

[1 ~ 3] 글의 흐름으로 보아, 주어진 문장이 들어가기에 가장 적절한 곳을 고르시오.

1

But it's better to disappoint a few people over small things, than to abandon your dreams for an empty inbox.

The single most important change you can make in your working habits is to switch to creative work first, reactive work second. This means blocking off a large chunk of time every day for creative work on your own priorities, with the phone and e-mail off. I used to be a frustrated writer. Making this switch turned me into a productive writer. Yet there wasn't a single day when I sat down to write an article, blog post, or book chapter without a string of people waiting for me to get back to them. (①) It wasn't easy, and it still isn't, particularly when I get phone messages beginning "I sent you an e-mail two hours ago...!" (②) By definition, this approach goes against the grain of others' expectations and the pressures they put on you. (③) It takes willpower to switch off the world, even for an hour. (④) It feels uncomfortable, and sometimes people get upset. (⑤) Otherwise, you're sacrificing your potential for the illusion of professionalism.

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This detailed thinking may be the only way to discover restrictions or risks that were not addressed in the estimating process.

Contractors that will construct a project may place more weight on the planning process. Proper planning forces detailed thinking about the project. It allows the project manager (or team) to "build the project in his or her head." (①) The project manager (or team) can consider different methodologies thereby deciding what works best or what does not work at all. (②) It would be far better to discover in the planning phase that a particular technology or material will not work than in the execution process. (③) The goal of the planning process for the contractor is to produce a workable scheme that uses the resources efficiently within the allowable time and given budget. (④) A well-developed plan does not guarantee that the executing process will proceed flawlessly or that the project will even succeed in meeting its objectives. (⑤) It does, however, greatly improve its chances.

* execute: 실행하다

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3

Instead, the bases and interests of this activity change and develop to playing and watching sports, to the fiction of plays, novels, and movies, and nowadays to video games.

Children can move effortlessly between play and absorption in a story, as if both are forms of the same activity. (①) The taking of roles in a narratively structured game of pirates is not very different than the taking of roles in identifying with characters as one watches a movie. (②) It might be thought that, as they grow towards adolescence, people give up childhood play, but this is not so. (③) In fiction, one can enter possible worlds. (④) When we experience emotions in such worlds, this is not a sign that we are being incoherent or regressed. (⑤) It derives from trying out metaphorical transformations of our selves in new ways, in new worlds, in ways that can be moving and important to us.

* pirate: 해적 ** incoherent: 일관되지 않은

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[4 ~ 6] 주어진 글 다음에 이어질 글의 순서로 가장 적절한 것을 고르시오.

4

The growth of academic disciplines and sub-disciplines, such as art history or palaeontology, and of particular figures such as the art critic, helped produce principles and practices for selecting and organizing what was worthy of keeping, though it remained a struggle.

- (A) The term "butterfly collecting" could come to be used with the adjective "mere" to indicate a pursuit of secondary academic status.
- (B) Moreover, as museums and universities drew further apart toward the end of the nineteenth century, and as the idea of objects as a highly valued route to knowing the world went into decline, collecting began to lose its status as a worthy intellectual pursuit, especially in the sciences.
- (C) The really interesting and important aspects of science were increasingly those invisible to the naked eye, and the classification of things collected no longer promised to produce cutting-edge knowledge.

* palaeontology: 고생물학 ** adjective: 형용사

- ① (A) – (C) – (B)
- ② (B) – (A) – (C)
- ③ (B) – (C) – (A)
- ④ (C) – (A) – (B)
- ⑤ (C) – (B) – (A)

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5

Some of the most insightful work on information seeking emphasizes "strategic self-ignorance," understood as "the use of ignorance as an excuse to engage excessively in pleasurable activities that may be harmful to one's future self."

- (A) The idea here is that if people are present-biased, they might avoid information that would make current activities less attractive — perhaps because it would produce guilt or shame, perhaps because it would suggest an aggregate trade-off that would counsel against engaging in such activities. St. Augustine famously said, "God give me chastity — tomorrow."
- (B) The same point might hold about information that could make people sad or mad: "Please tell me what I need to know — tomorrow."
- (C) Present-biased agents think: "Please let me know the risks — tomorrow." Whenever people are thinking about engaging in an activity with short-term benefits but long-term costs, they might prefer to delay receipt of important information.

* aggregate: 합계의 ** chastity: 정결

- ① (A) – (C) – (B)
② (B) – (A) – (C)
③ (B) – (C) – (A)
④ (C) – (A) – (B)
⑤ (C) – (B) – (A)

6

Kinship ties continue to be important today. In modern societies such as the United States people frequently have family get-togethers, they telephone their relatives regularly, and they provide their kin with a wide variety of services.

- (A) Eugene Litwak has referred to this pattern of behaviour as the 'modified extended family'. It is an extended family structure because multigenerational ties are maintained, but it is modified because it does not usually rest on co-residence between the generations and most extended families do not act as corporate groups.
- (B) In contrast to the traditional extended family where kin always live in close proximity, the members of modified extended families may freely move away from kin to seek opportunities for occupational advancement.
- (C) Although modified extended family members often live close by, the modified extended family does not require geographical proximity and ties are maintained even when kin are separated by considerable distances.

* kin: 친족 ** proximity: 근접 *** :

- ① (A) – (C) – (B)
② (B) – (A) – (C)
③ (B) – (C) – (A)
④ (C) – (A) – (B)
⑤ (C) – (B) – (A)

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[7 ~ 10] 글의 흐름으로 보아, 주어진 문장이 들어가기에 가장 적절한 곳을 고르시오.

