

南山大学大学院 入学試験問題集

社会科学部
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《博士前期課程》

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(問題紙)

以下の2つの問いに答えなさい。

- (1) 国際ポートフォリオ戦略を図示し、各戦略を産業や企業の具体例をもちいながら説明しなさい。その際、国際ポートフォリオ全体の構造に影響を及ぼす産業特性との関連も述べなさい。最後に、インターネットをプラットフォームとした近年のビジネス（たとえば映像をサブスクリプションで世界配信する事業など）はどのような国際ポートフォリオ戦略に分類されそうかを考察しなさい。
- (2) 規模の経済、範囲の経済、経験曲線の3つを具体的に説明しなさい。数値例や図を提示してもよい。また近年のグローバル化（アジア諸国の台頭など）とIT革命（AIの普及など）のそれぞれは、3つのうちのいずれの重要性をどのように高めているのかを説明しなさい。

* 解答用紙4枚のみを使用すること。図は罫線を無視して書いてよい。

問1 以下の用語をすべて説明しなさい。

1. 顧客生涯価値
2. 範囲の経済
3. ロジャースの普及理論
4. 顕示的消費
5. エフェクチュエーション

問2 顧客の推奨行動に影響するいくつかの要因について説明しなさい。具体的に事例をあげながら、概念を用いて説明すること。

問3 流通における延期と投機について以下の点について答えなさい

1. 延期と投機の理論を説明してください。
2. 延期と投機の理論を使って、コンビニエンスストアの発展を解説してください。

問4 新聞や雑誌、様々なウェブ上のニュースサイトなど、ニュースを媒介するメディアの役割について説明してください。

さらに、AIが登場した近年における、メディアが直面する課題と、メディアがどのように解決すべきかを述べなさい。

(問題紙)

以下の2つの設問に回答しなさい。

問1 以下の英文を全訳しなさい。

In the context of managing people, the reward system emphasizes a core facet of the employment relationship: it constitutes an economic exchange or relationship. That is, an employee undertakes a certain amount of physical and mental effort and accepts the instructions of others, in return receiving a level of payment or reward. Reward is one of the four human resource management (HRM) policy areas incorporated into Beer et al.'s (1984) and Fombrun et al.'s (1984) conceptual models and is identified as a key management 'lever' in Storey's model of HRM (Chapter 1). As the quotations at the head of the chapter attest, reward practices engender debate among academics and organizational leaders on the role that reward plays in achieving such substantive employee behaviours as task performance, flexibility, quality, and commitment. According to Beer et al. (1984, p. 113), 'The design and management of reward systems constitute one of the most difficult HRM tasks for the general manager.'

Economic and social factors present challenges when designing and administering reward systems. Global forces at work today compel managers to improve labour productivity and the quality of their organization's products and services while controlling labour costs. Debates on 'high commitment-high performance' work systems link pay practices to employee attitudes and behaviour. Research interest here has focused on the role that reward, particularly performance-related pay, plays in controlling the workforce (Kessler, 2001). In addition, social and psychological factors impinge on reward management. Reward is critically important in forming an employee's notion of 'fairness', and the concept of the psychological contract (Chapter 1) suggests that any 'incongruence' of expectation concerning the rewards employees receive when they join the organization can lead to a perceived violation of the contract, resulting in decreased motivation and less trust in the employer (Morrison & Robinson, 1997; Rousseau & Ho, 2000). Managers seek to design reward systems that both facilitate the organization's strategic goals and meet the goals of individual employees. Given the complexity and the contextual pressures, it is, however, not surprising that Brown (1989, p. 25) states, 'The satisfactory management of employment requires the satisfactory management of remuneration as a necessary, if not a sufficient, precondition.'

Over the past decade, the way in which managers have managed rewards has undergone significant change, these changes often going hand in hand with new organizational and work configurations (Chapter 4). A growing number of organizations are rewarding their employees with different levels of pay based upon individual effort and achievement. Some writers have described these changes in pay practices as 'revolutionary' because they overthrow the old assumption that employees should be paid the same even though their contribution is different and because this philosophy is being transmitted down to all categories within the organization (Curnow, 1986). Other writers have been more critical and have interpreted these developments as an attempt to construct a more individually orientated (as opposed to

union or collectively orientated) organizational culture (Bacon & Storey, 1993), driven by 'ideology' (Sisson & Storey, 2000), globalization, and corporate downsizing (Sebbens, 2000).

Every work organization has to decide how to design a reward system. Regardless of any other rewards it offers to its employees, it must make three basic decisions about monetary reward: how much to pay, whether monetary rewards should be paid on an individual, group, or collective basis, and how much emphasis to place on monetary reward as part of the total employment relationship. Decisions must be consistent with the organization's goals, with society's values on notions of fairness, and with government legislation.

