

2019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>

【Ⅰ】 次の①～⑥の用語のうち、3つを選択して、その意味について説明しなさい。

- | | | |
|-----------|-----------|---------------|
| ①限定された合理性 | ②コングロマリット | ③リストラクチャリング |
| ④権限受容説 | ⑤欲求五段階説 | ⑥マネジメント・バイアウト |

【Ⅱ】 次の(1)、(2)から、1題を選択して答えなさい。

- (1) 現実のビジネスにおいて、キャッシュ・フローを改善する一般的な方法について、説明しなさい。
(2) リーン生産方式について、説明しなさい。

【Ⅲ】 次の(3)、(4)から、1題を選択して答えなさい。

- (3) 2016年度データによれば、主要コンビニ各社の1店舗当たり平均日販は、セブンイレブン65万円、ローソン53万円、ファミリーマート50万円、サークルKサンクス43万円となっている。なぜ、セブンイレブンの平均日販が他社に比して高いのか、論じなさい。
(4) 経営学において、企業の目的は、諸ステークホルダーの多様な要求に応える多元的なものとする論者が大半である。利潤追求以外の企業目的とは何か、論じなさい。

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専門科目 (指導希望教授担当科目) <経営組織論>

次の中から1題を選び詳しく記述してください。

1. サイモンの意思決定について
2. ファヨールの管理活動について
3. バーナードの公式組織について
4. トヨタのJITについて

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専門科目（共通専門科目） <組織心理分野>

問1. 職務満足を高めるためにはどのような方策が有効だろうか？職務満足に影響を与える心理学的要因を解説し、それに基づいた方策を具体的に述べること。

問2. マズローの欲求階層理論と ERG 理論の類似点と相違点を説明すること。

問3. 以下の動機づけに関する仮説のうち、3つを選択し、それらを解説すること。

マクレランドの達成動機理論、アトキンソンの達成動機理論、目標設定理論、期待理論、公正理論

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専門科目 (指導希望教授担当科目) <組織心理学>

近年、高年齢者の雇用状況は大きく変化し、65歳を過ぎても働き続ける人が増加している。高年齢者が働くことは「サクセスフル・エイジング (successful aging)」の観点からも様々な影響をもたらすと考えられる。「サクセスフル・エイジング」の指標のひとつに「主観的幸福感 (subjective well-being)」という概念があり、高年齢者の「主観的幸福感」と関連する要因については、これまでに多くの研究成果が報告されている。

次の事柄について説明してください。

1. 「サクセスフル・エイジング」の定義
2. 「主観的幸福感」の定義と尺度
3. 高年齢者の「主観的幸福感」と「社会的活動」の関連性

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。

Porter's Five Forces is a business analysis model that helps to explain why different industries are able to sustain different levels of profitability. The model was originally published in Michael Porter's book, "Competitive Strategy: Techniques for Analyzing Industries and Competitors" in 1980. The model is widely used to analyze the industry structure of a company as well as its corporate strategy. Porter identified five undeniable forces that play a part in shaping every market and industry in the world. The forces are frequently used to measure competition intensity, attractiveness and profitability of an industry or market.

1.Competition in the Industry

The importance of this force is the number of competitors and their ability to threaten a company. The larger the number of competitors, along with the number of equivalent products and services they offer, the lesser the power of a company. Suppliers and buyers seek out a company's competition if they are unable to receive a suitable deal. When competitive rivalry is low, a company has greater power to do what it wants to do to achieve higher sales and profits.

2.Potential of New Entrants Into an Industry

A company's power is also affected by the force of new entrants into its market. The less time and money it costs for a competitor to enter a company's market and be an effective competitor, the more a company's position may be significantly weakened. An industry with strong barriers to entry is an attractive feature for companies that would prefer to operate in a space with fewer competitors.

3.Power of Suppliers

This force addresses how easily suppliers can drive up the price of goods and services. It is affected by the number of suppliers of key aspects of a good or service, how unique these aspects are, and how much it would cost a company to switch from one supplier to another. The fewer the number of suppliers, and the more a company depends upon a supplier, the more power a supplier holds.

4.Power of Customers

This specifically deals with the ability customers have to drive prices down. It is affected by how many buyers or customers a company has, how significant each customer is, and how much it would cost a customer to switch from one company to another. The smaller and more powerful a client base, the more power it holds.

5.Threat of Substitutes

Competitor substitutes that can be used in place of a company's products or services pose a threat. For example, if customers rely on a company to provide a tool or service that can be substituted with another tool or service or by performing the task manually, and if this substitution is fairly easy and of low cost, a company's power can be weakened.

【2】下記の記述を参考に、機械的組織と有機的組織について説明しなさい(字数は特に指定しない)。

Burns and Stalker claimed “a mechanistic management system is appropriate to stable conditions” whereas an “organismic form is appropriate to changing conditions, which give rise constantly to fresh problems and unforeseen requirements for action which cannot be broken down or distributed automatically arising from the functional roles defined with a hierarchic structure.”

Mechanistic Systems:

- 1.the specialized differentiation of functional tasks into which the problems and tasks facing the concern are broken down
- 2.the abstract nature of each individual task, which is pursued with techniques and purposes more or less distinct from those of the concern as a whole; i.e., the functionaries tend to pursue the technical improvement of means, rather than the accomplishment of the ends of the concern
- 3.the reconciliation, for each level in the hierarchy, of these distinct performances by the immediate superiors, who are also, in turn, responsible for seeing that each is relevant in his own special part of the main task
- 4.The precise definition of rights and obligations and technical methods attached to each functional role
- 5.the translation of rights, and obligations, and methods into the responsibilities of a functional position
- 6.hierarchic structure of control, authority and communication
- 7.a reinforcement of hierarchic structure by the location of knowledge of actualities exclusively at the top of the hierarchy, where the final reconciliation of distinct tasks and assessment of relevant is made
- 8.a tendency for vertical interaction between members of the concern, i.e., between superior and subordinate
- 9.a tendency for operations and working behavior to be governed by the instructions and decisions issued by superiors
- 10.insistence on loyalty to the concern and obedience to superiors as a condition of membership
- 11.a greater importance and prestige attaching to internal (local) than to general (cosmopolitan) knowledge, experience, and skill.

Organic Systems:

- 1.the contributive nature of special knowledge and experience to the common task of the concern
- 2.the realistic nature of the individual task, which is seen as set by the total situation of the concern
- 3.the adjustment and continual re-definition of individual tasks through interaction with others
- 4.the shedding of responsibility as a limited field of rights, obligations and methods. (Problems may not be posted upwards, downwards or sideways as being someone else's responsibility)
- 5.the spread of commitment to the concern beyond any technical definition
- 6.a network structure of control, authority, and communication. The sanctions which apply to the individual's conduct in his working role derive more from presumed community of interest with the rest of the working organization in the survival and growth of the firm, and less from a contractual relationship between himself and a non-personal corporation, represented for him by an immediate superior
- 7.omniscience no longer imputed to the head of the concern; knowledge about the technical or commercial nature of the here and now task may be located anywhere in the network; this location becoming the ad hoc center of control, authority and communication.
- 8.a lateral rather than a vertical direction of communication through the organization, communication between people of different rank, also, resembling consultation rather than command:
- 9.a content of communication which consists of information and advice rather than instructions and decisions
- 10.commitment to the concern's tasks and to the 'technological ethos' of material progress and expansion is more highly valued than loyalty and obedience
- 11.importance and prestige attach to affiliations and expertise valid in the industrial and technical and commercial milieu external to the firm.