朝陽科技大學 096學年度第2學期教學大綱
Decision Making and Leadership for Non-profit Organization 非營利組織決策與領導研究

當期課號	7359	Course Number	7359
授課教師	陳馨馨	Instructor	CHEN,SHIN SHIN
中文課名	非營利組織決策與領導研究	Course Name	Decision Making and Leadership for Non-profit Organization
開課單位	社會工作系碩士班一A	Department	
修習別	選修	Required/Elective	Elective
學分數	2	Credits	2
課程目標	本課程涵蓋非營利組織決策與領導之理論與實務，及相關研究與議題，使學生能了解與評估非營利組織的決策與領導、學習非營利組織的決策與領導課題及工具、並探討非營利組織決策與領導層面之相關研究與議題。	Objectives	This course considers key aspects of decision making and leadership in the nonprofit sector as they are applied in practice. It aims to integrate significant theory and research results with practical skills and personal trospection by the students.
教材	教師自編講義. 主要參考書籍: 1. Barry M. Dym & Henry Hutson (2005). Leadership in Nonprofit Organizations: Lessons from the Third Sector. Sage Publications, Inc 2. Ronald E. Riggio & Sarah S. Orr (Ed.)(2003). Improving Leadership in Nonprofit Organizations. Jossey-Bass. 3. Robert M.Snow & Paul H. Phillips (2008).Making Critical Decisions: A Practical Guide for Nonprofit Organizations. Jossey-Bass. 4.Dennis R. Young (Ed.)(2003).Effective Economic Decision-Making by Nonprofit Organizations(Nonprofit Management Guide). Foundation Center. 5.J. Steven Ott(Ed.)(2001). Understanding Nonprofit organizations: Governance, leadership, and Management. Westview Press. 6.Henry Mintzberg etc. (1998).Harvard Business Review on Leadership.哈佛商業評論- 領導(2000,中譯版),天下文化出版. 7.Peter M. Senge(1990). The Fifth Discipline: The Art and Practice of the Learning Organization.第五項修煉：學習型組織的藝術與實務（2008,彼得・聖吉訪台特別紀念版）,天下文化出版. 8.Richard Luecke(2004).Harvard Business Essentials: Creating teams with an Edge. Harvard Business School Publishing Corporation. 如何吞下一頭大象？~ 高績效團隊創新突圍的祕訣（2006,中譯版）,天下文化出版. 9.Noel M. Tichy & Eli Cohen (1997). The Leadership Engine - How Winning Companies Build Leaders at Every Level.領導引擎 - 誰是企業下一個接班人?(2000,中譯版) ,天下文化出版. 10.Robert Greenleaf (2002).Servant Leadership: A Journey into the Name	Teaching Materials	Handouts organized by the instructor. Major reference books: 1. Barry M. Dym & Henry Hutson (2005). Leadership in Nonprofit Organizations: Lessons from the Third Sector. Sage Publications, Inc 2. Ronald E. Riggio & Sarah S. Orr (Ed.)(2003). Improving Leadership in Nonprofit Organizations. Jossey-Bass. 3. Robert M.Snow & Paul H. Phillips (2008).Making Critical Decisions: A Practical Guide for Nonprofit Organizations. Jossey-Bass. 4.Dennis R. Young (Ed.)(2003).Effective Economic Decision-Making by Nonprofit Organizations(Nonprofit Management Guide). Foundation Center. 5.J. Steven Ott(Ed.)(2001). Understanding Nonprofit organizations: Governance, leadership, and Management. Westview Press. 6.Henry Mintzberg etc. (1998).Harvard Business Review on Leadership. 7.Peter M. Senge(1990). The Fifth Discipline: The Art and Practice of the Learning Organization. 8.Richard Luecke(2004).Harvard Business Essentials: Creating teams with an Edge. Harvard Business School Publishing Corporation. 9.Noel M. Tichy & Eli Cohen (1997). The Leadership Engine - How Winning Companies Build Leaders at Every Level. 10.Robert Greenleaf (2002).Servant Leadership: A Journey into the Name of Legitimate Power and Greatness. 11.James C. Hunter (1998).The Servant: A Simple Story about the True Essence of Leadership. 12.Min-Hsiu Chiang(ed.) (2002). Non-profit Management. 13.Hsin-Huang Hsiao (ed.)(2000).Nonprofit Sector: Organization and Operation.

