

二代接班是當前台灣許多企業面對的一個挑戰，在諸多二代接班問題中，企業二代不願意接班也是其中一個重要課題。如果要分析影響企業二代不願意接班的可能因素時，請問您會如何進行？

1. 如果希望您採用質性研究方法(qualitative research method)來探討這個議題時，在諸多質性研究方法中，您會採用何種質性研究方法？

(1) 請說明如何運用這個質性研究方法，來分析影響企業二代不願意接班的可能因素。 (10%)

(2) 採用這個質性研究方法在分析二代接班意願這個議題時，有何優點？有何限制？ (10%)

2. 如果希望您採用數量研究方法(quantitative research method)來探討這個議題時，在諸多數量研究方法中，您會採用何種數量研究方法？

(1) 請說明如何運用這個數量研究方法，來分析影響企業二代不願意接班的可能因素。 (10%)

(2) 採用這個數量研究方法在分析二代接班意願這個議題時，有何優點？有何限制？ (10%)

3. 如果您打算將二代接班意願的研究成果發表到學術期刊，請問從開始撰寫論文到投稿期刊的整個過程中，應該如何進行，才能讓您的研究成果發表到高品質的學術期刊？ (10%)

1. What is the similarities and differences of Exploratory Factor Analysis and Confirmatory Factor Analysis? (10%)
2. Please answer the questions according to the following abstract, conclusion, figures and table.
 - (1) What are the possible “research purposes”, “research methods”, “hypotheses”, “research framework” according to the following abstract and conclusion? (20%)

Abstract

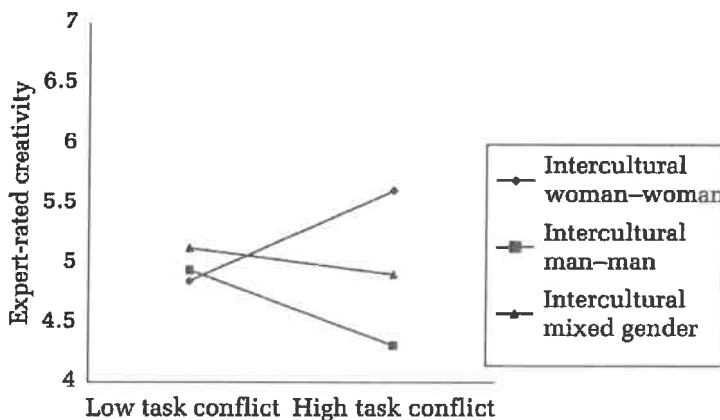
Collaborating across cultures can potentially increase creativity owing to access to diverse ideas and perspectives, but this benefit is not always realized. One reason for this is that the conflict that arises in intercultural creative collaboration is a double-edged sword, and so how it is managed matters. In this research, we examine how the gender of collaborating dyads influences the link between intercultural conflict (task and relationship) and creative collaboration effectiveness. Through two studies (a laboratory study and a field survey), we found that intercultural task conflict has a negative effect on creative collaboration in men dyads but a positive effect on creative collaboration in women dyads. Conversely, intercultural relationship conflict has a negative impact on creative collaboration in general, but this effect is stronger for women dyads than for men dyads. These effects can be traced to how men versus women dyads handled intercultural conflict. There is also evidence that information elaboration (exchange, discussion, and integration of task-relevant information and ideas) mediates the effects of dyad gender and intercultural conflict on creative collaboration. These findings extend current understanding of when and how intercultural collaborations can result in creativity benefits from a gender and conflict management perspective.

Conclusion

As the business environment becomes more culturally diverse, intercultural creative collaborations will be inevitable. Our findings suggest that there are opportunities and challenges for both men and women employees when collaborating across cultures to do creative work. Specifically, women dyads appear to be more adept at translating intercultural task conflict into creative benefits than men dyads. However, women dyads are also especially derailed if intercultural relationship conflict is high. Thus, when assembling intercultural dyads for creative projects, managers need to carefully consider these opportunities and challenges. One suggestion is for women dyads to engage in developing good relationships before engaging in intercultural creative collaboration, as that approach might mitigate the downsides of relationship conflict. For men dyads, the good news is that they seem relatively less distracted by relationship conflict. Equally, men could develop more cooperative conflict management approaches so that they too can harness the creativity benefits of intercultural task conflict.

(2) Explain the meaning of the following table (Model2: WM×Task conflict) and the figure (Intercultural woman-woman and man-man). What role did “Dyad gender(Women vs men dyads WM)” play in this research? (10%)

	Intercultural Dyads		
	Model 1	Model 2	Model 3
Intercept	4.82**	5.42**	4.30**
Task conflict (coded)	-0.01	-0.10	-0.10*
Women vs. men dyads (WM)	0.20	-1.16*	-0.98
Mixed-gender vs. men dyads (XM)	0.09	-0.35	-0.02
WM × Task conflict		0.27**	0.22**
XM × Task conflict		0.07	0.02
<i>Control variables</i>			
Higher cultural metacognition in dyad			-0.23
Relationship conflict (coded)			0.32
Time spent (minutes)			0.03**
Adjusted R ²	.01	.11	.29



(3) Explain the meaning of indirect effect and CI according to the following paragraph. What role did “Information elaboration” play in this research? (10%)

We compared the indirect effect of task conflict on creativity between intercultural women and men dyads. Bootstrapping results based on 5,000 iterations showed that information elaboration mediated the interaction effect of gender and task conflict on creativity conditionally for intercultural dyads (for intercultural men dyads: indirect effect = $-.04$, $SE = 0.03$, 95% CI [$-0.12, -0.01$]—excludes 0; for intercultural women dyads: indirect effect = $.07$, $SE = 0.03$, 95% CI [$-0.02, -0.14$]—excludes 0). The difference between the two conditional indirect effects was significant (information elaboration: $b_{diff} = .10$, 95% CI [$-0.03, -0.24$]).

