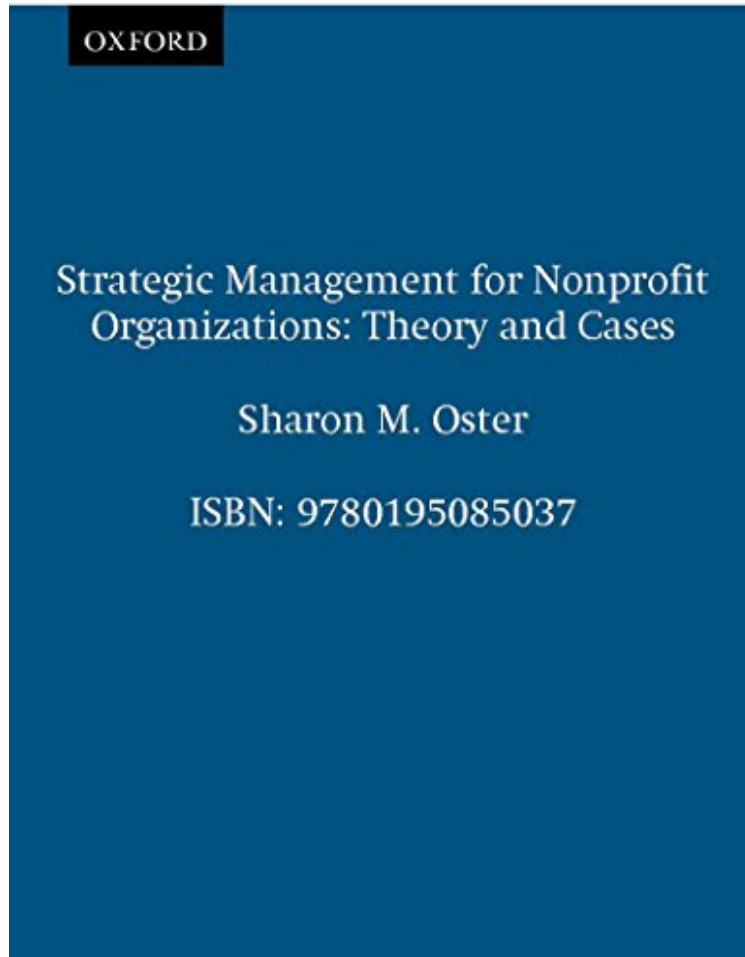


Strategic Management for Nonprofit Organizations: Theory and Cases

Sharon M. Oster

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Nonprofit organizations in the U.S. earn more than \$100 billion annually, and number over a million different organizations. They face increasing competition for donor's dollars and many of the issues they confront are similar to

those confronted by for-profit organizations. Strategic Management for Nonprofit Organizations applies powerful concepts of strategic management developed originally in the for-profit sector to the management of nonprofits. It describes the preparation of a strategic plan consistent with the resources available; it analyzes the operational tasks in executing the plan; and describes the ways in which nonprofits need to change in order to remain competitive. The book draws clear distinctions between the different challenges encountered by nonprofits operating in different industries.

"Sharon Oster's book provides some of the important theory necessary to successfully manage a nonprofit. Her thoughtful analysis of the marketplace is the kind of information that is commonly available in the for-profit sector, but has not been developed for the nonprofit sector--a real contribution."--Allen Grossman, President, Outward Bound

"Provides a well-written, helpful guide to management issues written by an economist familiar with strategic planning concerns in proprietary business....An overview of issues and guide wither for practicing managers or for graduate courses on strategic management in nonprofits."--Academy of Management

"Framed with an awareness of the challenges of teaching future executives, Professor Oster's book is a valuable contribution to those working on the front lines of management education."--Nonprofit Voluntary Sector Quarterly

From the Back Cover

Strategic Management for Nonprofit Organizations applies powerful concepts of strategic management developed originally in the for-profit sector to the management of nonprofits. It describes the preparation of a strategic plan consistent with the resources available, analyzes the operational tasks in executing the plan, and describes the ways in which nonprofits need to change in order to remain competitive. Drawing on literature in the fields of economics, management, accounting, and organizational theory, Sharon Oster explores a wide range of topics including a discussion of the role and mission of the nonprofit - from fund-raising to accounting and from evaluation to the treatment of volunteers and the board of directors. Examples are taken from all parts of the nonprofit arena including the arts, health care, education, social services, foundations, and economic development. This is the first book to bring modern strategic management concepts to the problems of managing nonprofit organizations. It draws clear distinctions between the different industries and offers practical solutions to the challenges confronting managers of nonprofits.

About the Author

Sharon M. Oster is Associate Dean and Frederic D. Wolfe Professor of Management and Entrepreneurship at the Yale School of Management and Organization, where she was named best instructor in a 1994 Business Week survey of business schools. She is the author of *Modern Competitive Analysis*, Second Edition (Oxford, 1994) and writes widely in the areas of industrial organization and competitive strategy.