Hong Kong, challenges the idea that urban expansion inevitably results in an individualistic,

Westernized outlook, he adds.

- **22.** Which of the following can be inferred from the text?
- A) The southern culture is comparatively more advanced than the northern culture. C) However trivial social behavior might be, it embodies the core elements of culture.
- B) People in an others-oriented culture often try to change an unfavorable situation. D) Urbanization is criticized for its consequence of an individualistic thinking style.
- 23. What shaped the different social behaviors in Chinese northern and southern natives?
- A) Different agricultural legacies.

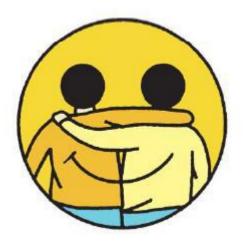
C) Deeply-rooted consciousness of public space.

B) Different social values.

D) Continuing urban expansion.

Questions 24-28 (Suggested completion time: 8 minutes)

Directions: Read the text about friendship. Answer the questions according to the text.



"What are friends for?" This isn't a rhetorical question. Friendship is one of life's most important features, and one too often taken for granted.

The human desire for companionship may feel boundless, but research suggests that our social capital is _______ — we can handle only so many relationships at one time. [A] Social scientists have used a number of ingenious approaches to gauge the size of people's social networks; these have returned estimates ranging from about 250 to about 5,500 people. [B] Looking more specifically at friendship, a study using the exchange of Christmas cards as a proxy for closeness put the average person's friend group at about 121 people.

[C] However vast our networks may be, our inner circle tends to be much smaller. The average American trusts only 10 to 20 people. Moreover, that number may be ____25___: From 1985 to

2004, the average number of confidants that people reported having decreased from three to two. [D] This is both sad and consequential, because people who have strong social relationships tend to live longer than those who don't.

So what should you do if your social life is lacking? Here, too, the research is _____26____. To begin with, don' t dismiss the humble acquaintance. Even interacting with people with whom one has weak social ties has a meaningful influence on well-being. Beyond that, building deeper friendships may be largely a matter of putting in time. A recent study out of the University of Kansas found that it takes about 50 hours of socializing to go from acquaintance to casual friend, an additional 40 hours to become a "real" friend, and a total of 200 hours to become a close friend.

If that sounds like too much effort, reviving dormant social ties can be especially rewarding. Reconnected friends can quickly recapture much of the trust they previously built, while offering each other a dash of novelty drawn from whatever they' ve been up to in the meantime. And if all else fails, you could start randomly confiding in people you don' t know that well in hopes of letting the tail wag the relational dog. Self-disclosure makes us more likable, and as a bonus, we are more inclined to like those to whom we have bared our soul.

The academic literature is clear: Longing for closeness and connection is pervasive. Which suggests that most of us are stumbling through the world pining for companionship that could be easily provided by the lonesome stumblers all around us. So set aside this article, turn to someone nearby, and try to make a friend. You both could probably use one.

24. 24-26 Choose ONE word that best fits into each blank in the text.

A. finite B. objective C. disappointing

D. instructive E. conservative F. shrinking

27. Where does the following sentence best fit in?

An undergraduate thesis from MIT focusing exclusively on Franklin D. Roosevelt, a friendly guy with an especially social job, suggested that he might have had as many as 22,500 acquaintances.

A) [A] B) [B] C) [C] D) [D]

28. Which of the following is INCORRECT according to the text?

A) Reconnecting with previous friends requires much less effort.

C) Our instinctive longing for companionship is proved by academic studies.

B) Boundless feeling is a key factor to maintaining a high-quality friendship. D) Building friendships with those who have weak social connection is beneficial.

Questions 29-30 (Suggested completion time: 7 minutes)

Directions: Read the text about language. Answer the questions according to the text.

Spontaneous oral communication is a fundamental part of our social life. But what is happening in the human brain during it? The neuroscience of language has developed steadily over past decades thanks to experimental studies. However, little is still known about how the brain supports spoken language under everyday, non-experimental, spontaneous conditions. The question whether brain regions responsible for articulation are also activated during perception of language has divided scholars in two camps. Some have observed such activation during experimental studies and concluded that it reflects a mechanism that is necessary for the perception of language. Others have not found this activation in their experiments and deduced that it must be rare or possibly does not really exist.

Nevertheless, both camps had the following concerns: brain activity in regions relevant to articulation could be affected by the design of the experiment — in the end, experimental conditions differ massively from those of spontaneous language. So, it was necessary to conduct a study using natural conversations.

