

第1問 次の文章を読み、後の設問に答えなさい。

A few years ago a man won the Spanish national lottery with a ticket that ended in the number 48. Proud of his “accomplishment,” he revealed the theory that brought him the riches. “I dreamed of the number 7 for seven straight nights,” he said, “and 7 times 7 is 48.” Those of us with a better command of our multiplication tables might chuckle at the man’s error, but we all create our own view of the world and then employ it to filter and process our perceptions, extracting meaning from the ocean of data that washes over us in daily life. And we often make errors that, though less obvious, are just as significant as his.

The fact that human intuition is ill suited to situations involving uncertainty was known as early as the 1930s, when researchers noted that people could neither make up a sequence of numbers that passed mathematical tests for randomness nor recognize reliably whether a given string was randomly generated. In the past few decades a new academic field has emerged to study how people make judgments and decisions when faced with imperfect or incomplete information. This research has shown that when chance is involved, people’s thought processes are often seriously flawed. The work draws from many disciplines, from mathematics and the traditional sciences as well as cognitive psychology, behavioral economics, and modern neuroscience. But although such studies were legitimated by a recent Nobel Prize (in Economics), their lessons for the most part have not trickled down from academic circles to the popular psyche.

Information that is lacking often invites competing interpretations. That’s why such great effort was required to confirm global warming, why drugs are sometimes declared safe and then pulled from the market, and presumably why not everyone agrees with my observation that chocolate milkshakes are an indispensable component of a heart-healthy diet. Unfortunately the misinterpretation of data has many negative consequences, both large and small. For example, both doctors and patients often misinterpret statistics regarding the

effectiveness of drugs and the meaning of important medical tests. Parents, teachers, and students misunderstand the significance of standardized academic examinations, and wine connoisseurs make the same mistakes about wine ratings. Investors draw invalid conclusions from the historical performance of the stock market.

In sports we have developed a culture in which, based on intuitive feelings of correlation, a team's success or failure is often attributed largely to the ability of the coach. As a result, when teams fail, the coach is often fired. Mathematical analysis of firings in all major sports, however, has shown that those firings had, on average, no effect on team performance. An analogous phenomenon occurs in the corporate world, where chief executive officers (CEOs) are thought to have superhuman power to make or break a company. Yet time and time again at Kodak, Lucent, Xerox, and other companies, that power has proved illusory. In the 1990s, for instance, when he ran GE Capital Services under Jack Welch, Gary Wendt was thought of as one of the smartest businessmen in the country. Wendt exploited that reputation to secure a \$45 million bonus when he was hired to run the troubled finance company Consec. Investors apparently agreed that, with Wendt at the helm, Consec's troubles were over—the company's stock tripled within a year. But two years after that Wendt abruptly resigned, Consec went bankrupt, and the stock was trading for pennies. Had Wendt's task been impossible? Had he been asleep at the wheel? Or had his coronation rested on questionable assumptions—for example, that an executive's single past success is a reliable indicator of future performance? One can never be confident of the answers without examining the details of the situation at hand.

To swim against the current of human intuition is a difficult task. The human mind is built to identify, for each event, a definite cause and can therefore have a hard time accepting the influence of unrelated or random factors. And so the first step is to realize that success or failure sometimes arises neither from great skill nor from great incompetence but from, as an economist wrote,

“fortuitous circumstances.” Random processes are fundamental in nature and are ubiquitous in our everyday lives, yet most people do not understand them or think much about them.

The expression “the drunkard’s walk” comes from a mathematical term describing random motion, such as the path molecules follow as they fly through space, incessantly bumping, and being bumped by, their sister molecules. That can be a metaphor for our lives, our paths from college to career, from single life to family life, from first hole of golf to eighteenth. The surprise is that the tools used to understand the drunkard’s walk can also be employed to help understand the events of everyday life.

When we look at extraordinary accomplishments we should keep in mind that extraordinary events can happen without extraordinary causes. Random events often look like non-random events, and in interpreting human affairs we must take care not to confuse the two. Though it has taken many centuries, scientists have learned to look beyond apparent order and recognize the hidden randomness in both nature and everyday life.

