

全国高等院校英语阅读课程系列教材
Reading Course Textbooks for College Students

英语阅读4

EXTENSIVE READING

BOOK FOUR

主编 章永兰 徐晓兵



对外经济贸易大学出版社

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English Reading Course Textbooks for College Students

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编写说明

《英语阅读》是供高等院校英语专业基础阶段阅读课程使用的系列教材，也适用于非英语专业学生和中级英语学习者。本套教材共分四册，每学期使用一册。

一、编写目的

现行高校通用的阅读教材中主要存在的问题：选材内容偏重西方主流文化，忽略了世界其他国家和地区的文明；知识点比较零散，无系统的知识体系建构；材料的时代性、经典性、哲理性、学术性、世界性不能有机结合；阅读量、知识面、练习设计等与精读教材雷同；文本深层含义诠释偏少，欣赏性、导读性不强；课堂教学与课外拓展性阅读脱节。鉴于上述问题从不同层面阻碍学生阅读水平以及人文素养的提高，本套教材有针对性地尝试创新与突破。

二、教材的特色与创新

1. 教材编写以《高等学校英语专业英语教学大纲》为基本依据，内容由浅入深，力求达到大纲所规定的阶段终点阅读要求：学生能读懂一般英美报刊上的社论和书评、英语国家出版有一定难度的历史传记和文学作品；能分析文章的思想观点、语篇结构、语言特点和修辞手法；能在掌握文章大意和主旨基础上细读文本。
2. 教材编写吸收了国内外外语教学和教材编写理念的精髓，以阅读教学理论、第二语言习得理论、自主学习理论和任务型教学法理论为指导，融入外语教学研究的最新成果。
3. 教材循序渐进地构建了系统的多元化人文知识体系。时代性、经典性、哲理性、学术性、世界性并重，涵盖社会、政治、经济、文化、历史、新闻、宗教、体育、医药、文学、风土人情、科普知识等领域。选材内容健康，贴近大学生活，有助学生吸取世界文化精髓，提高阅读水平和人文素养。
4. 教材每单元围绕一个主题选材。文章的篇幅不等，每单元长度约为 3 500-5 000 字。每单元设有与主题相关的课前问题，能启发学生思考主题，激发阅读兴趣。
5. 英语注释知识点，便于学生扩大词汇量，提高英语思维能力。适量的脚注有助于



学生快速理解课文。语言教学研究表明，学生 91.9% 的阅读问题由词汇引起，无法根据上下文猜出的词义影响阅读速度和兴趣。

6. 练习题型多样，有正误判断题、选择题、翻译题、思考题、拓展练习题等。多样化题型旨在培养学生的跨文化意识、比较意识、批判意识、视角意识、逻辑思辨能力、阅读理解能力和语言应用能力。书后附有部分练习题的答案，供教师和学生参考。
7. 课堂教学与课外拓展阅读有机整合。教材在每单元附上同步拓展阅读资源：必读书目、相关网站和影视等。阅读教学打破“课堂”与“课本”的限制，朝着个性化和自主式学习方向发展，以求真正提高教学的实效性。

三、教材的使用建议

1. 任务式教学法。本册教材共有十个单元，每单元一个主题。建议总学时为 30-36 学时，其中教材内容教学 20-26 学时，约 10 学时进行课外读书报告讨论。使用本教材时，教师可首先组织学生自选十个单元中的一个主题，然后选同一主题的学生组成学习小组，制作课件，每单元利用一学时时间在班级做读书报告等。
2. 学生应预习课文，了解大意，发现难点。教学重点检查学生对课文大意的理解，讨论教材中的难点，解析文本的深层语义等。课上组织学生小组讨论难点、开放式思考题等。学生应自主研习每单元后的课外拓展阅读资源，定期写读书报告等。

在本册教材编写过程中，我们参阅了大量书籍和英语网站的资源，从中选用相关资料作为课文。我们特此向各书的编著者以及选文作者致以衷心的感谢。英籍教师 Thomas McCarron 对本书的编写提出了许多宝贵的意见和建议。对外经济贸易大学出版社编辑在付梓前仔细编审，精心设计，编者在此一并表示衷心感谢。

本书一定存在许多不足和疏漏，恳请英语界同行和广大使用者批评指正。

编 者

2011 年 9 月 20 日

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Unit One

The World Is Flat

Thomas L. Friedman

Pre-reading Questions

The World Is Flat is an international bestseller that analyzes globalization primarily in the early 21st century. Do you think the world is flat? And what are the best strategies to remain competitive in this world?