Using an extraordinary design, the researchers from Freiburg have succeeded in studying neuronal activity during such conversations. This was done using brain activity recorded for diagnosis during everyday conversations of neurological patients, which the patients then donated for research. The scientists have shown that brain regions relevant to articulation reliably display activity during perception of spontaneous spoken language. The fact that these regions were not activated when the test subjects heard non-speech noise suggests that this activity may be specific to speech.

29. What makes the two camps of researchers draw different conclusions?

A) Different test subjects.

C) Different conditioned stimuli.

B) Different questions in focus.

D) Different experimental designs.

30. What can be learned about the study by the researchers from Freiburg?

A) Its finding supported the viewpoint held by one of the two camps.

C) It was the first time for researchers to use neurological patients as subjects.

B) The data used were the spontaneous speech of neurological patients.

D) The activation in question might only have been triggered by everyday conversations.

14

Questions 31-40 (Suggested completion time: 35 minutes)

Directions: Read three passages about self-employment. Answer the questions according to the passages.

Passage A

They don't need a corner office or a gold watch. They need their freedom, a new study of American workers says.

Millions of workers are happily leaving corporations and becoming self-employed, according to FreshBooks' second annual Self-Employment Report.

And, the report added, this revolution in how Americans work will only grow over the next few years.

"Climbing the corporate ladder is no longer the American dream. Over the last few years a significant mindset shift has taken place and with it has emerged a workforce which values flexibility over stability," the report said.

FreshBooks offers accounting and invoicing software services designed for self-employed professionals, thousands of whom it surveyed — along with thousands of workers who have traditional jobs.

The report defines self-employed professionals as those whose primary income is from independent client-based work.

Those nontraditional workers — who will approach 33 percent of the workforce in coming years — want more control over how and why they work, the report said. Most won't return to an organization, it said, adding that the self-employment movement will 32 over the next two years.

Some 27 million Americans will leave full-time jobs from now through 2020, bringing the total number of self-employed to 42 million, FreshBooks officials said.

That compares with 126 million Americans working full-time jobs in 2017, according to the Bureau of Labor Statistics.

So what is up with this move to have your own gig?

"We hear from customers and workers in general that they like the freedom to choose their own clients and choose the work they are doing," said Carly Moulton, a co-author of the report.

She added that "97 percent of them said they don't want to return to traditional work."

A few years ago, added Dave Cosgrave, another study co-author, most people expected to work for a corporation for a long time.

"Now so many people are looking into the future and seeing a strong possibility of self-employment." He added that many young people today don't ever expect to work for others.

The report confirms the findings of another study in 2016 that found "a significant rise in the incidence of alternative work arrangements in the US economy from 2005 to 2015."

Nontraditional workers in America rose "from 10.1 percent in February 2005 to 15.8 percent in late 2015," according to the study, "The Rise and Nature in Alternative Work Arrangements

in the United States, 1995-2015" by Lawrence F. Katz and Alan B. Krueger.

Katz and Krueger, two academics, said independents are becoming more important.

"A striking implication of these estimates is that all of the net employment growth in the U.S. economy from 2005-2015 appears to have occurred in alternative worker arrangements," they wrote.

Passage B

Chris Guillebeau is a writer, entrepreneur, and traveler. His book, *The \$100 Startup: Reinvent the Way You Make a Living, Do What You Love, and Create a New Future*, was a *New York Times* bestseller in 2012. During a lifetime of self-employment and ventures ranging from online publishing to volunteer work in West Africa, he has visited nearly every country on earth before the age of 35. Host of the World Domination Summit, an international gathering of creative people, Chris is focused on encouraging individual quests while also "giving back." His main website, ChrisGuillebeau.com, is visited by more than 300,000 people a month.

I interviewed Chris about his book, asking about how he believes people can start a business on a small budget, how young people can turn their passion into profit, and more.

Q: <u>35 (1)</u> ? <u>35 (2)</u> ?

A: I traveled across the U.S. and around the world, and kept meeting unconventional entrepreneurs — people who had started a business almost unexpectedly, usually without a lot of planning and almost always without a lot of money. Most of them did so for \$1,000 or less, and half of them did so for \$100 or less. My goal was to tell their stories in a way that readers could use in their own quest for freedom.

It's now possible to reach people (customers, clients, subscribers, etc.) based on shared ideals and values. Microbusinesses of one sort or another have been around since the beginning of commerce, but the ease of connecting with people is a new phenomenon. Also, a large percentage of the population is being comfortable with making purchases online. These things create a perfect storm of economic convergence. It's never been easier.

