

**BAKKE GRADUATE UNIVERSITY (HONG KONG)**  
**COURSE SYLLABUS**  
**栢祺大学研究院（香港）**  
**课程大纲**

Bakke Graduate University of Ministry strengthens ministry leaders who steward resources with and for vulnerable people and places, by means of contextual, Christian-based education innovatively delivered throughout the urban world.

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| <b>Course Number:</b><br>课程编号       | <b>LDR 707 [DMin 教牧學博士] / LDR 607 [MTS 神學研究碩士]</b>  |
| <b>Course Title:</b><br>课程名称        | <b>Servant Leadership, Character &amp; Ethics</b><br>仆人领导，品格及道德   |
| <b>Credits:</b><br>学分               | 4   |
| <b>Professor of Record:</b><br>教授   | Dr. Grace Barnes  |
| <b>Class-Session Date:</b><br>上课日期： | September 5 – 9, 2008<br>2008年9月5 – 9日  |
| <b>Course Location:</b><br>上课地点：    | Hong Kong and Macau<br>香港及澳门  |
| <b>Due Dates:</b><br>到期日：           | <p><b>Reading: Twenty-five percent due by September 5, 2008</b><br/> <i>Although we request that you read a quarter of the required number of pages, your book reports are not due until you turn in your project and journal.</i></p> <p><b>Book Reports, Journal &amp; Project Paper: Dec 8, 2008</b><br/> <i>All papers written in English should be e-mailed to <a href="mailto:homework@bgu.edu">homework@bgu.edu</a>. Students will receive instructions at a later date regarding who/where to submit papers written in Chinese.</i></p> <p>阅读: 百分之二十五须于2008年9月5日前递交<br/>           虽然我们要求学生阅读必读页数之四份之一, 但学生不需在递交习作及日记前递交阅读报告.</p> <p>阅读报告, 日记及习作: 2008年12月8日<br/>           请把所有英文功课传送至 <a href="mailto:homework@bgu.edu">homework@bgu.edu</a>.<br/>           学生稍后将会收到如何递交中文功课的详情.</p> |
| <b>Contact Information</b><br>联络数据： | <p><b>BGU/US:</b><br/>           栢祺大学研究院（美国）：<br/> <b>Shirley Akers, US Seminar Coordinator</b><br/> <a href="mailto:ShirleyA@bgu.edu">ShirleyA@bgu.edu</a></p> <p><b>BGU/HK:</b><br/>           栢祺大学研究院（香港）：<br/>           LAU Chui-wah: <a href="mailto:chuiwah@bgu.hk">chuiwah@bgu.hk</a><br/>           Rev. Luk Fai: <a href="mailto:fluk@bgu.hk">fluk@bgu.hk</a></p>   |
| <b>Professor of Record</b><br>教授    | <p><b>Dr. Grace Preedy Barnes</b><br/> <b>Academic Dean</b><br/> <b>Professor of Leadership Studies</b><br/> <a href="mailto:graceb@bgu.edu">graceb@bgu.edu</a></p> <p>Grace Barnes has studied leadership for the past 27 years and worked for over 25 years at Azusa Pacific University in southern</p>   |



California as the overall administrator and developer of the Operation Impact Program, which was the delivery system for the global version of the MA in Organizational Leadership. For the past two years she has been on staff at Bakke Graduate University as Professor of Leadership Studies and currently as the Academic Dean. She has lived in five homelands including China and has a passion for equipping and mentoring people to develop into effective leaders that will serve God's Kingdom worldwide.

巴恩斯博士研究领导学已超过 27 年，在之前她在南加州的 Azusa Pacific 大学工作了超过 25 年，负责为 Operation Impact 计划担任整体管理及发展的工作，该计划是在组织领导中的 MA 的全球性版本。在过去两年，她成为了栢祺大学研究院的领导学教授，现时她是学术教务长。她曾在 5 个地区方居住，包括中国。她热衷于栽培及领导他人成为为神的国在全球各地事奉的出色领袖。

