朝陽科技大學 097學年度第2學期教學大綱
Strategic Planning for Non-profit Organization 非營利組織策略規劃研究

當期課號	7396	**Course Number**	7396
授課教師	謝儒賢	**Instructor**	HSIEH,RU SHIAN
中文課名	非營利組織策略規劃研究	**Course Name**	Strategic Planning 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	非營利（公共服務）組織的存在使命（mission）乃在解決個人與社會問題，以及滿足個人和社會的福利需求。	**Objectives**	What is strategic planning? In short, Strategic planning is a management tool.As with any management tool, it is used for one purpose only: to help an organization do a better job - to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment.
教材	Alliance for Nonprofit Management. (2003).Strategic planning Alliance for Nonprofit Management, Washington DC.http//www.allianceonline.org/fags/spfag1.htm1 Allison,M.,& Kaye,J.（1997）.Strategic planning for nonprofit organizations :A practical guide and handbook. New York: John Wiley & Son. Barry, B. W. (1997). Strategic planning workbook for nonprofit organizations .Saint Paul, MN: Amherst H. Wilder Foundation. Bryson, J.M. (2004). Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (3ed) . San Francisco,CA:Jossey-Bass. Bryson,J.M., & Alston, F.K.(2004).Creating & implementing your strategic planning(2ed). San Francisco,CA:Jossey-Bass. Drucker, P. F.(1995). Managing in a time of great change. New York: The Penguin Group. Drucker,P.F.(1990).Managing the non-profit organization: Practices and princuples. New York: Harpercollins Publishers. Hall,R .H.(1996).Organizations: Structures, processes, and outcomes. Englewood Cliffs, New Jersey: Prentice-Hall. Independent Sector Evaluation and Planning Committee .(2000). Forging a framework for out future. Kotler,P. & Andreasen,A.R.(1997).Strategic marketing for nonprofit Organization . Englewood Cliffs, New Jersey: Prentice-Hall. The David and Lucile Packard Foundation. (2002).Strategic planning: A review of grantee	**Teaching Materials**	Alliance for Nonprofit Management. (2003).Strategic planning Alliance for Nonprofit Management, Washington DC.http//www.allianceonline.org/fags/spfag1.htm1 Allison,M.,& Kaye,J.（1997）.Strategic planning for nonprofit organizations :A practical guide and handbook. New York: John Wiley & Son. Barry, B. W. (1997). Strategic planning workbook for nonprofit organizations .Saint Paul, MN: Amherst H. Wilder Foundation. Bryson, J.M. (2004). Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (3ed) . San Francisco,CA:Jossey-Bass. Bryson,J.M., & Alston, F.K.(2004).Creating & implementing your strategic planning(2ed). San Francisco,CA:Jossey-Bass. Drucker, P. F.(1995). Managing in a time of great change. New York: The Penguin Group. Drucker,P.F.(1990).Managing the non-profit organization: Practices and princuples. New York: Harpercollins Publishers. Hall,R .H.(1996).Organizations: Structures, processes, and outcomes. Englewood Cliffs, New Jersey: Prentice-Hall. Independent Sector Evaluation and Planning Committee .(2000). Forging a framework for out future. Kotler,P. & Andreasen,A.R.(1997).Strategic marketing for nonprofit Organization . Englewood Cliffs, New Jersey: Prentice-Hall. The David and Lucile Packard Foundation. (2002).Strategic planning: A review of grantee

