

1. 如果您想利用問卷調查方法來探討Z世代員工的工作態度，於進行問卷回收資料的統計分析時，可能會發生共同方法變異(Common method variance；CMV)。請說明CMV的意義及其可能發生的原因？如何避免CMV的發生？如何檢驗您的問卷調查結果是否存在CMV？ (15%)
2. 如果您想利用紮根理論(Grounded theory)來探討Z世代員工的工作態度，以建立適合描述Z世代工作態度的理論。請說明甚麼是紮根理論？該如何進行紮根理論方法？紮根理論有甚麼優點與缺點？ (15%)
3. 當您想要進行有關Z世代員工行為的研究時，應考慮哪些倫理議題？您將如何解決這些倫理議題？ (10%)
4. 如果學術期刊編輯邀請您審核一篇研究論文，您會使用哪些標準來評估該論文是否適合發表？ (10%)

1. Design a qualitative-based research plan about the impact of driving AI in SMEs, including research purposes, research procedures, and the theory you adopt. (15%)
2. Please interpret the following 3 tables. What are the possible research purposes, research methods, research hypotheses and research framework? Also give the conclusions of all hypotheses. (35%)

PRA: Perceived Relative Advantage. PCO: Perceived Compatibility. PCX: Perceived Complexity.
 ATT: Attitude. ORG: Organizational Resource Readiness. ECA_: E-Commerce Adoption in SMEs.
 INV: Innovativeness

Table 1. Latent constructs assessment using a measurement model

Construct	Item	loading	alpha	rho_A	CR	AVE
Attitude	ATT1	0.799	0.902	0.905	0.928	0.719
	ATT2	0.870				
	ATT3	0.864				
	ATT4	0.869				
	ATT5	0.838				
E-commerce adoption	ECA1	0.884	0.851	0.86	0.9	0.695
	ECA2	0.903				
	ECA3	0.769				
	ECA4	0.769				
Innovativeness	INN1	0.794	0.82	0.825	0.88	0.648
	INN2	0.800				
	INN3	0.793				
	INN4	0.832				
Organizational resources readiness	OGR1	0.880	0.888	0.890	0.923	0.75
	OGR2	0.909				
	OGR3	0.844				
	OGR4	0.829				
Perceived compatibility	PCO1	0.851	0.848	0.854	0.898	0.689
	PCO2	0.868				
	PCO3	0.860				
	PCO4	0.734				
Perceived complexity	PCX1	0.804	0.743	0.746	0.854	0.661
	PCX2	0.848				
	PCX3	0.786				
Perceived relative advantages	PRA2	0.804	0.873	0.874	0.913	0.724
	PRA3	0.869				
	PRA4	0.875				
	PRA5	0.854				

Table 2. Discriminant validity (HTMT criterion)

	ATT	ECA	INV	ORG	PCO	PCX	PRA
ATT							
ECA	0.831						
INV	0.611	0.612					
ORG	0.844	0.735	0.664				
PCO	0.726	0.623	0.498	0.668			
PCX	0.750	0.678	0.512	0.749	0.654		
PRA	0.836	0.747	0.566	0.786	0.605	0.648	

Table 3. PLS output after bootstrapping.

Relationship	Beta	SD	T Statistics	P Values	5.0%	95.0%	f ²	Q2
Influence of innovation attributes on attitude (H1a-H1c)								
PRA -> ATT	0.491	0.059	8.284***	0.000	0.391	0.585	0.470	
PCO -> ATT	0.269	0.061	4.381***	0.000	0.166	0.370	0.142	
PCX -> ATT	-0.219	0.052	4.215***	0.000	-0.308	-0.134	0.094	
Influence of innovation attributes on organizational resource readiness (H2a-H2c)								
PRA -> ORG	0.442	0.069	6.387***	0.000	0.319	0.547	0.309	
PCO -> ORG	0.210	0.063	3.343***	0.000	0.108	0.315	0.070	
PCX -> ORG	-0.272	0.057	4.764***	0.000	-0.370	-0.182	0.118	
Influence of attitude, organizational resource readiness, and innovativeness on adoption								
ATT -> ECA_	0.512	0.075	6.831***	0.000	0.377	0.623	0.245	0.475
ORG -> ECA_	0.130	0.071	1.814**	0.035	0.007	0.245	0.015	0.437
INV -> ECA_	0.135	0.057	2.362**	0.009	0.044	0.232	0.027	0.394
The mediating of attitude (H1d-H1f)								
PRA -> ATT -> ECA_	0.251	0.052	4.863***	0.000	0.166	0.334		
PCO -> ATT -> ECA_	0.137	0.037	3.673***	0.000	0.076	0.201		
PCX -> ATT -> ECA_	-0.112	0.030	3.677***	0.000	-0.164	-0.062		
The mediating of organizational resource readiness (H2d-H2f)								
PRA -> ORG -> ECA_	0.057	0.035	1.658**	0.049	0.003	0.117		
PCO -> ORG -> ECA_	0.027	0.017	1.585*	0.056	0.001	0.056		
PCX -> ORG -> ECA_	-0.035	0.021	1.688**	0.046	-0.070	-0.002		
The moderating of innovativeness (H3a-H3b)								
ATT*INV -> ECA_	0.126	0.068	1.850**	0.032	-0.001	0.221	0.017	
ORG*INV -> ECA_	-0.179	0.065	2.747***	0.003	-0.274	-0.059	0.033	
R2 before interaction	ATT=R ² =0.667		ECA=R ² =0.579		ORG= R ² =0.594			
R2 after interaction	ATT=R ² =0.671		ECA=R ² =0.565		ORG= R ² =0.594			
SRMS=0.65								