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| <p><b>Course Description</b><br/>课程描述</p>                       | <p>This course focuses on the <b>person</b> of the leader and explores the paradoxical concept of servant leadership, modeled by Jesus, within the broader context of the abundance of leadership theories, in order to gain a clearer understanding of one's true vocation, how one best leads, and the ability to lead oneself in an increasingly multi-cultural and complex world.</p> <p>此课程将集中于领导的<b>个性</b>，并且在众多领导理论的背景下，探索以耶稣为榜样的仆人领导这矛盾概念，以让学生更加清楚的理解自己真正的使命、如何更好地领导人，及怎样在一个越来越多文化和复杂的世界带领自己。</p>   |
| <p><b>Instructional Methodology</b><br/>教学方法</p>                | <p>In-class interactive lectures, role playing, direct peer-to-peer group discussions, assigned book reviews, field experience with daily journaling, leading to a final course project to be applied in one's own ministry context.</p> <p>互动性的课堂、角色扮演、正接的同辈对同辈小组讨论、读书报告、实地体验和撰写日记，及能应用于个人事工的最后课堂习作。</p>   |
| <p><b>Course Anticipated Learning Outcomes</b><br/>课程预期学习成果</p> | <p>Upon successfully completing this course, students should be able to:<br/>成功完成此课程后，学生应能:</p> <ol style="list-style-type: none"> <li>1. Better understand theories of leadership and explain the distinctive of servant-leadership from personal, spiritual/biblical, organizational and cultural perspectives<br/>更了解领导学理论及以个人、属灵、圣经、机构及文化角度解释仆人</li> <li>2. Identify the knowledge, skills and attitudes necessary to become a servant leader and be able to contrast these components with traditional leadership approaches<br/>指出仆人领袖所需之知识、技巧及态度，及能与典型的领导方法的元素作对比。</li> <li>3. Apply, utilize, and evaluate servant leadership principles within a specific leadership position, including one's personal response to the experience<br/>在一个特定的领导位置中，应用、运用及评估仆人领导的原则，包括个人对该经验的反应</li> <li>4. Understand grasp, and be able to articulate one's primary vocation/calling which influences all other callings and career choices (one's personal mission statement)</li> </ol> |

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|  | <p>明白及掌握及能清楚指出个人最重要的使命/呼招，并且该呼招会影响到其他呼招及职业选择(个人事工宣言)</p> <p>5. Discover more about personal leadership and how one best leads and leads oneself<br/>发掘更多关于个人领导及个人如何更好地领导别人及领导自己</p> <p>6. Create a personal leadership development program/constitution/contract for and with oneself.<br/>与自己及为自己创立一个个人领导发展计划/宪章/合约</p> |
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| <b>Pre-and Post-Class Session Requirements</b><br>课前及课后要求 |  |
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| <b>Book Reports</b><br>Chapter 1<br>读书报告<br>第一章 | <p>Twenty-five percent of the required and recommended reading (1,500 pages for a 4-credit DMin course) is due by the first day of class. The remainder of the reading is due <b>90 days following the class sessions.</b></p> <p>Students are required to write a one-page (single-spaced) review on <i>each</i> book. A bibliography has been presented in this syllabus with both required and recommended books, but some alternatives can be negotiated for various specialized topics or regions of the world.</p> <p>要求 学生在第一天上课前至少读百分之二十五必读和参考读物(学生将要为这 4 个学分的博士学科阅读共 1,500 页)。余下的阅读须于<b>课堂后的 90 天</b>内完成。</p> <p>学生应为每本书写一页回顾(单行间距)。必读及参考书目已包含于本课程大纲中。但就个别题目或地区之读物可另行商议。</p> <p><b>First</b>, describe the book including: a) the thesis, main point or main concept of the book, often found in the preface or first chapter, that the author is trying to communicate in simply one or two sentences; and b) a summary of the major themes/concepts/ideas, the thesis and argument of the author (not the chapter outlines). Why did the author write this book and what is its main point?</p> <p>首先，描述该书本，包括 a) 以至两句描述该书藉之作者尝试带出之题目、重点或主旨，常见于序言或第一章；及 b) 书本之主题/概念/主旨、论题及作者之论点之撮要 (并非每章之要点)，为何作者会写下该书藉及该书之重点?</p> <p><b>Second</b>, how do the chapters present the argument of the author? If it were a Bible text or story, part one is describing the main point the Apostle or Jesus is making in the text chosen. In part two analyze the text and author's argument. If you've described it well in part one, then you can take a paragraph or two to delineate (briefly), the strengths and limits of this book, its thesis and argument.</p> <p>第二，书本的各章如何表达作者之论点？如果是圣经经文或故事，第一部份是描述使徒或耶稣在该经文所表达之重点，第二部份则分析经文及作者之论点。如果你已在第一部份作描述，你可以数页之篇幅描述此书之优点、目录、主题及论点。</p> <p><b>Third</b>, application. What did this book mean to you? How can you apply it to your situation? What questions, issues, disagreements were raised for you? What were some transferable principles to your context?</p> <p>第三，应用。此书对你的意义，你如何把它应用在你的情况，对你产生了甚么问题或不同的看法，有甚么原则是在你的情况下可应用的？</p> |
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| Post-Class Session Assignments<br>课后习作   |   |
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| <b>Think Paper</b><br>Chapter 2<br>思考习作<br>第二章                                 | <p>Write a general philosophy of leadership paper with a focus on servant leadership and the role of a servant-leader in today's multi-cultural world, utilizing readings, research, interviews (3) and class sessions (5 pages).</p> <p>运用课本阅读、研究及访问(3) 及课堂，撰写一份领导哲学的习作，并针对仆人领导及一个仆人领袖在今日的多文化世界中的角色(5 页)</p>   |
| <b>Course Project-Practicum</b><br>Chapter 3<br>课程习作<br>- 实践                   | <p>The purpose of the course project is to bring together classroom experience, reading and thinking about servant leadership and then apply this integration to an organizational setting for a period of 4 weeks. Ideas will be suggested in class. The project should include:</p> <p>课程习作的目的是综合课堂经验、阅读及对仆人领导的思考，以在为期4个星期的时间应用于一个机构中。相关的理念将会于课堂中提出。该习作应包括：</p> <ol style="list-style-type: none"> <li>1. <b>Design:</b> (2 pages) Identify an area of current or potential personal leadership within an organizational or personal leadership setting, and outline a plan to lead by serving. This should include readings, attitudes to be cultivated, a target person, group or organization, specific services to be rendered, methodology, possible changes within existing hierarchies or an accountability structure, visioning, goals for improvement in an organization, group or personal leadership situation.</li> <li>1. <b>设计:</b> (2页) 辨认出一个现今或将来在一个机构或个人领导背景下的个人领导领域，及勾划出一个仆人领导计划。这应包括阅读、将建立的态度、一个对象、组织或机构、特定的服务、方法、在现有的等级制度或问责制度下可能作出的改变、异象、机构/组织/个人的改进目标</li> <li>2. <b>Implementation:</b> (5 pages) Carry out your plan for 4 weeks. Keep a journal of your feelings, expectations, responses, changes, results and insights of your experience (does not need to be turned in but reflected in your paper).</li> <li>2. <b>应用:</b> (5页) 在为期4个星期的时间中实行你的计划。撰写日记，记下你在经验中的感受、期望、反应、转变、成果及启发 (不须递交但应在你的习作中反映到)。</li> <li>3. <b>Evaluation:</b> (3 pages) Describe the impact on you personally, those served including changes observed, conflicts and cultural issues, adoption of new ideas or plans, and an appraisal of your leadership and potential future purpose, plans and transferable model (10 pages total).</li> <li>3. <b>评估:</b> (3页) 描述对你个人和你所服侍的对象的影响，包括你留意到的转变、冲突及文化问题、新的概念和计划的应用，及就你对领导、未来目的、计划及可转化的模式作出评估。(共10页)</li> </ol> |
| <b>Personal Leadership Development Program</b><br>Chapter 4<br>个人领导发展计划<br>第四章 | <p>Create a personal development program (choose a theme for your life) which includes your personal mission statement, philosophy and goals in each of the six areas of personal leadership development (intellectual, physical, emotional, social, spiritual and vocational, Include any career testings, strengths, temperament as to how you understand your leadership style and how you best lead (10 pages).</p> <p>创立一项个人发展计划 (为你的生活选择一个主题)，包括你在</p>  |

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|   | 个人领导发展的六个方面 (知识、身体、情感、社会、属灵及使命) 的个人事工宣言、哲学及目标，包括你所了解自己的领导风格的职业测试、优点及性质及你如何更好地带领别人。(10页)   |
| <b>Evaluation</b><br>Chapter 5<br>评估<br>第五章 | Write an evaluation paper that reflects what you have learned and whether it met what you anticipated from course learning outcomes along with one's own personal goals for the course. Assign yourself a grade (3 pages).<br>在您的习作的第 4 章写下一份评估论文，以总结你从本课程学到的，以及其是否达到你对本课程之期望 (目标或目的)，及你对课程之个人期望。给自己一个评级。(三页) |

**Note:** DMin Students are encouraged to write their assignments to their local support group, meaning the genre and form will be contextualized and practical. Like Paul, who wrote *to* the Corinthians then, but *for* us today, it is proposed that you write your assignments to your leadership team or Personal Learning Community (PLC), but for your professors. This will shape the genre and vocabulary of your work. It also means you can get very creative and practical and be accountable for all aspects of your work in this leadership program.

笔记: 教牧學博士生鼓励写给他们的个人学习群体(PLC)全部三项任务，风格和形式将是放在上下文中和实用的。像保罗写信给哥林多。但在我们今天，建议除了把你的习作提交给你的教授外，亦写给你的领导团队或支持小组。这会影响到你的功课的风格及词汇。这亦代表你可以很具创意及实际，及为在这领导课程中的各方面的工作负责。

| Grading<br>评级 |     |
|---------------|-----|
| 阅读及读书报告       | 25% |
| 思考习作          | 15% |
| 课堂参予          | 15% |
| 课堂习作 – 实践     | 15% |
| 个人领导发展计划      | 20% |
| 评估            | 10% |

| Required Reading<br>必读课本 |  |
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*Leadership: A Communication Perspective*  
领导学：沟通的视角（第3版）

Hackman and Johnson  
Waveland Press

10: [1577662849](tel:1577662849)  
13: [9781577662846](tel:9781577662846) 448  
7-208-05009-0

*Servant Leadership*  
(僕人領導學，羅伯格林里夫，台北：啓示出版，2004年)

Robert K. Greenleaf  
Paulist Press

10: 0809105543  
13: [9780809105540](tel:9780809105540)  
**9867470052**

*Servant First: Readings and Reflections on the Practice of Servant Leadership*

Grace Preedy Barnes (Ed)  
[orders@precedentpress.org](mailto:orders@precedentpress.org)  
or [www.precedentpress.org](http://www.precedentpress.org)  
Phone: 317-348-4118

0-9763088-4-3 133

*The 8<sup>th</sup> Habit: From Effectiveness to Greatness*  
第八個習慣：從成功到卓越

Stephen R. Covey  
Simon & Shuster  
柯維

10: [0684846659](tel:0684846659)  
13: [9780684846651](tel:9780684846651) 409  
[9789864174713](tel:9789864174713)

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| <i>Leadership: A Communication Perspective</i><br>领导学：沟通的视角（第3版） | Hackman and Johnson<br>Waveland Press | 10: <a href="#">1577662849</a><br>13: <a href="#">9781577662846</a><br>7-208-05009-0 | 448 |  |
|--|---------------------------------------|--|-----|--|

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| Recommended Reading<br>参考书目 |
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| Title   | Author/Publisher                       | ISBN #  | Pages | Library |
|---|--|---|-------|---------|
| <i>Insights on Leadership: Service, Stewardship, Spirit, and Servant-Leadership</i>                                 | Larry Spears (Ed)<br>John Wiley & Sons | 10: <a href="#">0471176346</a><br>13: <a href="#">9780471176343</a> | 398   |         |
| <i>The World's Most Powerful Leadership Principle: How to Become a Servant Leader</i><br>(僕人修練與實踐，杭特，台北：商周出版，2005年) | James C. Hunter<br>Random House        | 10: <a href="#">140005334X</a><br>13: <a href="#">9781400053346</a> | 224   |         |

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| Selected Bibliography<br>选读书目 |
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| Title   | Author                     | Publisher       |
|---|----------------------------|-----------------|
| <i>The Call</i>                               | Os Guinness                |                 |
| <i>The Courageous Follower</i>                | Ira Chaleff                | Berrett-Koehler |
| <i>Courage and Calling</i>                    | Gordon Smith<br>IVPress    |                 |
| <i>Celebration of Discipline</i>              | Richard Foster<br>HarperSF |                 |
| <i>Stewardship</i>                            | Peter Bloch                |                 |
| <i>Overcoming The Dark Side of Leadership</i> | McIntosh and Rima          |                 |

不再一樣的領導力  
**Moving People On to God's Agenda**

作者：亨利·布克比、理察·布克比 Henry T. Blackaby & Richard Blackaby 理察·布克比、亨利·布克比 翻譯：吳蔓玲、徐顯光

書碼：TWC317  
出版社：基石文化  
初版日期：15/12/2001  
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條碼：9781931625005  
語文：繁體中文



### 影響力的特質：開創你的人際影響力

#### Becoming A Person Of Influence: how to positively impact the lives of others

作者：約翰·麥斯威爾、吉姆·朵南 John C. Maxwell & Jim Dorman 約翰·麥斯威爾、吉姆·朵南 John C. Maxwell & Jim Dornan  
翻譯：吳蔓玲 吳蔓玲 Mahn-Ling Woo

書碼：097023998X  
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出版地：美國  
初版日期：1/1/2003  
版次：1  
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條碼：9780970239983  
語文：繁體中文



#### 推介：

利格·力格拉 (作家與潛能激發教師)

我們都渴望使自己的世界卓然不同，《影響力的特質》能裝備你的需要，讓你身體力行。不管你是事業有成的領袖，或是初生之犢的新手，本書能幫助你成為有影響力的人。

### 僕人領導



作者：[肯恩·布蘭佳](#)  
出版：  
系列：新商周叢書  
出版日期：2004/02  
國際書號：9861241078  
書城編號：44125

## 內容簡介

「僕人領導學」在一九七九年由格林里夫提出，這種以服務追隨者來成就卓越領導績效的理論，當時並未獲得主流觀點的重視。但隨著網際網路的發達與知識工作者的日益增多，組織中個體的崛起已經成為既成事實，領導者不可能再以威權態勢率領組織成員，使得格林里夫的觀點在二〇〇〇年以後受到廣泛的推崇，成為最當紅的管理觀念。因此，杭特在二〇〇〇年撰寫的「僕人」在美國成為銷售數十萬本的暢銷書，在台灣也銷售超過十萬本！而彼得聖吉的追隨者在推動「第五項修煉」時，更以「僕人領導」做為推動學習型組織的最大前提，更使得僕人領導在遭到冷落二十五年後，終於成為公司經營實務中的顯學。在這股「僕人領導風潮」當中，最令人重視的是：以提出「一分鐘經理人」而成為一代管理大師的布蘭佳博士，在探討「僕人領導學」之後，認為「唯有具備僕人風格與心理素質的領導者，才能成為績效卓越的一分鐘經理人」，他更精心撰寫出本書，作為「一分鐘實現僕人領導風格的心法」。這本原文只有一百二十六頁的書，在美國受到極大推崇，因為以布蘭佳的大師資格，竟然向另一派的理論首倡者表示誠服認同，實在是破天荒的事情。僕人領導說來簡單，但實踐的時候分寸拿捏不易，因為要服事追隨者、卻不能因為服事下屬而侵蝕了領導者的威信，關鍵就在於心態的轉折與管理實務技巧的收放，布蘭佳以精練的文字寫成手冊形態的「僕人領導」，在美國亞馬遜暢銷書排行榜上長達十個月，至今銷量不墜，可見證此書精闢。

### 僕人領導力

作者: [唐·佛瑞克\(Don M. Frick\)](#)

出版:



系列:

新商周叢書

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## 內容簡介

集作家、顧問和講師於一身的羅伯·葛林里夫，在企業領導統御中也以身為現代授權運動之父而望重士林。在自己的諸多成就中，最讓他引以為傲的，就是一手打造出應用倫理學中心（Center for Applied Ethics），如今它已易名為羅伯·葛林里夫僕人式管理中心（Robert k. Greenleaf Center for Servant Leadership），而且也由於他在「僕人領導者」主題上影響力無遠弗屆的著作而享譽一時。

本書蒐集了葛林里夫過去所從未發行過的作品，內容充分展現出他在個人及專業上的理念，那就是認為所謂真正的領袖都是以服務他人做為領導手段的人。本書所蒐集的資料在時間上橫跨了五十個年頭以上，包括了重點集中在如權力、道德、管理、組織以及僕人身份等關鍵性議題上的原始短文，而這些也都具體反映出在葛林里夫精采的一生中那些轉折和進化。

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