

國立清華大學 104 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班 (IMBA)

考試科目 (代碼)：英文 (4902)

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General Directions:

Important. Please read.

This is a test of your English reading and writing ability. There are two reading passages. For each passage, there are two types of questions. The first type asks for your comprehension of the passages. The second type is an essay question that asks for your opinion. For the essay question, you are expected to write in multiple paragraphs and have a clear introduction, body, and conclusion. The scores will be based on your logic and quality of language use. You will *not* be judged whether your opinion is right or wrong. Thus, please feel free to express your thoughts.

Reading 1

Get an MBA, Save the World

If you want to work in international development, go work for a big, bad multinational company.

By Charles Kenny, April 23, 2012 (Published in *Foreign Policy*. Online access at <http://foreignpolicy.com/2012/04/23/get-an-mba-save-the-world/>)

(1) Perhaps it's the combined Twitter power of the Two Bills (Gates and Easterly), but working in development is hot, and not just for their 5.9 million followers. I'm not kidding: The website <GradSchools.com> lists 204 master's programs in international development, meant to prepare students for the glamorous life of managing technical assistance to water and sanitation departments in Bangladesh or dealing with the logistics of emergency food programs in Somalia. Devex, the international development portal, boasts a database of 410,000 candidates for employers working in the aid arena to search. And the World Bank's Young Professionals Program, a route to a permanent position at the organization, routinely attracts about 10,000 applicants for about 30 spots each year. In other words, it's a lot harder than getting into Harvard. Kids today — they just want to save the world.

(2) But there is more than one way to make the planet a better place. Here's another option: Get an MBA and go work for a big, bad multinational company. Consider this: Over the past decade, foreign direct investment in Africa topped foreign aid — and in 2011 alone, by \$7 billion. And unlike food handouts or free latrines, this kind of investment built

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factories, financed banks, and opened mines and oil fields, creating tens of thousands of jobs and transferring invaluable knowledge to the countries that need it most. That's good news, because it is increasingly clear that new technologies are what's driving improved quality of life in Africa, and new ways of doing business are vital to sustaining economic growth on the continent.

(3) Yet there's still a widespread feeling that multinationals are the rapacious, profit-obsessed spawn of globalization and free markets, running amok across the developing world. Some surely are. But think about how hard U.S. states compete to attract a Toyota factory. Or how happy Britain was when the Indian firm Tata bailed out its ailing steel industry. If multinationals can make that kind of difference in job creation and productivity in the rich world, consider the even greater role they play in poorer countries.

(4) Foreign firms' biggest impact in developing countries may not be the jobs they bring or the money they pay out, significant as those are, but the products they make. Take Vodafone, which provides services from texting to mobile-phone banking in Africa. The company not only employs some 84,000 people worldwide, but it also provides telecom services to 213 million subscribers in developing countries. And mobile-phone service does a lot more than just allow you to gab all day. It gets people money in emergencies, improves the prices farmers and fishermen earn for their goods, and helps people search for jobs. Economists Stefan Klonner and Patrick Nolen estimate that the proliferation of mobile phones has increased employment in rural South Africa by as much as 15 percentage points by allowing people to search for jobs farther afield. In Kenya, Vodafone affiliate M-Pesa's mobile-banking service had 14 million customers in 2011 — about one-third of the population. That's huge in a country with fewer than 900 bank branches — or about one branch for every 44,000 people.

(5) How about improving personal hygiene and preventing deaths from diseases like diarrhea? Unilever, one of the world's biggest consumer products companies, produced items used by more than 2 billion consumers in 180 countries in 2010, and 53 percent of the company's revenues came from developing markets. In India, where Unilever's Lifebuoy soap has the largest share of the market, the company ran an 18,000-village campaign to

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educate and encourage people to wash their hands with soap. A review of evidence in the Lancet medical journal suggested that washing hands with soap is associated with at least a 40 percent decline in the risk of diarrhea and that if everyone worldwide washed hands with soap after going to the bathroom and before preparing food, between 500,000 and 1.4 million lives would be saved each year. (Granted, the study was partially funded by Unilever.) Does Unilever make a lot of money from selling soap in India? Yes. But it's also doing a lot of good.