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As a result, they may ignore efficiency, productivity and the need to respond quickly to changing market conditions.

Sport can trigger an emotional response in its consumers of the kind rarely brought forth by other products. Imagine bank customers buying memorabilia to show loyalty to their bank, or consumers identifying so strongly with their car insurance company that they get a tattoo with its logo. (①) We know that some sport followers are so passionate about players, teams and the sport itself that their interest borders on obsession. (②) This addiction provides the emotional glue that binds fans to teams, and maintains loyalty even in the face of on-field failure. (③) While most managers can only dream of having customers that are as passionate about their products as sport fans, the emotion triggered by sport can also have a negative impact. (④) Sport's emotional intensity can mean that organisations have strong attachments to the past through nostalgia and club tradition. (⑤) For example, a proposal to change club colours in order to project a more attractive image may be defeated because it breaks a link with tradition.

* memorabilia: 기념품 ** obsession: 집착

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8

This asymmetry of distance estimates violates the most elementary principles of Euclidean distance, that the distance from A to B must be the same as the distance from B to A.

Spatial reference points are larger than themselves. This isn't really a paradox: landmarks are themselves, but they also define neighborhoods around themselves. In a paradigm that has been repeated on many campuses, researchers first collect a list of campus landmarks from students. (①) Then they ask another group of students to estimate the distances between pairs of locations, some to landmarks, some to ordinary buildings on campus. (②) The remarkable finding is that distances from an ordinary location to a landmark are judged shorter than distances from a landmark to an ordinary location. (③) So, people would judge the distance from Pierre's house to the Eiffel Tower to be shorter than the distance from the Eiffel Tower to Pierre's house. (④) Like black holes, landmarks seem to pull ordinary locations toward themselves, but ordinary places do not. (⑤) Judgments of distance, then, are not necessarily coherent.

* asymmetry: 비대칭

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9

Ecological relationships certainly have their own logic and in this sense ‘nature’ can be seen to have a self-regulating but not necessarily stable dynamic independent of human intervention.

Concepts of nature are always cultural statements. (①) This may not strike Europeans as much of an insight, for Europe’s landscape is so much of a blend. (②) But in the new worlds — ‘new’ at least to Europeans — the distinction appeared much clearer not only to European settlers and visitors but also to their descendants. (③) For that reason, they had the fond conceit of primeval nature uncontrolled by human associations which could later find expression in an admiration for wilderness. (④) But the context for ecological interactions has increasingly been set by humanity. (⑤) We may not determine how or what a lion eats but we certainly can regulate where the lion feeds.

* conceit: 생각 ** primeval: 원시(시대)의 *** ecological: 생태학의

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10

However, this difference in responding to neighbor versus stranger occurred only when the neighbor's song was played by a loudspeaker placed at the boundary between that neighbor's territory and the territory of the bird being tested.

Emma Brindley has investigated the responses of European robins to the songs of neighbors and strangers. (①) Despite the large and complex song repertoire of European robins, they were able to discriminate between the songs of neighbors and strangers. (②) When they heard a tape recording of a stranger, they began to sing sooner, sang more songs, and overlapped their songs with the playback more often than they did on hearing a neighbor's song. (③) As Brindley suggests, the overlapping of song may be an aggressive response. (④) If the same neighbor's song was played at another boundary, one separating the territory of the test subject from another neighbor, it was treated as the call of a stranger. (⑤) Not only does this result demonstrate that the robins associate locality with familiar songs, but it also shows that the choice of songs used in playback experiments is highly important.

* robin: 울새 ** territory: 영역

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[11 ~ 12] 주어진 글 다음에 이어질 글의 순서로 가장 적절한 것을 고르시오.

11

New ideas, such as those inspired by scientific developments, are often aired and critiqued in our popular culture as part of a healthy process of public debate, and scientists sometimes deserve the criticism they get.

- (A) In our contemporary world, television and film are particularly influential media, and it is likely that the introduction of more scientist-heroes would help to make science more attractive.
- (B) Furthermore, the few scientists-turned-writers have used their scientific training as the source material for thrillers that further damage the image of science and scientists. We need more screenplays and novels that present scientists in a positive light.
- (C) But the popularization of science would be greatly enhanced by improving the widespread images of the scientist. Part of the problem may be that the majority of the people who are most likely to write novels, plays, and film scripts were educated in the humanities, not in the sciences.

- ① (A) – (C) – (B)
- ② (B) – (A) – (C)
- ③ (B) – (C) – (A)
- ④ (C) – (A) – (B)
- ⑤ (C) – (B) – (A)

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12

In most organizations, the employee's immediate supervisor evaluates the employee's performance.

- (A) Should supervisors rate employees on performance dimensions they cannot observe? To eliminate this dilemma, more and more organizations are implementing assessments referred to as 360-degree evaluations.
- (B) This is because the supervisor is responsible for the employee's performance, providing supervision, handing out assignments, and developing the employee. A problem, however, is that supervisors often work in locations apart from their employees and therefore are not able to observe their subordinates' performance.
- (C) Employees are rated not only by their supervisors but by coworkers, clients or citizens, professionals in other agencies with whom they work, and subordinates. The reason for this approach is that often coworkers and clients or citizens have a greater opportunity to observe an employee's performance and are in a better position to evaluate many performance dimensions.

* subordinate: 부하 직원

- ① (A) - (C) - (B)
② (B) - (A) - (C)
③ (B) - (C) - (A)
④ (C) - (A) - (B)
⑤ (C) - (B) - (A)

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정답

1. ⑤
2. ②
3. ③
4. ③
5. ①
6. ①
7. ⑤
8. ⑤
9. ④
10. ④
11. ⑤
12. ②