

Title	半導体サプライチェーンのグローバルな環境変化 における日本企業の組織学習による適応について 半導体企業A社のクロスボーダーM&A事例研究
Author(s)	岡田, 正樹
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Description	Supervisor:白肌 邦生, 先端科学技術研究科, 博士



Abstract

With the proliferation of semiconductors, sustained industry growth is considered to be highly dependent on the semiconductor supply chain. Against this backdrop, semiconductor manufacturers must be able to read market trends, build strong relationships with customers to obtain reliable information on demand, and have broad management skills to balance future production capacity with the ability to supply without delay. In an environment where customers and their own management resources are globally dispersed, and where players, systems, and economic conditions are changing rapidly, Japanese semiconductor manufacturers must be able to adapt to these changes and manage their global organizations in a robust and flexible manner. However, in many cases, Japanese global organizations are managed and controlled culturally, mainly through Japanese expatriates. This delay in localization has affected the retention of talented local staff, and has resulted in a lack of effective utilization of global resources. On the other hand, the number and value of cross-border M&A by Japanese firms are seen to have increased markedly in recent years, and it is clear that there has been a change in the attitude of Japanese firms. However, while there have been quantitative studies on the effects of acquisitions, there have been few studies analyzing the management style and results of acquired companies from the perspective of organizational learning. In this study, we analyze a case in which a Japanese semiconductor company, A, acquired a U.S. company, B. It is aimed to clarify the mechanism how the company transformed its organizational routine, which had conventionally relied on Japanese expatriates, into one in which local employees take the lead, through organizational learning. This study provides a practical perspective on how Japanese firms can transform their global organizations and adapt to environmental changes for sustainable growth.

Keywords

Japanese Semiconductor Company, Supply Chain, Globalization, Organizational Learning, Organizational Routines

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