

tools of the trade

Maxine Ferris, "TT" editor
Michigan State University

Nature of Managerial Work

The Nature of Managerial Work. Henry Mintzberg. New York: Harper and Row, Publishers, 1973. 298 pp. Paperback. \$9.95.

This book by a McGill University professor sets forth a non-traditional overview of how managers manage. The author challenges traditional managerial theory and addresses such questions as: What does a manager do? With whom does a manager work? What kind of information does a manager process?

The book is well written and easily understood. An early chapter reviews current management literature. In other chapters the author describes the common work characteristics of managers and outlines the ten roles that all managers appear to perform.

Although the research base for this publication is drawn from observations of managers in business, subsequent investigation by Mintzberg and others indicate that the conclusions reached are valid in service and educational organizations as well. Extension workers who supervise others and manage county, regional or state offices and programs will find this perspective on management refreshing and "on target."