

2011年度北海学園大学大学院経営学研究科修士課程(一般第1期)入学試験

英 語

【問】 下記英文をすべて和訳せよ。

Five major kinds of drivers, all based on change, are leading international firms to the globalization of their operations: (1) political, (2) technological, (3) market, (4) cost, and (5) competitive:

1. Political There is a trend toward the unification and socialization of the global community. Preferential trading arrangements, such as the North American Free Trade Agreement and the European Union, that group several nations into a single market have presented firms with significant marketing opportunities. Many have moved swiftly to gain access to the combined markets of these trading partners, either through exporting or by producing in the area.

Two other aspects of this trend are contributing to the globalization of business operations: (a) the progressive reduction of barriers to trade and foreign investment by most governments, which is hastening the opening of new markets by international firms that are both exporting to them and building production facilities in them, and (b) the privatization of much of the industry in formerly communist nations and the opening of their economies to global competition.

2. Technological advances in computers and communications technology are permitting an increased flow of ideas and information across borders, enabling customers to learn about foreign goods. Cable and satellite TV systems in Europe and Asia, for example, allow an advertiser to reach numerous countries simultaneously, thus creating regional and sometimes global demand. Global communications networks enable manufacturing personnel to coordinate production and design functions worldwide so that plants in many parts of the world may be working on the same product.

The Internet and network computing enable small companies to compete globally because they make possible the rapid flow of information regardless of the physical location of the buyer and seller. Internet videoconferencing allows sellers to demonstrate their products to prospective buyers all over the world without the need to travel. It also permits international companies to hold corporate meetings between managers from headquarters and overseas subsidiaries without expensive, time-consuming travel. In addition, communicating by e-mail on the Internet is faster and more reliable than using postal mail and much less expensive than using a fax machine. Both Internet users have given home office managers greater confidence in their ability to direct overseas operations.

英 語

The ease of obtaining information and making transactions on the Internet has started to have a profound effect on many firms and especially on business-to-business commerce. Whereas companies formerly used faxes, telephones, or regular mail to complete their transactions, they now use the cheaper and faster Internet. The emergence of third-generation (3G) broadband wireless telecommunications technologies and associated applications promises to further accelerate this trend.

3. Market as companies globalize, they also become global customers. For years, advertising agencies established offices in foreign markets when their major clients entered those markets to avoid having a competitor steal the accounts. Likewise, when an automaker, about to set up a foreign plant where there was no tire factory, asked a tire company if it was interested in setting up a plant in this new market, the response was, "When do you want us there?" It is also quite common for a global supplier to make global supply contracts with a global customer.

Finding the home market saturated also sends companies into foreign markets. According to a recent Dow Jones survey of the world's largest companies, 84 percent of the respondents expect that international markets will generate most of their growth in the next five years.<sup>13</sup> Indeed, since the United States has only about 5 percent of the world's population, the vast proportion of most companies' potential customers are located abroad.

4. Cost Economies of scale to reduce unit costs are always a management goal. One means of achieving them is to globalize product lines to reduce development, production, and inventory costs. The company can also move production or other parts of the company's value chain to countries where the costs are lower. Dramatic reductions in the cost of generating and transmitting information due to innovations in computing and telecommunications, as well as the decline in transportation costs, have facilitated this trend toward relocating activities worldwide.

5. Competitive Competition continues to increase in intensity. New firms, many from newly industrialized and developing countries, have entered world markets in automobiles, computers, and electronics, for example. Another competitive driving force for globalization is the fact that companies are defending their home markets from competitors by entering the competitors' home markets to distract them. Many firms that would not have entered a single country because it lacked sufficient market size have established plants in the comparatively larger trading groups (European Union, ASEAN, Mercosur). It is one thing to be shut out of Belgium, but it is another to be excluded from all Europe. The result of this rush to globalization has been an explosive growth in international business.

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## 専門科目 (共通専門科目) <組織経営分野>

下記の【Ⅰ】、【Ⅱ】から、それぞれ1題を選択して答えなさい。

### 【Ⅰ】

- (1) フォーディズムとよばれる H.フォードの経営理念・経営思想について簡潔に説明しなさい。
- (2) D.マクレガーの X 理論と Y 理論とは何か、簡潔に説明しなさい。
- (3) C.I.バーナードの組織の概念について、「有効性」と「能率」に関する定義上の違いを踏まえた上で、簡潔に説明しなさい。
- (4) M.E.ポーターの経営戦略論において、業界の収益性を規定する5つの競争要因とは何か、簡潔に説明しなさい。

### 【Ⅱ】

- (5) グローバル化する市場競争において、日本企業が直面している諸課題について論じなさい。
- (6) 今後、企業の社会的責任 (CSR) の重要性がますます拡大するといわれている。日本における CSR の展望について論じなさい。
- (7) 少子化・高齢化の進行が日本の企業経営に与える影響について、いわゆる「日本的経営」との関連から論じなさい。
- (8) 経営学の特徴として、①学際性、②実践性、③デザイン性が挙げられる。これらの点から、経営学が社会科学として成り立ちうるための方法について論じなさい。

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## 専門科目(指導希望教授担当科目) <企業行動論>

問1 日本企業の能力主義人事政策について、説明しなさい。

問2 企業の経営資源配分についての考え方を、説明しなさい。