

関西学院大学専門職大学院 経営戦略研究科

2017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 2017
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.

I. The following article has been published in The Nikkei Asian Review on May 10, 2017.

Please read it and answer the following questions.

Question 1: Explain the importance of Indian market to Suzuki Motor. How new investment in India would contribute to Suzuki's international business?

Question 2: Explain the importance of strategic partnership in international business with reference to Suzuki Motor.

Question 3: Identify the "competitive advances" (conditions that puts Suzuki Motor in a favorable or superior business position than competitors) of Suzuki Motor in Indian market.

Suzuki bolstering India auto output as competition revs up: Japanese automaker plans heavy investment to solidify leading market share

TOKYO -- Suzuki Motor will invest a further 100 billion yen (\$876 million) in Indian production, aiming to maintain its commanding share in a competitive market that soon will contribute over half the automaker's global vehicle output.

The Japanese automaker operates in India through the Maruti Suzuki India unit. Plans call for a third production line in the early 2020s for a factory in the western state of Gujarat, where the company only recently announced a second line to be completed in 2019. The plant began mass production of the Baleno hatchback in February. Suzuki has two plants in the state of Haryana as well.

The Gujarat plant's third assembly line is seen costing around 60 billion yen, but Suzuki's investment may well reach the 100 billion yen neighborhood when factoring in production lines for parts such as engines and transmissions. This would bring the company's total spending on the factory to between 200 billion yen and 300 billion yen.

Driving profit

Suzuki aims to bolster supply not only for the Indian market, but for exports to Europe and Africa as well. The third Gujarat production line will raise the automaker's total Indian output capacity to about 2.25 million vehicles, roughly 30% above the current tally, and lift India's proportion of Suzuki's worldwide production 10 percentage points to 60%.

India enjoys thriving demand, with 3.59 million vehicles -- excluding midsize and large trucks and buses -- sold there in 2016, up 6% on the year. That figure is projected to grow 32% to 4.75 million in 2019, says the U.K.-based IHS Automotive.

Suzuki has produced four-wheeled vehicles in India since 1983 and holds the nation's top market share with around 40%, via mainstays such as its Alto and Swift lines. Indian operations are a major profit driver and contribute about half of Suzuki's worldwide vehicle sales, which totaled 2.91 million for the year ended in March.

In 2015, Maruti Suzuki launched a new retail channel called Nexa for upscale car models to boost the company's brand power as incomes rise for Indian consumers. Nexa handles lines including the Baleno and the S-Cross sport utility vehicle.

Partnerships abound

Suzuki announced a wide-ranging partnership with Toyota Motor in February, intending to collaborate in fields such as information technology and environmental concerns. Suzuki intends to free up more management resources to focus on India and other emerging economies by receiving know-how on cutting-edge technology -- an area where it has been lacking -- from Toyota.

Besides boosting output, Suzuki looks to expand its lineup of environmentally friendly cars. The company will partner with Japanese conglomerate Toshiba and auto-parts maker Denso to make lithium-ion batteries for hybrid vehicles in India, which is cracking down on air pollution. Rather than simply pursuing sales targets, Suzuki is aiming for added-value vehicles to raise profitability.

Automakers worldwide are going on the offensive in India. Germany's Volkswagen, which is looking to make up ground in the market, said in March it would team with India's Tata Motors to develop vehicles. France's Renault also seeks to land hits with low-cost vehicles.

South Korea's Kia Motors is investing more than \$1 billion on a new vehicle assembly line scheduled to begin production in 2019. The automaker hopes to cultivate the regional market together with Indian No. 2 seller Hyundai Motor, whose group owns a stake in Kia.

Source: Nikkei Asian Review, May 10, 2017 6:00 am JST

II. The following article was published in The Nikkei English News on June 9, 2017. Please read it and answer the following questions.

Question 1: Describe how Fuji Xerox is likely to suffer from the possible consequences of “accounting irregularities” discovered at their overseas units.

Question 2: According to the article, what are the possible causes of “accounting irregularities” at Fuji Xerox? Describe how they should address them.

Fujifilm’s accounting headache spreads to Australia

TOKYO -- Questions over Fujifilm Holdings’ corporate governance have deepened with the discovery of accounting irregularities at an Australian unit, highlighting the possibility of inadequate internal controls at the Japanese multinational.

The Japanese imaging group launched an independent investigation after discovering questionable bookkeeping of equipment leases at Fuji Xerox’s New Zealand arm. Accounting problems have now been found at Fuji Xerox Australia and in Japan, according to a source.

As of mid-April, Fujifilm estimated that the New Zealand unit’s accounting irregularities had masked 22 billion yen (\$200 million) in losses. But the expanded investigation suggests a figure closer to 30 billion yen to 50 billion yen when similar hidden losses at the Australian unit and other operations are included. In light of the recent discoveries, the company has postponed the release of its full-year results.

Because of the complex nature of lease agreements, the exact losses have not yet been pinned down. But the irregularities in New Zealand are expected to impact not only results from last fiscal year but from earlier years as well. The group is expected to revise some past earnings statements.

Some Fujifilm directors will likely be reprimanded over the improprieties at a key subsidiary. Tough sales quotas imposed by the group’s regional management company drove the book-padding, some contend.

The investigative committee is expected to submit its findings to Tokyo-based Fujifilm soon. Given that the problem was not isolated to New Zealand, the committee could highlight shortfalls in the group’s overall governance structure.

Fujifilm hopes to release full-year results after receiving the report, and to hold its shareholders meeting as planned on June 29.

Source: *Nikkei English News, June 9, 2017 6:39 am JST*