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問2 以下の英文を全訳しなさい。尚、図の内容については訳さなくてもよい。

An organization can provide two types of reward: extrinsic and intrinsic. Extrinsic rewards satisfy an employee's basic needs for survival, security, and recognition, and derive from factors associated with the job context. This includes financial payments, working conditions, and managerial behaviour. Intrinsic rewards refer to psychological 'enjoyment' and the satisfaction of 'challenge' (Bartol & Locke, 2000; Caruth & Handlogten, 2001), sometimes called 'psychic income', that a worker derives from her or his paid work, and satisfy 'higher-level' needs for self-esteem and personal development. These rewards derive from factors inherent in the way in which the work is designed, that is, the job content. This includes design features, such as the degree of variety of the work and the extent of autonomy, as well as the significance attributed to the work. Consequently, for our purposes, we will define reward in the following terms:

Reward refers to all of the monetary, non-monetary, and psychological payments that an organization provides for its employees in exchange for the work they perform.

- Support the organization's strategy
- Recruit qualified employees
- Retain capable employees so that turnover is held to an acceptable level
- Ensure internal and external equity
- Be sustainable within the financial means of the organization
- Motivate employees to perform to the maximum extent of their capabilities
- Strengthen the psychological contract
- Promote 'organizational citizenship'
- Comply with legal regulations
- Be efficiently administered

Figure 9.1 Objectives of the reward system

The mix of extrinsic and intrinsic rewards provided by the employer is termed its reward system, the monetary or economic element of the reward system being called the pay system. A reward system also consists of the integrated policies, processes, practices, and administrative procedures for implementing the system within the framework of the human resources (HR) strategy and the total organizational system. The management of rewards must meet numerous economic and behavioural objectives (Figure 9.1).

A pay strategy comprises an organization's plan and actions pertaining to the mix and total amount of direct pay (for example, salary) and indirect monetary payments (benefits) paid to various categories of worker. In other words, the two key questions for pay strategy are 'How should monetary payments be paid?' and 'How much should be paid?' The optimal choice relating to these two aspects of pay strategy ultimately depends on the organizational and reward system. At one extreme, the reward system may include direct pay only; at the other extreme, no pay whatsoever. It is easy to think, 'Who works for nothing?', but many voluntary organizations, such as Oxfam and the Salvation Army, rely upon thousands of hours of unpaid labour. These examples illustrate the importance of intrinsic rewards derived from the work. The volunteers receive intrinsic rewards derived from the significance attributed to the work: they are not 'serving customers'; they are 'feeding the destitute'. Similarly, highly qualified professionals may choose to work for organizations such as Médecins Sans Frontières or Amnesty International at a much lower salary than they could earn in a private hospital or law practice because of the meaning attached to the work. The key point is that the amount of pay needed to recruit and retain qualified workers will vary with the other rewards that the organization offers (Long, 2002).

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問1 以下の英文を日本語で要約しなさい。

Dynamic Pricing Is Changing the Parcel Shipping Industry

parcel shipping：小口貨物輸送

During the past few years, parcel shipping has undergone a dramatic shift in pricing strategies: The industry is moving from static periodic rate adjustments toward dynamic pricing, where rates continuously recalibrate based on demand, capacity, and shipper characteristics. This change mirrors the transformation seen in industries such as airlines, hotels, and ridesharing.

The stakes are significant for every business using package carriers, from Fortune 500 companies to startups. They stand to not only affect logistics teams but also reshape cost structures, pricing strategy, and the consumer experience across nearly every major industry. In 2024, U.S. companies spent an estimated \$203.2 billion on parcel shipping, the equivalent of close to 4% of total U.S. retail sales.

UPS and FedEx have led the way in surge pricing. A shipment from Washington, D.C., to a residential customer used to cost the same whether shipped in March or December, but since 2017 both carriers have now implemented “demand surcharges” for packages shipped in Q4, making December shipments significantly more expensive. Both carriers have also introduced “dimensional weight charges,” where both size and weight factor into the rate, either driving higher revenue per package or pushing shippers to reduce package sizes.

UPS, FedEx：運送会社名

Given that these two carriers together control more than 65% of the market (by revenue), this shift to dynamic pricing will have significant consequences. For giant retailers such as Walmart and Target, which have sophisticated fulfillment networks, adapting to this new pricing volatility may be achievable. But for companies with leaner or more basic operations, it could pose serious margin risks. These evolutions will impact everyone in the supply chain, including consumers who will feel the shift through reduced free shipping, larger order minimums,

slower deliveries, and higher prices. And this isn't just an e-commerce issue. Pharma, telecom, auto parts, industrials: anyone who moves high volumes of parcels is exposed.

(出典：Moyer, K. (2026) "Dynamic Pricing Is Changing the Parcel Shipping Industry", *Harvard Business Review*, January 29, 2026. 1-8)

問2 以下の英文を日本語で要約しなさい。

The Collective Identity Effect: How Group-Level Identity Influences Individual Behavior.

