

関西学院大学専門職大学院 経営戦略研究科

2018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 2018
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. Please read the article from Nikkei Asian Review below and answer the following questions.

Question 1: According to the article, why does a business tie-up by Seven & i Holdings and Askul make sense?

Question 2: According to the article, in what way is Amazon.com's approach to the grocery business unconventional?

Question 3: The article also reports a new business model using sharing services by Instacart. In what way is the model new?

Retail's next battleground: Groceries

In Japan's next eCommerce contest, Amazon, Seven & i seek partnerships to deliver fresh products

TOKYO -- In the world of retail, the line between online and physical shopping is quickly becoming blurred -- and the next battleground for businesses looks to be groceries.

Amazon.com's recent deal to acquire the upscale grocery chain Whole Foods Market in a blockbuster deal is a sign of the trend, with the potential to radically change the face of the grocery business.

Amazon's deal has had a knock-on effect on Japan's supermarket chains, in a country where the grocery market is still dominated by physical stores.

Seven & i Holdings, which operates nationwide convenience store and supermarket chains, has responded to the challenge by joining hands with online office-supply company Askul.

The partnership came out of talks between Seven & i Holdings President Ryuichi Isaka and Askul President Shoichiro Iwata in March.

Isaka had initially offered to help Askul's efforts to recover from serious disruptions in its operations caused by a large-scale fire that broke out at one of its distribution centers in February.

The Seven & i chief was surprised when Askul's Iwata told him that it was actually Askul which could help Seven & i. Iwata had noticed the threat Seven & i was facing from surging

e-commerce sales in Japan, and said his company could provide logistics support. Seven & i's own online business, launched more than a decade ago, has failed to make a dent in the market. The group's online sales amount to less than 100 billion yen (\$900 million), accounting for less than 1% of its overall sales.

The group's online supermarket services have failed to attract many customers, due mainly to logistics problems. When orders flood in, items often run out of stock, while delivery is delayed. Customers have complained of frequently late deliveries on rainy days.

Askul, on the other hand, has built its own highly efficient distribution network that allows the company to deliver office supplies by the hour in major cities.

On July 6, Seven & i and Askul announced a business tie-up to jointly launch a fresh-food delivery service in November.

At the announcement, Isaka said Seven & i will make "fundamental changes" to how it delivers its merchandise, with the help of Askul.

In no small part, Seven & i's decision to team up with Askul was prompted by the rapid growth of Amazon's presence in Japan.

Amazon's online sales in the nation have surpassed 1 trillion yen. Even more threatening to Seven & i is the company's grocery delivery service, Amazon Fresh, which was rolled out in Japan in April.

Amazon's acquisition of Whole Foods in June -- which will instantly turn the eCommerce pioneer into a grocery merchant with physical outposts across America -- is certain to beef up the company's competitiveness in the grocery business.

Amazon has been moving aggressively into the traditional business of brick-and-mortar retail in recent years. But its approach to using physical stores is unconventional.

The company plans to use the 460 Whole Foods stores it acquired for \$13.7 billion as if they were warehouses.

The business of selling groceries is complicated, with hard-to-manage inventory. Unlike books or clothing, perishable foods cannot be stored for long periods.

This challenge can be solved by using physical stores as if they were refrigerated warehouses.

Reshuffling leaders

Instacart, a partner of Whole Foods, is an on-demand delivery startup. The services they offer include a smartphone ordering system, allowing employees to collect goods so that busy customers can receive them on their way home from work.

The service also involves hiring consumers to deliver goods on behalf of the store to other nearby consumers.

Such sharing services offer benefits for both stores and consumers. If Amazon devises new types of grocery services by using Whole Foods stores as warehouses, it could lead to profound changes in the ways people work and shop.

The history of the retail industry has been marked by many reshufflings of the pecking order.

In the U.S., Macy's was king of retail during the era of department stores, until it was dethroned by supermarket chains offering goods at low prices.

In Japan, retail industry leaders have shifted from Mitsukoshi, a department store chain, to Daiei, a supermarket operator, and then to convenience store operators such as Seven & i's 7-Eleven.

Global expansion of e-retail is now threatening to upend the industry once again.

In the July 6 press conference, Askul's Iwata said: "Amazon is an excellent company, but is it really convenient if consumers only had Amazon as an option?"

But a battle with Amazon requires a great deal of strategic prowess. Seven & i will need to develop an innovative new business model that combines the advantages of physical and online shopping in a way that can compete with the world's largest online retailer.

(Nikkei)

Source: *Nikkei Asian Review*, 2017/08/11

II. Please read the article from Nikkei Asian Review below and answer the following questions:

Question 1: Describe the author's opinion on the culture of corporate Japan.

Question 2: What are the challenges for the Japanese graduates in foreign corporate environments?

