

関西学院大学専門職大学院 経営戦略研究科

2017年度春学期入学試験

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

Spring 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 is taken from The Nikkei Asian Review, November 02, 2016.
Please read it and answer the following questions.**

Question 1: Identify the key strategies (measures) taken by the Foxconn to recover the financial condition of Sharp.

Question 2: Comment on the strategies adopted both from the Foxconn and Social (especially from employee) point of view.

Job cuts, Foxconn-led savings put Sharp on track to recovery

(NATSUKO KATSUKI, Nikkei staff writer)

OSAKA -- Sharp is apparently feeling the benefit of bold cost-cutting plans under new Taiwanese parent Hon Hai Precision Industry, or Foxconn.

The Japanese electronics maker forecast Tuesday a 25.7 billion yen (\$246 million) group operating profit for the year ending March 2017. This would lift Sharp into the black for the first time since the year through March 2014.

Such steps as personnel reductions ahead of Sharp's acquisition in August will play a sizable role in this turnaround. But President Tai Jeng-wu, who is also second in command at the parent, has also been putting his own slate of cost-cutting measures into action since taking the helm at Sharp back then. These could include closing an electronic parts plant in Mihara, Hiroshima. "While relocating production could be costly, consolidating facilities means greater efficiency," Tai said Tuesday, adding that he would mull the possible shutdown over a little longer.

Other changes are in place already. A Sharp joint venture in Hong Kong has been dissolved, while new subsidiaries have been created to take over logistics operations and manage intellectual property. Most functions of Sharp's Tokyo branch office, housed in rented space, have been relocated to a Sharp-owned building in nearby Chiba Prefecture.

Tai appears fully committed to carrying out these and other reforms as planned. Projects completed or in progress were denoted as such in Tuesday's earnings presentation -- a strong sign of accountability.

Better deals

Deeper cooperation with other Foxconn units on procuring parts and materials is also in the works. Sharp has signed a number of unfair contracts, Tai said, noting that he aims to use the parent's heft to revamp these deals. A Japanese chemical supplier is already facing "stronger demands for lower prices," a source there said. Sharp has apparently brought expert negotiators from Foxconn along to talks on occasion.

Relationships with subcontractors are up for review as well. Sharp said in October that it would buy up land and facilities from a partner making smartphone components in Mie Prefecture, noting the competitive and operational benefits of bringing production in-house. Four or five other subcontracting arrangements are thought to face similar changes.

A medium-term business plan initially slated for release this fall is now targeted for around April 2017. Tai is apparently reluctant to lay out management targets so soon in light of his commitment to achieving set goals. This down-to-earth approach to reform is certainly yielding benefits for Sharp. But viable strategies for growth have yet to emerge.

Source: *Nikkei Asian Review* (November 2, 2016 6:45 am JST)

II. Please read the following newspaper article from “Nikkei English News” and answer the following questions:

Question 1: Examine the market expansion strategy of Giant Manufacturing in Japan. Which aspects of their strategy do you like or dislike?

Question 2: Describe what “*practices what he preaches*” means in the case of Mr. Lo.

The world's largest bicycle maker eyes global expansion amid China's slowdown

CHENG TING-FANG, Nikkei staff writer

BANGKOK/TAICHUNG, Taiwan Taiwan's Giant Manufacturing, the world's largest bicycle maker, is looking to expand in Japan and Southeast Asia, hoping to secure future growth amid the slowdown in China, its CEO said.

"Beginning last year, this year, and next year, the China market will be down," said Tony Lo, CEO of Giant, in an interview with the Nikkei Asian Review in Thailand, adding that he does not expect the Chinese market to bottom out until next year.

Giant encountered headwinds in China and reported a 41.7% drop in net income of \$707.6 million New Taiwan dollars (\$22.18 million) for the three months ending in September, announced on Nov. 11. The company's revenue declined 11.4% to NT\$15.15 billion for the same period. For the first nine months of 2016, the bicycle titan saw declines in both top- and bottom-line growth, and is likely to suffer its first year-on-year sales slide for the full year since 2009.

As China posted its slowest growth in a quarter of a century, Lo said his company is searching for new opportunities, especially in Japan, where most people ride for transportation but cycling for sports and fitness is less well-developed. The same is true for other economies, such as Thailand, Malaysia and Cambodia.

In Japan, where Lo sees the most potential, he pledged to increase Giant's brick-and-mortar stores from only about 25 currently to at least 200 in three to five years.

"We see very rapid growth in Southeast Asia although the revenue contribution is still low," said Lo. "It took us 30 years to develop the culture of cycling in Taiwan, and in China, it took us 20 years. I think it will take us around 10 years for Southeast Asia to pick up this cycling trend."

Europe, North America and China together accounted for more than 70% of the company's revenue of NT\$60.4 billion for 2015. Meanwhile, Japan only contributed 5% of the bike maker's sales and Southeast Asia less than 1%.

Hidden in the agricultural town of Taichung near the Taiwanese coast and surrounded by paddy fields, Giant makes all the premium bicycles with price tags over \$2,400 at its home base. As a company veteran of more than 40 years, Lo has witnessed Giant's advance from a tiny contract bike manufacturer back in the 1970s to the world's No. 1 brand in the bicycle industry, with a presence in 80 countries and over 12,000 dealers.

LOCAL TALENT The Giant way to go global successfully is all about trusting local talent. "Our philosophy is to only hire local people," Lo said. "In Japan, we look like a Japanese company and in the

U.K., we would look like a U.K. company. We would have staff for sales, retailing, and research and development from that particular country. We are not trying to export products to a country but to execute our business strategy in a local way."

Another key policy that has helped Giant thrive as a global leader for decades is an open secret: Almost all executives promote cycling by riding themselves.

Lo said Giant is not only trying to sell bikes but to create a "cycling culture" and strives to offer customers a complete cycling experience. He practices what he preaches. In September, Lo led a group on a 583km tour in South Korea. He cycled in Bangkok for another 23km as soon as he arrived at the Southeast Asian capital in October to attend a forum hosted by Nikkei Inc.

"I am now 67 years old and I just finished my ninth time cycling around Taiwan for 900km. I take the trip as a self-health check every year," said Lo, with a gleam in his eyes. "Cycling is something that you can enjoy all your life. ... Our mission is to help people enjoy cycling and live healthily."

Source: *Nikkei English News* (2016/11/17 10:02)