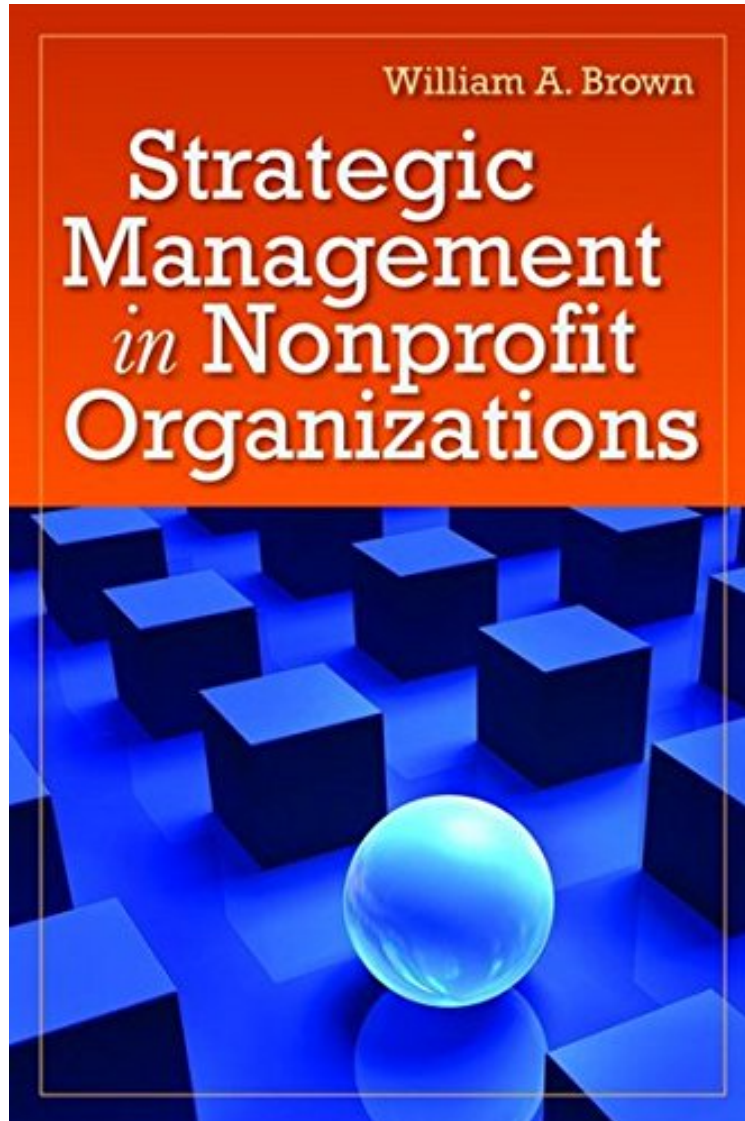


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Strategic Management In Nonprofit Organizations

William A. Brown

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William A. Brown : Strategic Management In Nonprofit Organizations before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Management In Nonprofit Organizations:

0 of 1 people found the following review helpful. Five StarsBy Kelly MacKayGreat shipping and product2 of 2 people found the following review helpful. MUST READ Pragmatic application of business practices to driving maximal social value from traditional nonprofit resources.By WILLIAM A ROHDEBrown has identified a gap between such classics as David O. Renzrsquo;s Jossey-Bass Handbook of Nonprofit Leadership and Management (2010), and niche market oriented papers and web sites targeted at subcategory markets, such as the emerging strategic alliance