The self-imposed glass ceiling

By *Nagisa Inoue*

As a Japanese executive, who worked 23 years for U.S investment bank Goldman Sachs, I have always been puzzled by how few Japanese rise to the top ranks of foreign firms in Japan.

In posts where dealing directly with Japanese clients is the key to success, Japanese nationals account for almost all the senior staff. But in areas such as technology, management and others, where client contact is not central to the work, many Japanese "wash out" in their first decade of employment.

I joined Goldman Sachs Japan as a young woman straight from Hitotsubashi University in 1993, becoming, in 2010, the investment bank's first (and only) Japanese managing director in the technology division.

By the time I retired in 2016, I had had more than two decades to observe my fellow Japanese in the business environment.

It's not that they are lazy or unmotivated. But, Japanese education and society don't prepare them for success in foreign corporate environments. In Japan, working hard, playing by the rules, and getting older are the key to promotion. But in global firms just being a reliable cog in the wheel is not enough. Leadership, initiative, and engaging with the entire organization are essential.

When a Japanese hire joins a "gaishikei" (foreign-owned Japanese subsidiary), she or he faces an enormous culture shock not very different from that of the 19th century Japanese who confronted Commodore Matthew Perry's black ships.

In foreign companies, young professionals must set their own goals from the day they join. It's up to them to figure out what type of career path they want, and realize what are their strengths and weaknesses. They must do this on their own and by seeking out mentors. They must learn quickly to take charge of themselves much more than their peers in "Japan Inc."

Once they have done this, they should display leadership. They have to express themselves

effectively and succinctly verbally, and in writing, and be ready to argue their case in meetings. For graduates of universities in the West, these are skills have been developed since primary school, but they are alien to the Japanese school and college curriculums.

In addition, In Japan, promotion through seniority leads to a zero-error mentality. The key is to avoid failure, rather than achieving exceptional results. Even if they join a foreign business straight after graduation, Japanese have internalized these values.

But, "by the book, don't rock the boat" types don't succeed in international corporations. Failure is not a death sentence; calculated risk-taking is the key to promotion. Simply being a faithful employee is a recipe for getting fired in your 30s when your employer sees that you lack the drive and initiative to take on broader responsibilities (as Mark Antony explains to Octavius, in Shakespeare's Julius Caesar, when told that Lepidus is a tried and valiant soldier, "So is my horse.")

Moreover, in Japan the employer, alma mater, the entering class in a business (known as doki) automatically forms its own ties and creates a network for professionals. When picking up the phone, Japanese say first the name of their employer and then their own (as in "Hello, this is Company A's Mr. Sato"). In a global business, professionals must independently develop their own networks, both within and outside the organization. They have to reach out to colleagues in other divisions, subordinates as well as superiors. Understanding social media (such as LinkedIn), establishing ties with individuals outside of their reporting line is equally critical.

Japanese also face a different environment when socializing. Traditional after-hours socialization in Japan involves only those who work at a particular company or institution. Westernized environments, where spouses and significant others are involved and where individuals often invite a mix of friends and colleagues to their homes, are new and often challenging for Japanese.

Finally, there are gender-related issues for both women and men. Japanese elite college majors have relatively few women and the percentage of female managers and executives is lower than in the West. Many well-educated young women professionals still see a job is a long "gap year" prior to establishing themselves as full-time professional housewives (a social position which carries its own status and prerogatives). Japanese female professionals are in particular need of support, through mentoring and role models, to acquire the self-confidence necessary to persevere.

Social pressures

Because corporate Japan is less welcoming to female professionals, international corporations which gain a reputation as great places for women can recruit first-rate women (as Carmen Nobel, Senior Editor of Harvard Business School Knowledge, noted in a paper). But even if they work for employers who foster gender equality, Japanese women face roadblocks to success. Social pressure from relatives, husbands, and other mothers in their children's school, can give them the impression that striving for professional success is a betrayal of their duties as daughters, daughters-in-law, wives, and mothers.

When working with outside clients, Japanese women are often frightened by the prospect of dealing with a male, and often older, opposite number. Giving orders to male subordinates is also challenging. Many think that most men and women look down on them for not being "traditional" ladies focused on their husbands and children.

Additionally, developing networks is also particularly difficult for professional Japanese women. They have few women peers and many Japanese male networks are off-limits to women, such as late-night drinking parties, where only men are welcome.

For Japanese men, the challenge is adapting to a corporate culture where there are likely to be far more female managers and executives than is the norm in Japan.

Many foreign employers lose valuable Japanese talent due to these cultural obstacles. They need to devote more resources to mentoring and training their Japanese new hires to succeed. Those who do will gain a significant comparative advantage over competitors who will either be short of effective managers or forced to rely on expensive expatriates who lack an understanding of the Japanese market.

Source: *Nikkei Asian Review*, 2017/11/24