

Preface

The book in front of you, *Handbook of Research on Managerial Solutions in Non-Profit Organizations*, edited by Vojko Potocan, Mustafa Cahid Üngan, and Zlatko Nedelko, presents current results of work of researcher from Europe, America and Asia. The editors and authors hope the elicit interest for academics, experts, and general societies to provide information to global public about the current state of managerial working and behaviour of Non-Profit Organizations (NPOs) around the world, and help a broader community assess the past and present measured as well as create future decision about management of NPOs.

In the forefront of the present discussion in management theory are NPOs, as the fastest growing group of organizations in the modern societies, whose contribution to Gross Domestic Product (GDP) is rapidly growing in societies around the world (Becchetti et al., 2013). The contribution of NPOs to GDP in well-developed western societies is around 10% (Evers & Laville, 2004; Gunn, 2004) and in other world-wide areas it is still lower, but rapidly growing (Becchetti et al., 2013; Schachter, 2014).

The definition of NPOs – i.e. also defined as not-for-profit, is not consistently differentiated from methodological, contently, and jurisdictions viewpoint. Thus, different authors place the NPOs in third sector in contrast to the public sector and the private sector – i.e. in classification of sectors by ownership, in civic/social sector because of their relationship to civil society, or in tertiary/quinary sector – i.e. in accordance with different economic considerations of sectors (Evers & Laville, 2004; Becchetti et al., 2013). Consequently, different jurisdictions are created for working of non-profit organizations in several countries and in the international society (Rutzer et al., 2009; Smith, 2014).

Additionally, the non-profit organizations are differently defined by their content. In USA the non-profit organization are not profit oriented and not governmental (Frumkin, 2005; Certo & Certo, 2009; Morgan & Wang, 2010). In Europe non-profit organizations encompasses all organizations that are known variously as charities, non-profits, non-governmental organizations, private voluntary organizations, civil society organizations, non-profit public enterprises and non-profit associations (Evers & Laville, 2004; Rutzer et al., 2009). Otherwise, economics considerations of non-profit organizations are more similar, irrespective of different legal regulations around the world (Mullins, 2010; Rhys & Van de Walle, 2013). Most of the economics consideration emphasized that NPOs (Rue & Byars, 1992; Daft, 2000; Rhys & Van de Walle, 2013): cannot allocate their income to shareholders; acquired funds must stay within the organization accounts to pay for reasonable salaries, expenses, and the activities of the organizations; are exempt from income taxes, if they work solely for the benefit of the general public; and may charge money for their services, and donations to tax-exempt non-profit organizations are tax deductible.

Management theory defined non-profit organizations as organizations dedicated to furthering a particular social cause or advocating for a particular point of view (Zimmer & Priller, 2004; Mullins,

Preface

2010) and emphasized that non-profit organizations are aimed on member-serving or community-serving (Hansmann, 1980; Frumkin, 2005; Rhys & Van de Walle, 2013). In modern societies NPOs are also in constant pressure for improvement of their preparedness for realization of society's requirements and needs through development of appropriate management for their working in behaviour in modern environment (Daft, 2000; Mullins, 2010).

The present management theory is aimed at transformation of traditional management of non-profit organizations to "new management" (Schachter, 2014; Smith, 2014). Especially promising is the idea of "New management of NPOs", which incorporates concepts and approaches originate in best practices and experiences of enterprises' management and transmission them into working of NPOs through utilization of adequate management solutions (Evers & Laville, 2004; Rhys & Van de Walle, 2013; Smith, 2014).

Management authors define management solutions as an entity of corresponding ideas, concepts, methodologies, methods, techniques, and tools as the way for realization of selected management ideas, processes, exercises, and corresponding frameworks (Armstrong, 2006; Certo and Certo, 2009; Rigby, 2011). Book is focused on consideration of management solutions as an entity of instruments to support implementation of management ideas at selected levels of conceptualization and realization of ideas, ultimately aiming to support processes of NPOs (Armstrong, 2006; Ralston et al., 2011; Potocan et al., 2012).

The framework in this book is aimed on the study how management of NPOs determines and creates solutions for realization of selected purposes and goals through development, implementation and use of managerial solutions, comparison of solutions between different organizations, and adaptation of best managerial solutions in organizations worldwide.

This book aims to provide relevant theoretical frameworks and the latest empirical research findings in the area of NPOs around the globe. It is written for professionals, who want to improve their understanding of managerial solutions in the NPOs, regarding to diversified forms and groups of NPOs, levels and areas of managerial working, possible appearance forms of managerial solutions, and important aspects of solutions. Moreover, the book provide insights in and support for consideration of NPOs working and behaviour, regarding to the best management practices, comparison of managerial solutions between organizations in different environments, and consider adaptation of innovative managerial solutions in countries across the globe.

The book is contently organized into three groups of contribution. These groups contain 23 chapters with a brief description of each chapter.

First group of six contributions examines selected contextual issue of NPOs' management in modern environment, from state of management solutions in NPOs, managing the private institutions of social solidarity, leadership of Educational management in high schools, risk Management in NPOs, cash management in NPOs, to leaders' behaviour in NPOs in considered environments.

Chapters 7 to 14 create the second group of contribution with the aim to utilize the selected management solutions for management of NPOs' work and behaviour, from use of balanced scorecard in NPOs, marketing consideration of NPOs, value creation in social alliances, non-governmental organizations of sexual orientation minorities, co-operation between the public administration and NPOs for development of public entrepreneurship, assessment of school principals' communication and co-operation, to intercultural education and training of police officers for their cooperation in international missions in selected environments.

The third group contains Chapters 15 to 23 and in forefront of these contributions are good practices of NPOs management from diversified environments, from relation between contingency factors and

the efficiency of NPOs, measurement of performance in cooperatives, measuring of success in public elementary schools, intuition decision-making in NPOs, fundraising of independent arts organizations in SEE, performance evaluation via DEMATEL-AHP approach in Turkish Universities, asset allocation in electricity generation market for the policy makers and stakeholders, use of action research as development tool for non-profit organizations, to development challenges of NPOs in an emerging economy.

The three editors of this book, Vojko Potocan of University of Maribor, Slovenia, Mustafa Cahid Ünğan of Sakarya University, Turkey, and Zlatko Nedelko of University of Maribor, Slovenia, are involved in academic training related to business, ethics, education and management of profit and non-profit organizations.

The three editors cooperate in last decade in several projects, and they highlighted during the meeting in 2014 at University of Maribor the main goal of this book, that is, a mutual, global education of general society and academics for the purpose of improving the understanding and knowledge of management's working and behaviour of NPOs.

The editing journey of this book was a delightful yet very demanding journey, and we hope that we were able - through the pages of this book - to provide our readers with some insights and innovative ideas on the issue of management's NPOs from different perspectives worldwide. Let this book help you deal with changes and keep you up-to-date with the profession.

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Preface

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