

tools of the trade

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MBO *MBO for Nonprofit Organizations. Dale D. McConkey. New York: AMACOM, 1975. \$12.95.*

Do you wish you understood the logic of Extension program development a little better? If so, you'll enjoy this book about MBO—or "Managing by Objectives." The book tells what MBO is, defining it as "a systems approach to managing an organization." You'll learn how MBO developed and special factors to consider in applying it to nonprofit organizations such as Extension. Some of the problems we have in using MBO lie in determining needs, ordering priorities, lack of management training, lack of control over subordinates, competition for resources, mandated actions, and short-term planning. As you read the book, you can think through some of the difficulties you may have had with Extension program development and explore the potential benefits of MBO for improving our managerial effectiveness.