[設 問]

- (1) 下線部分を和訳しなさい。
- (2) Consider the following statement: “Making decisions based on incomplete information is a necessary evil.” In English (80-120 words) explain how you think the author of the given text would respond to this statement, and justify your answer. As much as possible avoid copying from the given text.
- (3) Suppose you were the president of a large company and had to evaluate your employees’ performance. In English (80-120 words) discuss how reading this passage might change the way you would conduct such evaluations. As much as possible avoid copying from the given text.

第2問 次の文章を読み、後の設問に答えなさい。

Imagine you are a Japanese business traveler. Upon arrival at your hotel, a young Japanese woman by the name of Izumi greets you. As you check in, she hands you a Japanese newspaper and a card with instructions on how to make international calls. Once you get to your room, you remove your shoes and change into slippers, just in time for the bellboy to bring you some hot green tea. After a good night's sleep, you wake up and head downstairs for the hotel breakfast, which of course, in the traditional Japanese style, consists of rice, soup, and other traditional Japanese food. There's just one catch. You're not in Japan. You're in Michigan.

Back in the 1980s, waves of Japanese businessmen started to arrive in Detroit, Michigan, the automotive capital of the world. Many hotels noticed an increase in the number of these newcomers, but one local hotel, part of the Sheraton chain, was lucky enough to have an employee, Izumi Suzuki, who spoke Japanese and was able to help with the language barrier. "I translated menus. I translated phone-dialing instructions. I translated many things to make their stay more comfortable," she recalls.

But translation was not enough. Suzuki was the only person on the hotel staff who spoke Japanese and understood the culture. She knew she was dealing with a very specific demographic profile: *Japanese. Engineer. Male. Works for an automotive company. Does not know how to cook. Is far from home.* "The case with Japanese visitors was different from that of Chinese or Korean people who came here to stay permanently," Suzuki points out. "For the Japanese, they knew they would only be staying for four or five years and would then be returning home." As a result, they often arrived completely unprepared for the challenges ahead.

Suzuki often found herself in the role not just of translator, but of cultural adviser. She would even receive phone calls from former guests asking her,

“How do I get a driver’s license?” She sometimes got called to the airport to help people find their way around. “Back then, the airport was not easy to navigate. People would frequently arrive from Japan, get lost, and miss their connecting flights.” Eventually, she and some colleagues translated all of the signs that appear in the more modern airport that Detroit boasts today, but at that time, things were chaotic.

But Suzuki brought calm to the madness by helping Japanese business people feel as if they had a taste of Japan in the heartland of America. Making them feel truly at home was not an easy task. To help the hotel chefs learn how to make a Japanese breakfast, she needed to show them not only how to prepare the food, but exactly where to place the rice bowl and how to position the soup for it to be served properly. For many weeks, she had to arrive each day at 5:30 a.m. until she was sure that the chefs had mastered the details.

Her work paid off. “People from Mazda would drive one hour just to come to our hotel,” she recalls. The success of the hotel led it to be profiled in newspapers such as the *Chicago Tribune* and *New York Times*. Competing hotels tried to copy some of her ideas. “Many other hotels tried to offer a Japanese breakfast, but because they did it without authenticity, they failed,” she points out. “Some hotels did not even use real Japanese rice,” she scoffs. “Japanese people are very particular about rice. It has to be done the right way, or they will never go back.”

In short, you don’t have to own one of the world’s biggest or most luxurious hotels to accommodate your guests in other languages. But you do have to pay close attention to your target market to understand how to make them feel truly welcome, from both a linguistic and a cultural perspective.

[設 問]

- (1) 全体の議論を 100～150 字の日本語で要約しなさい。句読点も 1 字に数える。
- (2) Explain in English (80-120 words) what is implied by the underlined sentence: “But translation was not enough.” As much as possible avoid copying from the given text.
- (3) In addition to foreign language training, how should companies prepare their Japanese employees for long-term overseas assignments? Answer in English (80-120 words). As much as possible avoid copying from the given text.