Across settings as varied as corporate networks, religious communities, and political alliances, group dynamics are becoming ever more influential, shaping shared identities and collective actions that reach beyond individual influence. In a world of growing consumer connectivity, marketers now encounter customer groups that guide one another's buying decisions at every stage of the purchasing process—before, during, and after their buying decisions (Harmeling et al. 2017). Brands like Mercedes-Benz and Porsche have successfully built global networks of brand clubs, where customers participate in exclusive events, such as car rallies and social gatherings, further deepening their connection to the brand. For instance, Nordstrom has invested heavily in its elite Nordy Club, offering exclusive, invite-only events that foster a sense of community and belonging among members. Similarly, Sephora's top-tier "Rouge" members gain access to private beauty classes and events, while Lululemon's premium loyalty program offers curated events and workout classes that deliver both experiential value and a sense of exclusivity. However, despite the innovative nature of these strategies, their high costs raise important questions: Do these customer groups develop unique dynamics that significantly enhance customer-company relationships beyond individual interactions? Moreover, how can companies structure and manage these groups effectively to maximize return on investment, driving both customer engagement and spending?

This research investigates these questions by examining the effects of such group interactions on customer loyalty and spending behavior. We focus on customer-company identification (CCI) as a key indicator of loyalty, given its strong empirical support as a measure of customers' loyalty to a brand (e.g., Haumann et al. 2014). However, existing literature on reference groups, customer communities, and CCI falls short of addressing our specific concerns. Although previous studies confirm the powerful influence of groups on individual customers, they do not clarify whether distinct group constructs are necessary, whether group metrics add predictive value, or what group characteristics play a determinant role in a group's influence. As companies like Mercedes-Benz and Nordstrom cultivate extensive consumer-brand relationships around shared customer experiences, the role of these group dynamics in shaping customer behavior remains underexplored (Harmeling et al. 2017). Our study, therefore, not only addresses the influence of group dynamics within a customer context but also raises questions that apply broadly to any setting where group identification plays a central role in shaping individual behavior, such as employee teams, volunteer organizations, and community alliances. Addressing these uncertainties is critical given that overlooking the interplay of individual- and group-level influences can lead to misinterpretations and flawed conclusions (Hoyle and Crawford 1994). Thus, our research addresses three key questions: (1) Does CCI manifest at a group level in a way that is distinct from individual-level CCI? (2) What impact does group-level CCI have on group member attitudes and purchase behaviors compared with individual-level CCI? (3) How can firms strategically organize customer groups to maximize their influence on purchase behavior?

To investigate these questions, we adopt a social identity theory framework to introduce and investigate a novel group construct, group customer-company identification (G-CCI), defined as *a group of interconnected customers' collective sense of oneness and belonging with a company*. Unlike individual CCI, which is based on personal identification with a brand, G-CCI represents a shared, collective identity that influences members through group dynamics. When identification manifests at the group level, the interconnected customers interact and share common bonds (Bonito and Keyton 2019; Harmeling et al. 2017; Poole, Seibold, and McPhee 1985). This interaction among group members can influence individual CCI levels, either enhancing or weakening them depending on factors that managers can strategically influence, such as group size, homogeneity, and opportunities for contact.

We propose a framework of these effects, then test it in collaboration with a national retailing company, which enabled us to establish a comprehensive, multilevel dataset spanning three years. This retailer granted frontline salespeople the ability to cultivate customer relationships by inviting them to group events. Our findings show that as customers engaged over time, G-CCI emerged, which not only strengthened their CCI

but also significantly increased the likelihood that CCI would lead to purchases. Removing group-level effects from our model resulted in lower CCI levels and decreased consumer spending. Additionally, we identified three key moderators influencing a group's effect on a customer: the total instances of individual consumer-to-group contact ("consumer contact" hereinafter), group size, and the dispersion of CCI within the group. These moderators indicate that groups exert the strongest influence when customers maintain at least minimal contact, the groups are moderate in size, and the members' CCI levels are relatively homogenous.

With these findings, our research advances existing understanding by exploring the notion of group-level dynamics. Our findings suggest that G-CCI is a conceptually distinct property from individual CCI, significantly influencing customer behavior by reflecting a shared sense of identification among group members. Theoretically, we extend social identity theory by identifying curvilinear effects of group size, consumer contact, and CCI dispersion on CCI: moderately sized (i.e., 10–20 members) homogeneous groups with high consumer contact (i.e., 3–10 times per year) enhance CCI, whereas extreme dispersions diminish it. Our findings provide actionable strategies for managers to strengthen customer connections by optimizing consumer contact, balancing group sizes, and managing CCI dispersion. These insights lay the foundation for leveraging group dynamics to enhance customer loyalty and influence individual customer behavior in marketing strategies. The implications extend beyond consumer interactions, suggesting that G-CCI and similar group constructs may be valuable in examining the dynamics within a wide range of social and organizational groups where collective identity amplifies member engagement and loyalty.

(出典：

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