(Resource: Roy Chua, Mengzi Jin (2020). Across the great divides: Gender dynamics influence how intercultural conflict helps or hurts creative collaboration. *Academy of Management Journal*, Vol. 63, No.3, 903-934.)

行銷管理試題(A卷)

- 一、Hunt and Morgan以資源優勢理論(Resource-advantage theory)為基礎進而發展了一般行銷理論觀點，指出企業透過各項行銷活動在市場上競爭，不斷在資源上爭取比較性的優勢以獲得市場競爭地位，而企圖取得較佳的財務績效。請說明資源優勢理論的前提條件，以及為何某些企業總是比其他企業獲利更好呢?(25%)

- 二、請以科學的本質來討論「行銷是科學嗎?」(25%)

行銷管理試題(B卷)

一、理論應用

◎隨著全球COVID-19疫情管理政策逐漸解封後，全球生活進入所謂的新疫情時代的趨勢，以觀光產業而言，如何延展產品週期性為重要的策略，依據R.W. Butler (1980)將產品週期延伸至觀光商品。

Please try to analyze the Destination Life Cycle and the marketing management strategies adopted at each stage.(20%)

二、行銷觀察

◎What are the characteristics of Generation Y, Generation Z, and Generation α ? Why are marketers more interested in Generation Y?

Please analyze and explain from a marketing perspective. (20%)

◎What is tourism marketing? Please give an example to illustrate the uniqueness of tourism services.(10%)

策略管理試題(A卷)

Conceiving a unique strategic positioning is a process that must incorporate many innovative ideas, which is called "strategic innovation". Strategic innovation means offering products or services that did not previously exist, and creating value in order to attract customers. The value of strategy is not in beating all of your opponents in market delineated by everyone. Real strategy must create value and offer surprise to customers. Creating 'future customers' is the essence of innovations. Please answer the following questions:

- (1) Please elaborate on the characteristics of "strategic innovation"? (8 points)
- (2) Please elaborate on the procedures of "strategic Innovation"? (16 points)
- (3) Please describe what are the possible aspects of strategic combinations for enterprises to carry out "strategic innovation"? (10 points)
- (4) Please elaborate on how the "digital transformation" of enterprises plays a role in "strategic innovation"? (16 points)

策略管理試題(B卷)

一、根據 Hill, Schilling, & Jones(2016) 在 Strategic Management: An Integrated Approach, Theory & Cases(12e)一書中提及策略之倫理議題，作者認為倫理議題廣泛，來自於經理人個人目標與利害關係人的基本權利相違背，因此提出許多企業如何落實基本倫理的原則，藉此改善經營體質與提升競爭優勢。近年來許多學術界的倡議，都期待企業展現倫理的行為表現，因此提出CSR、ESG等相關論述。詹場、柯文乾與池祥麟(2016)的研究曾彙整財務、會計、管理、行銷、策略、企業倫理等領域之世界頂級學術期刊的文獻回顧(包括：Academy of Management Review, Academy of Management Journal, Strategic Management Journal, Accounting Review, Journal of Marketing, Journal of Financial Economics, Journal of Business Ethics 等)，研究結果發現善盡CSR可得七種利益：1.增加公司之獲利；2. 增加公司之價值及股票報酬率；3.降低公司之風險；4. 更多利益關係人(員工、客戶、供應商、股東) 樂於與公司往來；5. 降低公司的資金成本；6.減少資訊不對稱、強化公司誠信之形象；7. 增加競爭力。試評論「善盡CSR 可得七種利益」的觀點以及分析「企業未能因CSR 獲得上述眾多益處」的可能原因?(20分)

二、《策略規畫的興衰》是明茲柏格1994年的著作，對策略規畫提出基本批判。「策略規畫」一詞本來就自相矛盾：規畫的核心是分析，而策略則著重在「綜合」(synthesis)，因此策略是無法被規畫，諸多企業的策略規畫失敗可以為證。明茲柏格所述：「有效的策略不一定是深思熟慮下的結果，它們往往是意外突現的(emergent)，以各種奇怪的方法發展出來的」。追溯策略規畫的起源和歷史，他認為必須藉由「非正式的學習」與「個人的洞見」，重新思考策略規畫的過程。因此，Mintzberg將策略理論歸納成三個群組、十種學派(Schools)。請就您個人洞見回答以下問題：近來，中國大陸禁止台灣一百多家食品、水產品、農產品、台啤、金門高粱等等商品進口，食品業、農漁民、養殖業受創甚深。經濟低迷的情境下，若您是政府高層官員，請您針對Mintzberg權力學派的思維：「策略形成是一種談判的過程」此一觀點，論述政府高層官員如何運用宏觀權力(反映組織與其所面臨環境之間的相互依賴關係)來「精心打造」(craft)策略以協助無助的商人或是農漁民?策略內涵為何?(30分)