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# **NPO Management – A European Approach**

## **The Fribourg Management Model for Nonprofit Organizations**

1<sup>st</sup> English edition  
(based on the 7<sup>th</sup>, completely revised German edition)

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## Preface to the First English Edition

Translating a successful management textbook from one language and cultural setting into another often proves to be challenging. This certainly holds true for the Fribourg Management Model for Nonprofit Organizations, a management textbook that was originally developed for scholars, students and management practitioners of NPOs in the German-speaking parts of Europe. Given its unique and pioneering approach, the model was well received by its target groups and has therefore already been published in its eighth German edition. Its success has, time and again, called for an English translation. Translating the model, however, meant a challenge in two ways:

1. Language and terminology: German science-based textbooks, such as this one, tend to be written in complicated language, making them difficult for the wider public to read. Moreover, they often use a specific, home-grown terminology that differs considerably from the one used in Anglo-Saxon textbooks. The English translation therefore needed to provide a simplified text and an adapted terminology, while still trying to remain as true to the original as possible.
2. Examples and cases of organizations: The original textbook refers to a number of cases and examples of organizations from German-speaking Europe that are of only limited relevance to English-speaking readers. All the examples and cases with too narrow a scope therefore had to be eliminated or replaced by something more generic in the English text.

Given these adaptations, we hope this English version will be as well received as its original German editions. The authors would like to thank Ania Dardas for her careful copyediting and Katherine Corich for a diligent and thoughtful review of the entire manuscript. Furthermore, the authors are also indebted to Peter Suter, Remo Aeschbacher and Elisabeth Homberger for their technical support. Any remaining errors are the sole responsibility of the authors.

Fribourg/Switzerland, December 2017

Prof. Dr. Urs Bumbacher  
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## Preface to the Seventh German Edition

Every standard work of business administration was created by authors who, at a given moment, put some new, ground-breaking ideas and concepts to paper. Over the years, they subsequently refined their work and adapted it to new circumstances. This usually continued until they withdrew from science. If such a work is not continuously looked after, it remains at a given stage of development, may be overtaken by new developments, turns into a milestone in the history of business administration and eventually risks becoming entirely obsolete.

The Fribourg Management Model for NPOs (FMM) is such a standard work of business administration. Created back in the 1980ies, this work has set essential tones in management theory for NPOs. As authors, Peter Schwarz and Robert Purtschert were instrumental in creating this innovative and pioneering work. For many years they fostered and updated the model, additionally extending it by way of complementary volumes. Today, the complete FMM comprises more than 1,800 pages of insights, tools and methods on how to lead NPOs to success.

Adhering to their own management principles, the authors of the FMM made provisions to ensure that the model would not – as standard volumes sometimes do – turn into a memorial. Thus the rights to the FMM were transferred to the Ernst-Bernd Blümle Foundation. This helps to ensure that the model will continue to be updated and continuously developed. It is a great pleasure and honor for us to have been entrusted with this important task. As evidenced by this present 7<sup>th</sup> edition of the model, we are determined to approach the task thoughtfully and diligently: essential elements that have proven their worth over decades remain unchanged, while adjustments are continuously made where progress and gains in knowledge have been achieved.

Thus, in the chapter on fundamentals (as in others), we have additionally integrated the systematics and the findings of the Johns Hopkins Comparative Nonprofit Sector Project (CNP) into the points of view. The basic views of an NPO as a starting point for model design were complemented by those regarding the NPO as an object of diverse interests, a micro-political arena as well as a strategic project. As regards the guiding principles and design criteria for System Management, we have assigned importance to the aspect of equilibrium between internal and external, between conservation and change as well as between centralized and decentralized. The three levels of planning have been maintained; they have,

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however, been newly defined in terms of content and terminology and therefore now correspond to the terminology predominantly used in business administration theory today. The chapters on leadership and human resources were also fundamentally revised, as in these areas scientific research has gained substantial new insights in recent years. And lastly, we have departed from certain terms such as “professional officers” (or “Profis” in German) and “amateur officers” (“Milizer” in German). As much as these terms may have been original and thus closely linked to the Fribourg Management Model, they have nonetheless frequently been a source of unnecessary misunderstandings and confusion.

Beside numerous changes and additions to the content, the visual form – the layout – was also fundamentally revised and modernized.

We would like to thank everyone involved for their contribution, in particular our two co-authors Reinbert Schauer and Charles Giroud. We would also like to thank Irène Weber, who was instrumental in developing and realizing the new layout, as well as our publisher Matthias Haupt, and our proofreaders, for the successful outcome of this 7<sup>th</sup> edition. We hope it will be as well received as the prior editions.

Fribourg/Switzerland, March 2013



Prof. Dr. Hans Lichtsteiner  
Director of Continuous Education



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Director of Research

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