movement as exemplified by Hartley and Eckles's (2008) *Developing Academic Strategic Alliances: Reconciling Multiple Institutional Cultures, Policies, and Practices* (p. 612). What those presentations seem to lack is a coherent set of benchmarks and best practices by which the success or failure of a joint venture could be evaluated objectively. In Chapter One, Brown identifies a critical insight that is too often overlooked, even in today's rush to charity by billionaires eager to shelter their massive estates from ruinous taxation: "Nonprofits can earn income by competing and marketing their services (Brown, W.A., 2014, p. 5). Rather than concentrate on the infrastructure necessary for a nonprofit to exist and report to the IRS and stakeholders, Brown effectively replaces "to make a profit" in the mercantile industrial world with "to create social value (Brown, W.A., 2014, p. 5)". To carry this comparison further, he points out that, a for-profit business set up to sell food to consumers would have to profile the desire of consumers for the product and factor in competitors who may already have established dominance. A business plan to move forward must be written with those parameters in mind in order for the for-profit venture to attract investors. In the nonprofit world, the need for a charitable service is often taken for granted at the time a mission statement is developed and a fund raising campaign or a grant writing effort are started. Here, Brown's perception of need is definitely evident. His definition of strategic management refers to a set of practices that must relate the major objectives and initiatives that a nonprofit's top management sets out as policy guidelines on behalf of end users (rather than stock holders). Immediately a very tragic example comes to mind (WHO, 2013): When the World Health Organization first established a campaign to end world hunger, they approached the industrial giants near their Swiss headquarters — among them the multinational conglomerate Nestle. Immediately, Nestle committed to supplying cost free milk to famine torn African nations. There was no marketing study, however conceived, and the cost of implementation was assumed to be zero due to the beneficent donation of the product. What ultimately happened, and in fact continues to happen when famine wracked governments turn to the WHO for help to prevent newborns and their mothers from starving, is that thousands of tons of powdered Nestle milk are air lifted into the disaster areas. The lack of marketing-oriented studies such as Brown advocates would have not overlooked the facts of the end user population: over 80% are lactose intolerant. Reconstituting the powdered milk requires water in areas where 90% of the population has no safe water supply, and is forced to use polluted water to reconstitute Nestle powdered milk for themselves and their newborns. Most of the malnourished will be too debilitated to even boil water (WHO, 2013). A list of chapter headings is included to assist research that could be helpful for those wishing to include more formal marketing and fiduciary assessments along with more traditional references appropriate for graduate study:

Contents: Chapter 1 Nature of Nonprofit Organizations Chapter 2 Framing Strategic Choices Chapter 3 External Environment Chapter 4 Internal Capabilities Chapter 5 Public Benefit Strategies Chapter 6 Analysis of the Task Environment Chapter 7 Corporate Strategy, Structures, and Planning Chapter 8 Service Strategies Chapter 9 Social and Political Strategies Chapter 10 Financial Resource Strategies Chapter 11 Inter-Organizational Relationships Chapter 12 Strategic Leadership

The only shortcoming that is worrisome is that the book, as forward thinking as it is, still does not help students and researchers understand the convergence of mind sets that needs to take place in both business schools and in public administration oriented programs: governments and nonprofits are being "emptied out" by the economic need to share services, minimize duplication of resources, and to plan toward an era when no one will be able to function independently without specialized help. Brown has "seen the light" with his recognition that making a profit and creating social value require the same skill sets. Perhaps we need to read Brown and then prepare for a world that can only be governed by those skilled in the manipulation of Big Data, expanding the reach of social media, and blending the private sector that controls value with the public sector that understands need.

Nonprofit organizations are complex and distinctive organizational entities. The literature of strategic management poses some interesting challenges and is only partially developed to inform decision making for nonprofit managers. *Strategic Management in Nonprofit Organizations* uses a strategic management framework to consider key decisions that nonprofit managers and volunteer leaders confront as they plan and work to position their organizations for optimal success. Key Features - Fills a gap in the current literature by providing a thorough examination of management and planning issues experienced by nonprofit managers, including challenges such as muted markets and specific performance expectations. - Blends together theoretical, empirical, and normative literature with descriptive stories of managing in the sector. - Suggests some optimal practices for managers who want to strengthen their organizations. - Perfect for graduate students in nonprofit management programs. - Supported by a complete package of instructor ancillary materials including an Instructor's Manual, PowerPoints, and Test Bank

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