## **Contents**

	PREFACE	vi
Pa	rt I: Introduction	
1	The Nature of Non-Profit Organizations	3
2	The Nature of Management	23
3	The Nature of Strategy	49
Pa	rt II: Determinants of Strategy Formulation	
4	The Chief Executive Officer and Team of Managers	75
5	The Mission and Related Objectives	89
6	Administrator Appraisal of the NPO's External Environment	107
7	Administrator Appraisal of the NPO's Internal Environment	129
8	The Board of Directors	153
9	Service-Market Match Strategies to Accomplish the NPO's Mission	167
10	An External Client Evaluation of Strategies to Accomplish the NPO's Mission	187
11	Maintenance of Market Share, Growth, and Profit Strategies	197
12	Image, Survival, Quality of Life, and Other Strategies	213
Par	t III: Strategy Integration into Organizational Functions	
13	Production/Operations Strategies to Accomplish NPO Objectives	227
14	Operations and Purchasing Strategies Related to Other Objectives	241
15	Marketing Strategies	255
16	Market Mix Strategies – Service, Price, and Promotion	269
17	Market Mix Strategies – Place, Personnel, and Pecuniary	209
		471

vi		Contents
18	Personnel Objectives and Related Strategies	309
19	Personnel Strategies for Volunteers	329
20	Financial Strategies	339
21	Accounting	359
Par	t IV: Implementation of Strategies	
22	Strategic Change Implementation	381
	INDEX	393