

関西学院大学専門職大学院 経営戦略研究科

2021年度秋学期入学試験

ビジネススクール(経営戦略専攻)
「国際経営コース」入学試験

Fall Semester Entry 2021
Business School (International Management Course)
Entrance Examination

筆記試験（英語小論文）問題
Written Examination
(Essay in English)

(注意事項)

- 監督者から試験開始の指示があるまで、問題用紙の内容は見ないでください。
- 解答は、すべて英語で記入してください。
- 試験場においては、すべて監督者の指示に従ってください。
- 机の上には筆記用具、受験票、時計のほかは置かないでください。
それら以外の物はカバンに入れ、床の上に置いてください。
- 筆記用具および時計は、計算機能や翻訳機能などを組み込んだ物の使用は認めません。
時計のアラームは解除し、携帯電話等は電源を切ってください。
- 不正行為者は試験を無効とします。

Notes:

- Please do not look at the contents of the examination paper until the examination is started by the supervisor.
- Please complete all answers in English.
- Please follow the directions of the supervisor in all respects within the examination room.
- Nothing but writing implements, examination slip, and a watch may be placed on the desk. You are not permitted to use either writing implements or a watch that incorporate calculation or translation functions. Cancel the alarm function of your watch, and turn off your cell phone completely.
- Cheating in the examination will result in disqualification.

Question 1:

You are taking this entrance examination because you have applied to study international management at Kwansai Gakuin University.

- ***How would you define ‘international management’?***

Question 2:

Read the following definition of ‘supply chain management’ and then answer the question that follows.

- **Supply chain management** (SCM) is the management of the flow of goods and services and includes all processes that transform raw materials into final products. It involves the active streamlining of a business's supply-side activities to maximize customer value and gain a competitive advantage in the marketplace.
- SCM represents an effort by suppliers to develop and implement supply chains that are as **efficient** and **economical** as possible. Supply chains cover everything from production to product development to the information systems needed to direct these undertakings.

(Source: Investopedia, available at <https://www.investopedia.com/terms/s/scm.asp>, accessed 5th June 2021)

Question:

- ***From a strategic management perspective, can you identify and describe situations where processes of ‘international management’ and ‘supply chain management’ might combine or overlap?***

Note: You should support your answer to this question with examples and / or observations from international management practice.

Question 3:

Read the following headlines and extracts from articles that have appeared recently in the international news media. After reflecting on how these two business news extracts might relate to processes of 'international management' and 'supply chain management', answer the question that follows. **Note:** Remember to support your answer with examples and illustrations from international management practice.

News article A:

- ***Global computer chip shortage may worsen unless Taiwan gets vaccines***

After more than a year of successfully managing the Covid-19 pandemic, Taiwan, the world's largest producer of semiconductors, is witnessing a sudden exponential rise in infections that could further affect the global chip shortage.

Source: Vishwam Sankaran, for *The Independent* newspaper, London,
Monday 24th May, 2021

News article B:

- ***Government: Japan to strengthen domestic chip production under growth strategy***

Japan on Wednesday drafted a new economic growth strategy with a strong focus on enhancing domestic development and production of cutting-edge semiconductors, one of the country's vulnerable sectors uncovered during the coronavirus pandemic.

Source: KYODO, for *The Japan Times* newspaper, Tokyo,
Wednesday 2nd June, 2021

Question:

- ***Drawing on what you have discussed earlier in this examination in response to questions about 'international management' and 'supply chain management', what practical advice would you give to an automobile manufacturer in Japan and / or in your home country towards formulating a strategic response to:***
 - i) The possibility of further shortages in or disruptions to key supply chains?***
 - ii) The current Covid-19 public health crisis generally?***

Question 4:

Read the following article and discuss the following questions 1 and 2.

Nissan Motors is one of the world's largest auto makers and it has a long history. In the 1990s, the company encountered many difficulties in the changing economic environment and fell on hard times. Some of the major problems it faced were a loss in its market share over ten years, being unprofitable for eight straight years, having a debt of \$20 billion, low employee morale and no new product development.

In 1999, Nissan entered into a partnership with Renault, a French car company. As part of the agreement with Renault, Carlos Ghosn took over as CEO. Shortly after he took on this position, he made it clear to the employees that if they did not agree to making drastic changes, the company would go bankrupt and they would be out of work. To bring about these changes, Ghosn introduced a revival plan that emphasized performance and productivity. Two key elements of the plan were to motivate employees by stating a clear vision for the company and developing a fair appraisal system for promotions and wage rewards. As part of the revival plan, the seniority system was discarded. Ghosn felt that this system was unproductive and had to be eliminated.

In the new system, pay and promotion were based on merit. An incentive system was put into place which established clear goals for employees at the beginning of each year. This incentive system attempted to limit the subjective evaluation of an employee's contribution. A part of the salary was also tied to company performance. Age and seniority were no longer determining factors but were taken into consideration after evaluating an individual's performance. Ghosn agreed with the idea of lifetime unemployment and believed that a company needed to show loyalty to its employees in order to receive their loyalty.

He thought that only companies with high levels of performance could guarantee lifetime employment and thus, it was a worthy goal to aim for. In Nissan's case, every effort was made to protect the employees' job security. When a factory was closed, transfers were arranged for workers to other factories and help was provided in finding new jobs. Employees willing to make the transfer were guaranteed their jobs. When the revival plan was announced, every effort was made to win the union's cooperation. After discussions with the union, the union accepted these changes. As well, even though other companies were

freezing base wages or limiting annual increases, Nissan agreed to all the wage increase demands of the union.

(Source: Peter Firkola, (2006) "Japanese Management Practices Past and Present," Econ. J. of Hokkaido Univ., Vol.35, pp 115-130)

Question 1: What did Carlos Ghosn want to achieve by the change?

Question 2: Discuss the cultural elements of Nissan that Carlos Ghosn wanted to change and/or maintain.