	of Legitimate Power and Greatness. 僕人領導學:僕人領導的理論與實踐(2007,中譯版).啓示出版. 11.James C. Hunter (1998).The Servant: A Simple Story about the True Essence of Leadership.僕人-修道院的領導啓示錄(2001,中譯版),商周出版. 12.江明修主編(2002).非營利管理.智勝文化. 13.蕭新煌主編(2000).非營利部門:組織與運作.巨流圖書公司. 14.司徒達賢(1999).非營利組織的經營管理.天下文化. 15. Nonprofit and Voluntary Sector Quarterly. 16. Nonprofit Management & Leadership.		14.Dah Hsian William Seetoo(1999). Nonprofit Organization Management. 15.Nonprofit and Voluntary Sector Quarterly. 16.Nonprofit Management & Leadership.
成績評量方式	1. 課堂報告(每人主責報告二次) 60% 2. 評論學術期刊Nonprofit Management & Leadership近五年所刊登的研究論文一篇 30% 3.參與及討論 10% (除非有特殊被允許的理由,否則不得缺席;課堂上要參與充分討論.缺席一次扣學期總成績5分)	**Grading**	1. Class Report (2 times) 60% 2. Critiquing Rsearch articles from "Nonprofit Management & Leadership" in 5 years 30% 3.Contribution and Participation (attend all sessions, unless excused, participating fully in class discussions, complete class assignments as assigned) 10%
教師網頁	_		
教學內容	本課程是專爲對非營利組織決策與領導有興趣的研究生或社工系研究生所設計的,課程內容涵蓋非營利組織決策與領導之理論與實務，及相關研究與議題,並讓學生了解國內外的相關趨勢與案例.課程內容主題包括: 一. 課程介紹與討論 二. 非營利組織決策與領導概述 三. 非營利組織領導者的挑戰 四. 領導理論 五. 領導理論與實務 六. 領導的DNA 七. 非營利組織領導的倫理議題與熟練領導 八. 非營利組織董事會的領導 九. 非營利組織的領導工具與技巧 十. 領導才能評估與發展 十一. 決策的藝術與科學 十二. 向企業借鏡的非營利組織決策 十三. 關鍵性決策的管理 十四. 非營利組織的關鍵性決策 十五. 非營利組織的核心經營決策 十六. 決策評估	**Syllabus**	This course considers key aspects of decision making and leadership in the nonprofit sector as they are applied in practice. It aims to integrate significant theory and research results with practical skills and personal introspection by the students. The approach of the course is to engage students in discussions and exercises that explore the relationship between theories and practices of nonprofit decision making and leadership. The overall goal of the course is to provide a framework within which students of the class can actually practice decision making and leadership skills in as realistic and practical a way as is possible within the confines of a class situation. By the end of the course, students should: 1.Understand the nature of decision making and leadership; 2.Understand the factors with which nonprofit leaders have to cope; 3.Be able to analyze complex case situations and suggest possible ways of dealing with them; 4.Perceive an improvement in their personal leadership and decision making skills. The objectives of this course include: 1.Developing a common language and understanding of decision making and leadership; 2.Defining characteristics and traits of leadership;

			3.Identifying key issues commonly experienced by leaders, and learning how to deal with them; 4.Learning to apply decision making and leadership knowledge to specific organizational issues; 5.Exploring personal leadership styles; 6.Evoking the leader within. The course Content includes: 1.Course Introduction and Discussion 2.The Introduction of Decision Making and Leadership in Nonprofit Organizations 3.Challenges for Nonprofit Leaders 4.Theoretical Alignment 5.Putting Theory into Practice 6.The DNA of Leadership 7.Effective, Ethical Leadership 8.Board Leadership 9.Nonprofit Leadership Tools and Techniques 10.Leadership Assessment and Development 11.The Art and Science of Decision Making 12.Borrowing from Business: Due Diligence in Decision Making 13.Managing Critical Decisions 14.Making Critical Decisions in Nonprofit Organizations 15.Core Operating Decisions in Nonprofit Organizations 16.Assessing the Decision and the Insights of Effective Nonprofit Economic Decision-Making

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