

four lectures, one has hardly to say, there are asides and allusions which are as enriching as the main content.

Mr Auden is said once to have allowed a printer's error—'ports' for 'poets'—to stand.

There are a number of less felicitous misprints in this book, and I doubt whether he would himself have joined in singing the 'Stabat Mater' or allowed Cranmer to accept the Primary.

ANDREW WEATHERHEAD

MINISTRY AND MANAGEMENT, by Peter F. Rudge. *Tavistock Publications Limited*, London, Social Science Paperback, 18s.

The title, *Ministry and Management*, accurately describes the important themes in Peter Rudge's discussion of ecclesiastical administration. Rudge applies those principles derived from organization theory, management analysis and administrative studies to actual Church practices, illustrating the general approaches to administration with specific cases. Many readers may find the academic explanations difficult to digest, and some parts will require careful concentration, but the end result should be profitable for anyone who is interested in the ever-increasing administrative problems to be found in all phases of modern Church work.

In the third chapter, the author presents a very brief condensation of common organisational theory, with a critique of the five basic theories: traditional, charismatic, classical (Weber's bureaucratic organization), human relations, and systemic. This useful summary of the highlights of modern management theory is followed by a discussion of the equivalents of each of the five theories in theological doctrine—the author seeks points of correlation between organizational theory and statements of doctrine, noting which theories have roots in the Bible or the main stream of Christian thinking. Both chapters provide the heart of Rudge's argument that there is a parallel between the two. Although many churchmen may not be aware of the connexion, Rudge shows that the two disciplines of theology and management 'embody common perspectives' and 'basic approaches to life'.

The remaining chapters illustrate ways in which theories of management are followed in Church practice and applied to important administrative concerns. The author presents a strong case based upon an interpretation of Church doctrine for the adoption of the systemic theory of management. The systemic theory clarifies the function of the ministry in theology and practice: it provides an adequate base from which to view sin and the human condition. In 'this view, the Church becomes a

flexible adaptive unit in which leaders fulfil the monitoring function'. This is the constant, interpretation of external changes as these affect the fundamental purposes of the organization, thereby avoiding irrelevance within the structure.

In the systemic theory, the task of leadership is difficult. Leaders must be alert and sensitive to environmental factors, confident of the theological doctrines from which they find guidance for the interpretation of changes, and skilled enough in management techniques to maintain meaningful activities. The selection and training of such leaders is seldom undertaken, and Rudge points out that even the basic interest in administration is generally lacking. He writes: 'Nevertheless, the narrow view of administration has generally prevailed in English ecclesiastical circles: this aspect of Church life has been disparaged; the development of serious study of ecclesiastical administration has been stultified; and churchmen have been very reluctant to take any interest at all. The administrative side has been seen in opposition to the pastoral; the one is despised, the other regarded as the essence of the ministry.'

Ministry and Management is an attempt to show that modern administrative skills are not only essential to those participating in the Church, but that the basis for such managerial understanding may be found within the very doctrines upon which the Church is established.

The reader might have welcomed a more dynamic literary style to stimulate his interests and sense of urgency in this significant topic, but stylistic distractions cannot detract from the clear presentation of the concepts of basic management theory that are introduced and explained in the ecclesiastical context. This is an important addition to the library of any mature reader who is interested in those concerns which determine not only the smooth functioning of the modern Church, but its very survival.

JACQUELINE SCHERER