1. While I Was Sleeping

¹I think the world is flat. How did I come to this conclusion? It all started in Nandan Nilekani's conference room at Infosys Technologies Limited. Infosys is one of the jewels of the Indian information technology world, and Nilekani, the company's CEO, is one of the most thoughtful and respected captains of Indian industry. I drove with the Discovery Times^① crew out to the Infosys campus, about forty minutes from the heart of Bangalore^②, to tour the facility and interview Nilekani. The Infosys campus is reached by a pockmarked road, with sacred cows, horse-drawn carts, and motorized rickshaws^③ all

① Discovery Times: The channel focuses on American culture and programming pertaining to the well-being and culture of the people of America, as well as other miscellaneous programming.

② Bangalore a city of south-central India 班加罗尔

③ rickshaw a small two-wheeled passenger vehicle drawn by one or two men 人力车



jostling^① alongside our vans. Once you enter the gates of Infosys, though, you are in a different world. A massive swimming pool nestles amid boulders and lawns. There are multiple restaurants and a fabulous health club. Glass-and-steel buildings seem to sprout up like weeds each week. In some of those buildings, Infosys employees are writing specific software programs for American or European companies; in others, they are running the back rooms of major American-and-European-based multinationals—everything from computer maintenance to specific research projects to answering customer calls routed there from all over the world.

²After sitting for an interview, Nilekani gave our TV crew a tour of Infosys's global conferencing center—ground zero of the Indian outsourcing^② industry. On one end was a massive wall-size screen and overhead there were cameras in the ceiling for teleconferencing. "So this is our conference room, probably the largest screen in Asia—this is forty digital screens put together," Nilekani explained proudly, pointing to the biggest flat-screen TV I had ever seen. Infosys, he said, can hold a virtual meeting of the key players from its entire global supply chain for any project at any time on that supersize screen. So their American designers could be on the screen speaking with their Indian software writers and their Asian manufacturers all at once. "We could be sitting here, somebody from New York, London, Boston, San Francisco, all live. And maybe the implementation is in Singapore, so the Singapore person could also be live here.... That's globalization," said Nilekani. Above the screen there were eight clocks that pretty well summed up the Infosys workday: 24/7/365. The clocks were labeled US West, US East^③, GMT, India, Singapore, Hong Kong, Japan, Australia.

³"Outsourcing is just one dimension of a much more fundamental thing happening today in the world," Nilekani explained. "What happened over the last few years is that there was a massive investment in technology, especially in the bubble era, when hundreds of millions of dollars were invested in putting broadband connectivity around the world, undersea cables, all those things." At the same time, he added, computers became cheaper and dispersed all over the world, and there was an explosion of software—e-mail, search engines like Google, and proprietary software that can chop up any piece of work and send one part to Boston, one part to Bangalore, and one part to Beijing, making it easy for anyone to do remote development.

① jostle ['dʒɒsl]: force by pushing or elbowing 挤、推、撞

② outsource obtain goods or services from an outside supplier 业务外包

③ US West, US East The United States spans 6 time zones It shares the main four time zones with Canada (Eastern Time, Central Time, Mountain Time and Pacific Time) Hawaii Time and Alaska Time are separate Time zones



When all of these things suddenly came together around 2000, added Nilekani, they “created a platform where intellectual work, intellectual capital, could be delivered from anywhere. It could be disaggregated^①, delivered, distributed, produced, and put back together again—and this gave a whole new degree of freedom to the way we do work, especially work of an intellectual nature And what you are seeing in Bangalore today is really the culmination of all these things coming together.”

⁴We were sitting on the couch outside of Nilekani’s office, waiting for the TV crew to set up its cameras. At one point, summing up the implications of all this, Nilekani uttered a phrase that rang in my ear. He said to me, “Tom, the playing field is being leveled.” He meant that countries like India are now able to compete for global knowledge work as never before—and that America had better get ready for this. America was going to be challenged, but, he insisted, the challenge would be good for America because we are always at our best when we are being challenged. As I left the Infosys campus that evening and bounced along the road back to Bangalore, I kept chewing on that phrase: “The playing field is being leveled.”

⁵What Nandan is saying, I thought, is that the playing field is being flattened ... Flattened? Flattened? My God, he’s telling me the world is flat!

⁶Here I was in Bangalore—more than five hundred years after Columbus sailed over the horizon, using the rudimentary navigational technologies of his day, and returned safely to prove definitively that the world was round—and one of India’s smartest engineers, trained at his country’s top technical institute and backed by the most modern technologies of his day, was essentially telling me that the world was flat—as flat as that screen on which he can host a meeting of his whole global supply chain. Even more interesting, he was citing this development as a good thing, as a new milestone in human progress and a great opportunity for India and the world—the fact that we had made our world flat!