	practices. The foundation for Community Association Research. (2001). Best practices: Strategic planning. 康淑華、方凱弘譯（2003）。帶領公益部門邁向成功之路：公共與非營利組織的策略規劃指南。台北：喜馬拉雅研究發展基金會。 每週指定期刊文章		practices. The foundation for Community Association Research. (2001). Best practices: Strategic planning. 康淑華、方凱弘譯（2003）。帶領公益部門邁向成功之路：公共與非營利組織的策略規劃指南。台北：喜馬拉雅研究發展基金會。 每週指定期刊文章
成績評量方式	一、課程參與：60%； 二、期末報告：40%。	**Grading**	1.To participate in discussion in the classroom:60% 2.The term paper:40%
教師網頁			
教學內容	非營利（公共服務）組織的存在使命（mission）乃在解決個人與社會問題，以及滿足個人和社會的福利需求。但現階段社會福利機構所面對的是福利需求不斷變遷、機構間相互競爭有限資源、案主要求服務品質及社會大眾提出監督等各種不同挑戰的劇變社會環境（張英陣，1994；Drucker，1990，1995；Allison & Kaye，2004），這使得社會福利機構能否實現其滿足個人與社會需求的使命開始遭受質疑，甚至威脅機構本身的生存。因此，爲因應巨變時代下的各項挑戰，社會福利機構主張應採借「企業管理」的理念來運作組織，其中Weiner（1990）更積極提出須徹底地改變既有的管理技巧與理念，並向企業界學習策略管理（strategic management）、系統性管理（systematic management）、合作式管理（cybernetic management）、組織間（inter-organizational）或網絡管理、或跨系統管理（multi-institutional systems' management）等，然而無論是採取何種管理方式，其重點皆企圖突破既有的「科層管理」或不重視「服務績效」的經營則學。而在將「企業精神」帶入公部門或人群服務組織的過程中，就社會福利服務的發展而言，則以「策略性規劃」中的「爲組織生存而管理」的影響最爲深遠，且獲得最多組織管理者的關注跟推崇。 「策略性規劃（strategic planning）」的理論基礎乃源自於所謂的「權變學派（Contingency School）」（Bryson，2004；李禮孟，2000），此派觀點強調當組織面對複雜的動態環境時，決不能如鴕鳥般的閉門造車，反而必須直接面對環境的變化趨勢，採「知己知彼」與「有所制宜」策略，從而調整組織的結構、人力、作業方式與產品、及競合關係等等，甚至主動創造出有利於組織的優勢環境（Hall，1996），而「策略性規劃」便是在此脈絡情境中發展出的觀念與實務方法。此種視「變革」爲常態的觀念，對非營利組織而言具有雙重的意涵。一是環境的變遷造成服務需求、數量與內涵的改變；以社會服務爲例，十年前的青少年偏差行爲問題與今日的青少年犯罪問題截然不同。另一爲組織本身的發展，當組織逐步發展（或想要擴充）、服務範圍日趨多樣化時，各種行政管理問題也常隨之而來，例如組織認同感、工作目標與意義、服務熱忱與品質、團隊運作、值觀、或共同願景等等，在此情境下，組織同時面對內外環境變動的壓力，若缺乏有效的因應策略，則猶如「無指南針的船於瀚海中航行」，毫無方向與動力，甚至出現迷航危機。而「策略性規劃」猶如指南針作用，明確指出組織的航向，且引導組織到達既定的目的地（宗旨或願景）。所謂「策略性規劃」係指組織由使命與目標的界	**Syllabus**	What is strategic planning? In short, Strategic planning is a management tool. As with any management tool, it is used for one purpose only: to help an organization do a better job - to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment. In other word, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future (Bryson, 2005). However, there are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise of planners, etc. For example, there are a variety of strategic planning models, including goals-based, issues-based, organic, scenario (some would assert that scenario planning is more a technique than model), etc. Quite often, an organization's strategic planners already know much of what will go into a strategic plan (this is true for business planning, too). Development of the strategic plan greatly helps to clarify the organization's plans and ensure that key leaders are all "on the same script". Far more important than the strategic plan document, is the strategic planning process itself. The contents of this course include the basic concepts of strategic planning in the nonprofit and public organization, what it does, what it does it.

	定到策略選擇與評估的系統性集體決策過程，引導組織以未來的遠景與行動目標爲基礎，從事現階段的策略選擇。職是之故，本課程將由策略性規劃的意涵、理論運作模式、實務操作模式及其運用時機與限制等面向，探討策略性規劃在非營利組織的運用現況；另外，將同時結合一有意願從事「策略性規劃」的社會福利機構共同參與課程進行，以讓同學能將所學知識確實運用於日後的實務工作當中。		

尊重智慧財產權，請勿非法影印。