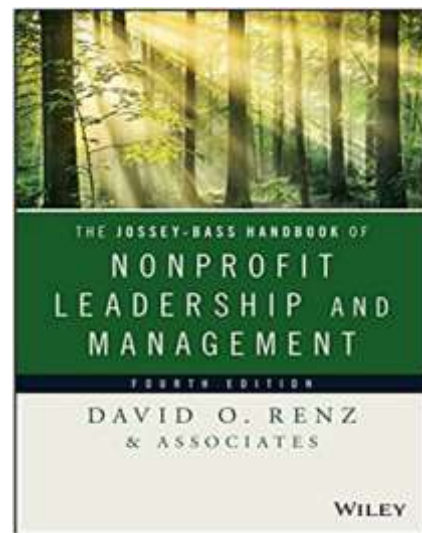


BOOK REVIEW: THE JOSSEY-BASS HANDBOOK OF NONPROFIT LEADERSHIP AND MANAGEMENT. FOURTH EDITION BY DAVID O. RENZ

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The fourth edition of the book “The Jossey-bass handbook of nonprofit leadership and management” was published in 2016 by John Wiley & Sons. Its author, David O. Renz is professor emeritus of nonprofit leadership as well as the director of Midwest Center for Nonprofit Leadership within the University of Missouri, Kansas City. He is well known to the scientific community for his important contributions in the field of leadership and management of nonprofit and public service organizations. He has published many scientific papers in well-known journals in the field, the results of his research being extremely useful for practitioners and researchers.



The handbook represents an important foray into the world of leadership and management of nonprofit and nongovernmental organizations while describing some of the most recent theories, researches and practices. It is divided into five parts, each containing several chapters where different authors analyze, in a clear and comprehensive way, aspects about board performance and organizational effectiveness, financial sustainability, strategies for attracting and maintaining human resources, etc.

The first part of this handbook “The context and institutional setting of the nonprofit sector” contains four chapter bringing together the work of several authors.

Chapter one, “*Historical Perspectives on Nonprofit Organizations in the United States*” whose author is Peter Dobkin Hall, focuses on the historical evolution of nonprofit organizations in the United States as well as the factors leading to their development. Moreover, the variety of these organizations as regards funding, staff, purpose and assets is highlighted.

Chapter two, “*The Legal Framework of the Nonprofit Sector in the United States*”, developed by Bruce R. Hopkins and Virginia C. Gross, analyze the legal framework under which the nonprofit sector operates in the US while providing information about the recent legislative shifts in this country.

In chapter three “*The Changing Context of Nonprofit Management in the United States*”, Brent Never carries out a complex analysis about the current evolution of the nonprofit sector and the possible changes that may occur in the coming years. Information on the influence of economic, political and demographic factors on the development of this sector is also provided.

Chapter four, “*The Many Faces of Nonprofit Accountability*”, developed by Alnoor Ebrahim, focuses on the

concept of the nonprofit sector accountability towards different actors: donors, beneficiaries/users of its services, members, etc. Five types of accountability mechanisms used by the third sector organizations are also detailed.

The six chapters of the second part "Leading and governing nonprofit organizations" highlights the importance of management decisions as well as strategic planning for the success of nonprofit and nongovernmental organizations.

David O. Renz is the author of the fifth chapter "*Leadership, Governance, and the Work of the Board*", where he addresses issues related to the management of non-profit organizations in terms of responsibilities and performance. The major challenges facing the boards of directors are also highlighted.

In chapter six, "*Executive Leadership*", Robert D. Herman highlights the essential role of the executive director of a nonprofit entity both internally and in external relations. Moreover, the author illustrates the skills that make the difference between effective and inefficient executive management.

Thomas H. Jeavons, the author of chapter seven, "*Ethical Nonprofit Management. Core Values and Key Practices*", succinctly describes the challenges facing nonprofit leaders in terms of ethics and ethical values and offers some suggestions for resolving ethical issues in these organizations.

In chapter eight, "*Strategic management*", William A. Brown provide insights into strategic management processes considered essential especially when nonprofit entities have limited resources to fulfill their mission.

Chapter nine, "*Strategic Planning and the Strategy Change Cycle*" developed by John M. Bryson, analyzes the strategic planning process in nonprofit organizations and offers key insights into the development of the organizational strategy.

The last chapter of this part, chapter ten, "*Understanding Nonprofit Effectiveness*" whose authors are David O. Renz and Robert D. Herman, provides a broad overview on the concept of effectiveness in nonprofit entities as well as on the relationship between effectiveness and certain management practices promoted by the leaders.