⁷In the back of that van, I scribbled down four words in my notebook: “The world is flat.” As soon as I wrote them, I realized that this was the underlying message of everything that I had seen and heard in Bangalore in two weeks of filming. The global competitive playing field was being leveled. The world was being flattened.

⁸As I came to this realization, I was filled with both excitement and dread. The journalist in me was excited at having found a framework to better understand the morning headlines and

① disaggregate divide into parts



to explain what was happening in the world today. Clearly, it is now possible for more people than ever to collaborate and compete in real time with more other people on more different kinds of work from more different corners of the planet and on a more equal footing^① than at any previous time in the history of the world—using computers, e-mail, networks, teleconferencing, and dynamic new software. When you start to think of the world as flat, a lot of things make sense in ways they did not before. But I was also excited personally, because what the flattening of the world means is that we are now connecting all the knowledge centers on the planet together into a single global network, which—if politics and terrorism do not get in the way—could usher in an amazing era of prosperity and innovation.

⁹But contemplating the flat world also left me filled with dread, professional and personal. My personal dread derived from the obvious fact that it's not only the software writers and computer geeks^② who get empowered to collaborate on work in a flat world. It's also al-Qaeda^③ and other terrorist networks. The playing field is not being leveled only in ways that draw in and superempower a whole new group of innovators. It's being leveled in a way that draws in and superempowers a whole new group of angry, frustrated, and humiliated men and women.

¹⁰Professionally, the recognition that the world was flat was unnerving^④ because I realized that this flattening had been taking place while I was sleeping, and I had missed it. I wasn't really sleeping, but I was otherwise engaged. Before 9/11, I was focused on tracking globalization and exploring the tension between the "Lexus" forces of economic integration and the "Olive Tree" forces of identity and nationalism—hence my 1999 book, *The Lexus and the Olive Tree*. But after 9/11, the olive tree wars became all-consuming for me. I spent almost all my time traveling in the Arab and Muslim worlds. During those years I lost the trail of globalization.

¹¹I found that trail again on my journey to Bangalore in February 2004. Once I did, I realized that something really important had happened while I was fixated on the olive groves of Kabul and Baghdad. Globalization had gone to a whole new level. If you put *The Lexus and the Olive Tree* and this book together, the broad historical argument you end up with is that that there have been three great eras of globalization.

① footing: the basis or foundation on which something is established

② geek a person who is preoccupied with or very knowledgeable about computing 电脑迷

③ al-Qaeda a militant Islamic fundamentalist group 基地组织

④ unnerve: deprive of courage, strength, or steadiness 使气馁



¹²The first lasted from 1492—when Columbus set sail, opening trade between the Old World and the New World—until around 1800. I would call this era Globalization 1.0. It shrank the world from a size large to a size medium. Globalization 1.0 was about countries and muscles. That is, in Globalization 1.0 the key agent of change, the dynamic force driving the process of global integration was how much brawn^①—how much muscle, how much horsepower, wind power, or, later, steam power—your country had and how creatively you could deploy it. In this era, countries and governments (often inspired by religion or imperialism or a combination of both) led the way in breaking down walls and knitting the world together, driving global integration. In Globalization 1.0, the primary questions were: Where does my country fit into global competition and opportunities? How can I go global and collaborate with others through my country?

¹³The second great era, Globalization 2.0, lasted roughly from 1800 to 2000, interrupted by the Great Depression and World Wars I and II. This era shrank the world from a size medium to a size small. In Globalization 2.0, the key agent of change, the dynamic force driving global integration, was multinational companies. These multinationals went global for markets and labor, spearheaded first by the expansion of the Dutch and English joint-stock companies and the Industrial Revolution. In the first half of this era, global integration was powered by falling transportation costs, thanks to the steam engine and the railroad, and in the second half by falling telecommunication costs—thanks to the diffusion of the telegraph, telephones, the PC, satellites, fiber-optic cable, and the early version of the World Wide Web. It was during this era that we really saw the birth and maturation of a global economy, in the sense that there was enough movement of goods and information from continent to continent for there to be a global market, with global arbitrage^② in products and labor.