*** $p < 0.001$, ** $p < 0.05$, * $p < 0.1$.

Source: Saleh Obaid Alenezi and Salmi Mohd Isa (2022). A mediated-Moderated Model for Innovation Attributes and E-Commerce Adoption of SMEs International Journal of Electronic Commerce Studies Vol.13, No.3, pp.185-20

行銷管理試題(A卷)

第 1 頁共 1 頁

- 一、美國總統大選已經落幕，原先預測雙方勢均力敵，不過最後川普（Donald Trump）勝出，而且賀錦麗（Kamala Harris）落後的差距不小，頗令人意外。川普有官司纏身、個性不討喜，為什麼美國人還是願意支持他？請從行銷管理角度來分析川普此次的勝選(30%)
- 二、請說明無差異行銷、差異化行銷、集中化行銷之內容。並試各舉一實例說明。(20%)

行銷管理試題(B卷)

第 1 頁共 1 頁

1. 請完整說明「品牌延伸(Brand Extension)」的意義、類型與優缺點，並請試舉一例說明之。(25%)
2. 現今由於消費習慣與決策型態的改變，許多商品與服務不再是採取買斷式的提供方式，而是採取「訂閱制(Subscription Model)」的新商業模式，讓消費者可根據自身的需求來決定所需要購買服務的期間。凡舉從民生必需品的米、咖啡等，到軟體與服務的Microsoft Office、Netflix等，甚至於手機、汽車等高價商品，都可見到訂閱制的出現。請試評論訂閱制對於買賣雙方的優缺點，成功的關鍵因素與未來的發展方向。(25%)

策略管理試題(A卷)

第 1 頁共 1 頁

一、低成本定位與差異化定位是兩種獲取競爭優勢的不同方式，然而策略往往不是差異化與低成本之間的取捨，而是如何達到兩者之間的平衡。試從「效率前緣」(又稱生產可能曲線)的觀點，論述並圖示如何透過公司內部功能與組織安排，平衡差異化與低成本，進而有效支持公司內的某種獨特定位？(10分)。然而，效率前緣並非一成不變，為了改善績效，經理人努力創新，會使得效率前緣不斷向外推進，進而產生價值創新(value innovation)，也就是說，用比先前更低的成本，建立卓越的差異化，進一步為顧客提供更高的價值，請針對上述價值創新的論述，列舉合適的案例進行論述並圖示說明之。(16分)**(本題共計26分)**

二、就學術或實務的觀點而言，企業社會責任(CSR)與企業策略的關係日益密切，請您分別就「利害關係人理論」(Stakeholder Theory)、「社會資本理論」(Social Capital Theory)與「制度理論」(Institutional Theory)的觀點，論述企業如何透過CSR提升組織的績效，並舉例說明之。**(本題共計24分)**

**** The answer can be given in Chinese or English.**

1. Please explain the following terms in detail: (20%)

(1) five forces analysis

(2) market boundary

(3) balanced scorecard

(4) outsourcing strategy

2. It is generally believed that artificial intelligence and big data analysis can help enterprises improve work efficiency. Assume that you are a senior executive of a certain enterprise. How do you plan and develop intelligence-related activities? Please provide your relevant strategic suggestions for this project? (30%)