As previous part, the third part "Managing nonprofit operations" also contains 6 chapters where different authors carry out a complex analysis of different elements underpinning the functioning of the third sector, such as entrepreneurship, nonprofit social enterprises, market systems where non-profit organizations operate, public policy advocacy, civic engagement, social change, partnership between nonprofits and businesses, nonprofit programs evaluation.

In the first chapter of this part, chapter eleven, entitled "*Social Entrepreneurship and Social Innovation*" Matthew T. A. Nash focuses on the concept of social entrepreneurship in the nonprofit sector highlighting the ways in which the third sector organizations are born and develop, and moreover, the social impact they have in the community.

In chapter twelve, "*Social Enterprise and Nonprofit Ventures*", the author Scott T. Helm provides information about the development of a social enterprise, the problems arising in its operation as well as the opportunities associated with its establishment.

Chapter thirteen, entitled "*Marketing for Nonprofit Organizations*", developed by Brenda Gainer, provides a set of insights into nonprofit marketing. The importance of the relationship between the organization and its beneficiaries/clients/users of its services is recognized and emphasized.

Marcia A. Avner, the author of the fourteenth chapter, entitled "*Advocacy, Lobbying, and Social Change*", carries out a brief introduction into the world of nonprofit advocacy as well as to the essential role of these entities in public life, especially in terms of their involvement in solving economic and social problems in society.

In the penultimate chapter of the third part, the fifteenth chapter entitled "*Value Creation Through Collaboration*" the two authors James E. Austin and M. May Seitanidi highlight the importance of the partnership between nonprofit organizations and companies and its role in the development of the two entities. In this regard, the

authors insist on the need to communicate with the outside world in order to make known the activities and performances of the organizations.

Particular attention is paid to the evaluation of nonprofit programs in the last chapter of the third part of this book, chapter sixteen, "*Outcome Assessment and Program Evaluation*", whose author is John Clayton Thomas. The measures and approaches necessary for the evaluation are also examined.

As regards part four, "Developing and managing nonprofit financial resources", it contains five chapters addressing issues related to the financing of third sector organizations, fundraising and philanthropy, as well as about the contracts signed with public authorities in order to provide services.

In the first chapter of the four part, chapter seventeen, "*Financial Leadership in Nonprofit Organizations*", the authors Jeanne Bell and Shannon Ellis highlight the important role of the board of nonprofit organizations in their financial development as well as of the transparency in using the financial resources.

Chapter eighteen, "*Philanthropy and Fundraising. The Comprehensive Development Program*", whose authors are Sarah K. Nathan and Eugene R. Tempel, makes a foray into the fundraising process, providing information about the use of funds, donors and the behavior towards them, the role of the board in this process and the costs involved.

Aspects related to the types of nonprofit financial resources as well as to the ways for improving them are presented in the chapter nineteen entitled "*Nonprofit Finance. Developing Nonprofit Resources*". Moreover, the authors Dennis R. Young and Jung-In Soh focuses on the strategic element in securing financial resources.

Chapter twenty "*Managing the Challenges of Government Contracts*", whose author is Stephen Rathgeb Smith, is dedicated to challenges posed by contracting between nonprofits and government while chapter twenty-one "*Tools and Techniques of Nonprofit Financial Management*" developed by Woods Bowman focuses on financial tools and techniques that could be used by nonprofits for better resource management.

The last part of this handbook, "Leading and managing people in nonprofits", consists of three chapters dedicated to the human resources performing in nonprofit and nongovernmental organizations as well as to the ways of rewarding them.

In chapter twenty-two, entitled "*Effective Human Resource Management. Nonprofit Staffing for the Future*" Mary R. Watson and Rikki Abzug provide insights into human resource management practices focusing on the legislation in the field, human resources motivation and strategies for keeping them within the organization.

The penultimate chapter of this book, chapter twenty-free, "*Compensation. Total Rewards Programs in Nonprofit Organizations*" developed by Nancy E. Day, builds on the concepts presented in the previous chapter providing information about the reward system that allows attracting and retaining the best-trained human resources.

Finally, the last chapter of this book, chapter twenty-four, "*Designing and Managing Volunteer Programs*" whose author is Jeffrey L. Brudney, addresses the core elements of a volunteer program which helps any nonprofit organization attract and retain the volunteers it needs.

The "Jossey-bass handbook of nonprofit leadership and management - fourth edition" represents a comprehensive research on leadership and management of nonprofit and nongovernmental organizations, while including many theories, examples, arguments and studies in accordance with the requirements of the knowledge society.

Taking into account the arguments, explanations and descriptions provided, it is obvious that the chapters of this book represent an editorial premiere. Moreover, in this publication the researcher could identify all the ingredients required by adequate documentation in relation to nonprofit entities.