

臺北市立大學

112 學年度博士班考試入學筆試試題

系 所：教育行政與評鑑研究所博士班

組 別：不分組

科 目：教育英文

考試時間：90 分鐘【10：30－12：00】

總 分：100 分

- ※ 不必抄題，作答時請將試題題號及答案依照順序寫在答卷上；限用藍色或黑色鋼筆或原子筆作答，用其他顏色或鉛筆作答者，所考科目以零分計。
- ※ 不得使用計算機或任何儀具。
- ※ 於本試題紙上作答者，不予計分。

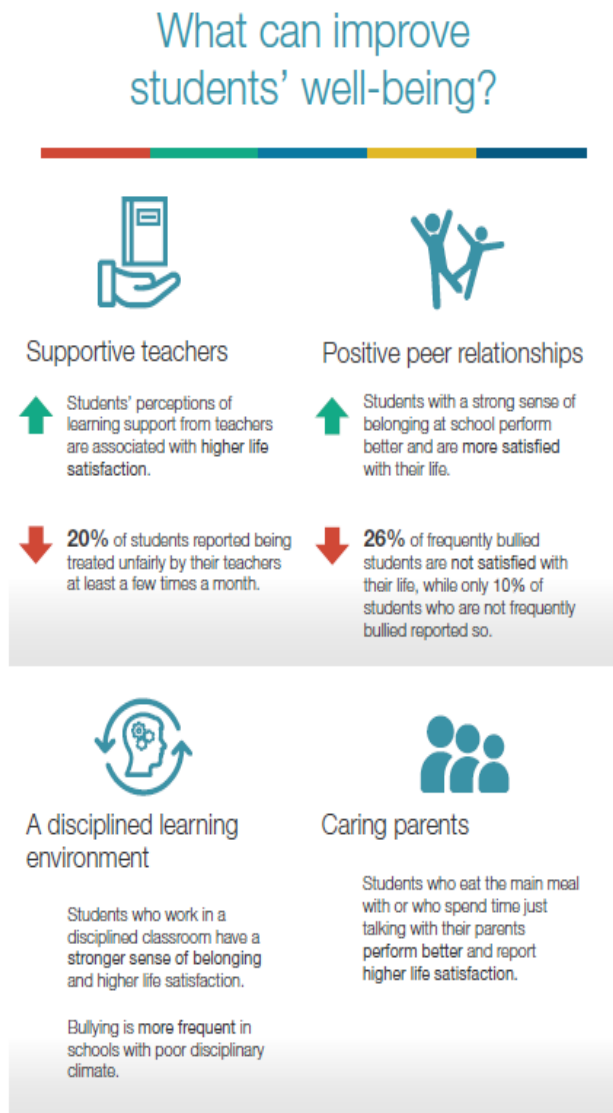
申論題（共 4 題，共計 100 分）

一、請以中文回答這篇短文的問題，並提出個人見解。(25%)

Anyone can be placed in a leadership role, but to be good and thrive in that position requires solid leadership skills. Good leadership skills are top of the list of competencies that recruiters need to focus on when hiring people or when managers promote leaders from within the organization. The 8 key leadership skills we need to know are: (1) Relationship building; (2) Agility and adaptability; (3) Innovation and creativity; (4) Employee motivation; (5) Decision-making; (6) Conflict management; (7) Negotiation; and (8) Critical Thinking.

Question: Based on these 8 leadership skills, please propose three of which you think are the most important and discuss them.

二、根據圖示，請以中文說明提升學生幸福感的四種方式。(25%)



三、請先摘述說明下文的大意，並加以中文申述您對眾多領導理論的看法。

(25%)

Professional Development Leadership (PDL) is similar to transformational and transactional leadership in their overall focus on goal attainment. PDL and transformational leadership both seek to transform the employees to direct their efforts toward goal attainment. With transformational leadership, managers seek to transform the individual employee's motivation from being based on individual self-interest to transcending this for the sake of the organization (Jensen et al., 2019, pp. 7–8). In PDL, managers seek to transform professional norms and to align them

with organizational goals. Similarly, transactional leadership is about aligning individual self-interest with organizational goals (Jensen et al., 2019, p. 12), whereas PDL concerns the alignment of collective professional norms with organizational goals. Although PDL shares the focus of transformational and transactional leadership on influencing others to attain organizational goals, PDL also differs from other types of leadership in this regard. For example, it differs from servant leadership, which is “focused on the psychological needs of followers as a goal in itself” (Eva et al., 2019, p. 113), and from ethical leadership, which aims to stimulate employees to act in an ethically correct manner (Moon & Christensen, 2022, p. 4).

Question: Why is education crucial to achieving SDG-4?

四、請先摘述說明下文的大意，並以中文申述該理論如何運用在教育行政實務工作中。(25%)

Self-determination refers to a person's ability to make choices and manage their own life. Being self-determined means that you feel in greater control, as opposed to being non-self-determined, which can leave you feeling that your life is controlled by others. The concept of intrinsic motivation, or engaging in activities for the inherent reward of the behavior itself, plays an important role in the self-determination theory. The theory states that people are motivated to grow and change by three innate (and universal) psychological needs:

- **Autonomy:** People need to feel in control of their own behaviors and goals. This sense of being able to take direct action that will result in real change plays a major part in helping people feel self-determined.
- **Competence:** People need to gain mastery of tasks and learn different skills. When people feel that they have the skills needed for success, they are more likely to take actions that will help them achieve their goals.
- **Connection or relatedness:** People need to experience a sense of belonging and attachment to other people.