Q: <u>35 (3)</u>?

A: I' m not interested in telling anyone what they should or shouldn't do. What I' d say, however, is that more and more people are opting out of the system. More young people are going it alone and finding much more success by taking matters into their own hands. If you can do so while keeping risk low (i.e. not spending much money), why not try?

Q: <u>35 (4)</u>?

A: The key is to connect the work they love with something that other people also love. Not everything you love can be turned into a successful business. I used to play video games, and no matter how good I was at Halo, no one came along to give me a check. However, I later learned that there were "other" things I loved — international travel, creative self-employment, writing — that I could in fact monetize.

That's why it's so important to focus on the question of "usefulness". How will your idea serve others?

Q: <u>35 (5)</u>?

A: Most people spent "some" amount of money, even if it was just the cost of a \$50 business license or a \$10 domain name. But far more important than money was the investment of sweat equity — taking the time to make something meaningful. Brett Kelly wrote *Evernote Essentials*, a guide to the free Evernote software. His initial goal was that it would make \$10,000 over the course of a year. One year later, it had made more than \$100,000. Initial startup costs were essentially zero.

Passage C

Thinking about quitting your job to become your own boss?

There are countless reasons why you shouldn't — and just as many reasons why you should. Here's one to add to your prolist: Self-employed people are happier.

Researchers at the Universities of Sheffield and Exeter made this conclusion after reviewing data from 5,000 workers in the U.K., U.S., Australia, and New Zealand. The workers spanned many sectors and managerial levels. Across the board, those who were self-employed were happier at work — even despite longer hours and the inherent uncertainty that comes from working for yourself. Self-employment provided freedom and control, which significantly boosted their happiness and work satisfaction.

The researchers published their results in the journal Work, Employment and Society. Here's why they say self-employed workers are happier.

Control of your environment

Want to make someone hate coming to work? Force them to sit someplace where it's impossible for them to get anything done that hinders their productivity. I'm looking at you, open floor plans. The modern office is rarely designed to meet the needs of introverts and extroverts alike.

It's no surprise that remote workers outperform office workers. They don't have to deal with the din of their co-workers'chitchat. Similarly, self-employed workers have more autonomy over their work environment. They can work from their quiet home office, a humming coffee shop or from a co-working space. Maybe every day is a little different. Regardless, they get to decide. And being able to create the right workspace for your own productivity is key to happiness.

Being engaged in your work

A very small percentage of employees are engaged in their work. By some estimates, the number of disengaged workers in the U.S. is as high as 68 percent.

In the study, workers in organizations with non-managerial roles had the lowest levels of job satisfaction and engagement. Workers at higher levels were more engaged. The self-employed workers were the most engaged of all.

"Measuring how engaged people are in their work is therefore a really useful way to gauge their well-being," explained study co-author Ilke Inceoglu in a press release. She's a professor of organizational behavior and HR management at University of Exeter Business School.

Being engaged also led to longer hours. But the researchers said the workers didn't seem to mind. "They can find meeting high standards really fulfilling," study co-author and psychologist Peter Warr said.

Freedom to innovate

Last, self-employed workers have more opportunities to innovate, leading to greater workplace happiness.

When employed by someone else, you might feel restricted by the limits of your job. Your work may be repetitive or redundant. You might interact with the same small circle of people every day, limiting your exposure to new ideas or ways of thinking.

This is less frequently the case for people who act as their own boss. According to Warr, "They have the freedom to innovate, express their own views, have influence beyond their own role, and compete with other companies and people."

31. What is Freshbooks most likely to be in Passage A?						
A) A company that provides service to self-employers.	C) A group that promotes the self-employment movement.					
B) A news center that reports on self-employment in the U.S.	D) An organization engaged in self-employment study.					
32. Which of the following words best fits in the blank in Paragraph 7 of Passage A?						
A) explode B) fluctuate C) decline D) cease						
33. What can be learned from Kate and Krueger's report in Pass	age A?					
A) The meaning of the American dream has been changed.	C) The rise in self-employment has led to the employment growth in the U.S.					
B) Most Americans have quitted traditional work.	D) Many young people prefer employing themselves to being employed.					
34. Which statement is TRUE about Chris Guillebeau in Passage B	?					
A) He is the author of a best-selling fiction and an online publish	ner. C) He has travelled around the world before his 35th birthday.					
B) He attended the World Domination Summit as a special guest	t. D) He used to work for others before starting his own career.					
35. Match the following questions to the answers in Passage B.						
(Please answer with capitalized letters without punctuation marks in the order of the paragraphs, for example: ABCDE)						
A. Can you share a story from your book of someone who created a successful business with \$0 invested?						
B. Why is it possible now to start a company for almost no money?						
C. Young people choose meaningful work over higher salaries. How can they find work they love and turn it into money?						
D. Should college students start businesses over getting internships and jobs? Why or why not?						
E. Why did you call your new book "The \$100 startup" ?						