(6) Sure, multinational pharmaceutical companies get criticized for selling vital drugs at prices that poor people can't afford. At the same time, for every drug that helps with male pattern baldness or gives a bump to middle-age sex lives, Big Pharma develops another one to kill off parasites living in tropical water or protect kids from pneumonia. Take GlaxoSmithKline (GSK), which is testing a malaria vaccine in seven African countries. The Britain-based GSK donated more than 2.6 billion albendazole treatments to 58 countries from 2000 to 2010 to support deworming programs. Intestinal worms don't usually kill people, but they are a major cause of kids missing school, which leads to lower incomes as adults. GSK's ongoing donations are enough to deworm every schoolchild in the most affected countries. The same pill also works against the parasite that causes elephantiasis, a disabling disease that affects 120 million people worldwide. GSK's donation is sufficient to support the World Health Organization's effort to wipe out the disease by 2020. This is real foreign aid.

(7) Of course, the private sector is motivated foremost by profits, not the drive to eradicate poverty worldwide. And multinationals have been involved in some pretty appalling investments. Remember when U.S. energy company Enron sold the Indian state of Maharashtra a \$2.9 billion power plant that produced electricity at a cost four times higher than local producers? Or the infamous 1984 gas leak at Union Carbide's chemical plant in Bhopal, India, which killed thousands? Consider, too, the involvement of such firms in the everyday corruption of developing economies: In 2008, the German company Siemens agreed to pay \$1.6 billion in fines as punishment for bribes it doled out around the world.

(8) But that's far from the whole story. Across much of the planet, the items the rich world takes for granted on supermarket and drugstore shelves have for decades only been

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available to a lucky few. Multinational firms bring in technologies and business practices that lower the costs of these items and extend their reach. Competition creates markets in ways foreign aid just can't, turning goods like mobile phones and medicines that were previously luxury items for an urban elite into products used by rich and poor alike. When a simple bar of hand soap does so much to promote income growth, lower child mortality, and improve adult health, there's no shame in working for the faceless corporation that sells and markets it. So, get that international MBA. Then you can really say: "I work in development."

Questions for Reading 1

1. Why did the author mention the website *GradSchools.com* and the *World Bank's Young Professionals Program* in the first paragraph? Explain. (5%)
2. Which type of help for Africa did the author endorse more – foreign direct investment or foreign aid, and why? (5%)
3. What are the examples that the author gave when trying to convince us that the "products" made by foreign firms make the most significant impact on poor countries? Explain each example. (5%)
4. Why did the author mention *GlaxoSmith Kline* in the 6th paragraph? Explain. (5%)
5. This is an argumentative essay; that is, the author tries to persuade us to believe his opinion. In doing so, he needs to acknowledge the "opposite" points of view, also called "counter-arguments." For example, in the 3rd paragraph, he acknowledged that:

Yet there's still a widespread feeling that multinationals are the rapacious, profit-obsessed spawn of globalization and free markets, running amok across the development world.

A counter-argument such as this one paints multinational company in a negative light. What are other counter-arguments that the author acknowledged in this essay? Write down those sentences with paragraph numbers. (5%)

6. *[ESSAY QUESTION] (25%)

What is the author's main thesis, and do you agree with it? Start your essay with a summary of the reading passage, then use specific reasons and examples to support your answer. You may borrow some examples from the reading passage, but you must also give reasons and examples that are based on your own knowledge and experience.

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Reading 2

Food safety is the government's job

By Liu Ching-yi 劉靜怡 / Sat, Oct 25, 2014 - Page 8 (Published in *Taipei Times*. Online access at <http://www.taipeitimes.com/News/editorials/archives/2014/10/25/2003602847/1>)

- (1) The tainted cooking oil problem, an issue that has never been properly resolved, has popped up again. Engaging in another absurd lesson in how to administer a nation with ineptness and responsibility shirking, the government's response has been to put together a patchwork consisting of a food safety office with staff from its current organization and a "general public boycott."
- (2) However, surprisingly, whether the nation's food safety management framework is sufficient to handle this food safety crisis has received less attention than other issues. The loopholes in the food safety management framework are probably making food safety crises a fact of life.
- (3) The Act Governing Food Safety and Sanitation (食品安全衛生管理法) was promulgated in 1975. It has been amended 10 times, the last time being in February, and an 11th amendment to the law is currently under review in the legislature.
- (4) Since the law was established relatively late compared with other nations, one would expect that Taiwan would have been able to take advantage of this fact and learned from those that went before. However, this is not what has happened.
- (5) The frequent amendments of the law only serve to prove that food safety legislation is insufficient to handle even adulteration and counterfeiting issues — standard issues that have been debated in connection to EU and US legislation for a century.
- (6) Furthermore, as commentators take advantage of French economist Jean Tirole's awarding of this year's Nobel Prize in economics to propose that solving the problem of "information asymmetry" could also solve Taiwan's food safety crisis, everyone seems to

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have forgotten that the current food safety management problems have no direct relation to false labeling or consumers possessing insufficient information.

(7) Using the US' Food and Drug Administration's (FDA) standard of identity system as an example, the US government has used laws and regulations to implement a procedure that uses ingredients, proportions, recipes and manufacturing methods to define an "identity." Only by conforming to these standards can a product be legally marketed under a product name.

(8) To formulate a standard of identity, the FDA references large numbers of recipes and holds public hearings, and it has formulated standards of identity for 300 products in 20 categories, thus creating a framework for preventative food safety crisis management.

(9) This management method offers a standard toward which it can be determined whether a product has been adulterated or counterfeited, and it also uses preventative means to stop manufacturers from putting additives into food products before providing proof that the product is safe, to avoid indirectly endangering public health and affecting the health insurance system.

(10) These goals cannot be achieved by appealing to a method for managing obligatory labeling and full information for consumers while following the logic of free market competition.

(11) Think about it: Obligatory labeling is aimed at avoiding mistakes by consumers. Such labels should not be applied to food products that are being sold despite safety and health concerns. Furthermore, from the perspective of the complicated production and sales relationships and the advancing food production technologies within the globalized food industry, why should consumers take on the highly self-protective responsibility of gaining an understanding of complex risk information to be able to make a choice?

(12) In addition, it must not be forgotten that this government, which has praised the magical effects of "big data" in recent years, has not only shown no interest in managing food safety risk information, but has also constantly misused the Personal Information Protection

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Act (個人資料保護法) and the Freedom of Government Information Act (政府資訊公開法), using these laws as an excuse for not fully publishing government audit reports and customs import data.

(13) The food safety management system should be tightly managed and controlled, and within this system, it is the government that should be in charge of food safety risk information management. When the government ignores the food safety warning signals that public interest requires it to do something about, and the public cannot even access information on the government's food safety management performance, how should people be able to trust the labeling information and fragmentary information that is provided under a more relaxed risk management system?

(14) Although companies engage in frequent lobbying activities, it is the legislature — which has remained idle for far too long — and the Cabinet that should be in charge of building and enforcing food safety management. While businesses setting up and managing their own laboratories, raw material tracking and inspections might go some way toward making up for management and control loopholes, this also implies the risk that “mistakes” may occur which means that controls might still fail.

(15) If the definition of specific products, the lack of standard safety limits and inspection methods cannot be resolved at the legislative level, it is possible that follow-up measures and sanctions aimed at incidents creating health risks will break down, both in terms of legal reasoning and claims procedure.

(16) Witch hunts do not belong in democratic societies, and food safety should not be dependent on election concerns, but the question is: Has the government offered the kind of solution that one would expect from a modern, civilized state?

(Author note: *Liu Ching-yi is a professor in the College of Social Sciences at National Taiwan University. Translated by Perry Svensson.*)

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Questions for Reading 2

- (1) Why did the author say that “food safety crises [is] a fact of life”? (5%)
- (2) Why did the author disagree that Jean Tirole’s theory could help solve the food safety issue in Taiwan? (5%)
- (3) How does the US *FDA standard of identity system* work, and why did the author mention it? (5%)
- (4) According to the author, why can’t the people trust the labeling information? (5%)
- (5) What are the author’s proposed solutions to the food safety crisis issue? (5%)
- (6) *[ESSAY QUESTION] (25%)

In the author’s opinion, “food safety is the government’s job.”

6.1) Do you agree with the author’s stance?

6.2) Even if you agree that this is “the government’s job,” do you believe that consumers should take a “passive” role in this crisis, or can they take some active roles in protecting themselves too?

Start your essay with a summary of the reading passage, then use specific reasons and examples to support your answer. You may borrow some examples from the reading passage, but you must also give reasons and examples that are based on your own knowledge and experience.

This is the end of the exam. Thank you!