¹⁴The dynamic forces behind this era of globalization were breakthroughs in hardware—from steamships and railroads in the beginning to telephones and mainframe computers toward the end. And the big questions in this era were: Where does my company fit into the global economy? How does it take advantage of the opportunities? How can I go global and collaborate with others through my company? *The Lexus and the Olive Tree* was primarily about the climax of this era, an era when the walls started falling all around the

① brawn strong well-developed muscles, muscular strength and power

② arbitrage ['ɑːbɪtrɪdʒ] the nearly simultaneous purchase and sale of securities or foreign exchange in different markets in order to profit from price discrepancies 套购; 套利



world, and integration, and the backlash to it, went to a whole new level. But even as the walls fell, there were still a lot of barriers to seamless global integration. Remember, when Bill Clinton was elected president in 1992, virtually no one outside of government and the academy had e-mail, and when I was writing *The Lexus and the Olive Tree* in 1998, the Internet and e-commerce were just taking off.

¹⁵Well, they took off—along with a lot of other things that came together while I was sleeping. And that is why I argue that around the year 2000 we entered a whole new era: Globalization 3.0. Globalization 3.0 is shrinking the world from a size small to a size tiny and flattening the playing field at the same time. And while the dynamic force in Globalization 1.0 was countries globalizing and the dynamic force in Globalization 2.0 was companies globalizing, the dynamic force in Globalization 3.0—the thing that gives it its unique character—is the newfound power for individuals to collaborate and compete globally. And the lever that is enabling individuals and groups to go global so easily and so seamlessly is not horsepower, and not hardware, but software—all sorts of new applications—in conjunction with the creation of a global fiber-optic network that has made us all next-door neighbors. Individuals must, and can, now ask, Where do I fit into the global competition and opportunities of the day, and how can I, on my own, collaborate with others globally?

¹⁶But Globalization 3.0 not only differs from the previous eras in how it is shrinking and flattening the world and in how it is empowering individuals. It is different in that Globalization 1.0 and 2.0 were driven primarily by European and American individuals and businesses. Even though China actually had the biggest economy in the world in the eighteenth century, it was Western countries, companies, and explorers who were doing most of the globalizing and shaping of the system. But going forward, this will be less and less true. Because it is flattening and shrinking the world, Globalization 3.0 is going to be more and more driven not only by individuals but also by a much more diverse—non-Western, non-white—group of individuals. Individuals from every corner of the flat world are being empowered. Globalization 3.0 makes it possible for so many more people to plug and play, and you are going to see every color of the human rainbow take part.

¹⁷Well, the real information revolution is about to begin. I call this new phase Globalization 3.0 because it followed Globalization 2.0, but I think this new era of globalization will prove to be such a difference of degree that it will be seen, in time, as a difference in kind. That is why I introduced the idea that the world has gone from round to flat.



Everywhere you turn, hierarchies are being challenged from below or transforming themselves from top-down structures into more horizontal and collaborative ones.

¹⁸“If I am right about the flattening of the world, it will be remembered as one of those fundamental changes—like the rise of the nation-state or the Industrial Revolution—each of which, in its day, produced changes in the role of individuals, the role and form of governments, the way we innovated, the way we conducted business, the role of women, the way we fought wars, the way we educated ourselves, the way religion responded, the way art was expressed, the way science and research were conducted, not to mention the political labels we assigned to ourselves and to our opponents,” said David Rothkopf, a former senior Department of Commerce official in the Clinton administration and now a private strategic consultant. “There are certain pivot points or watersheds in history that are greater than others because the changes they produced were so sweeping, multifaceted, and hard to predict at the time.”

¹⁹If the prospect of this flattening—and all of the pressures, dislocations, and opportunities accompanying it—causes you unease about the future, you are neither alone nor wrong. Whenever civilization has gone through one of these disruptive, dislocating technological revolutions—like Gutenberg’s introduction of the printing press—the whole world has changed in profound ways. But there is something about the flattening of the world that is going to be qualitatively different from other such profound changes: the speed and breadth with which it is taking hold. The introduction of printing happened over a period of decades and for a long time affected only a relatively small part of the planet. Same with the Industrial Revolution. This flattening process is happening at warp speed and directly or indirectly touching a lot more people on the planet at once. The faster and broader this transition to a new era, the more likely is the potential for disruption, as opposed to an orderly transfer of power from the old winners to the new winners. To put it another way, the experiences of the high-tech companies in the last few decades who failed to navigate the rapid changes brought about in their marketplace by these types of forces may be a warning to all the businesses, institutions, and nation-states that are now facing these inevitable, even predictable, changes but lack the leadership, flexibility, and imagination to adapt—not because they are not smart or aware, but because the speed of change is simply overwhelming them.

²⁰And that is why the great challenge for our time will be to absorb these changes in ways



that do not overwhelm people but also do not leave them behind. None of this will be easy. But this is our task. It is inevitable and unavoidable.

