

- B. His lectures are too broad and lack of being precise and accurate about the facts.
- C. His concepts helped corporate executives but not average workers.
- D. His ideas are sometimes impractical and result in opposite outcomes.
- E. He was overstating the case for knowledge workers when warning businesses to get prepared.

Section 3

Extinct: the Giant Deer

Toothed cats, mastodons, giant sloths, woolly rhinos, and many other big, shaggy mammals are widely thought to have died out around the end of the last ice age, some 10,500 years ago.

A. The Irish elk is also known as the giant deer (*Megaloceros giganteus*). Analysis of ancient bones and teeth by scientists based in Britain and Russia show the huge herbivore survived until about 5,000 B.C.—more than three millennia later than previously believed. The research team says this suggests additional factors, besides climate change, probably hastened the giant deer's eventual extinction. The factors could include hunting or habitat destruction by humans.

B. The Irish elk, so-called because its well-preserved remains are often found in lake sediments under peat bogs in Ireland, first appeared about 400,000 years ago in Europe and central Asia. Through a combination of radiocarbon dating of skeletal remains and the mapping of locations where the remains were unearthed, the team shows the Irish elk was widespread across Europe before the last "big freeze." The deer's range later contracted to the Ural Mountains, in modern-day Russia, which separate Europe from Asia.

- C. The giant deer made its last stand in western Siberia, some 3,000 years after the ice sheets receded, said the study's co-author, Adrian Lister, professor of palaeobiology at University College London, England. "The eastern foothills of the Urals became very densely forested about 8,000 years ago, which could have pushed them on to the plain," he said. He added that pollen analysis indicates the region then became very dry in response to further climactic change, leading to the loss of important food plants. "In combination with human pressures, this could have finally snuffed them out," Lister said.



D. Hunting by humans has often been put forward as a contributory cause of extinctions of the Pleistocene mega fauna. The team, though, said their new date for the Irish elk's extinction hints at an additional human-made problem—habitat destruction. Lister said, "We haven't got just hunting 7,000 years ago—this was also about the time the first Neolithic people settled in the region. They were farmers who would have cleared the land." The presence of

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