

2018年度北海学園大学大学院経営学研究科修士課程(第1期)入学試験

専門科目 (共通専門科目) <組織経営分野>

以下の4つの問題うち、いずれか1つについて解答してください。なお、選択した問題番号を最初に明記すること。
(※論文や著作など具体的な研究を挙げるときには、「kagono(2007)」「加護野(2007)」のように表記してください。)

- ① 【モチベーション】期待理論とはどのような理論でしょうか。また、この理論が示唆する動機づけに関する重要なポイントとはどのようなものでしょうか。両者について詳細かつ分かりやすく解説してください。
- ② 【組織的知識創造】組織で新しい知識が創造されるメカニズムについて、野中・竹内(1996)はどのような説明を行ったでしょうか。また、そのためにどのような取り組みが必要だとされるでしょうか。わかりやすく論述してください。
- ③ 【組織構造】組織の能率を上げるために組織構造上の工夫としてできることにはどのような原則があるでしょうか。また、具体的にはどのような組織構造があり、それぞれの能率上のメリットとはどのようなものでしょうか。以上2点について論述してください。
- ④ 【コンティンジェンシー理論】環境決定論的な議論をおこなったコンティンジェンシー理論にはどのようなものがあるでしょうか。具体的な研究を複数挙げながら、それらの議論の意義と限界についてわかりやすく解説してください。

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専門科目 (共通専門科目) <組織心理分野>

問一. 以下の中から2題を選び、回答すること

- (A) ヒトはストレスに対して様々な反応をするが、そのうち心理的反応と生理的反応について述べること。
- (B) 同じような経験をした場合でも、人々は感じるストレスの大きさは同じとは限らない。そのような結果を生じさせる原因について説明すること。
- (C) 他者の存在によりヒトの行動が影響を受ける現象を二つ以上取り上げ、その説明をすること。
- (D) 社会的影響の中には、その影響をもたらす他者がいなくなった後でも、影響が持続することがある。その心理的プロセスを述べること。

問二. 以下の用語の中から3つを選択し、それぞれ説明すること。

- (ア) 楽観的幻想 (イ) 多元的無知 (ウ) 集団思考 (エ) ストループ干渉 (オ) 情報の社会的影響
(カ) 出来事に対する予測可能性 (キ) 学習性無力感 (ク) 内的葛藤 (ケ) 準拠集団 (コ) 推測統計学

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専門科目 (指導希望教授担当科目) <経営組織論>

以下の2つに答えてください。

1. 公式組織の定義と、成立させる要素とその説明をしてください。
2. 協働体系といわれるものを説明してください。

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専門科目(指導希望教授担当科目) <国際経営論>

下記3問に、すべて答えよ。

- (問1) 国際化の発展経路(①輸出・輸入、②摩擦回避型投資、③コスト優位型投資、④市場立地型投資、⑤グローバル型)について、**具体的に**説明せよ。
- (問2) ①マルチドメスティック戦略、②グローバル戦略、③グローカル戦略、について、それぞれ**具体的に**説明せよ。
- (問3) 国際ビジネスにとって、為替変動への対応は、極めて重要である。
このことについて、**具体的に**説明せよ。

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専門科目（指導希望教授担当科目） <組織心理学>

次の A、B のいずれか 1 問を選択し、解答してください。

A. 集団における規範について説明してください。

（その際、規範の定義、集団における影響、リターン・ポテンシャル・モデルの考え方と有効性に言及すること）

B. 医療現場におけるヒューマンエラー防止のための取り組みについて、現状と課題を考察してください。

（その際、ヒューマンエラーのしくみ、ヒューマンエラー対策の考え方と有効性に言及すること）

英 語

下記の【1】と【2】に答えなさい。

【1】 下記の英文をすべて和訳しなさい。

In some organizations, top managers make all the decisions. Lower-level managers merely carry out top management's directives. At the other extreme are organizations in which decision making is pushed down to the managers who are closest to "the action." The former organizations are highly centralized; the latter are decentralized.

The term **centralization** refers to the degree to which decision making is concentrated at a single point in the organization. The concept includes only formal authority; that is, the rights inherent in one's position. Typically, it's said that if top management makes the organization's key decisions with little or no input from lower-level personnel, then the organization is centralized. In contrast, the more that lower-level personnel provide input or are actually given the discretion to make decisions, the more *decentralization* there is.

An organization characterized by centralization is an inherently different animal structurally from one that is decentralized. In a decentralized organization, action can be taken more quickly to solve problems, more people provide input into decisions, and employees are less likely to feel alienated from those who make the decisions that affect their work lives.

Consistent with recent management efforts to make organizations more flexible and responsive, there has been a marked trend toward decentralizing decision making. In large companies, lower-level managers are closer to the action and typically have more detailed knowledge about problems than do top managers. Big retailers such as Sears and J.C. Penney have given their store managers considerably more discretion in choosing what merchandise to stock so that their stores can compete more effectively against local merchants. Similarly, Illinois Tool Works is producing \$6 billion a year in sales from more than 400 separate business units. The management of Illinois Tool—which makes everything from welding equipment to nails to molded plastic parts—has found that creating these hundreds of separate units, each with its own general manager, allows each business to focus on its customer set with laser-like intensity. The fact that Illinois Tool has had average annual earnings growth of 17 percent over the past ten years indicates that its highly decentralized structure works.

【2】下記の英文を参考にビューロクラシーについて説明しなさい(字数は特に指定しない)。

Standardization! That's the key concept that underlies all bureaucracies. Take a look at the bank where you keep your checking account; the department store where you buy your clothes; or the government offices that collect your taxes, enforce health regulations, or provide local fire protection. They all rely on standardized work processes for coordination and control.

The **bureaucracy** is characterized by highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command.

The primary strength of the bureaucracy lies in its ability to perform standardized activities in a highly efficient manner. Putting like specialties together in functional departments results in economies of scale, minimum duplication of personnel and equipment, and employees who have the opportunity to talk "the same language" among their peers. Further, bureaucracies can get by nicely with less talented—and, hence, less costly—middle- and lower-level managers. The pervasiveness of rules and regulations substitutes for managerial discretion. Standardized operations, coupled with high formalization, allow decision making to be centralized. There is little need, therefore, for innovative and experienced decision makers below the level of senior executives.

One of the major weaknesses of bureaucracy is that specialization creates sub-unit conflicts. Functional unit goals can override the overall goals of the organization. The other major weakness of bureaucracy is something we've all experienced at one time or another when having to deal with people who work in these organizations: obsessive concern with following the rules. When cases arise that don't precisely fit the rules, there is no room for modification. The bureaucracy is efficient only as long as employees confront problems that they have previously encountered and for which programmed decision rules have already been established.

The peak of bureaucracy's popularity was probably in the 1950s and 1960s. At that time, for instance, just about every major corporation in the world—firms such as IBM, General Electric, Volkswagen, Matsushita, and Royal Dutch Shell—was organized as a bureaucracy. Although the bureaucracy is out of fashion today—largely because it has difficulty responding rapidly to change—the majority of large organizations still take on basic bureaucratic characteristics, particularly specialization and high formalization. However, spans of control have generally been widened, authority has become more decentralized, and functional departments have been supplemented with an increased use of teams. Another trend is toward breaking bureaucracies up into smaller, though fully functioning, minibureaucracies. Each of these smaller versions, with 150 to 250 people, has its own mission and profit goals. It's been estimated that about fifteen percent of large corporations have taken this direction. For instance, Eastman Kodak has transformed over 100 production units into separate businesses. And as we saw earlier, Illinois Tool Works has structured its entire organization into small, independent businesses.