

# 南山大学大学院 入学試験問題集

社会科学研究科  
経営学専攻

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NANZAN  
UNIVERSITY

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(問題紙)

解答はすべて解答用紙に記入すること

[1] ビジネスシステムについて以下の問いに答えなさい。

- (1) ビジネスシステムとはどのようなもので、ビジネスシステムを構築するにあたって、どのようなことを決定しなければならないか、説明しなさい。
- (2) ビジネスシステムはどのような判断基準によって優劣が決定されるか、説明しなさい。
- (3) あなたが知っているビジネスシステムの成功例について、上の問題で説明したポイントと関連付けながら説明しなさい。

[2] パラダイムについて以下の問いに答えなさい。

- (1) パラダイムとはどのようなもので、企業経営においてどのような「功罪」があると考えられているか、説明しなさい。
- (2) パラダイム転換に失敗した企業の事例として、「ヘンリー・フォード」の自動車開発の歴史を説明しなさい。
- (3) パラダイム転換のマネジメントとして重要なことについて、あなたの考えを述べなさい。

[3] 組織構造について以下の問いに答えなさい。

- (1) 事業部制組織と職能別組織の特徴について、「集権的」「分権的」という言葉を用いながら説明しなさい。
- (2) 事業部制組織が抱える問題点について述べ、どのような対応が必要かを説明しなさい。

以上

（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。

**DEFINITION OF JSM AND ITS TRADITIONAL PROPERTIES**

(1) Japanese-style management is known throughout the world as the miracle maker of healthy industrial relationships, loyal and committed work forces, faultless products, high quality products at cheap price, high profitability, and high productivity. Called *Nihonteki Keiei* in Japanese, it conveys a unique style of management found in the major Japanese corporations, which is distinctly different from management practices in Western countries. Since the publication of "The Japanese Factory" by James C. Abegglen in 1958, innumerable scholars both at home and abroad have conducted research to identify the formal organizational characteristics and other tangible elements of Japanese management practices. In his pioneering work based on a field survey of 19 large factories and 34 small factories, Abegglen revealed the basic characteristics of the Japanese employment system as follows (Abegglen, 1958: 128-129):

(2) "1. Membership in the Japanese productive group is a permanent and irrevocable membership. Workers at all levels of the factory customarily work in but one company. They spend their entire career in that single firm which is entered immediately on completing their education. The firm will continue to provide the worker's income at whatever disadvantages to itself, and the worker will continue in the company's employ despite possible advantage in moving to another firm.

2. Recruitment into the productive group is based on personal qualities without reference to a particular work task or set of skills. Selection is based primarily on the individual's education, character, and general background. Inadequacy or incompetence shown subsequent to selection is not a basis for dismissal from the group.

3. (3) Status in the group is a continuation and extension of status held in the society at the time of entrance to the group. The broad dichotomy of employees into *koin* and *shokuin* limits the movement of an individual in the factory system largely to the general category that his education entitled him to enter on recruitment. (This author adds that, nowadays, Japanese enterprises divide their employees into blue-collar and white-collar and make no status differentiation like earlier *koin* and *shokuin*).

4. Reward in the productive group is only partly in the form of money and is based on broad social criteria rather than on production criteria. The recompense of workers is made up of such items as housing, food, and personal services, with the actual cash pay of the worker forming only a part of the total. Pay is based primarily on age, education, length of service, and family size, with job rank or competence only a small part of the criteria for determining work reward.

5. The formal organization of the factory is elaborated in a wide range and considerable number of formal positions. Formal rank and title in the hierarchy are well defined, but authority and responsibility of ranks

are not. Partly in consequence, the decision-making function is exercised by groups of persons, but responsibility for the decisions is not assigned to individuals.

6. The penetration of the company into the non-business activities of the worker and the responsibility taken by the company for the worker are extensive. Management is involved in such diverse and intimate matters as the worker's personal finances, the education of his children, religious activities, and the training of the worker's wife. The company is responsible for the continued wellbeing of the worker and his family, and this responsibility is carried out both in formal personnel procedures and in the informal relations between the worker and supervisor".

(4) The OECD report on manpower policy of Japan published in 1973 has identified three principal elements of Japanese management as follows (OECD, 1973: 98-100). 1. Lifetime employment --- the worker commits himself to lifetime employment with a single employer who endeavors to provide him with job security until the mandatory retirement age, subject to ordinary good behavior; 2. Seniority wage system --- pay increases based on length of service, for both non-manual and manual employees; 3. Enterprise unionism --- trade unions are formed on the basis of company rather than industry or occupation. Collective bargaining, particularly on wages, is done between the individual enterprise and the enterprise union. These characteristics are widely known as the "three sacred treasures" of Japanese-style management in the Western countries. In a later OECD report on Japanese industrial relations system in 1977, a fourth pillar was added as "social norms within the enterprise with three main features", namely (a) the enterprise as a community, (b) the vertical relationship and reciprocal obligations, and (c) the consensual system of decision-making (OECD, 1977: 27). In addition to the above, recent scholars and practitioners have enumerated some more properties and reported how the various properties have transformed over time and in view of changing economic and social conditions (Sakikawa, 2019; Sato, 2019).

(5) Japanese management also combines working philosophies, culture, and methods in Japan and includes concepts and practices such as culture of seeking advice from all, trust among labor/ employee and management, corporate familism, supervisors and middle management as mainstays inside organization, sharing of management mission, plan, policy, and information, *nemawashi* and *ringi* in decision making, job rotation and long-term appraisal, just in time/ *kaizen*, an incremental approach in technology management, *keiretsu* and *shitauke* and growth orientation in production management, welfare orientation in human resource management, small group activities, total quality management, and indirect financing through a main bank (Kagono and Kansai Productivity Centre, 1984), which are distinctly different from western cultures and practices. These mold theory and practice of Japanese management to fit into the work habit and human relations of Japanese companies and organizations.

(出典: Khondaker, M. R., *Japanese Style Management – Traditional Properties and Current Issues*, Kyushu University Press, 2023より抜粋)

**発行：南山大学 入学センター**

**名古屋市昭和区山里町 18 番地**

Phone : (052)832-3119

E-mail : [nyushi-ka@nanzan-u.ac.jp](mailto:nyushi-ka@nanzan-u.ac.jp)

U R L : <https://www.nanzan-u.ac.jp/>