Notes

1. The text is excerpted from *The World Is Flat: A Brief History of the Twenty-First Century*, published by Farrar, Straus & Giroux in 2005.
2. sacred cows (para.1)—In Hinduism, the cow is revered as the source of food and symbol of life and may never be killed. Despite their sacred status, cows don't seem very appreciated in India. Visitors are often surprised to see them walking neglected around city streets, living on garbage from the gutters. But the cow is honored at least once a year, on Gopastami. On this "Cow Holiday," cows are washed and decorated in the temple and given offerings in the hope that her gifts of life will continue.

Exercises

I. Match the following words with the appropriate definition according to the text.

- | | |
|--------------------|--|
| 1. pockmarked (1) | a. of a primitive kind |
| 2. route (1) | b. connect two local area networks, thereby forming an internet |
| 3. facility (1) | c. being deviated from normal state |
| 4. rudimentary (6) | d. used of paved surfaces having holes or pits |
| 5. seamless (14) | e. perfectly consistent and coherent |
| 6. warp (19) | f. a building or place that provides a particular service or is used for a particular industry |

II. Choose the best answer for each of the blanks.

1. The author came to realize that _____ after visiting Infosys Technologies Limited.
A. he missed the most important moment in history
B. Nilekani and Columbia had something in common
C. the world is flat
2. In paragraph 1, the phrase "the back rooms" represents _____.
A. the rooms located at the rear B. the world's factory floor C. the secrecy
3. The following can be inferred from the second paragraph except _____.



- A. Infosys contacts with its global business partners alive in the teleconferencing center
 - B. Infosys keeps its work flow around the clock
 - C. Infosys takes its lead in IT
4. According to Nilekani, the playing field is being leveled due to the following except _____.
A. a massive investment in information technology
B. an explosion of software
C. outsourcing
5. The following are the reasons why the author hailed the arrival of “the flattened world” except _____.
A. He could better understand and explain what is happening in the world.
B. Information technologies would bring about a new era of prosperity and innovation.
C. Network can also superempower some harmful forces like terrorists.
6. The word “sleeping” is mentioned twice in the tenth paragraph _____.
A. to emphasize the fast changes of the world
B. to explain how the author lost the trail of globalization after 9/11
C. both A and B
7. In the author’s opinion, the era Globalization 3.0 is a product of a convergence of _____.
A. personal computer with network and software
B. countries with explorers
C. governments with multinational companies
8. The phrase “every color of the human rainbow (16)” can be interpreted as _____.
A. individuals from every corner of the world
B. the author’s excitement and the hope of the era Globalization 3.0
C. both A and B
9. The author introduces the idea that the world has gone from round to flat because _____.
A. globalization 3.0 differs in nature from Globalization 1.0 and 2.0
B. most people are not ready for the rapid changes around them
C. both A and B
10. The author’s main purpose in the text is _____.
A. to awaken the consciousness of the concept that the world is flat
B. to call to action for governments, businesses and individuals to remain competitive in this flattening world



C. to convince the readers that the great challenge for the era Globalization 3.0 is to absorb the profound changes around them

III. Translate the following into Chinese.

1. The Infosys campus is reached by a pockmarked road, with sacred cows, horse-drawn carts, and motorized rickshaws all jostling alongside our vans. (para.1)
2. It was during this era that we really saw the birth and maturation of a global economy, in the sense that there was enough movement of goods and information from continent to continent for there to be a global market, with global arbitrage in products and labor. (para.13)
3. And that is why the great challenge for our time will be to absorb these changes in ways that do not overwhelm people but also do not leave them behind. (para.20)

IV. Fill in each blank with a word given below. Change the form of the word if necessary.

put	lust	squabble	hegemony	pepper
complex	power	resist	overview	organize

One day in 1992, Thomas Friedman toured a Lexus factory in Japan and marveled at the robots that (1) _____ the luxury cars together. That evening, as he ate sushi on a Japanese bullet train, he read a story about yet another Middle East (2) _____ between Palestinians and Israelis. And it hit him: Half the world was (3) _____ after those Lexuses, or at least the brilliant technology that made them possible, and the other half was fighting over who owned which olive tree.

Friedman, the well-traveled *New York Times* foreign-affairs columnist, (4) _____ *The Lexus and the Olive Tree* with stories that illustrate his central theme: that globalization—the Lexus—is the central (5) _____ principle of the post-cold war world, even though many individuals and nations (6) _____ by holding onto what has traditionally mattered to them—the olive tree.

The problem is, few of us understand what exactly globalization means. As Friedman sees it, the concept, at first glance, is all about American (7) _____, about Disneyfication of all corners of the earth. But the reality, thank goodness, is far more (8) _____ than that, involving international relations, global markets, and the rise of the power of individuals