

淡江大學九十二學年度碩士班招生考試試題

系別：企業管理學系

科目：管 理 學

准帶項目請打「○」否則打「×」
簡單型計算機
×

本試題共 2 / 頁

一、何謂策略性領導 (Strategic Leadership) ? 有哪些領導理論是屬於此類型的領導? 請分別詳述之。(25分)

二、企業文化會影響一個企業的經營績效或成敗; 一般而言, 一個成功(好)的企業文化應具備哪些特性? 請分別條列詳加說明之。(25分)

三、請分別解釋下列各名詞:(共25分, 每小題5分)

1. 負強化 (Negative Reinforcement)
2. 平衡記分卡 (Balanced Scorecard)
3. 德菲法 (Delphi Technique)
4. 虛擬組織 (Virtual Organization)
5. 持久性競爭優勢 (Sustainable Competitive Advantage)

四、請針對下列個案, 回答所列問題:(共25分)

Assume that you are a middle manager for a large electronics firm. People in your organization generally use one of three means for communicating with one another. The most common way is verbal communication, either face to face or by telephone. Electronic mail is also widely used. Finally, a surprisingly large amount of communication is still done with paper, such as memos, reports, or letters. During a typical day you receive and send a variety of messages and other communication, and you generally use some combination of all three communication methods. Here are five things (situations) that you need to communicate today:

1. You need to schedule a meeting with five subordinates.
2. You need to congratulate a coworker who just had a baby.
3. You need to announce two promotions.
4. You need to schedule a meeting with your boss.
5. You need to resolve a disagreement between two subordinates who want to take their vacation at the same time.

Questions:

1. Indicate which methods of communication would be appropriate for each situation, and explain briefly the reasons why you use it. (15分)
2. Based on above reasons you have presented, please rank the methods for each communication situation from best to worst. (10分)