A) ambiguous B) doubtful C) opposing D) applausive								
37. What did the researchers at the Universities of Sheffield and Exeter find in Passage C?								
A) Self-employers are more satisfied with their work.	C) Self-employers enjoy more financial freedom.							
B) Self-employers are less creative and competitive.	D) Self-employers hate to work longer than others.							
38. What is wrong with the modern office according to Passage C?								
A) The openness decreases the working efficiency.	C) The office design hardly allows personal communication.							
B) The limited space depresses most workers.	D) The unchangeable setting makes work tedious.							
39. Choose a word that appears in all three passages to complete the following sentence.								
The quest for is the impulse for self-employment and self-employment provides and makes self-employed people happier.								
40. Match the thesis statements with the three passages. Please note there is ONE extra option.								
(Please answer with capitalized letters without punctuation marks in the order of the passages, for example: ABC)								
A. How to start a business with only \$100 in the bank.								
B. Self-employed people are much happier.								
C. Self-employment would be the major trend of work.								
D. Self-employment is a rising trend in the U.S. workforce.								

36. What is Chris Guillebeau's attitude towards the college students starting businesses in Passage B?

41. Question 41 (Suggested completion time: 40 minutes)

Directions: Write a short essay according to the two passages.

Passage A

The nature of the case and the history of philosophy combine to recommend to us this division of intellectual labour between Academies and Universities. To discover and to teach are

distinct functions; they are also distinct gifts, and are not commonly found united in the same person. He, too, who spends his day in dispensing his existing knowledge to all comers is

unlikely to have either leisure or energy to acquire new. The common sense of mankind has associated the search after truth with seclusion and quiet. The greatest thinkers have been too

intent on their subject to admit of interruption; they have been men of absent minds and idiosyncratic habits, and have, more or less, shunned the lecture room and the public school.

Pythagoras, the light of Magna Graecia, lived for a time in a cave. Thales, the light of Ionia, lived unmarried and in private, and refused the invitations of princes. Plato withdrew from Athens

to the groves of Academus. Aristotle gave twenty years to a studious discipleship under him. Friar Bacon lived in his tower upon the Isis. Newton indulged in an intense severity of meditation

which almost shook his reason. The great discoveries in chemistry and electricity were not made in Universities. Observatories are more frequently out of Universities than in them, and even

when within their bounds need have no moral connexion with them. Porson had no classes; Elmsley lived good part of his life in the country. I do not say that there are not great examples

the other way, perhaps Socrates, certainly Lord Bacon; still I think it must be allowed on the whole that, while teaching involves external engagements, the natural home for experiment and

speculation is retirement.

Source: The Idea of a University, John Henry Newman

Passage B

Research is the process of creating new knowledge. Making progress in creating knowledge requires a significant amount of background knowledge, before one can reach the "frontier" of

a topic, where the interesting questions are. Herb Simon (Herbert A. Simon, American political scientist and economist) once attested that it takes about ten years of experience to get to the

21

point of great accomplishment in any one area, simply because it takes a significant amount of time to accumulate knowledge in an area. This necessarily implies that we can't become great researchers in a subject area merely by taking a class (or even a few classes); we must embed ourselves in that topic area. I find that teaching a subject is perhaps one of the most efficient ways to become embedded in a subject matter, since the process of explaining concepts to students leaves no room for "cutting corners" in my own understanding.

- 41. Write a short essay of about 300 words based on your understanding of the two passages. Remember to write in your OWN words. Your essay should respond to the following questions:
- 1) What is Newman's general attitude towards the relationship between academic research and higher education?
- 2) What are the purposes of mentioning such famous people as Pythagoras, Thales, Aristotle, Newton, Socrates and Lord Bacon?
- 3) Does the author of Passage B agree with Newman on the relationship between research and education? Please explain.
- 4) What is your opinion on the topic?

答案: