Managing the Nonprofit Organization versus the Theory and Practice of Leadership (Peter F. Drucker vs Peter Northouse)

Article · April 2018

1 author:

Nuah PERDAMENTA Tarigan
Binus University
14 PUBLICATIONS   **1** CITATION

SEE PROFILE

Some of the authors of this publication are also working on these related projects:

Project   Disability and Leprosy research-ASEAN and ASIAN View project

Project   SCOPUS View project

Managing the Nonprofit Organization versus the Theory and Practice of Leadership
(Peter F. Drucker vs Peter Northouse)

Nuah Perdamenta Tarigan

Abstract-- Nowadays, The Nonprofit Organization is growing rapidly in Indonesia, creating a major need for expert advice to manage these organizations effectively and greatly. This area is not a marginal area in Indonesia society anymore and will be bigger in near future. Besides business entrepreunership developing by local and national businessmen and businesswomen, we could see and feel the development of social entrepreunership anywhere. In United States of America and other developed countries, we know that the non-profit institutions are central to their society and are indeed its most distinguishing feature. In Indonesia and other countries/ its sorrunding areas we can see now many progress and very big corporations develop and establish their own nonprofit organization. But then it is effective or not? We will see then with this short explanatory paper and short literature research from two professors Peter F. Drucker and Peter Northouse.

In many ways non profit organization seems not develop their own organization with professional approach and action, however, Peter F. Drucker said that it is the growth industry and has become his country Civil Society member. Today, the non profits face very big and different challenges. The first is to convert donors or a giver only into contributors. Becuase we already see that the donors are more smart and prudent than before, they must know the process of fund development and its actions and activities. The second major challenge is to give community and common purpose or goals.

On the other hand, Peter Northouse said that Leadership could be divided into various approaches which divided into many perspectives such as style approach, trait approach, transformational and transactional, situational approach and many others, then from there I could see the relation between these two perspectives very transparent and crystal clear from before. Such application could be developing in nonprofit organisation then.

Keywords-- Civil Society, The nonprofit organization, Leadership, Management, Marginal, Situational approach, Social Entrepreuneurship, Style approach, Trait approach, Transformational, Transactional.

"The great trouble with a HARVARD-type program is the arrogance it breeds. Students do not learn how difficult it is to accomplish anything. –
And HARVARD, to me, combines the worst of German academic arrogance with bad American theological seminary"
(PETER F. DRUCKER - Father of Management)

Nuah Perdamenta Tarigan is with Character Building Development Center (CBDC), Bina Nusantara University, Jln. K.H. Syahdan No. 9, Palmerah, Jakarta Barat 11480, Indonesia. (nuahptarigan1@gmail.com)

I. INTRODUCTION

PETER Drucker is an inspiring scholar, he has an ability to enrich and sharpen the commitment and enhance capacities many managers and leaders to promote business development and nonprofit organization and humanitarian. Especially to the theme is offered by on International Conference on Education, Humanities and Human Resource Management (ICEHHR'2012) aimed at presenting current research being carried out in that area and scheduled to be be held November, 2012 in Malaysia or Philippines

In this regard, a short literature research on leadership base on two books, such as: Managing the Nonprofit Organization by Peter F. Drucker and Leadership Theory and Practice by Peter G. Northouse. By doing this research it would enrich understanding about the issues and contribute to the business and social community and networking to promote better and successful leadership and management in near future. Drucker book gives examples and explanations of mission, leadership, resources, marketing, goals, people development, decision making, and much more, provides educational opportunities and resources to help nonprofits become more efficient and improve skills. His close Friend Prof. Dr. Fredmund Malik said that in *Malik On Management (MOM) Journal No 11/09, Volume 17/ November 2009 page 164* "His work provides a roadmap for the field of management which as an academic discipline still has no quality standards, though these could have been adopted long ago. Drucker was the one who started building an observation platform upon which to evaluate the far-reaching changes seen today. Managing changes was never enough for Drucker however. Be ahead of change if you want to be a leader, was his motto". (100 Years of Peter F. Drucker, Father of Management)[5]. On the other hand, according Susan Gibbons from Regent University Alumna in *International Journal of Leadership Studies titled: Book Review: Peter G. Northouse's (2009) Introduction to Leadership: Concepts and Practices page 251*, "For more than 20 years, students have relied on Peter G. Northouse for expertise and scholarly acumen in the dynamic discipline of leadership studies. Writing now to students and leaders in every profession and at every stage of development, Northouse (2009) makes the complexities of leadership theory practical and applicable to everyone in an interactive and engaging format" [6].

II. LITERATURES REVIEW

Who are "Peter F. Drucker and Peter G. Northouse". Peter F. Northouse and Peter G. Northouse are two intellectuals who devotes themselves to be responsible to knowledge development and better promotion of management and public policies and practical activities in regard to the public issues and discourses.

Based on their free thinking and intellectual power they construe realities and knowledge development for better understanding and solution of the public issues. In this sense, they are not only intellectuals in pure academic sense, but also imaginative and intuitive practitioners and activists to always concerning the public issues and discourses. Double ways of thinking and methodologies approaches, by combining reflexive and transformative approaches of knowledge development, is the ways of them to do their intellectual activities to not only develop better knowledge and understanding about the issues, but also construe realities for transformative changes. Reflexive in the sense they should has a critical thinking to always observe, analyses and construe the objective realities carefully according to objectively principles by always aware and recognizing their discursive and contingent character in formulation and formation. At the same time, they have to has to has a transformative ways of thinking and actions in the sense that the knowledge development is directed to emancipator empower the people and the public in constructive ways to come up with transformative social change. In other word, their work to develop knowledge is not only for the knowledge development itself, but also for transforming management and social realities toward better just-peaceful social development.

According Peter Drucker's book titled *Managing the Nonprofit Organization page 9 paragraph 2:"*the most important task of an organization's leader is to anticípate crisis. Perhaps not to avert it, but to anticípate it. To wait until the crisis hits is already abdication. One has to make the organization capable of anticipating the storm, weathering it, and in fact, being ahead of it. That is called innovation, constant renewal. You cannot prevent a major catastrophe, but you can build an organization that is battle-ready, that has high morale, and also has been through a crisis, knows how to behave, trusts itself, and where people trust one another. In military training, the first rule is to instill soldiers, with trust in their officers, because without trust they won't fight". From this I will bring this input as a relevant issue for this study research.

Relevance of the research

What is about this research? This research is a progressive and action research to study management and leadership and its relation with business and simultaneously social responsibilities and humanitarian conditions, these kinds of management and leadership issues and problems. The main focus would be how far does the existing management and leadership action and its institution including business, people organization and society supporting to resolve business and humanitarian and human rights issue of and effectively responding to their demands and problems to achieve just peace development. The research will especially be conducted in Managing the Nonprofit Organization issues versus the Theory and Practice of Leadership that developed by Northouse.

The research will address the following specific research problems: (1) what are the main management and leadership issues that are found in these two books

and how far does these issues being addressed by business world and society and development agencies either from state and civil society organizations; (2) what are lessons can be learnt from these two books regarding its theories and practices either done by corporation and state or civil society organization to pursue development and social justice in the region; and (3) what are opportunities can be identified to promote study on further strategic responses and policy options to promote development and social justice to achieve just-peace development and empowerment in near future which is always in line with Bina Nusantara University research strategy and roadmap.

Why to concerning carry out this research? There are numbers of reason why this project is so urgently has to be carried out. First, United States of America is a specific region in terms of management and leadership research and application in the past and nowadays dynamic compare to Indonesia and SEA regions and Asian countries, there are many big and excellent nonprofit organization in America such as, Fulbright, Smithsonian, etc, Indonesia still learning on how to developing nonprofit organization more effective than before.

Second, the authors of these two books Peter Drucker and Peter Northouse are the prominent leaders in management and leadership study and research, there are many similarities and inputs that I could get from these two books since many years ago, and I would like to search that through this short research with several theories approach.

Third, lesson learned from nonprofit organization practices in many regions show that there is lack of comprehensive approach and institutional capacities of managers and leaders in several regions including Indonesia. There is also indication that government, society, development agencies has little sensitivity to good governance issues and actions, such as integrity, transparencies, and many others.

It is the concern that right now the author focusing on leadership and management action development since 2000, It has been focusing on general issues of community development and empowerment in study, and academic carrier and leprosy activism. From the author experiences in working in this field, It is realized that the issues of marginal people and people with disabilities, including people affected by leprosy integration, is still lacking issues have been addressed and discussed by the public discources to get solutions. Campaign action is a specific issue that would be serious obstacles to no stigma and discrimination situation if it was not resolved properly by the public. It is the problem that is not only derived from the past conflict problems and its impacts, but also from the institutions weaknesses to promote perpetual peace and sustainable development. This issues that would make treaten, especially if there were lacks of campaign institution capacities to prevent the returning stigma and discrimination situation. This issue in fact has been the concern of global policies though it is still little discussed at regional and national levels. No Stigma and Discrimination campaign has been communicated in the United Nations couple years ago but still not positive and big response from the head of the states and civil society organization to pay more attentions to the promote No Stigma and Discrimination campaign to support sustainable development promotion and invite community members and networking to pay more attentions to the issues especially build democratic citizenship to promote precarious peace and sustainable development in Asia and SEA region. The author has a big responsibility in Bina Nusantara

University (BINUS University in Jakarta) to teach and facility students to understand themselves in self development study and interpersonal development study in the campus, community and their business and work in near future. I work under Character Building Development Centre (CBDC) especially in Self Development, Interpersonal Development, Spiritual Development and Professional Development subjects.

III. RESEARCH

Refer to the book of Peter Drucker we could see that he only concentrating in how to develop nonprofit organization, this is different with Peter Northouse develop in his book, he had written down all of the meaning of management and leadership very clearly, starting from the meaning of leadership please see below, and some self reflection about leadership itself:

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal" (P.G. Northouse, Leadership, p.3), the meanings of this as below:

1. Leadership is a process, i.e. a communicative event that occurs between leader and his followers
2. Leadership involves influence, i.e. it concerns with how the leader affects followers
3. Leadership occurs in groups, i.e. a leader involves in group processes
4. Leadership includes attention to common goals.
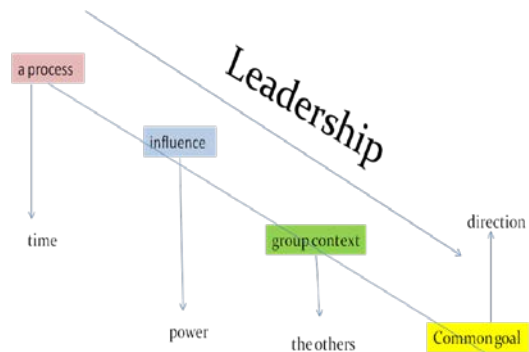
Fig. 1 Leadership according Peter Northouse

Is leadership a management? This is refer to what Peter Drucker said in his book regarding to Nonprofit Management, Northouse only give further and more depth interpretation about leadership as below:

More than a management!

Where does the management stop and the leadership begin?

This is a very important question which is related to other question below: Where does the management stop and the leadership begin?

The other way to explain what leadership is by differing it from the quite same activity called 'management'. Of course a good leader must manage well his follower, and a good manager must lead rightly his people. But leadership isn't management.

Fig 2 Comparison between Management and Leadership, Managers and Leaders

Where does the management stop and the leadership begin?
The "more"
A leader must face risks (risk taker) and then lives the tensions of the unpredictable future (future builder) and a leaders tries to transform the possibility of the future into the certainty of the present (agent of change), on the other hand a leader must have the courage to make a responsible decision (decision maker)

This is following with other important word such as: Empowerment; The other word: Empowerment: A true leader isn't someone who makes the others dependent to him/her, but energizes them to help themselves.

So, a good leader makes their follower strong and gives them courage to be. Please below figure.
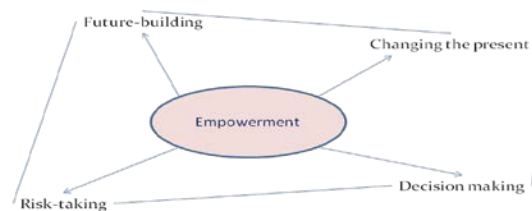
Fig. 3 Empowerment

The real leadership challenge is not how to reign the others, but how to empower them.

Empowerment here according to Northouse is To help people so that they can help themselves and others = to serve people so that they can serve themselves and others. So, the purpose of

helping/serving is not making people dependent to us, but to make them moving by their own power.

Leadership is an art of mobilizing others so that they could move by their own initiatives and inner motivation. This is once again related to what Drucker written down in his book.

IV. DATA COLLECTION

How are you going to do? This research will be conducted through data collections from two books that composed by two professors Managing the Nonprofit Organization by Peter F. Drucker and Leadership Theory and Practice by Peter G. Northouse. The research is a survey through comparisons that developed through a critical thinking and creative thinking approach by combining it with current and previous experience of the author in Profit and Nonprofit organization in Indonesia.

The collected data would be analyzed and the result would be presented as a paper on International Conference on Education, Humanities and Human Resource Management (ICEHHR'2012).

V. FINDINGS

From Peter Drucker book we could find some similarities between them, some theories could be read and analyse is already in Peter Northouse book. There are some approaches to leadership according to Peter Northouse, as below:

1. Trait approach
2. Style approach
3. Skill Approach
4. Situational Approach
5. Transactional leadership
6. Transformational leadership
7. Team leadership
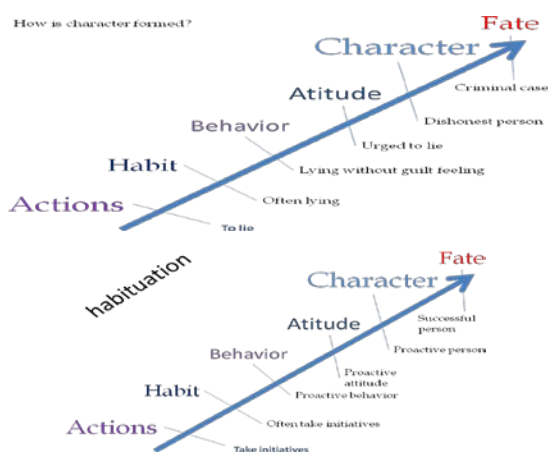8. Psychodynamic/Gender approach

Fig. 4 From Action to Fate.

According to his close friend Prof. Dr. Fredmund Malik in his *Malik On Management (MOM) Journal No 11/09, Volume 17/ November 2009 page 173.* "Drucker correctly foresaw several future developments, though in many cases so far in advances that they were just barely getting started. The methods he employed were the observation and perception of actually existing circumstances perceived by few individuals"

Susan Gibbons from Regent University Alumna in *International Journal of Leadership Studies titled: Book Review: Peter G. Northouse's (2009) Introduction to Leadership: Concepts and Practices page 254* , "Overall, however, the book accomplishes its intended purpose for its ideal audience by providing practical suggestions on becoming a better leader. A wealth of information is presented in an unassuming style that should appeal to both students and practitioners. Northouse's artful integration of real leaders' stories into each chapter illustrates key concepts, further enabling the audience to more readily identify with them. Written in laymen's terms, it is easy to follow and engages the reader in a reflective practice of leadership, a skill that alone is worth the cover price. The book should appeal to students in introductory leadership courses in any academic discipline as well as to anyone embarking on a new leadership journey". From this two Journals, we can see now that these two giants develop a very simple and understandable approach to students and public.

What will the output of the research? The overall research action would be expected to achieve the following specific objectives and outcomes:

(1) identified and mapped management and leadership issues and nonprofit organization conditions refer the first book and analyzed through the second book (Leadership Theory and Practice);

(2) identified the existing context of the books and its integration and lessons can be learned from the theories and practices in responding to nonprofit organization problems to achieve development and empowerement;

(3) identified strategic opportunities to development and policies options to support people and nonprofit organization action institution to pursue social justice in the region including universities, NGOs etc;

(4) strategic paper on community and the public intellectual in general to get more attentions and policy responses from the public;

(5) documentary film/ photo essays on people that shown the trajectories of nonprofit organization and especially people affected by leprosy issues and its policies and responses.

Project contributions to Bina Nusantara University and society.

How will the project contribute to goals of Bina Nusantara and society? The paper that was resulted from the project would be shared to the community and networking and would be disseminated into the broader public intellectuals through theseminar, workshop and networking to get more attentions from the public at national and Asia and SEA regional levels. It is expected that the conference members, regional forum, community and networking would rise the issues to get more attentions from the public and policy decisions to come up with better strategic policy formulation and actions to promote excellent and effective nonprofit management and leadership in the region. It is my hope and expectation that finally the project would contribute to developing our knowledge, sharpening commitment, and enhance our capacities as members of intellectuals to strengthen capacities of people or civil society and our community and networking to promote the building better nonprofit organization to pursue social

justice and perpetual peace and sustainable development in Asia, SEA región and even globally.

Post achievement and future plans and this conference with Bina Nusantara University contributions

What are the author past achievement and future plan? As the author mentioned above, since 1989 I has been engaged in promotion of research, activities and advocacies in the field of development, social concern and livelihood. The author has published a book in this respect, *Lepra Siapa Takut* (Who Dare Leprosy). The author has almost 20 years experience in various Leadership/ Management, Architectural Design and Planning expertise, Business Development/ sales and marketing management positions.

How this conference and Bina Nusantara University is expected to help? While I am doing my advocacies for development in the regions, It is good chance for me to join collaboratively in this conferences membership, forum, regional workshop, networking, and intellectual communities, to share ideas, value and commitments, to build and formulate common agendas of actions, to promote humanitarian responses and pursue social justice in SEA regions that are still far left-behind by development mainstream. It is my hope that by collaboratively joint into the community and networking, I could contribute to knowledge development and advocacy promotion especially to strengthen post-campaign action institution's support to the people affected by leprosy integration to promote development and justice in SEA regions.

1. Trait Approach

This classical approach tries to explain the reason why someone becomes a leader and finds the answer in the character or trait. There are leadership traits that can be traced through the biography of a leader.

So, it is very common approach to say that someone who leads the others is born as a leader. Leaders are born, not made – is the quintessence of trait approach.

How does it work:

The central concern of trait approach is the personality of the leader. The situation and the follower are not seen as determining factors in leadership. By analyzing her or his traits we can identify, if someone is the right person to lead the others or not.

Trait analysis consists of the identification of the strengths and the weaknesses of the personality of the leader. So, we apply this approach, when we read the biography of a leader and formulate his character.

Through the process of habituation:

1. A repeated action will be a habit. For example, a successful stealing is tend to be done more and more.

2. An unstopped habit shows behavioral phenomenon. If stealing becomes routine, one cannot control himself to steal. It becomes a need.

3. Behavior that continue to exist crystallizes into inner attitude. Stealing as a lifestyle.

4. This attitude can be a character, if it isn't corrected.

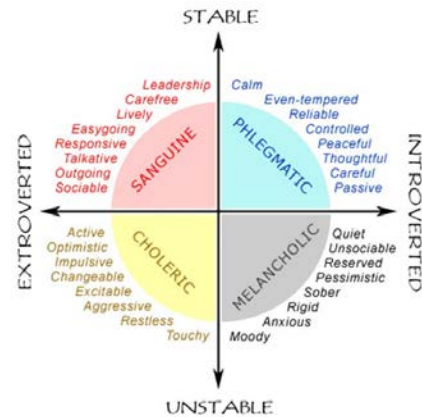5. And fixed character contributes the fate of the person.

Types of Character

Figure5: Personality

Fig. 6 5 Major Leadership Traits according to Northouse

2. Style Approach

Style = Behavior

Style approach still focuses on the leader, but not on his personality or traits. It focuses on his or her behavior. Whereas traits are something innate in the personality, behavior is something that can be learned, trained and changed. So, the style approach assumes that leaders are made. We can develop ourselves as a leader, e.g., through trainings or experiences.

Like the swimming styles we can choose our leadership style and train ourselves to master this style.

If we observe the organizational practice of leadership, we can find two kinds of leader: the one who stresses the tasks accomplishment and the other who concerns for relationship between him self and his followers. So, we can differ two kind of concerns:

(1) Concern of people; and

(2) Concern of Results.

Fig. 7a Differences between Trait and Style Approach of the leadership

Fig 7b Trait and Style Comparison according Peter Northouse
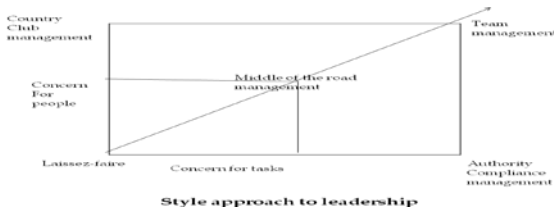

Fig. 8 Various kind of leadership- Style Approach

1.Authority Compliance Management: leaders who emphasis on task and job requirements practice this style. He doesn't so much take care on communication with his followers except for instructing them to fulfill their jobs. We can call his style 'controlling', 'demanding', 'overpowering' etc.

2. Country Club Management: leaders who apply this style in their leadership prefer to communicate and build relationship with their followers. They have (very) low concern for tasks. But they try to create a positive atmosphere to develop the interpersonal relationship. This style supports pro-social behavior.

3. Impoverished Management: Some leaders are indifferent with tasks and persons of their followers. They make distances from their people. One calls this style in French "laissez faire" (indifference or 'I don't care Style'). We can also call it 'zero management', because leader in this style doesn't try to influence people and stay passive.

4. Middle of the road management: If we observe leader's behavior that has an intermediate concern for people and an intermediate concern for duties, we find the application of this style in his leadership. Many of us practice such a leadership style.

5.Team management: This style is ideal. It combines maximal task-oriented and people-oriented behavior of a leader. Leaders with this style promote participation and teamwork in the organization. They try to touch the heart of their people and in the same time motivate them to reach the goals of the organization.

6. Paternalism/Maternalism: Leaders who have concern for people or for tasks but they emphasis on loyalty and obedience of their followers exercise paternalistic leadership style. If they acts gracious but do so for the purpose of goal accomplishment, their style is called "benevolent dictatorship".

7. Opportunism: The opportunistic style is practice by leaders who use any combination of the basic five styles for the purpose of personal advancement. They jump from one style to the other to take advantage from the opportunity.

3. Skill Approach

Like the last approaches this approach centers on the leader, - not on his personality or style, but on his skills and abilities.

Skills are abilities to use one's knowledge and competencies to accomplish a set of goal or objectives.

There are three kinds of skills:

a. Technical skill (expert knowledge)

b. Human skill (interactional ability)

c. Conceptual skill (intellectual competence)
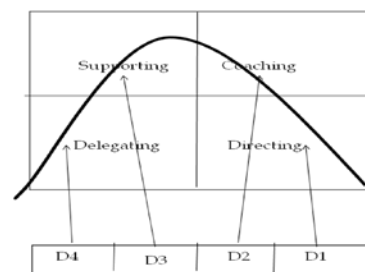
4. Situational Approach

The so called "situation" here is situation of the followers.

According to the situational approach there are many situations, but they can be reduced in two factors of situation, i.e.:

1. **Competence** (skill, ability, performance)

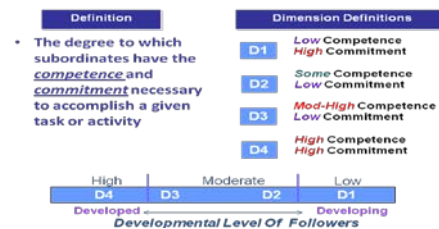2. Commitment (motivation, endurance, work ethics)

To overcome the weaknesses of the former approaches this approach combines both leadership style and leadership situation. According to this approach different situations demand different kind of leadership.

So, an effective leader is an individual who can adapt his or her style to demands of different situations.

Certainly there are many situations like educational, familial, financial, social, political situation. But the situational approach reduces the complexity of situation into two basic variable: (1) commitment and (2) competence of the followers. With situation it means "the follower situation". Commitment is motivation, concern, involvement etc, whereas competence is skill, eloquence, virtue, talent, etc. In this approach the counterpart of situation is the style of leadership.
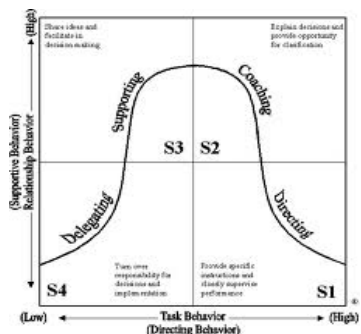
Fig. 9 Situational Leadership

LEADERSHIP DYNAMIC

The situational approach tries to describe the leadership development. Leadership isn't static, but dynamic. The purpose of every leadership dynamic is **the maturity and autonomy** of the followers. They become mature, if they have high degree of competence and commitment, so that the leader **delegates** tasks to them. We call someone mature follower, if he participates actively and critically in the leadership process and accomplishes tasks by him self without direction of the other. He isn't mere a subordinate, but a **partner of the leader**.

Fig. 10 Model Transformational LeadershipBass (1985)

There are some differences between transactional and transformational leadership. Whereas in transactional leadership the personal influence of leader is minimal, in transformational his influence is very central for the direction and interaction in the organization.

We can say that the transactional leadership is more managerial in its nature.

Figure 11: Transformational Leadership and others

5. Transactional Leadership

Transactional leadership is a model that views the leadership process like business interaction or transaction.

The term 'transaction' refers to a form of social interaction that is based on the exchange process. In the market people exchange money with things. So, we can see also the interaction between a leader and his follower as a process of transaction.

Someone gives money to the other and gets things, e.g. a house, a car, a hand phone etc.

1. There is an equal position between people who make the transaction

2. Everyone in the transaction wishes that it is a fair process.

3. There is a certain distance between people that involve in the transaction; they are mediated by respect each other.

Businesslike Leadership

If a leader applies transactional exchange in his relation to his followers, his leadership is a transactional one. So, like in business:

1. The leader gives promises to his follower

2. And the follower gives him loyalty.

So, there is an exchange between promises and loyalty.

Fig. 12 Comparison between Transactional and Transformational Leadership

6. Transformational Leadership

4 Factors of Transformational Leadership

A transformational leader, i.e. a leader who will create changes, must develop these four leadership's factors:

1. Idealized influence or charisma
2. Inspirational motivation
3. Intellectual stimulation
4. Individual consideration

Additive Effect of Transformational Leadership

Fig. 13 Transformational Leadership

7. Team Leadership

Recent researches in leadership focus on the interaction between leader and his follower in organizational context or work teams. Many leadership trainings try to develop team leadership, I.e. leadership in team.

"Team" is an organizational group composed of member who are interdependent, who sahre common goals, and who must coordinate their activities to accomplish these goals.

There are many kind of team such as:
1. Task forces
2. Work units
3. Standing committees
4. Quality teams
5. Improvement teams
6. Verification teams
7. Foot ball teams and many others.

LEADER AS A MEDIATOR

A team leader isn't a dictator or a paternalistic leader who dominates his followers as a whole. As a leader he takes the mediator's role. He mediates the information from outside to inside his team and conversely.

The team's members are competent people, and with their qualification a leader organizes and coordinates them to attain the goals of the team. So, a team leader must mediate among the group, the group's actions and performance outcomes.

The Role of Team's Leader:
In a team the leader's roles are:
1.To diagnose group deficiencies
2.To take remedial action to correct deficiencies
3.To forecast impeding environmental changes
4.To take preventive action in response to environmental changes

The Outcomes of Team Leadership

An experience of working in a team can develop the following conditions for its members:
1. They get some competences
2. There are collaborative climate among them
3. The get standards of excellence
4. Or they get external support.

8. Psychodynamic Approach

Leadership isn't only organizational or structural matter, but also something that develops through education and upbringing in the family. There is psychological background of the leadership's traits or even leadership's style of a leader.

The psychodynamic approach tries to reveal the correlation between that psychological background and someone's leadership.

The Origin of Traits

According to this approach leadership trait or style originates in familial context of a person:

1. Highly authoritarian parents induce a very submissive or a very resistant attitude in the child. The individual who develops his personality in such context can be either an autocrat or an revolutionary type of person.

2. A laissez faire parent is possibly the origin of a leader who has no clear value orientations.

Followers Attitude

It depends on the familial background that the followers may react to a leader in the following ways:
1. Dependent (from the authoritarian parents)
2.Counterdependent (also from the authoritarian parents)
3. Independence (from moderate parents)

"Shadow Self"

According to C.G. Jung we have unacceptable and denied part of our personality. We repress it into our sub- consciousness. It functions as our shadow self.

Someone who thinks himself as a weak person to his wife rejects this self image and behaves contrarily as a strong leader in his office. He represses his shadow self, but this part of his personality expresses it self as the adversary form.
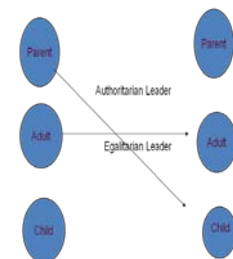

Figure 14: Ego States.

VI. SUMMARY AND CONCLUSION

The presence of management and leadership for nonprofit organization in Indonesia and other countries is not too far different with what I read from the first book titled Managing the Nonprofit Organization-Principles and Practices which more popular than the second book and could be analysed by the second book as well as a text book for the leadership skill which is the most appropriate to use than other books because more complete and broad perspectives and more scientific. By using this approach I think we could develop more effective and excellence social entrepreunership or busines and nonprofit organization in near future. We can choose and use leadership and management style, strategy and tactic contextually and easily because we have a manual already.

REFERENCES

[1] Drucker, Peter.F. (2005). Managing the Nonprofit Organization – Principles and Practices. New York, USA: Collins Business.

[2] Northouse, Peter.G. (1997). Distance Learning Theory. California, USA: SAGE Publications.

[3] Gibbons, Susan. (2009). Book Review: Peter G. Northouse's (2009) Introduction to Leadership: Concepts and Practices Regent University Alumna, United States of America. http://www.regent.edu/acad/global/publications/ijls/new/vol4iss2/IJLS_V4Is2_Gibbons.pdf

[4] Malik, Fredmund. (2009). 100 Years of Peter Drucker – The Father of Management .http://www.malik-management.com/pdfs/m.o.m./mom_e_09_11_100_years_of_peter_drucker_-the_father_of_management.pdf

[5] Source : https://mail-attachment.googleusercontent.com/attachment/?ui=2&ik=e71525db76&view=att&th=13944de56e41a9a1&attid=0.2&disp=inline&realattid=f_h63s4nsf1&safe=1&zw&saduie=AG9B_P8NDRkcSdzjytg7XDJ4J8f6&sadet=1345509443692&sads=yIIxSRKyFdlgkyMM_akXsRGgnyU

[6] Source: https: //mail-attachment.googleusercontent.com/attachment/?ui=2&ik=e71525db76&view=att&th=13944de56e41a9a1&attid=0.1&disp=inline&realattid=f_h63s4dup0&safe=1&zw&saduie=AG9B_P8NDRkcSdzjytg7XDJ4J8f6&sadet=1345509438793&sads=PK45WeOhbGRW-rr9j-4hV3-rNRs