

南山大学大学院 入学試験問題集

社会科学部研究科
経営学専攻

2025年度

NANZAN
UNIVERSITY

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(問 題 紙)

以下の2つの設問に回答しなさい。

※各設問につき、解答紙に記した設問番号から書き始めること。

問1 (1) 企業の「経営戦略」の定義を説明しなさい。(25点)

(2) 経営資源の1つである「情報的経営資源」の特徴について説明しなさい。(25点)

問2 PPM (Product Portfolio Management) の目的と内容を説明しなさい。次に PPM を用いる利点と問題点を説明しなさい。(50点)

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＜博士前期課程＞一般入学試験

（2025年2月22日実施）

試験科目：論文（マーケティング論）

配点：100点

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(問題 紙)

設問 以下の英文を読んで次の問いに答えなさい。

問1 下線部 (1) を日本語に訳しなさい。

問2 下線部 (2) を日本語に訳しなさい。

問3 下線部 (3) を日本語に訳しなさい。

問4 下線部 (4) を日本語に訳しなさい。

問5 下線部 (5) を日本語に訳しなさい。

THE SENIORITY BASED WAGE SYSTEM

As a corollary to the lifetime employment system, Japanese corporations have developed a system of payment of wages on the basis of length of service_(Olcott, 2011). This system is called *nenko joretsu* or seniority-based wage system. Under this system companies normally determine wages on the criteria of such personal attributes as workers' educational background, length of service, experience and so forth, and even though the workers continue to perform the same type of work in the company, it is characteristic that their wages continue to increase with an annual increment given for each year of service (JIL, 1984). The system is devised to constantly maintain workers' motivation for a long period of time, and the automatic wage increment is a guarantee that their performance was satisfactory in the past year (Olcott, 2011).

(1) The seniority wage system closely resembles the lifetime employment system. It is applicable mainly to male workers, to more educated workers, to full-time workers, and to workers in the large enterprises. Female workers, less educated workers, temporary and subcontracted workers, and workers in small enterprises to whom the lifetime employment system does not apply are beyond the scope of this system. It is devised in such a way that it can be regulated easily over business cycles, but not merely to provide for wage increases by length of continued service, rather to lead manual workers to ascend the job steps from apprenticeship to semi-skilled work and skilled work, and to the position of foremen, and for office workers/administrative workers to more responsible position by obtaining necessary management knowledge and ability at various steps (Sano, 1977). To maintain the inherent spirit of this system, companies place mid-career recruits at lower wage brackets than those of the same age but with longer and continued service in the same enterprise. According to Arai (1982), this system is closely related to the growth rates of the population and the GNP and to the social consumption pattern of workers.

There exist many different opinions regarding the time of the development of this system in Japan. Sano (1977) has summarized three different opinions as follows:

(2) The first sees this system as developing during the feudal period, and it was carried over to the Meiji Period when the samurai social structure was transformed into the bureaucracy and hierarchical systems of merchants in business. The supporter of this opinion

places emphasis on the relation with the family system, employee loyalty, and company loyalty.

(3) A second argues that it was developed in the post-first world war period when large enterprises changed their employment system from contract with *oyakata* labor suppliers to direct employment with a view to training up skilled workers and retaining them on permanent basis. At this stage, while enterprises were modernizing their employment management, the wage disparities by scale of enterprise emerged, and labor markets were restructured.

A third maintains that it was established during the years of the second world war, when the "cost of living" principle" was introduced into wartime wage control to keep wages as low as possible. The supporters of this opinion claim that the war-time wage system was carried over to the years of post-war galloping inflation, and until now the trade union's view of wage system is based on the principle of cost of living.

Still another opinion prevails that (4) the seniority wage system was shaped after the second world war, when all-round rationalization was performed in Japanese management, and at this phase respect for people was the most important consideration which had led to the institutionalization of this system (Kono, 1984). During this period, the external constraints on employment was internalized to such an extent that employment came to emphasize not the labor contract but the relationship, and that was provoked by organizational values rather than any legislative tradition (Ballon, 1982). The enterprises which introduced advanced technologies in this period were in need of stabilizing their work force by skill training within their own environment, and it was quite natural for them to expect those workers to whom they provided training to apply their skills to the fullest extent within the organization. Therefore, they extended preferential treatment to those workers who served in the enterprise for longer period of time. As a result, the seniority wage system took a permanent institutional form.

Thus, it can be seen that, (5) wage payment on the length of service or age was a means to encourage workers to remain with the same enterprise for as long as possible. This was acceptable to the workers for a number of reasons. Because of divergent accumulation of technologies in each enterprise/sector, it was not possible on their part to transfer their skills acquired through training or apprenticeship in one enterprise/sector to the other, where different technologies or systems were used. The seniority wage was lucrative to the workers for the mundane reality of social life, because the older they become the more money they would need for children's education, marriage, for building house, etc. Therefore, workers welcomed such a wage system designed in a way to increase their income with their age or length of service (JII, 1984).

(出典: Khondaker, M. R., *Japanese Style Management*, Kyushu University Press, 2023より抜粋)

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